EFFECTS OF CONFLICT ON EMPLOYEES' PRODUCTIVITY: A STUDY OF AKINRICHWAY INDUSTRIAL SERVICES LIMITED IN LAGOS STATE.

BY

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DEDICATION

I dedicate this project to God Almighty, the Ancient of days Himself, for all He has been doing in my life and my family especially on my health and academics. I also dedicate this work to my father, Mr. Richard Akinsumi and my mother, Mrs. Doris Akinsumi for being my main source of motivation and support.

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ABSTRACT

This study aimed to investigate the impact of various types of conflict on employees' output in a study location in Lagos State. Employee productivity is the most essential and stressful issue in the organization, which is now a normal and natural component of the global competitiveness due to variations in culture, beliefs, and ethics. Because the world commerce operates under one cover and people from all origins and work styles are brought together for common business interests, conflict can arise in any sort of organization. Organizations try to get their employees to work together, but conflicts arise when people with various work styles, goals, motives, and processes collaborate with distinct priorities. Insults, non-cooperation, bullying, aggressiveness, and, in certain cases, fighting and physically harming others owing to ego classes are all possible outcomes of such confrontations. People who work in such environments may be stressed even if they are not involved in the conflict since such confrontations generate an undesirable working atmosphere. The majority of people come up with the solution of avoiding putting those people in the same team who are causing issues, but this is the most common mistake made by organizations, because such decisions can lead to communication breakdowns, misunderstandings, and incorrect perceptions. We cannot separate people who are in dispute and force them to stop interacting with one another, nor can we abandon them because unresolved conflicts can lead to feelings of disrespect, hopelessness, dissatisfaction, and sadness, among other things. Workplace disruption, decreased productivity, project failure, absenteeism, turnover, and termination are all extreme outcomes of unresolved conflicts. However, if correctly resolved, it may lead to improved understanding, ideas, working conditions, and relationships, as well as an improvement in productivity and profitability. While relational conflict has a negative impact on performance, task and process conflicts have a favorable impact on worker productivity, according to the Pearson correlation. The link between process conflict and performance, on the other hand, was unexpected. The Pearson correlation approach revealed that there is a very weak relationship between all types of organizational conflict and worker performance in Akinrichway Industrial Services Limited. Finally, the study recommended the use of collective bargaining to effectively stem down and manage conflicts at work places.

KEY WORDS: Conflict, Perception, Collective Bargaining, Productivity

CHAPTER ONE

1.1 Background to the Study

During the procedure for achieving organizational goals, disappointments and conflict are unavoidable. Squabbling, backbiting, shifting blame, gossiping, and undermining others will never be entirely eliminated from any human society. As a result, businesses have been dealing with unionized and non-unionized employee agitation at all levels for quite some time. They are dealing with a variety of strike actions, unceremonious resignations, legal cases, and even violence between coworkers. Disputes between coworkers, while normal, are dangerous because they entail fragile human relationships that can explode and destabilize an office and a company.

Strikes, picketing, work-to-rule, output restrictions, labor turnover, absenteeism, fraud, and sabotage are common in Nigeria's public sector. All of this does not bode well for employee productivity, but it does frequently prepare the way for underdevelopment due to poor national output. There are also varied levels of conflict between and among personnel within corporations.

The link between output and input, i.e., the quality and quantity of products and services produced in response to the resources put in place to attain such output, is central to employee productivity in any firm. Employee productivity (also known as employee output) is a measurement of a worker's or a group of workers' efficiencies. Productivity can be measured in terms of an employee's output over a specific time frame. Because employee productivity is so critical to an organization's performance, it is usually measured against an average for employees doing similar work. When a firm is gifted with highly productive personnel, its profit will increase, allowing it to expand further and eventually contribute to rational output, which will increase employment prospects.

Employee productivity is largely determined by a number of factors, including the availability of production factors, good technology, good leadership and managerial styles, good economic policies, the business environment in terms of threats, weaknesses, strengths, and opportunities, good remuneration and motivation, and, most importantly, the level of workplace labor management, peace, and order. That is, the existence of workplace disagreements if not well

managed can degenerate into violence, strike, work stoppage, low productivity, rancor between management and employees, disharmony among workforce, lack of cooperation and disruption of the lofty objectives and goals of the organization.

Conflict however has immense impact on employees' productivity. Conflict has been defined by a number of scholars. Conflict is a natural occurrence in any human organization. It is so pervasive in social life that some have isolated it as the fundamental unit for comprehending social existence (Ajala, 2003; Alimba, 2010). The term "conflict" simply refers to opposing viewpoints. It refers to disagreements between and among conflicting parties. The impact of organizational conflicts varies depending on the situation. In the workplace, conflicts can have both beneficial and negative consequences. It all depends on whether the conflict is constructive or destructive. Constructive conflict frequently leads to growth and, in many situations, to healthy competition among employees, resulting in increased efficiency and effectiveness in the workplace. Increased organizational productivity is frequently the result of this.

Destructive conflict, in contrast, reduces organizational productivity. It encourages staff inefficiency and ineffectiveness, and it has the potential to push a corporation underground. Employee relationships are ruined by destructive confrontations, making it harder for them to work together constructively. Although Conflict cannot be completely avoided in any organization, according to academics (Uchede, Anijajobi, Odigove, 2013), the common occurrence of organizational conflict may have a negative impact on the organization in terms of lost production hours, reduced profits and unemployment, and, of course, a reduction in the organization's income level. Destructive conflict leads to violence, which can result in the loss of life and the indiscriminate damage of properties. To avoid this, it is critical to handle any detrimental workplace disagreements whenever possible. This is where the idea of conflict resolution comes into play.

Conflict management is therefore when concerted efforts are made to prevent conflict from becoming volatile and destructive. Because workplace conflict is unavoidable, especially between management and employees, it is critical to successfully manage such conflict. Disputes might be informal, interpersonal, labor riff, inter-group, intra-group, or other types of conflicts.

Managers should therefore devise methods to manage conflict in an organization in order to influence employee productivity and prevent conflict from escalating. 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, Everard & Hung, 1999). 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.

1.2 Statement of the Problem

Healthy workplace competition or constructive conflict encourages employee development as well as organizational productivity, whereas unhealthy workplace competition or destructive conflicts have the opposite effect. The role of employees in driving organizational productivity, cannot be underestimated. When employee productivity is harmed, it frequently has a detrimental impact on organizational productivity. Low organizational productivity is common in many Nigerian businesses as a result of low employee productivity. Conflicts among employees are one of the primary factors of the aforementioned low productivity among employees in firms, according to numerous arguments. Employee rivalry and unhealthy competition abound in the Nigerian workplace. Jealousy and envy, struggle for positions in the organization, resistance to advice from a colleague on how to handle work better in the workplace, tribalism and hatred for another person's tribe, and other factors may contribute to this type of conflict. Employees and organizational productivity are frequently harmed as a result of the types of conflicts that arise as a result of these situations. Therefore, this study focuses on looking into the outcomes of conflicts on employees' productivity in organization.

1.3 Research Objectives:

The overall objective of this study is to evaluate the consequences of conflicts on employees' productivity in the study area.

The specific objectives are:

   i.   To examine the link between causes of conflict employees' target achievement in the work organization

ii.   To identify the relationship between   the types and workers' efficiency in the work organization.

iii. To verify the link between effects of conflict and employees' output in the work organization.

iv.   To investigate the relationship between conflict resolution mechanisms and job performance in employees in the work organization.

1.4 Research questions:

i.   What is link between causes of conflicts and employees' target achievement in the organization?

ii.   What is the relationship between types of conflict and workers' efficiency in the work organization?

iii. What is the link between effects of conflicts and employees' output in the work organization?

iv.   Does relationship exist between conflict management mechanism and employees' job performance work in the organization?

1.5 Hypotheses

i.   Ho: There is no significant connection between the causes of conflict and employees' target achievement

Hi: There is a strong connection between causes of conflict and employees' target achievement

ii.   Ho: there is no significant connection between types of conflict and workers' efficiency in the work organization.

H1: there is a strong connection between types of conflict and workers' efficiency in the work organization

iii. Ho: There is no discernible connection between effects of conflict and workers' output

Hi: There is a strong relationship between effects of conflict and workers' output

iv.   Ho: There is no discernible effect between conflict management mechanism and employees' productivity

Hi: There is a substantial impact between conflict and employees' productivity

1.6 Justification for the study

Because disagreements are unavoidable and workplace contact cannot be eliminated, it is critical for organizations that want to remain active in addressing the requirements of the public to understand how to exploit conflicts for the advantage of their employees and the business as a whole. As a result, this study is critical at this time in helping to gain insight into the effects of disputes on employees and how employers can resolve and exploit such conflicts in ways that benefit everyone in the firm.

1.7 Scope of study

This study's findings are limited to AKINRICHWAY industry in Lagos. It may only be concerned with how the organization is affected by conflicts and how they manage conflict within the organizations and thus increase employees' productivity.

1.8 Limitation of the study

Due to time and funding constraints, this research may be limited. I may not be able to expand the scope of this research to additional areas due to time constraints. Another issue that I may encounter during my investigation is a financial constraint. Another constraint could be the researcher's inability to obtain the necessary element or material on the subject of inquiry.

1.9 Operational definition of Terms

Conflict: This can be defined as any circumstance in which incompatible goals, attitudes, emotions, or behaviors lead to disagreement or opposition between at least two parties.

Conflict management: This is the procedure of restraining conflict's negative aspects while enhancing conflict's positive aspects.

Productivity: This is the rate at which a standard population of workers produces goods and services.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section will discuss extensively the literature that is connected, relevant, and pertinent to the issue in depth, using readily available literature from books, journals, articles, and other related work. The analysis includes the insights, definitions, analytical, and theoretical justifications needed to thoroughly examine the studies and acquire understanding into them. This exposes us to different points of view and ideas on the causes of workplace conflicts and how they affect employee engagement levels. The frameworks we will look at here will also take us to different causes of conflict, both in general and in terms of organizational conflict. Different solutions proposed by various scholars will also be explored, with instances of where, when, and how they have been employed to resolve various disputes provided. Scholars' perspectives on conflict resolution styles will also be examined or debated. Different conflict resolution strategies will also be discussed.

2.1 Conceptual Clarification

2.1.1 Conflict and violence

Conflict is a ubiquitous phenomenon in human existence; it is unavoidable wherever two or more people come together in the name of production or interaction. In light of this, work organizations cannot be ruled out in a conflict situation, especially when the interests of employers and employees differ in the production process. While employers desire consistent increases in profit and production levels, employees desire raises in salaries, which are viewed as an additional cost to the employer; thus, conflict arises between them. According to Salmon (2000), industrial conflict includes any unilateral suspension of normal working arrangements initiated by employees (whether through their union or not) or management with the goal of exerting pressure within the collective bargaining process.

Similarly, Fajana (2006) defined industrial conflict as the inability of these parties (either between employers and employees or within their groups) to reach agreement on any issue

related to the object of employer-employee interaction, whether or not this inability results in strikes, lockouts, or other forms of protest. Industrial conflict was defined by Kornhauser, Dubin, and Ross (1954) as "the total range of behaviour and attitudes that express opposition and divergent orientations between individual owners and managers on the one hand, and working people and their organizations on the other". Furthermore, Obisi (1996) defined industrial conflict as the inability of parties in a role set to resolve differences that are either directly or indirectly related to their organization. In a similar vein, Robbins (1991). Conflict is a process in which A makes a deliberate effort to offset B's efforts by some form of blocking, resulting in B's frustration in achieving his or her goals or furthering his or her interests.

According to the definitions above, industrial conflict refers to disagreements between parties or groups with opposing viewpoints. It is important to note that in any work- or work-related situation, people are prone to differing opinions, interests, beliefs, values, and aspirations, which can lead to conflict. Management is always committed to the goal of maximizing profits through proper economic decisions made in a cost-effective manner because organizations are created to maximize profits. Workers, through their groups or unions, want better, higher, and more lucrative welfare packages, which will most likely result in higher production costs for management. Unions and other groups want full participation in organizations, even if it means invading or encroaching on management's prerogatives. As a result, management opposes these risky moves. Conflict erupts as a result of the resistance to these moves. Conflict has been described as "an indisputable fact of all organized life."

Different scholars have acknowledged the inevitability of conflict on several occasions, and this cannot be overstated. Natural conflict is omnipresent; it is a regular occurrence 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). Different scholars described conflict from different perspective. Wright (1990:19) defines conflict as opposition among social entity, directly against one another; it distinguished from competition defined as opposition among social entities independently striving for something of which the supply is inadequate to satisfy all. Competitors may not be aware of one another. The opinion of Wright (1990) can be explained thus: conflict and competition are two points of a continuum on which conflict represents aggravated competition. In order words conflict arises when disagreement emerges

from competition cannot be resolved. Conflicts are themselves processes that tend to degenerate from non-violent to violent and from crisis to full-scale war. Conflict takes on a wide variety of forms and have been classified on the basis of intensity or scale of violence, structural and character of parties in conflict (class, ethnic, groups, religious group, racial group) and so on and manifesting a distinct spatial character (national, regional, inter-state or international).

Also, another scholar like Kriesberg has similar view of conflict with Wright, Kriesberg (1973:17) simply defines conflict as "a relationship between two or more parties, who believe they have incompatible goals". However, Stagner defines conflict as "a situation in which two or more human beings desire goals which they perceived as being obtainable by one or the other, but not both, each party is mobilizing energy to obtain a goal, a desired object or situation, and each party perceives the other as a barrier or treat to that goal". These definitions can easily be link to the contest for position in an organization by different workers or employees who may or are qualify for such position.

Conflict continues to be the most persistent trait that convinces humanity that growth and development are reliant on conflict. Though conflict is commonly viewed as something destructive, unnatural, dysfunctional, and unpleasant, if managed properly, it can be a forerunner to beneficial transformation (Edwards, 2003; Hammed & Ayantunji, 2003). Ross therefore saw nothing wrong in conflict, he saw it as a natural and inevitable human experience and as a critical mechanism by which goals and aspirations of individual and groups are articulated, it is a channel for the definition of creative solutions to human problems and a means to the development of a collective identity. What Ross infers is that without conflict we cannot have change.

Similarly, Laue (1990:256-7) tries to disabuse our minds about the dysfunctional perception of conflict. He notes that: "Conflict is not deviant, pathological, or sick behavior per-se. It is not the opposite of order…. There is orderliness in conflict, although conflict can become disorderly. And it can be a very helpful and useful part of society". What to be feared is destructive conflicts (that is, conflict that have started producing negative results) rather than conflict itself.

Violence on the other hand that can be view as the product of conflict is described as the use of force and general unleashing of ferocity vehemently on oneself, or another individual, group or

general populace. Violence is defined by different scholars and school of thoughts, including UN.

Some conflicts may be mild, while others may be extremely violent. A simple disagreement or grievance that should have been thrashed out or settled peacefully on the basis of 'give and take' criteria may result in a destructive conflict (Murron, 2014). The aftermath path of a conflict situation is usually undesirable because it usually leads to a strike, which can be very expensive and time consuming.

According to Obisi (2005), he identified two types of industrial conflict which are organised and unorganised conflict.

ORGANISED CONFLICT

Organised conflict is a form of group conflict that is an expression of dissatisfaction. It is well thought out, calculated, and also a strategy to change the unsatisfactory situation (Oribabor, 2000). Organised conflict can be in form of:

    a. STRIKE

This is a brief halt or sensation of work. It is an expression of dissatisfaction with employment relations. It is one of the fundamental rights of workers in an industrial society that distinguishes them from slaves. Strikes, according to Fashoyin T. (1996), may have characteristics of political strikes, despite the fact that they may have been undertaken to achieve senatorial interest. According to Flanders (1996), a strike is a temporary refusal to work in accordance with the prevailing employment contracts (or other conditions that are not specified or implied in contracts), at least on the part of the vast majority of workers involved in the strike.

Strikes are used by labor unions to achieve their goals when bargaining has reached a stalemate. It is a powerful tool that employees can use to express their displeasure with certain wrongdoings in the organization. When a strike occurs, it is a double-edged sword that affects both employees and employers. According to Fashoyin (1992), strikes are the negative side of industrial relations that the public associates with, and it is an aspect of industrial relations that invites negative comments from all study participants. Workers may be arrested during this occurrence, and

management may also lose production and profit. Workers have the right to join unions and to leave their jobs if they are dissatisfied. The Incidents of strike entails:

i.   Sit-Down-Strike: This is the type of strike in which there is no reason or notice given to the employer before it occurs.

ii.   Sit-Down Strike: This occurs when employees are present at their workplaces but are not working.

iii.   Sympathy Strike: This is a solidarity action undertaken by employees who are not directly involved in the dispute.

iv.   Constitutional Strike: This is the strike in accordance with the rules and regulations.

v.   Official Strike: This is an official strike planned and carried out by the union leadership. An official strike is one that is planned and carried out by workers without the support of union leaders.

b.   DEMONSTRATION/PICKETTING

This is the result of a series of meetings held by workers' unions. It involves the existence of a trade union by moving around the area where the dispute is occurring. It is a situation in which a group of people gather outside of a workplace to express their displeasure with certain rules and to discourage others from going there in. Section 45 of the Trade Union Act authorizes the use of peaceful picketing, stating that "it shall be lawful for one or more persons acting on their own behalf or on behalf of a trade union or registered federation of trade unions or of an individual employer or firm in contemplation or furtherance of a trade dispute, to attend at or near a house or place where a person resides or works or carries on business".

c.   WORK- TO- RULE

This occurs when workers in a workplace work with minimal efficiency or when workers intentionally reduce work in a workplace in order to reduce output. Work is slowed in this sense to affect the level of profit maximization of organizations. It could be said that the union took a deliberate and intentional action to limit input in the workplace. In Nigeria, this is commonly referred to as 'going slow.' In 1975, when workers in the country used work-to-rule to their advantage, the workers in the coal industry used union effectively when the government awarded a 10% - 15% increase in workers' salaries.

d. OVER-TIME BAN

This is a deliberate attempt by the employee to reduce output and profits. The union uses it to put more pressure and confusion on the employer by imposing additional costs on the employer if more production is required. This is risky for employers, especially if the over-time ban is implemented by employees during the holiday season.

e. SIT-IN

This is when workers seize control of the industry by outnumbering management. Workers are in charge of the business asset in this situation.

f. WORK-IN

This occurs when employees prevent the employer from closing the factory and profiting from his business.

g. COLLECTIVE BARGAINING

This is an example of an organized conflict in which a union representing workers and management representing employers meet at a round conference table to work out their differences amicably. It is a formalization of conflict.

UNORGANISED CONFLICT

Individuals carry out unorganized conflict. That is, it is personal rather than collective. Banjoko (2001) identified the following types of unorganized workplace conflict. It may be in form of:

a. LABOUR TURNOVER
This occurs when a worker leaves or withdraws his or her services from an organization due to dissatisfaction, such as a poor working environment, low pay, or a poor management style.

b. ABSENTEEISM
This is an unofficial temporary absence from work with flimsy justifications. It is a pattern of habitual evasion or intentional absence from one's workplace.

c. NEVER-ON-SEAT SYNDROME

This could take the form of moving around at work. For example, frequently visiting restrooms, banks, and health care facilities.

d. PILFERING

This is a deliberate and intentional attempt to steal important company property. Documents, tools, and instruments, for example. This is a deliberate and intentional attempt to steal important company property. E.g., Documents, tools, and instruments.

e. SABOTAGE

This could take the form of disclosing important information or secrets about the organization to outsiders. It can also take the form of maliciously destroying the company's machine and stealing important files.

f. COMPLAINTS

This is when a worker begins to complain about his or her job in the organization on a regular basis.

g. BREAKING RULES

This occurs when a worker willfully violates the organization's rules and regulations

Types of Conflict

Different Conflicts vary in severity according to human society's experience. There are various forms of conflicts or disagreements. Intra-personal conflict has been recognized and reflected on by psychology as a discipline. Inter-personal, intra-group/intra-unit, and inter-group conflict are all terms used in sociology. Inter-ethnic and intra-state conflict, as well as international conflict, have been identified by political science and history (Sheriff F.).

Intra-personal conflict

This can be regarded to as a state of implosion in an individual shaped by the state of mind. It is however imperative to know that such human state is largely dictated by circumstances around him. Such situations may include anger, depression, confusion, frustration, which could lead to aggression, erratic behavior, addiction and in extreme cases, suicide (Ross, 1993). This is the kind of conflict that has been described as "man against self" (Lamb, 2008), in which man

continues to contend or battle with his mind and habits. Smoking, drug use, alcoholism, as well as lying are some addictive habits that man may continually contend with; even when he desires to stop, he may find himself continuing it. This is regarded to as intra-personal conflict or "man against self". However, Intra-personal conflict could also be regarded to as intra psychic conflict; conflict between the id, ego and super ego of an individual. (Sigmund Freud).

Inter-personal conflict

This is what has been described as "man versus man". This type of conflict could be direct confrontation, as in exchange of blows or fist, fire of guns or armed robbery, or it may be a more antagonistic occurrence between the will of two or more persons (Nikolajeva, 2005). It can also be view as dispute between two or three people. This might cone in confrontation, verbal abuse or challenging of the others action.

Morell (2009) posits that "man against society" type of conflict arises when man stands against a man-made institution or practices. These may include slavery, human trafficking, child prostitution, human rights abuses, bullying, corruption, bad governance, et cetera. According to her, "man against man" conflict may shade into "man against society". "Man against nature" is the type of conflict that depicts a state of contention between man and his environment (Lamb, 2008). Such forces of nature as global warming, climate change, rainstorm, hurricane, desertification, resistant malaria, killer insects, et cetera create a situation in which man battles with nature to overcome and master it.

Family conflict

Folarin, (1997) highlighted Family conflict in his work (Type and Causes of conflict 1997). This type of conflict occurs in a family unit. Sociologists would define this as intra-unit conflict. Many times, these conflicts arise as a result of a crisis brought on by familial roles expectations and disagreement. Conflicts between parent and son, mother and father, husband and wife, and brother and sister are just a few examples. It could also indicate a quarrel between cousins, nephews, and uncles, as well as sister-in-law and brother-in-law. Such disagreements can be triggered by basic things like rudeness, seniority claims, laziness, absenteeism at school, and lying, to more serious issues like land, property, inheritance, and will disputes. (Folarin, 1997).

Inter-Group conflict

This refers to the kind of disagreement or rancor that occur between or among two or more sectarian or religious groups, ethnic groups, communities, or interest groups (Folarin, 1997). The rancor between Christians and Moslems in Nigeria is a classic example of inter-faith or inter religious conflict. Nigeria has been riddled with clashes between members of the two faiths since the 1980s. The Maitatsine riots in Kano, Bulumkutu crisis in Maiduguri, Sokoto university campus riots over use of Othman Dan Fodio's daughter's name in a pageant, Cross vs. Crescent crisis at the Ibadan university, among others, are worse scenarios of this (Folarin, 1997). The Boko Haram Islamist terrorist onslaught against Christians and the Nigerian State since 2009 has however, become the worst in the annals of Nigeria's religious conflict. In terms of ethnic conflict, there have been: Igbo-Hausa feud that began after the military coup and counter-coup of 1966, culminating in the Civil War in 1967, Efik-Ibibio conflict, Tiv-Jukun debacle, Fulani-Birom clashes, and Itsekiri-Urhobo-Ijaw conflict in the Niger Delta. Intra-ethnic or inter-community conflicts include Ife-Modakeke, Umuleri Aguleri, Andoni-Ogoni, and Egba-Awori (Ota) clashes.

Intra-State conflict

This form of conflict is limited to a sovereign state's borders. It can be classified as a conflict that is caused by the following elements: political considerations, economic factors such as land disputes among community members, control over revenue sharing methods, and so on. Social reasons, such as value disparities, which existed in the old Sudan, could also lead to violence. Real or perceived ethnic balancing or ethnic cleansing, like in the Nigeria-Biafra incident and Rwanda genocide chapter in 1994, could also be a role (Folarin 1997). Power-sharing, the power equation or zoning formula in government, lopsidedness in political appointments, the quota system, and other political variables could lead to intra-state conflict. The Malian crisis, the Ivorian crisis, the Libyan conflict, the conflict in the Democratic Republic of Congo, and the Central African Republic are all examples of intra-state conflicts.

Inter-State conflict

International conflict is another name for this form of conflict. There is a disagreement between two or more states in this situation. This form of confrontation can sometimes devolve into a state of war. It's important to note that all wars are referred to as conflicts. As a result, all inter-state conflicts are treated the same as international conflicts. Inter-state conflict can be defined as a violent clash between military personnel from two or more states. Territorial invasion by another state, the collapse of diplomatic ties, the exportation of harmful or illicit goods to another country, and so on can all lead to inter-state warfare. Inter-state conflict, on the other hand, might encompass ideological clashes between two or more countries. Hundreds of tons of poisonous compounds dumped at Koko, a sleepy village in Delta (Bendel) State, were traced to Italy in the 1980s, and Nigeria came close to cutting diplomatic ties with the European country. Nigeria and Cameroon have experienced confrontations on several times, most recently over the Bakassi Peninsula, but none have ever escalated into full-fledged war. Since the 1962 Cuban Missile Crisis, the United States and Cuba have been at odds constantly. Examples of inter-state conflict that resulted in war include Iran-Iraq of 1980-1988, Britain-Argentina War of 1982 over the Falkland Islands, USA-Afghanistan War.

Global conflict

Although inter-state conflict connotes worldwide war, Folarin (1997) clarifies that state global conflict should not be confused with inter-state conflict. "Global conflict is a sort of international conflict that surpasses the type that involves two or more sovereign states," writes Folarin (1997). It is instructive to observe, however, that a confrontation between two or more states has the potential to escalate into a full-fledged global conflict." The 1914 Serbia-Austrian dispute was an inter-state struggle that led to the First World War, which might be considered a global battle. The Second World War erupted from the German-British confrontation of 1939. There are additional instances of global conflict that are not caused directly by states. For example, terrorism has become a global struggle in which the entire globe is fighting the scourge of global terrorism and working together to combat it.

Destructive or Dysfunctional Conflict

Dysfunctional conflicts are those that keep a group from attaining its objectives. When conflict has negative consequences, it is regarded as dysfunctional. The fundamental characteristics are: the inability of organizations whose members are in conflict to find a solution to the issue or find lower quality alternatives; conflict actors are apathetic or increasingly aggressive and hostile to one another; the energy is focused on conflict rather than solution, making it difficult to perform job duties. In any event, these disagreements should be handled and removed, or productively translated.

They are more concerned with their deeds than with their motives. Because the rates of positive and negative conflicts are likely to fluctuate, subordinates must comprehend not only the volatility, but also the ideas that contribute to successful management.

2.1.2 Concept of Organization

The word organization comes from the Greek word organon, which can mean tool, musical instrument, or organ. When people work together to attain a common purpose or objective, they are said to be organized. It can happen as a result of planned activity, spontaneous improvisation, or a combination of the two, but it always requires a coordinated effort. Consider the goal of moving a massive stone on a hill that is too enormous for one human to push alone. Two or even more won't shift it either, unless they coordinate their efforts. But people often pursue more complex goals than pushing a stone17. In other words, organization absolutely means people working together for common objectives. It is a group of people gathering at a place and put their efforts to achieve a common goal.

According to Louis & Allen (1995) Organization is the act of defining and dividing work to be done, determining and allocating responsibility and authority, and establishing connections so that people may work together most effectively to achieve goals. Allen defines organization as a tool for achieving organizational goals. Each person's work is determined, and authority and responsibility for achieving it are established. Moreover, Organization is the process of bringing together the work that individuals or groups must accomplish with the equipment required to

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complete it, so that the task at hand provides the best medium for the efficient, systematic, precise, and coordinated use of the available resources.

Classification of Organizational Conflict

Relationship conflict

Tensions, annoyances, arguments, and personal incompatibilities over beliefs, values, habits, and personalities are examples of this sort of conflict (Amason, 1996). Personal concerns such as dislike among group members and feelings such as dissatisfaction, impatience, and aggravation play a role in this type of conflict. This description is compatible with previous conflict classifications that differentiate between emotive and cognitive conflict (Amason, 1996). Because it arouses antagonism among group members, interpersonal conflict can sabotage productivity.

Task Conflict

Task conflict, according to Donkor, Afriyie, AdjeiDanquah, and KwakuNimsah (2015), is described as disagreements in ideas and opinions about a group task. It's similar to cognitive conflict in that it's about disagreements over ideas and opinions regarding the activity. Task conflicts may be accompanied by lively debates and personal excitement, but they lack the powerful interpersonal negative feelings that are more typically associated with relationship conflict. This type of dispute can boost productivity by boosting the quality of people's thinking and decision-making.

Process Conflict

It is characterized as disagreements about specific components of how a task will be completed (Jehn, 1997). Process conflict is more particularly concerned with questions of responsibility and resource delegation, such as who should do what and how much responsibility should be distributed among different persons (Donkor et al. 2015). Process conflict occurs, for example, when members of a group argue on who is responsible for completing a certain task. According to Ongari (2009), this sort of conflict develops when the supervisor or person in charge of the task does not explicitly specify the procedure(s) for the task.

2.1.3 Concept of Employee and Employee Productivity

An employee is a person who works for a company and is paid an hourly rate or an annual salary for a certain task. Employees aren't all hourly laborers. Employees are typically defined by the employer's greater amount of control over the intricacies of the employee's work. An employee is a person who contributes labor and knowledge to an endeavor of an employer or a person conducting a business or undertaking (PCB), and is usually employed to execute specified tasks that are packaged into a job. An employee is a person who is engaged to give services to a firm on a regular basis in exchange for money and who is not performing these services as part of their own business.

Although employees vary, my focus in this study is on the ability of employees to put into a system of production and delivery of services in industries and firms. "One hired by another, usually for wages or salary and in a position below the executive level," according to Merriam Webster dictionary.

Productivity, according to Mathis & John (2003), is a measure of the quantity and quality of work completed while taking into account the cost of the resources used. The higher an organization's productivity, the greater its competitive advantage. This is due to the efficiency with which the resources were employed. Also, productivity refers to the condition of creation in terms of efficiency and quality of goods and services, and it comprises the ability to generate a result from a variety of resources put to work.

Productivity refers to the efficiency of the production system and an indicator to; how well the factors of production (land, capital, labor and energy) are utilized (Mathis & John (2003). There are also factors that can affect productivity such as human, technological, managerial, natural factors etc., which can be termed controllable factors, while we have economic, political and social factors as uncontrollable factors.

According to the European Productivity Council, productivity is a state of mind. It is a mindset of growth, of constantly improving what already exists. It's the assurance that you'll always be able to perform better than yesterday. It is the continuous adjustment of economic and social life

to changing circumstances. It is a never-ending effort to learn and apply new approaches and methods. It's a belief in human growth.

Employee productivity can then be defined as the rate at which employees use available resources (input) to produce high-quality output. It is simply defined as the employees' commitment to work in the production area in order to deliver high-quality goods and services within a specified time frame. Employee productivity cannot be successful if workers are not dedicated, resulting in low output in manufacturing. As a result, all aspects described above as factors that affect productivity should be taken into account. Employees productivity is one which determines the growth of a company how well and efficient they are and in attaining the goal of that company. It plays a role in attaining success in any given company or workspace.

According to Hertzbergs Two factor theory, he holds that employees' productivity can be under some characteristics which he referred to as "motivators" which is seen as dissatisfaction, working condition, supervisions, interpersonal relationships, company policy and administration (Robbins, 2006). This explains that employees are moved by motivation which can satisfy or dissatisfy their attitude to work or even when the working conditions or environment is not conducive or enjoyable it's reduced effectiveness to work and if the supervision tend to be tensed or having a lackadaisical supervisor for instance there will be less seriousness or the workspace full of tensions.

Effect of Organizational Conflict on Employees' Productivity

It is true that conflict 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.

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:

a. **Organizational advancement**:

   Conflicts can lead to development in an organization as it is an important instrument for vibrant and progressive organization.

b. **Increased Involvement:**

   Organizational members have the opportunity to create objectives, share thoughts and views, gain more knowledge of other people and situations increased

c. **Innovation and Creativity**

   Members are encouraged to "put their ideas on the table," which can lead to new discoveries, improvements, and novel solutions. Some members of the organization consider dispute as an opportunity to come up with new ways to solve problems. Participants may be encouraged to create ideas while studying issues from several perspectives in order to propel the organization forward.

d. **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).

 e. **Bring positive change:**

When there is conflict in a setting, it leads to positive changes. Some changes can only occur if individuals cope with them, and peace can only be established in its entirety if war occurs.

Other positive effects include improved thoughts, individuals being forced to seek new approvals, long-standing issues being addressed, individuals being forced to explain their point of view, and tension motivating interest and creativity, as well as building employee collaboration, promoting organizational innovation, and improving outstanding conflict resolution decisions.

Negative conflict:

Negative conflict 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.

Managing Conflicts

Conflict management is a term that refers to the various ways in which people deal with complaints, speaking out for what they believe is right and speaking out against what they believe is wrong. Conflict management, according to Miller and King (2005), is an interventionist endeavor to prevent the escalation and negative repercussions of ongoing conflicts. This is a strategy for reducing, weakening, or avoiding the current conflict from becoming disruptive and unexpected.

Oshita (2007) highlighted the following tactics for effectively handling conflicts in his personal study. First and first, opposing groups must be brought together to reach a common understanding. Second, the government or other parties to the dispute can directly intervene by enforcing or implementing a judgment. Third, in order to avoid such disagreement, new rules, services, or instructional systems must be developed. In the fourth sense, the conflicting parties must be obligated to use the previously established containment measures. 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) suggested that ceasing hostilities in a disputed situation does not immediately bring peace to the opposing parties, and that the most important phase is the process of conflict

resolution; at the same time, any mistake might be costly; there is a great need to handle conflict wisely. As a result, it is a method that can be used at all stages of a conflict, from prevention to complete resolution.

Best (2006) defines conflict management as "a cycle of negative and negative conflict reduction through a variety of techniques and working with and through the people involved in the conflict." It encompasses the entire field of positively resolving disputes at various stages, as well as proactive attempts to prevent conflict. It promotes conflict resolution and litigation. Conflict management is a strategy for influencing how conflict is handled, regulating it, and preventing violence Ekpu (2010). Conflict management is a strategy for influencing how a conflict is handled, regulating it, and preventing violence. It refers to any action or attempt taken by the disputing parties or a third party to influence, decrease, or encourage a conflict resolution. Conflict management is defined as the use of open and direct communication to aid opponents or parties in reaching an agreement not only against hostile activities, but also in adhering to agreed-upon resolutions and strategies (Akpuru-Aja, 2010). To communicate and interact with opposing parties, as well as to use timely coordination of intentions and reactions, diplomatic tactics and skills are required while handling conflict. Furthermore, for good conflict management, there must be a free flow of communication and intelligence coordination from time to time.

Conflict resolution is dedicated to addressing stress and time constraints. As a result, quick action is crucial in dispute resolution in order to avoid violence. In the process of conflict resolution, remedies (solutions) must be made to work properly, which necessitates concessions and humanitarian considerations (Bassey, 2002). To avoid a recurrence of a conflict, all parties involved must be treated fairly.

Conflict can be controlled or correctly handled in a variety of ways, according to numerous researchers. Thomas Kilman's conflict handling styles are one example of such scholarly work. Conflict management differs from conflict resolution in that it promotes a variety of ways for dealing with conflict productively. In essence, conflict management is the act of decreasing and, if possible, eliminating the negative and destructive aspects of a conflict while focusing on increasing the good and constructive aspects of the conflict. In contrast, conflict resolution is set

to put an end to any given conflict. In essence, conflict resolution can be described as process of getting the analysis of a given conflict and proffer solution the will definitely end or terminate such given conflict.

Conflict can be resolve either through the use of Litigation or Alternative Dispute Resolution (ADR). Litigation connotes the settlement of dispute in law court while Alternative Dispute Resolution means other method of resolving conflict which include: mediation, conciliation, arbitration, negotiation et cetera.

In conflict management, Thomas Kilman critically gives different means through which conflict can be manage or people's response to conflict. This includes the use of the conflict handling styles: avoidance/denial, accommodation, competing and compromising.

Accommodating

This personality trait demonstrates a desire to accommodate the demands of others at the sacrifice of one's self. Low aggressiveness and high cooperativeness characterize the style. It signifies that one party loses while the other wins. The mode is activated when someone wishes to work toward a common goal rather than a personal worry in order to preserve an existing relationship. It's frequently used when someone realizes he's incorrect or at fault and is prepared to let others learn from their mistakes. He understands that he cannot win, and that peace is essential.

The housing approach believes that no amount of sacrifice is too great to ensure the reign of peace. It's a mollification technique that combines capitulation with mollification. An accommodating approach of dispute resolution comprises ignoring one's own concerns in order to alleviate others' concerns. According to Ojo (2005:18), it is appropriate if the problem is more important to the other side. To keep the connection, the opponent is designed to make sacrifices and compromises to please.

When trying to settle a dispute with a competition, an employee may put the opponent's interests ahead of his or her own, forgetting to retain the link. The most effective strategy to reduce conflict is to confront it. (According to Verma, 1998) Active conflict management, according to

De Church et al. (2001), allows companies to debate concerns and inconsistencies visually, allowing them to share data and tackle conflict collaboratively.

Collaborating

This is a win-win situation and a problem-solving technique. People that use this approach are highly cooperative and assertive, and they tend to accommodate the demands of all parties engaged in a conflict. It entails developing an integrated solution that meets the needs of all conflict parties by allowing everyone concerned to feel a feeling of ownership over the solution (Algert 1996). Active listening, assessing spirit, identifying worry, and non-threatening confrontation are some of the abilities needed for collaboration.

When employees disagree individually inside an organizational unit, collaboration and a search for an equally helpful solution are desired. Rather than taking into account diverse points of view, employees might work together to solve a problem by clarifying other points of view. Collaboration guarantees that both parties are satisfied with a solution to the conflict. Effective problem-solving solutions must be actively included in order to achieve (win-win) outcomes that are equally satisfying to all parties. According to Juchel (2002:1284), tempers are calmed and a solution is found when all relevant problems are discussed publicly and honestly by the opposing parties. When finding a common solution is critical, it works well, resulting in the situation of "winning a triumph."

Avoiding

Conflict avoidance is a conflict prevention method. This strategy is utilized when the pain of both parties is ignored by failing to address the problem. By avoiding the issue(s), Ojo (2005:18) says that management will gather additional facts on the issue(s) before making a decision. Physical separation is often necessary to prevent violent grievance demonstrations and disagreements. There is no winner or loser in this situation. The avoidance mode is characterized by a lack of assertiveness and cooperation. People avoid conflict for a variety of reasons, including a fear of being involved in one or a lack of trust in their conflict resolution abilities. People withdraw, stand aside, or postpone conflict to avoid it. This mode is utilized when there is

a minor issue and the relationship is at risk, or when you have no power and see no way to have your concerns addressed.

Competing

When one employee seeks to satisfy his or her own interests regardless of the impact on the other employee in the conflict, he or she is competing. The competition strategy comprises the survival of the most appropriate and win-lose technique, without regard for any other party. This is a circumstance where "I" win and "you" lose. It's a winner-take-all strategy that emphasizes high aggressiveness and low cooperativeness while safeguarding one's own self-interest. The mode entails exerting one's authority on another person, and the interests of others are not taken into account when resolving a problem. It's also known as a zero-sum game, in which the winner takes everything. Competing style users take a definite stance and know what they want (Kilman, 1996). When one realizes that using power to win is necessary to achieve the goals, the mode becomes unavoidable. It's employed when you need to stand up for your rights, when you know you're right, and when you're short on time and need to make a swift decision.

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).

Compromise-style sufferers discover a solution that at least somewhat satisfies everyone. Everyone involved in a conflict is expected to give up something. In a conflict situation, it's a "I bend, you bend" issue. It means that winning something while losing a little isn't necessarily a bad thing. Both ends are pressed up against the center in an attempt to serve the "common good" while ensuring that each person retains some of their original position. When goals are not moderately important and time can be saved by obtaining an intermediate agreement on individual sections of difficult issues, this mode is adopted. It's a scenario of modest cooperation and aggressiveness.

2.2 THEORETICAL FRAMEWORK OF CONFLICT

The research is based within the assumption of the system theories. A Theory is set of principles, frameworks and assumptions that are used in explaining a given phenomenon in politics, economic and within the organizational setting.

Theories of Conflict

Conflict theories are explanations offered to explain the core causes of conflict. Because conflict occurs everywhere, the causes of conflict are varied and complex, making it difficult to analyze individual conflict situations. The theories are advanced in order to simplify the causes by categorizing or categorizing them. In essence, conflict has been viewed by several researchers or schools of thought based on their perspectives on it, such as Marxist theory, Dahrendorf conflict theories, Role theory, and so on. These theories go into great detail into the nature, technique, and impact of conflict in the workplace, all of which can be linked to employee productivity.

2.3.1 Marxist Theory of Conflict

This theory examines the causes of conflict in society in great detail. According to Marx, the great social philosopher, the degree of inequality in resource distribution creates intrinsic conflicts of interest. He discusses how the contradictions in capitalism forms of economic production would lead to conflict processes that would usher in communism through revolutionary action by the proletariats (the ruled). According to Karl Marx, the greater the rate or degree of inequality in the allocation of society's comparatively available or scarce resources, the larger the fundamental conflict of interest between the society's dominant and subordinate sectors. The more the subordinate segments (proletariat) become aware of their true collective interests (the income of the organization), the more likely they are to question the legitimacy of the existing pattern of distribution or allocation of scarce resources.

Also the subordinates are more likely to become aware of their true collective interest when changes wrought by dominant segments disrupt existing relations among subordinates, practices of dominant segments create "alienative dispositions", members of subordinate segments can communicate their grievances to one another, which, in turn, is facilitated by the ecological

concentration among members of subordinate groups, and the expansion of educational opportunities for members of subordinate group.

Marx also exerts that the more the subordinate segments at a system become aware of their collective interests and question the legitimacy of the distribution of scarce resources, the more the structure of the organization is likely to be restructured.

In relation to the above perspective of Karl Max, conflict is one of the effects on employee productivity due to the inequality distribution of resources.

The salary that the owners of company (bourgeois') are paying their staff (proletariat) for instance, may not be enough or may be very low to the efforts they put into production compare to the income of the company, and this can make the employee question their dedication to work, which then result to low productivity. Also, when the salary (resources) of the employees are delayed or not constantly paid, even when the work load is much on the workers, the employees can aggressively fight the employers by reducing their commitment to work; this will greatly affect the productiveness of the employees.

Conflict Theory Model of Dahrendorf

Dahrendorf (1995) introduces to the theory of conflict the view of productive and constructive conflict. Dahrendorf agreed that conflict is a necessity for obtaining an end or goals in the society or organization. He opines that societal conflict produces alteration in the structure of organization, which is important and good. Dahrendorf effort was to determine a systematic locus and a specific framework for a theory of conflict in sociological analysis. He agrees to two different kinds of struggles in an organization. He named them "Exogenous" and "Endogenous" conflicts.

The term "endogenous conflict" refers to conflict that arises within an organization, institution, or society. In this, he agreed with Marx that the current social system causes internal strife. He moved beyond internal conflict dynamics to include exogenous conflict, which he defined as conflict caused by external sources. This has an impact on social transformation as well. Exogenous conflict, in other terms, is externally imposed or introduced into a system. According to the thesis, certain conflicts are founded on specific social structural arrangements and will

inevitably happen anytime such arrangements are made. For instance, the community where the organization is located has a great effect on the organization itself. No organization can thrive or be productive in a community that is bedeviled with violent.

Structural Functionalist Perspective of Conflict

Talcott Parson (1960) champions the course of this theory after the World War II. The structural functionalist asserted/projected that individual will adjust to a given structure in an organization institution or society. Any change in the structure of the organization or institution causes conflict and it destabilizes the organization. Conflict should then be minimized in order to maintain stability with both individual as well as the institutions. The theory reflects a system approach where each part has one or more functions to perform. The theory sees conflict as dysfunctional, abnormal, and a disease which can be endemic to a society. It focuses on things that will maintain the state of equilibrium and collaboration in the organization.

"A framework for building theory that sees society as a complex system whose pieces work together to foster solidarity and stability," according to structure functionalist theory. This theory discusses how the structure of society can affect productivity, how change is inevitable (perhaps with new structure or policies), and how the necessity to modify or adjust to the changed structure can lead to conflict, which can impair employee productivity. Also, according to this idea, changes in the workplace generate a change in attitude, referring to the relational conflict that is caused by humans. Attitudes toward work change, and relationships in the workplace break down, resulting in low productivity. Conflict can detract from the productivity of employees if it is not properly managed or reduced. It emphasizes that all systems have orders, and each order is independent. In an organization, orders and guidelines are created, but efficient production becomes an issue due to the employees' laxity in following instructions.

Pluralist Perspective of Conflict

The advocates of the pluralist school of thought such as Clegg *et al (2003)*, haves a different view about conflict. Conflict, according to the school, can contribute significantly to what is known as a healthy industrial order. Given the proper regulatory frameworks, Clegg claims that open and active conflict resolves discontent, decreases tension, explains power relationships, and

adapts the industrial structure. As a result, he claims that conflict creates a large number of solidarity organizations by re-enacting and re-enacting the ideals of self-determination.

The pluralist school appears to be a critique of the political idea of sovereignty, which holds that in an autonomous political system, there must be a supreme power. Pluralists argue that within any political system, there are groups with their own interests and ideas, and that the government's survival is dependent on their agreement, loyalty, and collaboration. Rather than existence of a definitive decision by final authorities, this theory contends that there are instead only continuous (conflicts, antagonisms) and compromises.

In essence, a plural social or industrial relationship must accommodate many and conflicting pressure groups in order to ensure that the various group interests are balanced, allowing for peaceful social and political progress. As a result, the pluralists believe that the same can be achieved through constant discussion, concession, and compromises inside and among these pressure (interest) groups, as well as between the authorities.

When there is conflict in an organization, the power relationship will be established after the dispute has ended, as the groups or units will know their stand or what to do after the fight has ended, thereby reaching a new level of relationship. However, all parties to a conflict in an organization are expected to resolve disagreements in a constructive manner in order for the conflict to have a positive impact on the productivity of employees and the organization as a whole. As a result, the highest priority of disputing staffs or persons in dispute in an organization is to achieve a settlement.

2.4 CAUSES OF INDUSTRIAL CONFLICT

According to Reeta and Prabhakar (2016), the causes of industrial conflict can be divided into two categories: economic and non-economic reasons. The causes of industrial conflict are numerous and complex. Various scholars in the field of industrial relations (Venkata 2003; Otobo, 2011; Salamon, 2011; Fashoyin, 2013; Imosili, 2003; Fajana, 2016;)identified the following as the causes of industrial conflict.

ECONOMIC CAUSES

Economic reasons are based on working conditions and monetary benefits available to employees while performing their assigned duties.

1. Wages and Allowances

Nigerian workers are associated with low wages as a result of colonial masters' legacy. Workers' well-being has not improved as a result of rising inflation, which may force workers to request wage and allowance increases. Because businesses are formed in order to maximize shareholder wealth. To make a profit, a company must increase its output while also attempting to keep expenses as low as possible. Employers are always looking for ways to increase output and profit while lowering production costs. Employees, on the other hand, want management to help them overcome the ever-increasing cost of living through salary increases and allowances that the employer sees as an additional cost. This becomes an issue between the two parties because it causes employee frustration, which eventually creates or leads to an environment of confrontation with management, eventually taking the form of a dispute.

2. Bonus

Workers in organizations toil in order to ensure profit for the organization for which they work, hoping to receive a portion of the profits demanded in the form of a bonus. In light of this, management manipulates and restructures their records in order to show a loss in earnings and thus refuses to pay bonuses to employees. This becomes a source of industrial unrest.

3. Leave with Pay and Working Hours

Workers want the Factory Act of 1948's working hours and leave policies to be followed correctly. Employees are likely to disregard these rules, resulting in industrial conflict.

4. Retrenchment and Undue Promotion

Unfair promotion, mass retrenchment, and dismissal of employees are among the causes of industrial conflict.

5. Public economic policies such as privatization, which resulted in the layoff of many workers, and deregulation of the downstream sector, which resulted in an increase in the price of fuel and a high level of inflation, can easily lead to industrial conflict.

NON-ECONOMIC CAUSES

Industrial conflict does not always arise solely on economic grounds; it can also arise as a result of issues unrelated to economics, known as non-economic grounds. . Some of these issues that lead to industrial conflict includes:

1. Non-Recognition of Trade Union by Management

The purpose of a trade union is to protect and serve the interests of its members/workers. Employers are aware that unionism is a ruse used by a group of workers to attack and pressurize management into accepting their legal or illegal demands. Given this, it is critical for employers to prevent and refuse the formation or creation of unions.

2. Autocratic Management Style

When an organization's management is autocratic and authoritarian, it can lead to industrial conflict. Employers may adopt a dictatorial policy and threaten employees by dismissing or suspending them from the organization in a variety of circumstances. Employees, in general, resort to the agitation approach in an attempt to redress the threats.

3. Non-Redressal of Grievances

This is another source of workplace conflict in many organizations. Every organization now recognizes the importance of having a Redressed Mechanism in place to address worker grievances. This allows management to be aware of problems encountered by disgruntled employees and to assist in resolving the issue peacefully.

4. Working Conditions

Another factor that contributes to industrial conflict is a poor working environment. This could be due to a lack of workplace safety measures, poor hygienic conditions, inadequate first aid, and

so on. These impede the environment's ability to function smoothly. Demand for a better working environment, combined with management denial, leads to industrial conflict. Poor working conditions, such as low wages and salaries, a lack of housing, transportation, food, leave allowances, and bonuses, as well as other inequitable benefits, can lead to industrial conflict.

5. Lack of Confident in Nigeria Dispute System

This is due to the government's strong influence in the Nigerian dispute resolution system. Workers have lost faith in it, fueling industrial conflict.

6. Defiance of Agreement and Codes

It is commonly stated that employers consistently violate the provisions of collective bargaining agreements in order to exploit their employees. When agreements are reached between employers and employees, the employers fail to follow through. This then leads to industrial conflict.

EFEFCTS OF INDUSTRIAL CONFLICT

Onyeonoru, 2011; Okafor, 2012; and Ogunbameru, 2014; identified the following effects of industrial conflict on individual employees, employers/organization and the nation at large.

1. **Effects on Workers/Employees**
   a. As a result of the no work, no pay syndrome, workers are not paid their salaries, resulting in a loss of earnings during the strike.
   b. Employees, particularly radical labor leaders, lose their jobs as a result.
   c. It may also result in injuries or deaths among employees during protests as a result of a strike or inability to endure for an extended period of time, as well as the hardship of non-payment of salaries.
   d. Some labor leaders will almost certainly be arrested, detained, and imprisoned.
2. **Effects on Employers/Organisation**
   a. Work stoppages caused by industrial conflict will result in a loss of anticipated revenue.
   b. The assets of the company are likely to be harmed by the disgruntled employees.
      The company's assets, such as raw materials or finished products, may be squandered.

During the strike, however, rent bills must be paid by employers.

c. The organization's public image would suffer, potentially affecting customers, views, opinions, beliefs, values, and conceptions of the organization.

3. **Effects on the Country**

a. Industrial conflict can bring the economy to a halt, especially if the strike lasts for an extended period of time, as it reduces the country's output and gross earnings significantly.

b. The possibility of industrial conflict resulting in the loss of life.

c. Water, electricity, vehicular movement, and business transactions may all be impacted by industrial conflict.

d. The country's international image may suffer as a result of the strike and conflict, as it tends to discourage foreign investors from investing in the business.

LABOUR UNIONS

According to the Trade Union Act of 1973, a trade union is any combination of workers or employers, whether temporary or permanent, whose purpose is to regulate the terms and conditions of employment of workers, regardless of whether the condition in question would or would not be an unlawful combination apart from this Act due to any of its purposes being in restraint of trade and when According to Webb and Beatrice (1894), a labor union is a continuous association of wage earners formed for the purpose of maintaining or improving their working conditions. In the same vein, Collins (2013) defines a labor union as an association of workers comprised of representatives who mediate between the workers and their employer in order to avoid any unfair treatment meted out by the employers and, conversely, to ensure commitment to work by its members in such a way that it results in high levels of productivity and organizational efficiency. Similarly, Adefolaju (2013) defines collective bargaining as "an organized grouping of workers that relate with employers on various issues related to their member's employment condition". A labor union can be defined as a deliberate and planned continuous association of wage and salary earners who come together for the same purpose of improving their working conditions and protecting the interests of its members.

HISTORY OF LABOUR UNION IN NIGERIA

During the pre-colonial era in Nigeria, social institutions such as guilds and craft societies existed and functioned similarly to modern-day unions. They ensured that jobs were completed in accordance with the standards, procedures, and rates established for job completion. They governed all commercial activities. The guild leaders were known as masters, and these masters were not labor employers.

During the colonial era, trade unions were formed. According to Wogu (2012), the first trade union was the Southern Nigerian Civil Service, which was established in 1912. The union's name was later changed to Nigeria Civil Service Union. Scholars have argued that this union was not operating as a typical union because it was not formed with all of the goals of trade unions as organizations that felt the need to fight for unsatisfactory working conditions for employees. As in other British West African colonies, the union was formed to provide a forum for social interaction among African officers in the colonial service. This non-aggressive beginning and ideology were to be drastically altered in 1932, following the establishment of the Railway Workers' Union by AthokhaimenOminus. The year 1938 was a watershed moment in Nigeria's modern trade unionism history. It marked the start of a coherent public labor policy. As a result of pressure from labor and the British Colonial Office in London, the colonial administration in Nigeria passed the Trade Union Ordinance. The Ordinance formally legalized trade unions and provided for their internal and external administration. Following the Ordinance's enactment in 1938, trade union activities became more organized.

2.3 Empirical Review

This part will expose us to several related past works in this area and their direct experience and analysis of organizational conflict and it effect. The empirical analysis of work place conflict and its influence on the attitude of media employees in Ghana, taken by Anku-Tsede (2016). The study sees conflict in working place as detriment to the employees' productivity. The causes of conflict which they were able to discover in their research work, was the differences in the ideas of the workers and management.

The techniques that the researchers used were 'design and sampling techniques' to select six media firms in Accra, Ghana. Qualitative method was used to investigate respondent workers who are working in those media firms. Thematic data analysis process was used: like journals, articles, newspaper. Western Publications Limited (WPL where (57%) of the respondents reported that as a result of workplace conflict the workers were affected emotionally by: depression, low morale, frustration and confusion when executing their jobs. However, 29% admitted that they became unhappy and dissatisfied, whereas, 14% indicated fear of losing their jobs. Some respondents also express their feelings as recounted. The conflicts in these workplaces were caused by lack of cordial relationship between the workers and management, and differences in ideas which hindered increase in productivity of employees in those organizations as staff changed their attitude (negatively) towards work by reducing their commitment to work and this hampered the achievement of the organization goals. Part of the signs of conflict in those firms include: wicked behaviors of staff, bitterness towards others, not been in talking terms with others.

The empirical study of the effect of conflict on organizational performance in Nigeria that was taken by Hotepo Asokere, AAbdul-Azzez & Ajemunigbohun (2010) aimed at carrying out an investigation on the effect of the organizational conflict on the performance of the organization. The research looks at the various causes, types, reasons and strategies for managing conflict in some of their selected organizations in Nigeria, with a view of elevating the performance and productivity of the organization.

Descriptive research design was employed, and questionnaires were used to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. Limited resources were recorded to be the main cause of the conflict experienced in those organizations, which limit the productivity of their employees. The article revealed that: lack of resources and communication problems have the highest frequency (25% and 20.8% respectively) which made the employee to compete over the limited resources. This competition took place in form of financial, man power equipment, etc. the research analysis in percentage of the causes of their conflict in those organizations are as follow: lack of resources 25%; different expectations 10.4%; competition 12.5%; lack of corporation 11.5%; salary comparison 9.4%; interdependence 10.5% and communication problems 20.8% respectively.

With this, we can agree that lack of resource is the major cause of the conflict in those organizations which in essence pose negative effect on the productivity of employees. However, this research corroborates with the perspective of Karl Max which state that, scarce resources generate inherent conflict of interest.

The empirical study of the effect of conflict on employees' performance: Evidence from Coca Cola Company Limited, Kumasi Branch conducted by Donkor et al. (2015) explored the effect of the three types of organizational conflict, which are the relationship, task and process conflict on the productivity of employees in Ghana using Coca Cola Company Ghana Ltd as a case study. The research work employed two estimation procedures; the Pearson correlation and the logit estimation method. With the study, the marginal effects that were gotten from the logit estimation revealed three types of organizational conflict, which are the relational, task and process conflict.

However, the study reveals that, only relational conflict has the significant effect on the performance of the employee, and the effect is a negative one, and affects the productivity of the employees. I was further revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers. The analysis is as follow: Relationship conflict -0.457; Task conflict 0.0887; Process conflict 0.0203. However, the study suggests that if the firm wants to experience quick growth, the management should implement an efficient and effective dispute resolution strategy. This study supports the pluralist viewpoint; this school of thought believes that disputes promote a healthy industrial order, which should be effectively managed in order to fulfill an organization's objectives rapidly.

Summary

Conflict is everywhere; it can be found in any organization, and its impact has been documented in a number of studies conducted by various experts. Conflict is viewed as an entity that has a significant impact on employee productivity. The concept of conflict has been explained by many scholars, and conflict is now regarded as a disagreement, rancor, or dispute that arises within, between, or among individual(s) or groups of individuals, leading to antagonism and, if not managed properly, open violence.

Depending on how it is handled, conflict may be both harmful and productive. Productive conflict has a good impact on employee productivity, whereas destructive conflict has a negative impact on staff productivity, which detracts from the corporate purpose. Violence is the end result of harmful conflict, which is produced by poor conflict management; nevertheless, violence can take many forms, including physical, psychological, emotional, spiritual, and so on. In any crisis situation in an organization, violence of any kind should not be tolerated.

Several type of conflict were discussed in this study which include, intra-personal, interpersonal, inter-group, intra-group, family conflict, intra-state conflict, inter-state conflict and global conflict. Also the concept of organization is discussed in this study and the different types of organizational conflict were examined. Also different theories were considered, scholars like: Karl Max, Dahrendorf (1958), Pluralist and others' perspectives were discussed. Max stated the inequality in the distribution of scarce resources in the society generate inherent conflict of interest, while Dahrendorf views conflict as both productive and constructive, asserting that disagreement is a necessary part of achieving an objective or goal in an organization. Pluralists agree that disagreement contributes to what is known as a healthy industrial order, hence it should be managed constructively. Conflict, on the other hand, is viewed as dysfunctional by structural functionalists, who believe it is harmful to employees and the company as a whole, and hence should be avoided.

In Anku-Tsede (2016) work, the major cause of conflict was asserted to be differences in ideas, in other word, clash in ideology causes conflict in those organizations studied. While Hotepo et al (2010) study, lack of resources was majorly identified as causes of conflicts. In Donkor et al (2015) work, relational conflict was the prominent case recorded.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

According to Kothari (2004), research methodology is the systematic, theoretical examination of procedures used in a particular field of study. This chapter discusses the research methods used. It focuses on the Research Design, data sources, study population, sample size, research technique and instruments, instrument validity and reliability, and finally, ethical considerations.

3.1 Research Design

Research design is the style and tactics employed by the researcher to conduct research. It's the logical way for a researcher to figure out the most efficient technique to collect and analyze data. The type of information, the technique of collecting information, the timelines, and the mechanism of sample supply are all part of the research design. This study uses a quantitative research method, such as a survey. Data is collected using instruments by distributing a questionnaire to a sample of the study population.

Conceptualization of research is a recommended plan for the steps and techniques to be used in research. It is a blueprint for the method that will be used to conduct a certain research project. A variety of research methodology designs exist. The exploratory aspect of this study's research design focuses on the conflict repercussions on organizational productivity in the research organization.

3.2 Population of the Study

The population of the study encompasses all the staff **Akinrichway.** The total population of staff of the organization for the study is 100 people. This include both senior and junior staff of the organization. The staff of this institution have always experienced conflict like most organisations do. Hence, they have good knowledge of the subject matter. The location becomes one of the best areas where quality data can be collected on the subject matter.

3.3 Sample Size

The sample size for this is 80 respondents in total.

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)

$$n = \frac{100}{1 + 100(0.0025)}$$

$$n = \frac{100}{1 + 0.25}$$

$$n = \frac{100}{1.25}$$

n = 80

Therefore, the questionnaire distributed to respondents that represents the whole population was 80.

3.4 Source of Data

Primary and secondary data sources were used in the study. To collect primary data, copies of a structured questionnaire were administered and distributed to respondents in order to elicit information about the subject. Secondary data were gathered from pertinent books, journals, the internet, seminar papers, unpublished works, and other scholarly documents.

3.5 Method of Data Collection

The research work will be based on quantitative method of data collection.

Instrument of Data Collection

The instrument of data collection is questionnaire.

Section A: consists of personal data of the respondents,

Section B: consists of the types of conflict

Section C: consists of the conflict causes

Section D: consists on the link between conflict and employee performance

Section E: consists of questions based on the impact of conflict on employees' productivity, and Section F: consists of the conflict's impact on organizational performance.

The questionnaire contains both open and close ended questions structured in order to give answers to the questions this research seeks to give answers to.

The reasons for using questionnaire are:

i.   They are relatively easy to analyze.

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

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

iv.   It relieves respondents of the need to respond immediately; he can respond at his leisure, whereas an interview or observation requires specific fixation of time and situation.

3.6 Sample Technique

To avoid errors and lopsidedness in the sample, the convenient sampling technique was employed to draw a sample from each unit of the organization, ensuring that all units were represented in the study.

3.7 Research Instrument

The research instrument for this work is the structured questionnaire instrument. Questionnaires were provided for respondents to educe information concerning the subject in order to capture the objectives for this study. Most of the questions were close-end while few were open-end in the questionnaire as in the Likert summated structure. Also, a five points Likert scales ranging from strongly agree to strongly disagree was included in the questionnaire. The instrument was divided into sections along these the study's objectives in order to be able to attain the objectives while the respondents respond to each question in the questionnaire.

The first section included the Respondent Bio Data, the second section was on the conflict's causes in the institution, the third section was on the consequences of conflict on worker's performance, the forth was on the various strategies used to manage conflict while the fifth section focused on the impact of effective conflict management.

3.8 Validity of the Instrument

The supervisor validated the instrument for this work. His final corrections formed the yardstick for the construction of the final draft of the questionnaire that was distributed for data generation.

3.9 Reliability of the Instruments

The instrument for this work is considered a valid research instrument since the data generated are firsthand information generated from the respondents and thus, the variability of the information was not out of pressure. They were purely out of the respondent's unbiased and uninfluenced opinion. Thus, the data collection instrument is believed to be valid and reliable. Since firsthand information are sourced and provided.

3.10 Data Analysis

The data collected was analyzed using the software for quantitative data analysis which is IBM (SPSS) 21.0 version. The data will be presented in tables, frequency and percentages were used where necessary.

3.11 Ethical Consideration

Respondents were made to participate in this study on their own volition. The respondents' privacy was protected, and their anonymity in the research was ensured. The respondents were assured that the information they provided would be kept private. The research was conducted with honesty and transparency, as respondents were informed of the research's objective(s) in a clear and straightforward manner devoid of misleading information. The questions in the questionnaire were designed in a clear and straight forward simple language. The use of offensive, discriminatory, or other unacceptable language was avoided in the questionnaire.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0   Introduction

This chapter presents the analysis and presentation of data using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed in this chapter. 80 copies of questionnaire were carefully administered on respondents; however, 70 copies were correctly filled, error free and returned at the stipulated time. This result in 87.5% response rate. Thus, 70 copies of questionnaire retrieved were analyzed and presented using Software Package for Social Science (SPSS) for easy comprehension.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	80	100%
2	Number of questionnaires not properly administered	4	5%
3.	Number of questionnaires not retrieved	6	7.5%
4.	Questionnaires retrieved and used for the final analysis	70	87.5%

Source: Field Survey 2021

Table 4.1 above provides the response rate of respondents to questionnaires administered. A total of 80 copies of questionnaire were administered. The total number of questionnaires retrieved after administration was 70 while 4 copies were not properly administered and 6 copies were not retrieved. This gives 87.5% response rate.

Table 4.2.   Demographic Data of the Respondents.

The following shows the result of the analysis of demographic information of the respondents in terms of their Sex, Marital status, Working experience, Educational qualification and Employment year.

Variable	Frequency	Percentage (%)
SEX		
Male	50	71.4
Female	20	28.6
TOTAL	70	100.0
MARITAL STATUS		
Single	40	57.1
Married	30	42.9
Divorced	0	0
Separated	0	0
Widowed	0	0
TOTAL	70	100.0
EDUCATIONAL QUALIFICATION		
Ph.D	10	14.3
M.Sc/MPA/MBA	30	42.9
B.Sc/BA	30	42.9

NCE/OND	0	0
MSc/PGD	0	0
Others	0	0
TOTAL	70	100.0
WORK EXPERIENCE		
1-4 years	20	28.6
5-10 years	20	28.6
11-15 years	10	14.3
15 years and above	20	28.6
TOTAL	70	100.0
EMPLOYMENT YEAR		
6month – 1year	20	28.6
1 – 2 years	10	14.3
3 – 5 years	20	28.6
5 years – till date	20	28.6
TOTAL	70	100.0

Source: Field Survey 2021

Table 4.2 presented the demographic information of the respondents. As shown above, 50 of the respondents are male representing 71.4%; while 20 representing 28.6% are female. This simply

implies that majority of the employees in Akinrichway Industrial Services Limited in Lagos State that participated in this study are Male.

The marital status of the respondents is presented in Table 4.2. From the table above, It is clear that 40 of the respondents representing 57.1% are single while 30 representing 42.9% are married. The majority of those who took part in the survey were single.

With respect to working experience of the respondents; as shown in Table 4.2, 20 respondents representing 28.6% are with 1 to 4years experience, another 20 respondents representing 28.6% has 5 to 10 years' experience, 10 respondents representing 14.3% holds 11 to 15years of work experience and 20 respondents representing 28.6% are with 15years and above experience

The academic qualification of the respondents as presented in the table includes, 10(14.3%) of respondents hold Ph.D, 30(42.9%) have earned MSc/MPA/MBA and 30 of the employees representing, 30(42.9%) have B.Sc/BA. The result indicates that the respondents are educated. Majority of the employees hold above Bachelor's degree.

With respect to employment year of the respondents; as shown in Table 4.2, 20 respondents representing 28.6% have been employed between 6month to 1year; 10 respondents representing 14.3% between 1 to 2years, and 20 respondent representing 28.6% are between 2 to 5 years while the remaining 20 respondents representing 28.6% holds 5years and are still with the organization till date.

4.3. The causes of conflict among employees in Akinrichway Industrial Services Limited in Lagos State

This section presents the answer provided by the employees in response to research question one that seeks to verify the causes of conflict among employees in Akinrichway Industrial Services Limited in Lagos State

Table 4.3.1. Before working in Akinrichway Industrial Services Limited, have you witnessed conflict anywhere?

Responses	Frequency	Percentage (%)
Yes	60	85.7
No	10	14.3
Do not Know	0	0
Total	70	100.0

Source: Field Survey 2021

The table above showed the responses of the respondents on whether there is conflict among employees in Akinrichway Industrial Services Limited in Lagos State. The outcome revealed that 60 respondents representing (85.7%) said Yes, while 10 respondents representing (14.3%) choose No. This means that the vast majority of those polled agreed there is conflict among employees in Akinrichway Industrial Services Limited in Lagos State.

Table 4.3.2: What was the outcome of the conflict?

Responses	Frequency	Percent (%)
Very bad	30	42.9
Yield positive results	0	0
Mixed outcome	10	14.3
Nothing	30	42.9
Total	70	100.0

Source: Field Survey 2021

The responses of the respondents to the conflict's outcome were shown in the table above. The table result showed that 30(42.9%) said it was very bad, 10(14.3%) had mixed outcome while 30(42.9%) said Nothing. This implies that the majority of respondents believed the conflict's outcome was disastrous.

4.4: The Effect of Conflict on Employees' Productivity in Akinrichway Industrial Services Limited in Lagos State

This section exemplifies the Effect of Conflict on Employees' Productivity in Akinrichway Industrial Services Limited in Lagos State

4.4.1: Conflict always affect staff's mindset to work

Responses	Frequency	Percent (%)
Disagree	0	0
Strongly Disagree	0	0
Agree	20	28.6
Strongly Agree	50	71.4
Total	70	100.0

Source: Field Survey 2021

Table 4.4.1 above revealed the opinion of the respondents on if Conflict effect Employees' Productivity in Akinrichway Industrial Services Limited in Lagos State. The result showed that 20(28.6%) agreed, while 50(71.4%) strongly agreed. This indicates that the majority of respondents strongly agreed that conflict has a negative impact on employee productivity at Akinrichway Industrial Services Limited in Lagos State.

4.4.2: Conflict improves innovation and productivity of the organization

Responses	Frequency	Percent
Disagree	10	14.3
Strongly Disagree	30	42.9
Agree	10	14.3
Strongly Agree	20	28.6
Total	70	100.0

Source: Field Survey 2021

Table above indicated the responses of the respondents on whether Conflict improves innovation and productivity of the organization. The result showed that 10(14.3%) disagreed, 30(42.9%) strongly disagreed; 10(14.3%) agreed while the remaining respondents 20(28.6%) strongly agreed. This means that the majority of respondents strongly disagreed with the notion that conflict improves organizational innovation and productivity.

4.5: The Strategies of Conflict Management and the Effectiveness of the Strategies in Akinrichway Industrial Services Limited in Lagos State

This section is intended to illustrate the Strategies of Conflict Management and the Effectiveness of the Strategies in Akinrichway Industrial Services Limited in Lagos State

4.5.1: Third party is always explored to settle crisis between management and workers/students

Responses	Frequency	Percent (%)
Disagree	10	14.3
Strongly Disagree	10	14.3
Agree	30	42.9
Strongly Agree	20	28.6
Total	70	100.0

Source: Field Survey 2021

Table 4.5.1 revealed the opinion of the respondents on whether Third party is always explored to settle crisis between management and workers/students. The result showed that 10(14.3%) disagreed, 10(14.3%) strongly disagreed; 30(42.9%) agreed while the remaining respondents 20(28.6%) strongly agreed. This means that the majority of respondents agreed that a third party is always considered when resolving a conflict between management and workers/students.

4.5.2: Coercion is always used by management to resolve conflict

Responses	Frequency	Percent
Disagree	0	0
Strongly Disagree	20	28.6
Agree	30	42.9
Strongly Agree	20	28.6
Total	70	100.0

Source: Field Survey 2021

The responses of respondents to whether management always uses coercion to resolve conflict are shown in the table above. The outcome showed that 20(28.6%) strongly disagreed; 30(42.9%) agreed while the remaining respondents 20respondent representing (28.6%) strongly agreed. This implies that majority of the respondents agreed that Coercion is always used by management to resolve conflict.

4.6: The Effects of Conflict Management on Employees' Performance in Akinrichway Industrial Services Limited in Lagos State

The purpose of this section is to determine the Effects of Conflict Management on Employee Performance at Akinrichway Industrial Services Limited in Lagos State.

4.6.1: When conflict is managed well, activities move on well

Responses	Frequency	Percent (%)
Disagree	0	0
Strongly Disagree	0	0
Agree	10	14.3
Strongly Agree	60	85.7
Total	70	100.0

Source: Field Survey 2021

The above table summarized respondents' opinions on whether or not activities proceed smoothly when conflict is well managed. The result showed that 10 respondents representing (14.3%) agreed while the remaining 60respondent representing (85.7%) strongly agreed. This suggest that majority of the respondents strongly agreed that when conflict is managed well, activities move on well.

4.6.2: Adequate crisis management enables staff to work well

Responses	Frequency	Percent
Disagree	0	0
Strongly Disagree	0	0
Agree	10	14.3
Strongly Agree	60	85.7
Total	70	100.0

Source: Field Survey 2021

The above table 4.6.2 revealed the opinion of the respondents on if Adequate crisis management enables staff to work well. The result showed that 10 respondents representing (14.3%) agreed while the remaining 60 respondent representing (85.7%) strongly agreed. This suggest that majority of the respondents strongly agreed that Adequate crisis management enables staff to work well.

4.7 HYPOTHESES TESTING

Table 4.7.1: Hypothesis One

H_o: There is no significant relationship between causes of conflict and employees' productivity

H_1: There is significant relationship between causes of conflict and employees' productivity

Correlations

			Causes of conflict	Employees productivity
Spearman's rho	Causes of conflict	Correlation coefficient	1.000	.432**
		Sig (2-tailed)	.	.000
	Employees productivity	Correlation coefficient	.432**	1.000
		Sig (2-tailed)	.000	
		N	70	100.0

Source: Field Survey 2021

The result above indicated that there is a weak positive correlation between causes of conflict and employees' productivity with correlation coefficient "r" being 0.432. Therefore, the relationship between causes of conflict and employees' productivity is weak. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05). This implies that the weak relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Hence, there is significant relationship between causes of conflict and employees' productivity.

4.7.2: Hypothesis Two

H$_o$: There is no significant link between conflict and employee productivity

H$_1$: There is significant link between conflict and employee productivity

Correlations

			Conflict	Employee productivity
Spearman's rho	Conflict	Correlation coefficient	1.000	-.683**
		Sig (2-tailed)	.	.001
	Employee productivity	Correlation coefficient	-.683**	1.000
		Sig (2-tailed)	.001	.
		N	70	100

Source: Field Survey 2021

The result above indicated that there is a strong negative correlation between conflict and employee productivity with correlation coefficient "r" being -0.683. Therefore, conflict have a strong association with employee productivity. Also, the significant value (sig 2- tailed) "0.001" is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between conflict and employee productivity is significant. Conflict has a strong association with employee productivity. Hence, it implies that conflict have negative influence on employee productivity. To this effect, null hypothesis is rejected, while alternative hypothesis is accepted, which means, there is a significant negative relationship between conflicts and employee productivity.

4.7.3: Hypothesis three:

H$_o$: There is no significant relationship between Strategies of conflict management and effectiveness of the strategies

H$_1$: There is no significant relationship between Strategies of conflict management and effectiveness of the strategies

Correlations

			Conflict	Employee productivity
Spearman's rho	Conflict management	Correlation coefficient	1.000	.532[**]
		Sig (2-tailed)	.	.000
	Effectiveness of strategies	Correlation coefficient	.532[**]	1.000
		Sig (2-tailed)	.000	.
		N	70	100

Source: Field Survey 2021

The result above indicated a moderate positive correlation between the strategies of conflict management and effectiveness with correlation coefficient "r" being 0.532. This means that conflict resolution strategies have a moderately positive correlation with their effectiveness. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that there is a moderate and significant relationship between conflict resolution strategies and their effectiveness. Hence, Null hypothesis is rejected while alternate hypothesis is accepted.

4.7.4: Hypothesis four:

H$_o$: There is no significant relationship existing between conflict managing mechanism and employees' productivity

H$_1$: There is significant relationship existing between conflict managing mechanism and employees' productivity

Correlations

			Conflict management mechanism	Employees productivity
Spearman's rho	Conflict management mechanism	Correlation coefficient	1.000	.708**
		Sig (2-tailed)	.	.000
	Employees productivity	Correlation coefficient	.708**	1.000
		Sig (2-tailed)	.000	.
		N	70	100

Source: Field Survey 2021

The result above indicated that there is a strong positive correlation between conflict management mechanism and employees' productivity with correlation coefficient "r" being 0.708. In other words, the relationship between conflict management mechanism and employees' productivity is high and this means that conflict management mechanism put in place in an organisation often contribute to employees' productivity. Also, the significant value (sig 2-tailed) which is "0.000" is lower than the p-value (p-value = 0.05). This implies that the correlation observed between the two variables is significant. On this basis, null hypothesis is rejected, while alternative hypothesis is rejected.

DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the study "THE EFFECTS OF CONFLICTS ON EMPLOYEES PRODUCTIVITY. A STUDY OF AKINRICHWAY INDUSTRIAL SERVICES LIMITED IN LAGOS STATE" would be discussed.

The overarching goal of this study is to assess the effects of conflict on employee productivity. The general objective is further sub-divided into five specific objectives. The research employs a survey design to collect information from selected respondents via structured questionnaires. The resulting data collected were then analyzed using descriptive statistics which arrive at our findings. The findings from the study are presented as follows.

The study looked at the relationship between conflict causes and employee productivity. According to the findings, there was a weak positive correlation between the causes of conflict and employee productivity. Because the relationship is positive and significant, it implies that the types of issues that cause conflict will determine employee productivity.

Researcher also investigated the link between conflict and employee productivity. According to the findings, there was a significant negative correlation between conflict and employee productivity. This suggests that an increase in conflict will result in a decrease in employee productivity. This is evident because conflict in the workplace frequently has an impact on employees' attitudes at work. Furthermore, during times of serious conflict, organizations frequently experience a backlog of work.

Similarly, the research assessed the relationship between strategies of conflict management and effectiveness of the strategies. A moderate positive correlation was observed with correlation coefficient "r" being 0.532. Also, there was a significant relationship between strategies of conflict management and its effectiveness. Hence, different strategies of conflict management such as third party, coercion and dialogue all have moderate effectiveness towards conflict resolution.

Lastly, the researcher verified the relationship between existing conflict managing mechanism and employees' productivity. There was a strong significant relationship between conflict management mechanism and employees' productivity. This means, improvement in conflict

management mechanism will lead to increase in employees' productivity. This is true as staff perform better and Organisation attain its goals and objectives when conflict is amicably resolved.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study focused on "Effects of Conflict on Employees' Productivity: A study of Akinrichway Industrial Services Limited- Lagos.

5.1 Summary

The specific objectives of the study were:

a. To investigate the link between causes of conflict employees' target achievement in the work organisation

b. To ascertain the relationship between the types and workers' efficiency in the work organization.

c. To verify the link between effects of conflict and employees' output in the work organization.

d. To examine the relationship between conflict management mechanism and employees' job performance in the work organization

Marxist theory of Conflict and Structural Functionalist perspective were employed as framework. The research design was survey and convenient sampling method was used as instrument of data collection. Data sources were both primary and secondary and questionnaire was used as instrument of data collection. Data analysis involved the use of percentages, frequencies and Spearman correlation.

As to whether workers had witnessed conflict anywhere before joining the organization, 85.75 of the respondents said "Yes" while 14.3% said "No". In addition, 71.45 of the respondents strongly agreed that conflict always affected employees' mindset to work. As to whether conflict improved innovation and productivity of the organization, 42.9% of the respondents strongly disagreed with the view. On the issue of third party being invited to resolve conflict, 42.9% of

the respondents strongly agreed. Moreover, 85.7% of the respondents were of the opinion that when conflict was well managed, activities moved on smoothly. Similarly, 85.7% of the respondents agreed that effective conflict management skills allowed staff to work effectively.

Hypothesis 1 indicated significant relationship between causes of conflict and target achievement with significant value (sig. 2-tailed) "0.000" less than p-value(p-value=0.05%), hence, alternative hypothesis was accepted

Hypothesis 2 also revealed significant relationship between types of conflict and workers' efficiency with significant value (sig. 2- tailed0 "0.000" less than p-value (p-value=0.05), hence, alternative hypothesis was accepted.

Hypothesis 3 revealed significant relationship between effects of conflict and employees' output with significant value (sig.2-tailed) "0.00" less than p-value (p-value=0.05), hence, alternative hypothesis was accepted

Hypothesis 4 indicated significant relationship between conflict management mechanism and employees' job performance with significant value (sig. 2-tailed) "0.000" lees than p-value (p-value=0.05), therefore, alternative hypothesis was accepted.

CONCLUSION

In   conclusion, conflict is a recurring decimal in work organizations where two or more people meet in the name of production. The study revealed that the study organization has not been managing conflict effectively and that was why causes of conflict affected employees' target achievement. In addition, the efficiency of employees was affected by the types of conflict taking place. As a matter of fact, the negative effects of conflict are dysfunctional, hence, in the study organization the consequences of workplace conflict had affected workers' output. It must be stressed that the intensity of conflict at any point in time is a function of how it is being managed. Thus, the study organization through its management has not been effectively managing workplace conflict and this should be quickly addressed in order to enhance maximum productivity.

RECOMMENDATIONS

- Management of the work organization should embark on conflict management skills involving the use of motivational tools, effective communication, good human relations with employees and other conflict handling behaviors.

- The use of social dialogue should be encouraged between the management and employees of the organization in order to stem the tide of workplace conflict

- Workers' representatives and management representatives must always attend regular training in well- established training institutions within and outside the country in order to improve their skills, knowledge and attitudes towards management of workplace conflict

- Government should also make it mandatory for the management of many work organisations in private and public sectors of Nigerian economy to imbibe UNESCO's culture of peace between management and workers in order to ensure industrial harmony

- The use of workers participation in management is also recommended in the work organisation as a way of ensuring mutual understanding, co-operation and unity between workers and the management

- The use of collective bargaining in the work organization is hereby recommended as a mechanism to effectively manage conflict by addressing critically issues bordering on terms and conditions of employees in the work organization.

CONTRIBUTION TO KNOWLRDGE

i. In the area of gap in knowledge created in the statement of the problem, the study has contributed to knowledge. Past studies examined conflict in relation to leadership, motivation, organizational culture, diversity management, administrative styles etc., however, little or nothing has been done in the area of conflict relative to productivity in intellectual discourse.

ii.   The study contributed to knowledge in terms of theoretical approach, research design, method of data collection and analysis that future research work can use in another organization as a case study.

iii.   The study has exposed the basic causes, types, effects and management how conflict in the workplace can lead to the collapse of the of conflicts in work organization that may be of tremendous benefits to other organizations on how to effectively manage conflict between workers and management

iv.   The study has promoted knowledge in the area of bringing to the limelight how conflict can affect organizational productivity and the entire national output when not well managed

SUGGESTION FOR FURTHER STUDIES

i.   Further studies can focus on a bigger organization with larger sample size in order to know the findings will be similar with that of this study or not

ii.   Further studies can focus on comparative analysis of private and public sectors work organization in order to know whether the causes, types, effects and management of conflict are the same or not

Future research can be directed towards banking institution so as to make a comparative analysis between conflict in two service-oriented organizations (banking institution and industrial service organization) in terms of their conflict management relative to their respective productivity.

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