

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

A business organization is a socially recognizable entity whose members jointly pursue various objectives. By their coordinated operations and connection, the pursuit of these objectives is performed side by side with their private objectives and ambitions. Organizations therefore have individuals, objectives that are accomplished through coordination. Organizations are also made up of individuals who occupy the organizational pyramid known as their workforce at distinct levels. These individuals have distinct backgrounds of culture, abilities and education as well as distinct views, roles, expectations and values.

As predicted in his book "The Future Shock" by Alvin Toffer (1970), all aspects of life including organizational life would be accelerated as we approach the 21st century. Different individuals are hired with variable backgrounds of culture or education and thus make the job more independent. More cooperation is required to attain the organization's goals and this creates a fertile conflict ground.

Successful completion of duties within the organization relies on whether or not the goals of the organization do not conflict with the employees' interests. There is a prominent type of dispute between the labor union and the leadership teams, between managers and employees, and between people. When conflict happens, it hinders the organization's operational effectiveness.

Conflict is described as a discrepancy between two or more sides with perceived incompatible objectives or interests, according to Stoner and Freeman (1992, p 548). This disagreement may be about allocating funds or conflicts about objectives, values, and so on at the interpersonal or organizational level.

The next idea, when some individuals hear conflict, is an adverse connotation like violence, destruction, aggression, and the like. The word war has favorable connotations for others, such

as conflict is thought to boost innovation and creativity through growth, enthusiasm, adventure, difficulties, etc. A third set of conflicts could induce blended attitudes and situational variables that could best represent reality. These individuals think that disputes depend on the scenario surrounding their event are good and bad.

There will definitely be disappointments, disagreements and conflict in the course of achieving organizational objectives. Conflict can have a demoralizing result on an organization's performance, especially if it utilizes employees' energies instead of focusing on other fruitful activities. It can also obstruct group proceedings and cause so much interpersonal enmity that group members may not be willing to join forces to achieve organizational goals. Furthermore, unresolved conflicts can spawn into larger arguments that seek to create more disputes.

Kazimoto (2013) described organizational conflict as the presence of disagreement when the goals, interests or values of various individuals or organizations are incompatible and stimulate the attempt of each other to achieve the objectives of an organization. Due to the divergent interests that are generally totally opposed, conflict is common among the human community. While companies must maximize their profit by decreasing the price of manufacturing, which is generally to the detriment of staff, to the minimum level, staff try to obtain a bearable working situation. Employees strive to obtain an acceptable standard of job and better pay.

Organizational conflict is a fact of life in several organizations as individuals will fight for employment, supremacy, recognition, and security, according to Adomie and Anie, 2005. Organizational conflict is the situation in which conflicts and disagreements occur between staff and employers on work-related issues. It can be official or casual organizational conflict.

While casual conflict is sometimes linked to low-skilled and alone-trained staff in a business and such conflicts are generally unorganized, exhibited in individual behaviors such as absenteeism, sabotage, robbery, etc. On the other hand, formal conflict is associated with highly skilled and well-educated workers who are properly organized and such formal conflict is usually led by union leaders who are referred to as "agitators." Example of organized / formal conflict is strike or service withdrawal. In essence, differences in culture, values and structural variables such as task-independent salary management and working circumstances are significant causes of organizational disputes.

Jennifer and George (2006) described the productivity of the employee as the amount of effort that a business puts into attaining organizational goals and goals. Due to the scarcity of liberty, place, and resources, conflict occurs in organizations. Individuals who value independence tend to resist the need for interdependence and conformity within a community to some extent.

It should be observed, however, that conflict may benefit the organization. It could serve as a mechanism or instrument for the hierarchy of fine-tuning of organizational goals. It has been established so far that conflict in organizations is inevitable. In fact, the healthy ones are unhealthy sometimes. Managers need to create a conceptual framework within the organization to encourage and manage good disputes.

Robinson et al. (2005) argues that the best strategy to organizational conflict resolution is to manage conflict towards positive action. When conflict occurs, we need to be able to correctly handle them, so it becomes a positive force rather than an adverse force that could threaten the person or group. This indicates that properly managed conflict aims at improving organizations for the purpose of boosting productivity at the workplace.

Parker (1974) asserted that if disputes occur and are not correctly managed, this would result in job delays, disinterest and absence of intervention and in extreme instances could lead to a complete group breakdown. Unmanaged conflict may lead in people withdrawal and unwillingness on their part to engage in other organizations or help with the organization's multiple group action programs.

Conflict has constructive as well as damaging impacts. Conflict results rely on how you manage or resolve the conflict. Awan and Anjum (2015) contend that bad employee behavior and job performance can result from a destructive work setting that does not encourage conflict resolution. Incorrectly managed conflicts stimulate damaging communication and bad employee behavior. Poor behavior on one worker's part has the capacity to affect the entire morale of the worker, resulting in low productivity of the worker.

Organizational disputes can waste time and cost cash, two things that can determine the company's permanence. Conflict may arise from different employee views, unyielding views, or lack of moral principles. These conflicts can alter the manner people work with each other,

occasionally uncertain work altogether until the dispute is resolved. The loss of productivity can cost organization money as well as make an inability to attain organizational objectives.

Conflicts happen on a daily basis and the way they are effectively managed is a crucial component of organizational and managerial achievement. Conflict is a fact of our life, in conclusion, and if we are able to understand it and its impact on work efficiency, we can make conflict useful and use it to accomplish better outcomes.

1.1 Statement of the Problem

In nearly every interaction between individuals operating in an organization, conflict occurs. This could be due to misunderstandings between employees and employers or between employees themselves. Conflict can be constructive or functional or dysfunctional or harmful.

According to David Laton (2008, p 74), there is conflict over the objectives to be achieved or the techniques used to achieve these objectives. As Masters, M.E and Albright R.R (2002, p 14) have mentioned, you have conflict wherever there is disagreement. In organizations, the occurrence of conflict is inevitable, especially among employees and organizations. Conflict can improve the efficiency of staff if well managed. However, if it stirs up hostilities between people or organizations, its impact can be disastrous.

Conflict has both positive and harmful effects. Conflict results rely on how you manage or resolve the conflict. The beneficial impact of conflict is functional and promotes or benefits the primary goals of the organization or person, this involves motivating people to do better and work harder; it offers creative and innovative thoughts, it helps share and respect views of staff as they work together to resolve conflicts, they are more prepared to share their views with other organizational members. Conflict can also cause employees to listen to each other actively as they work to achieve the objectives of the organization. Conflict can bring together members of the organization and assist them to know more about each other.

The adverse impact of the dispute is dysfunctional and hinders the efficiency or capacity of the organization or person to achieve goals or goals, including broken relationships, lost dedication to job, strong resignation, loss of time and money, decreased productivity, unjustified

absenteeism and conflict can lead to job sabotage, moral issues for staff and consequent loss of productivity.

A research in New Zealand discovered that 24% of staff surveyed had at least one disagreement or argument at job that distracted them. They were stopped from doing their work. Employees are less concentrated on their employment because of disputes; they create more errors and tend to miss deadlines. Other effects include loss of self-confidence and motivation. More than 1/3 of the argument goes on for more than a month, which implies that staff may not be able to operate at complete ability for a whole month, resulting in important productivity losses owing to conflict in the workplace.

According to Akanji (2005), positive conflict management contributes to positive results, while negative conflict management heats up the job organization to move and separate the entire group with a reduction in effectiveness and work performance. This shows that correctly managed conflict seeks to improve organizations in order to boost workplace productivity.

There are different causes of organizational disputes as recognized by Gibson et al (1994), which include variations in objectives, restricted resources, reward structures, difference in perceptions, unfair treatments well as the management aspect of leadership. Employers must therefore be prepared to handle this conflict; otherwise duties assigned to employees will be deferred or not at all performed.

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

Given the reality that it is essential that labor and management seek ways to resolve unwanted pressures and clashes and their unfriendly impact, it is therefore essential to look at the various effects of organizational conflicts on employees' productivity.

Past studies on organizational conflict have focused attention on issues like

- i. Organizational conflict on employees' performance (Hassan, 2017)

- ii. Organizational conflict and leadership styles (Henry, 2009)
- iii. Organizational conflict and management approach (Donkar, 2015)
- iv. Impact of organizational conflict on employees' performance (MdZahid, 2017)
- v. Organizational conflict and its effect on organizational performance (Henry, 2009)
- vi. Organizational conflict and collective bargaining (Fashoyin, 2015).
- vii. Impact of workplace conflict management on organizational performance (Longe, O, 2015)
- viii. Organizational Conflict and its effects on Organizational Performance (Henry, O. 2009).

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

1.2 Research Objectives

This study aims at examining whether conflicts have a constructive or a destructive effect on the productivity of employees of Nigeria Bottling Company Plc. The core objective of the study is to examine the effects of organizational conflict on employees' productivity in Nigeria Bottling Company Plc. Iddo, Lagos.

The study aims to attain the following specific objectives:

- i. To identify the major causes of organizational conflict in relation to employees' output.
- ii. To assess the link between strategies used in managing conflict effectively and workflow in the organization.
- iii. To assess the effects of organizational conflict on the employees' efficiency.

iv. To examine the effects of conflict on organizational performance

1.3 Research Questions

i. What are the causes of organizational conflict?

ii. What are the strategies used in managing conflict effectively in the organization?

iii. What are the effects of organizational conflict on employees' productivity?

iv. What are the effects of organizational conflict on organizational performance?

1.4 Research Hypotheses

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

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

Ho: there is no significant relationship between strategies used in managing conflict and workflow in an organization.

H1: there is significant relationship between strategies used in managing conflict and workflow in an organization.

Ho: there is no significant relationship between the effects of organizational conflict and employees' performance

H1: there is significant relationship between the effects of organizational conflict and employees' performance

1.5 Definition of Terms

Conflict: Schramm-Nielsen (2002) defines conflict as a state of severe differences and dispute concerning something observed to be vital by at least one of the parties involved.

Organization: Organizations are inventions for accomplishing goals through group efforts.

Productivity: Productivity is a metric that shows how well vital resources are used within a given timeframe to achieve defined goals in terms of amount and quality.

Organizational Conflict: Organizational conflict is the situation where disputes and disagreements arise between employees' and employers over matters related to the working conditions.

Employees Productivity: Employee productivity is the level of effort put forth by the workforce of an organization towards achieving organizational goals and objectives.

Conflict Management: Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans and implement policies and procedures to ensure that conflict situations are resolved effectively.

1.6 Scope of the Study

Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby improving organizational performance. In addition, conflicts build the spirit of teamwork and cooperation among the employees of an organization.

The study cannot cover all the organizations in Nigeria so it was restricted to Nigeria Bottling Company, Iddo, Lagos. This study is intended to sample the opinions of employees and management in several units about their knowledge of the effect of organizational conflict on employees' productivity, and also the strategies adopted to resolve or manage such conflict.

1.7 Area of Study

Historical Background Of Nigeria Bottling Company Plc.

Nigeria Bottling Company was incorporated in 1951 as a franchise bottler of products of Coca-Cola Company in Nigeria. In 1952, A. G. Leventis & Co. entered into an agreement (Partnership) with Coca-Cola international and the first plant in Nigeria was scheduled to open at Oyingbo in March 1953. NBC is a member of Coca-Cola HBC AG, an anchor bottler for

Coca-Cola Company in 28 countries in North, Central and South Europe, Asia and in Africa with over 581 million consumers in this market.

As a pioneer bottler in the group, NBC prides itself as the bedrock of Coca-Cola Hellenic. The company operates 13 Bottling facilities, 28 commercial territories and 57 distribution depots across the country.

Nigeria Bottling Company is a bottling partner of the Coca-Cola Company. This means that The Coca-Cola Company manufactures and sells concentrates, bases and syrups to its bottling partners, owns the brands and is responsible for consumer brand marketing initiatives. They use the concentrates and syrup to manufacture, package, and merchandise and distribute the final branded products to their trade partners and consumers.

Nigeria Bottling Company is one of the world's largest bottlers of drinks from The Coca-Cola Company. In Nigeria, they serve approximately 180 million people by producing and distributing a unique portfolio of quality brands, bringing passion to marketplace implementation and demonstrating leadership in corporate social responsibility.

They produce, sell and distribute a wide range of beverages, most of which are trade mark products of The Coca-Cola Company. Their product portfolio consists of leading brands Coca-Cola, Coke Zero, Fanta and Sprite.

Nigeria Bottling Company operates from Nigeria in the west of Africa. Their unique location provides attractive opportunities for growth and means the company is not dependent on any particular market. Head Office of Nigeria Bottling Company Plc. is at Leventis building, Iddo House, Lagos State.

1.8 Limitation of the study

There have been some events in which the course of conducting this survey was likely to generate issues in my research study, many limitations and constraints have been found. Some of these limitations are normal limitations that have been experienced throughout such instructional practice, while some have been unusual and boring.

The constraints of this study are as follows: Time accessibility is a significant constraint on this project and therefore makes exhaustive research work on the subject hard.

Secondly, this has also been a constraint on this project owing to the capital outlay that is usually engaged in study job and the restricted supply of resources; in other organizations, the investigator would have wanted to carry out the same kind of inquiry but for economic limitations.

Others include limitations on the 'honesty' of the participants in answering the questions in the research of the questionnaire. A proportion of participants did not answer all the questions in the tools; and some participants failed to return copies of the tools.

1.9 Significance of the Study

This study's importance resides in the reality that its finding will be:

- i. Enable NIGERIA BOTTLING COMPANY executives to have in-depth understanding of the causes of conflict and how to handle it, and techniques to resolve conflicts in the service industry, not only in Nigeria, but worldwide. This study will provide a structural approach to and resolution of conflict management.
- ii. This study outlines methods to improve the efficiency of organizations.
- iii. It also develops manager skills and insight into managing ongoing and recurring conflicts in organizations that cannot be eliminated. Consequently, learning about the suitable conflict resolution taken, the time spent by the manager to attend to trivial dispute within the organization is decreased.
- iv. This study will usually serve as a further contribution to understanding and will be helpful to academics who intend to undertake further conflict studies. This study will also be useful to leadership in order to enhance their use of human capital and boost productivity.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Using accessible literature from books, newspapers and other research related to the topic, this section will examine extensively literatures that are connected and relevant to the topic of this research. The review includes the ideas, empirical and theoretical explanations needed to enable a thorough study and understanding of the studies in order to address the study questions. It offers an insight into the ideas and views of other people about the impacts of organizational conflict and how it impacts the productivity rates of staff.

2.0 Conceptual Framework

2.1: Conflict

The term "conflict" comes from the Latin term "conflict," meaning collision or confrontation. Conflict is a component of life that is indivisible. Each individual has our own views, thoughts and values. We have our own methods of looking at stuff and acting in accordance with what we think is right.

Based on previous studies (Marchewka, 2006), the notion of conflict has developed from the late nineteenth century to the present; if left to escalate, it should be prevented from the traditional perspective that sees conflict in an adverse light and feels conflict as it leads to bad results, aggression and destruction. Second, the modern perspective from the mid-1940s to the seventies, which indicates that war is inevitable and natural and may be negative or beneficial depending on how conflict is handled. And finally, he illustrates to present the interactionist view of the 1970s that holds that conflict is an important and necessary ingredient for performance. It embraces conflict because if it is too harmonious, teams can become stagnant and complacent.

Deustch (1973, quoted in Mba, 2013) clarified that war inevitably implies individuals working against each other, so that what one wants is inconsistent with what the other wants. Conflict

can also be described as a discrepancy between a company's staff as to the technique or processes to be used to achieve certain goals and goals.

Deustch (1973, quoted in Mba, 2013), therefore, it is nearly difficult for individuals with a variety of background abilities and standards to work together ; make choices and attempt to achieve organizational goals and goals without conflict.

2.1.1: Types of Conflict

a. Individual conflict

Individual conflict takes place in two respects. One is within the person; the other is between two or more people. The conflict that an individual experiences within the self is an intrapsychic conflict. It comes from pulling against each other drives, instincts and beliefs. Individuals from distinct cultures generate disputes for various purposes, including pride, prestige, vengeance, and resource quest.

Communication is a vehicle for people to express their views, opinions and remarks. They communicate their thoughts when two people meet together. Under special conditions, one person cannot agree with the thoughts of another. Then it's in the conflict phase. The some psychiatrist stated that one of the major variables in human conflict is frustration and aggression.

b. Class Conflict

The primary cause of class disputes is exploitation of one group by another. This type of dispute arises from one class that holds itself superior and attempts to dominate another for its own interests.

c. Social Conflict

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

the sides to social conflict within one or more groups is discovered in inequality in political power or in possession of property or in incompatible religions or ideological beliefs.

d. Economic Conflict

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

e. Religious Conflict

Religious conflict is more violent than any other conflict and more dangerous. Some fundamentalists thought their religion was superior to other religions. It's the root of religious disputes. Some religious rulers are currently misusing religion in the name in their own interest in the globe today. Religions contributed to the world's peace, but they also led to division, hatred and hatred.

2.1.2: Benefits of Conflict

Conflict advantages include the following:

1. Organizational conflict motivates individuals to perform well and work harder. In a scenario of war, the abilities and skills of people come to the forefront.
2. It satisfies certain psychological needs such as supremacy, hostility, appreciation and ego, and thus provides an opportunity to use and discharge belligerent wishes in a beneficial way.
3. Inventive and creative ideas are provided by organizational conflict.
4. It brings a person's organizational life to diversity, or else work life would be boring and uncomfortable.
5. Facilitates a clear knowledge of the hitches people have with each other and contributes to better coordination between people and units, as well as strengthening the connection between people and units.

2.1.3: Forms of Conflict

Various academics have categorized various types of dispute. The first classification is the conflict of relationships, tasks and processes.

- a. Relationships Conflict: this happens as soon as there are interpersonal inconsistencies among members of the group, as well as personality conflicts; Tension, enmity, and anger (Jehn, 1995). This sort of dispute generates damaging individual emotions such as discomfort, distrust, or rage (Jehn, 1995), frustration, tension, and phobia of being rejected by other members of the team (Murnighan and Conlon, 1991).
- b. Task Conflicts: these are differences between the content of the task and the objectives of the work, such as the sharing of resources, the processes and the interpretation of facts. Task disputes consist of differences of views, concepts and opinions, and may correspond to energetic discussions and personal passion. Contrary to conflicting relationships, results about conflicting tasks are not as conclusive.
- c. Process Conflicts: This refers to a discrepancy as to precisely how the task should be performed, the duties and delegation of people (Jehn & Mannix, 2001), e.g. where group members disagree with the obligation to fulfill an explicit obligation. Conflict in the process was associated with lower morality, lower efficiency (Jehn, 1997) and bad performance in the squad (Jehn, 1999).

2.2: Productivity

According to Bhatti (2007) and Qureshi (2007), productivity can be seen as a performance measure that includes efficiency and efficiency. Productivity is a metric that shows how well vital resources are used within a given timeframe to achieve defined goals in terms of amount and quality.

2.3: Employees' Productivity

Jennifer and George (2006) described the productivity of the employee as the amount of effort that a business puts into attaining organizational goals and goals. Due to the scarcity of liberty, place, and resources, conflict occurs in organizations.

Employee productivity, also called workplace productivity, is an assessment of an employee's or a group of employees' efficiency. It is evaluated by looking at the total workforce or employee output in a given time. In most cases, the productivity of an individual will be assessed in comparison to the average output of other employees doing similar work.

Jennifer and George (2006) asserted that employees' output directly contributes directly to the level of organizational effectiveness, effectiveness, and even the achievement of organizational goals and objectives. It also indicated that the inability of a corporation to certify that its staff are motivated has an adverse impact on its organizational effectiveness and efficiency, thus influencing the productivity rates of staff with regard to anticipated goals.

2.3.1: Benefits of Employees' Productivity

Naturally, it also adds other advantages to the business when a worker is productive. For one thing, lazy employees who are not disciplined and treated the same way as hard-working employees are demotivating the others. To the same end, an extremely productive worker can motivate other staff, especially one who is rewarded for his hard work, strengthening morality and creating a better atmosphere for the entire business.

It can boost the company's income when staffs are productive and, in turn, a firm can choose to give incentives to its staff. Unless a productive employee is rewarded, the entire team can be demotivated. If a business shares some of its earnings, bonuses and enhanced advantages with its staff, employees can be more driven and productivity can be increased. In addition, this enhanced income can lead the business to grow and employ even more.

Productive staff can also profit clients as extremely efficient staff provides customer service faster and higher quality than unproductive ones. This can lead to even stronger customer service and relationships if staff are compensated for their productivity and are extremely driven. Of course, excellent customer service can lead to customer loyalty and word-of-mouth advertising, which in turn can generate additional income for the company.

2.4: Organizational Conflict

Organizations are living systems composed of interacting units in a system of scarce resources performing a job in a mutually dependent way. An organization's sides may have a dispute over resource distribution, or they may have a more fundamental conflict over their organization's very structure and the basic nature of their interaction.

Once the sides find themselves in a position of incompatibility with their goals, their conflict grows dynamically, initiating useful and much-needed positive adjustments or leading to an escalation of policies and damaging effects.

It is well known that organizational conflict has severe universal implications for employees and organizations. According to Tjosvold (1989), because of the presence of extremely dependent circumstances involving authority, hierarchical power and organizations, organization is a useful arena for studying disputes. Organization, in other words, does not imply a working atmosphere; it can also imply a social group or a group of individuals working together towards a common goal. The sides in an organization may have a dispute over resource distribution, or they may have a more fundamental conflict over their organization's very setup and the fundamental nature of their interaction. Organizational conflict therefore relates to quarrels that occur when the goals, interests or values of various individuals or organizations are unsuitable and hinder or tends to frustrate the effort of each other to achieve their objectives.

This means that if staffs are motivated, their morale would be high as such rates of performance and productivity would increase significantly, thereby boosting the general level of organizational performance. To enhance organizational efficiency in order to attain elevated rates of productivity as such, their staff remains motivated. This is because an absence of motivation for employees results in decreased productivity that is detrimental to organizational performance and ongoing achievement.

Obi (2012) described conflict in the workplace as an act of rage and contention used by employees or labor unions to put excessive pressure on each other to meet their requirements. This perspective is compatible with Henry (2009); Ikeda et al (2005); Azamoza (2004) and Ajala and Oghenekohwo (2002) descriptions of workplace conflict as a dispute that happens when distinct people or groups ' interests, objectives or values in organizations are

incompatible. In this sense, conflict in the workplace can be considered in the context of the employment relationship.

An inevitable conflict of interest and resulting conflicts of variable intensity between and within any or all of the active actors in organizations can be considered. Therefore, conflict is bound to happen in the lack of common values in organizations.

Since its course or growth is not predetermined, it seems wrong to view conflict from an adverse perspective, only as dysfunctional or harmful. It is true that conflict may be uncomfortable, it may even be a cause of issues, but if change is to take place, if organizations are to survive and adapt, it is totally essential. Not only does organizational change and innovation occur, it needs an incentive. That incentive is a dispute.

Ugbaja (2002:108) defines organizational conflict as any dispute arising in the workplace that causes disharmony between workers, groups or between an individual and the management. Organizational conflict can be viewed as a fight for organizational assets (personal or raw material) and organizational benefits between individuals and organizations.

Managers must recognize the need to impact a conflict's developmental dynamics so that the attitudes and actions of the sides will lead to better coordination and interdependence. They must not attempt to stifle or eliminate organizational conflict, because that is hardly a realistic objective. As Rico stated, a non-conflict organization "may show autocracy, consistency, stagnation and mental fixity. It would also protect only the vested interests of the status quo. Administrators must acknowledge and, indeed, occasionally promote conflict, since change and other desirable effects is the product of conflict.

The task facing administrators is to use such methods of conflict management to guarantee that as a conflict moves from a latent to a tangible stage, it moves towards its potential and realizes its positive values.

Organizational conflict leads primarily to elevated rates of non-attendance among employees and badly managed conflict causes stress, reduces levels of self-confidence, and generates nervousness and frustrations that lead to work incentives, mortification and body disease being dropped (Riaz&Junaid, 2011).

It is necessary that managers acknowledge organizational conflict and its presence and open the door to inventive alternatives. It can also inspire an adaptive organization that effectively copes with the rapid changes that contemporary companies are facing.

2.4.1: Causes of Organizational Conflict

Conflict is inevitable, and business does not necessarily find organizational conflict unpleasant. When properly managed, it can cause constructive and inventive cooperation between workers to accomplish tasks. However, as quickly as disputes between staff intensify, remain unresolved or are not correctly managed, damaging repercussions for staff and the organization can result for employees and an organization unless the problem is adequately and operationally controlled. This cost a lot of money to organize.

1. Poor Communication:

Communication is the exchange between people of concepts, data or expertise. Communication thus enhances interpersonal relationships within the organization and fosters understanding within the organization among everyone. If employees are unable to decode the correct information that the management has passed, it may give rise to a variety of responses as to what the staff understood from the data may differ from the data adopted by the management. Ugbaja (2002:118) observes that when communication is ineffective, the information gap exists between the management team and the workers on the one hand and between the workers on the other and the superiors on the other. This scenario is probable to cause a lack of confidence; the result is organizational conflict as employees would not understand why certain choices are made without consulting them. For instance, if a manager does not correctly interact with his subordinates about who would do what, he will discover these tasks only partly accomplished with subordinates blaming each other.

2. Organizational goals:

Task-oriented and not always welfare-oriented organizational objectives, Darel (2003:172) says that as such objectives often conflict with tension and conflict within the organization. Conflict can occur when there are different organizational objectives and objectives of people. People have distinct requirements and agendas based on private goals or those enforced by others. You

can see this kind of dispute occur whenever goals are not obviously communicated to his subordinates by a manager. In such an example, conflict may occur because staff interpret uncertain goals differently and disagree with what duties to accomplish. (Ramos Mario, 2011)

3. Nature of assignment:

The nature of employee-led tasks / assignments can be a cause of dispute. Some assignments are stress-free and simple to accomplish. Others are very challenging and hard to conduct. Ankwo (2006:9) states that tough and tense assignments are a serious factor that leads to disputes in organizations, especially where the principle of job rotation is not achieved; such jobs bring frustration to the employees.

4. Leadership Style:

Workers generally resent dictatorial or autocratic leadership or style of leadership. Ankwo (2006:9) notes that in corporate organizations this leads to a dominant or master-slave relationship. Feeling bitter and antagonistic about such relationships often leads to conflict. A company's leadership style will determine the amount of discrepancy encountered. There are four leadership styles ranging from scheme 1 to system 4, according to Rensis Likerty (four management theories). System 1 is exploitative or authoritarian leadership, system 2 is benign authoritative leadership, system 3 is advisory leadership, and system 4 is participatory management.

5. Reward System:

Rewards consist of remuneration, wages, preferences, advancement, etc. These are provided to staff as well as for outstanding results for the effort they put into their work. Belonwu (2007:12) noted that an ineffective system of reward increases dissatisfaction and frustration and ultimately leads to organizational conflict. In other words, if the workers perceive that the scheme of rewards does not represent real performance, there will be conflict. According to Allis and Ryan (2008), the cost of compensating workers in the form of payments, salaries and other advantages is an enormous and growing proportion of operational expenditure; however, productivity among staff may reduce if such payments and advantages are not made accessible. Simply put, when a decent salary is attached to performance, staffs are more industrious and productive.

According to Azeezet Abdul. Al (2010) a lack of funds, distinct expectations, competition and absence of collaboration, interdependence and interaction are the causes of organizational conflict. Obasan (2011) recognized unacceptable work conditions, no consultation with staff before making key decisions that affect them, absence of efficient conflict prevention mechanisms as various causal variables of conflict in the workplace. Some conflict-causing causes are organizational changes, miscommunication, prejudices, and incongruence of values, personality conflicts, workloads, and stress. Conflict in the workplace creates productivity losses, distractions, disadvantages for staff and, if not correctly managed, can lead to violence. The causes of conflict and the solution to these anomalies in the workplace need to be found

2.4.2: Types of Organizational Conflict

There are two significant types of organizational dispute that are both constructive and destructive.

If disputes threaten effective activities, stop the organization's advancement and achievement, they are either damaging or dysfunctional. On the other side, if disputes contribute to the organization's achievement and prosperity, then we're talking about structural or functional conflicts.

1. Constructive or Functional Conflict

Functional conflict is a conflict or tension that results in beneficial outcomes within a group. Conflict is constructive when it leads to clarification of significant problems, leads to alternatives to problems, includes individuals in solving problems that matter to them, creates genuine communication, helps release emotions, anxiety and stress, by learning more about each other, building collaboration among people ; participating in conflict resolution and helping individuals develop knowledge and abilities.

Functional conflict motivates issue solving, novelty and creativity and positively affects organizations and their employees. It is said to promote an organization's goals and enhance its efficiency by promoting higher employee job effort (Bankovskaya, 2012).

If correctly managed (De Dreu and Beersma, 2005), functional conflict could lead to organizational innovation, enhanced efficiency and productivity. Another advantage that

Bankovskaya (2012) has identified that it offers workers the opportunity not only to acknowledge the hits, to enhance their relationship; they are able to learn more about themselves and others.

Ghaffar (n.d) indicated that conflict is essential if it does the following:

- i. Helps to encourage and discuss issues;
- ii. Helps to complete job on the most appropriate issues
- iii. Helps motivate individuals to contribute
- iv. Helps individuals learn how to acknowledge and profit from their differences;

2. Destructive or Dysfunctional Conflict.

Dysfunctional disputes are the ones that prevent a group from achieving its goals. Once conflict with negative results is detrimental, it is classified as dysfunctional. The fundamental characteristics are: the inability of organizations whose members are in dispute to find a solution to the issue or to find lower quality alternatives, conflict actors are apathetic or increasingly aggressive and hostile to each other; the energy is in conflict and not in solution, making it hard to carry out job duties. In any case, these conflicts should be resolved and eliminated, or they should be constructively translated.

They are not in their causes, but in their statements. Notwithstanding that organizations can usually have changing degrees of positive and negative disputes, it is essential that superiors understand not only the variance, but the theories that relate to their efficient leadership.

Other kinds are as follows:

a. Interpersonal Conflict

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

adverse emotions like hate, betrayal, distrust or anger. People are distinct from each other; distinct personalities generally result in inconsistent decisions and views.

b. Intrapersonal Conflict

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

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

c. Intragroup Conflict

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

d. Intergroup Conflict

Conflict between intergroup occurs when there is a misunderstanding within an organization between distinct teams. For example, an organization's sales department may conflict with the accounting department.

This is due to these distinct groups ' diverse set of objectives and interests. Moreover, rivalry also adds to the emergence of intergroup conflict. There are other considerations that may happen between the different organizations, especially between the different departments and

divisions (sales, advertising, finance), between the union and the management, or between the providers that provided the same organization.

2.4.3: Effect of Organizational Conflict on Employees' Productivity

It is true that war may be awkward, it may even cause issues, but if changes are to occur, if organizations are to survive and adapt, it is unconditionally necessary.

It doesn't just occur, organizational change and innovation, it needs a stimulant. That incentive is a dispute. Conflict is nice and necessary because when it is treated in the correct manner it can encourage inventive thinking. Conflict can be positive or negative. Conflict results rely on how you manage or resolve the conflict.

2.4.3.1: Positive Conflict:

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

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 motivated to "place their thoughts on the table," which can lead to more findings, improvements, and creative solutions. Some members of the organization see conflict as an chance to find creative alternatives to problem solving. Conflict can encourage participants to brainstorm thoughts while examining issues from different angles.

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:

Conflict in a setting brings about beneficial modifications. Some changes can only happen if the individuals are dealing with it, and only when the war happens can peace be realized in utter form.

Other beneficial effects include better thoughts, individuals are forced to seek fresh approvals, long-standing issues have been addressed, individuals have been forced to explain their point of perspective, and tension has motivated interest and creativity, building collaboration among employees, promoting organizational innovation and improving outstanding conflict resolution decisions, and providing opportunities for individuals to examine their capabilities.

2.4.3.2: Negative conflict:

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

a. Problems of Efficiency:

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

b. No productivity:

When an organization spends much of its time dealing with conflict, members take time away from focusing on the core goals they are tasked with achieving. Conflict causes members to focus less on the project at hand and more on gossiping about conflict or venting about frustrations. As a result, organizations can lose money, donors and access to essential resources.

c. Lack of cooperation:

- d. Some individuals feel they have been conquered.
- e. Distance improved between individuals.
- f. No productivity

Conflict will be negative when it generates opposition to change, generates chaos in organization or interpersonal relationships that fosters distrust, builds a sense of defeat, or widens the gulf of misunderstanding.

Rico emphasizes this by saying that many, if not most, organizations need more, not less, conflict.

Chandan (2005:141) notes that organizational productivity is hampered by conflict situations. This is because they become more aggrieved, less committed to job, more frustrated, less motivated and less productive as conflict rages on individual employees. These result in levity, time loss, low productivity and performance. In the end, the performance of the organization is adversely impacted.

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

2.5: Conflict Management

Conflict management is, according to Kolb and Putman (1992), the method of organizing conflict resolution and planning to prevent conflict where possible. However, conflict management does not mean complete avoidance or elimination of conflict, but minimizes the damaging effects of conflict and maximizes its positive component. Some of them should be empathetic and have a good listening ear as a manager, have excellent communication skills, choose the correct time to resolve the dispute, avoid judging the parties, give the parties equal opportunities of speaking and equal weight for their statements. Some writers see the use of authority as a means of conflict management (Mason and Mayer, 1990).

Rahim (2002) described conflict management as the method of maximizing the beneficial aspect of conflict while minimizing the adverse aspect of conflict with the aim of improving teaching and organizational efficiency. The author also saw excellent communication and issue solving as essential instruments for conflict management. Conflict management is seen, according to Swanstom and Weissmann (2005), as a necessity for initiating conflict prevention interventions. The author also added that conflict management needed suitable steps to avoid recurrence of the issue.

According to Akanji (2005), positive conflict management contributes to positive results, while negative conflict management heats up the work environment to cause displacement and separation of the entire group with reduced effectiveness and job performance. This is indicative that a well-managed conflict aims at organizational improvement for the purpose of promoting work-environment efficiency.

As Brown (1983) proposed, "conflict management may involve mediation if there is too much conflict or mediation if there is too little conflict." As an approach to handling union-management conflict in organizations, collective bargaining strategy has been suggested. The strategy is widely praised as the legal instrument by which staff and management resolve labor contract disputes (Fajana and Shadare, 2012). The Trade Union Amendment Act (2000) and the beneficial use of this machine to resolve conflicts by some multinational companies in the nation have prompted quicker rates of implementation of collective bargaining policies in Nigeria. This cooperative approach to conflict management, in practice, includes negotiating between union and leadership in a process of meeting requirements, debating, presenting counter requirements, bluffing, and sometimes threatening everyone in an attempt to achieve collective agreement.

Derr believed that contingency theory is one of the most helpful conceptual instruments to manage organizational disputes. He indicated that there are three main approaches to conflict management from which interveners can draw in order to formulate a suitable strategy to dispute resolution ;

i. Collaboration

ii. Bargaining

iii. And Power play.

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

- a. **Collaboration:** includes individuals surfacing their disagreements (by opening them out) and then working on the issues until mutually satisfactory solutions have been reached. This strategy suggests that individuals are encouraged to use the time and energy needed to solve such problem activity.
- b. **Bargaining:** on the other side, bargaining belief that neither party will be happy with the conflict, but that both can obtain something they do not have at the start or something they need, usually by offering up something of lower significance. Usually one party wins more than the other; through the cunning use of tactical trade, He can get as much as possible from the other hand through the dexterous use of tactical trade.
- c. **Power Play:** This is different from the other two methods as its self-interest is stressed. While the two sides come together to try to resolve their hitches in collaboration and negotiation, when power is the prevailing mode, the actions are one-sided or act separately in unions.

Conflicts in existence, organizations, and among countries are certain, as mentioned previously. If correctly handled, it still has several notable advantages as it takes glitches out into the open and forces interested people to find responses that are satisfactory to everyone. Unfortunately, conflict in the equation that comes out of control is detrimental to everyone. Conflict management is therefore becoming a requirement.

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

- a. Competing (assertive and uncooperative)
- b. collaborating (assertive and cooperative)
- c. compromising (falls into the middle)
- d. Avoiding (unassertive and uncooperative)
- e. Accommodating (unassertive and cooperative)

a. Competing

Such a individual is competing when one employee strives to satisfy his or her own advantages regardless of the impact on the other employee in the dispute. The strategy of competition includes the survival of the most fitting and win-lose technique, without considering any other party.

b. Collaboration

When employees conflict separately in an organizational unit, each employee wants to please the comfort of all employees entirely; there is cooperation and a search for an equally helpful outcome. The staff plans to fix an issue in collaboration by clarifying distinct points of perspective rather than by accommodating distinct points of perspective. Working together means finding a solution to the conflicting situation both sides are satisfied with. Efforts must be produced to actively implement efficient problem-solving activities in order to achieve equally satisfactory (win - win) outcomes for all sides. Juchel (2002:1284) argues that when all appropriate problems are discussed publicly and honestly by the competing sides, tempers are cooled and a solution is discovered. It operates well when finding a joint solution is crucial and this leads to the condition of "winning a victory."

c. 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 (Ananaba 2001:38).

d. Avoidance

The strategy of prevention is called avoidance of conflicts. This approach is used when the anguish of both sides is overlooked by failing to address the issue. Ojo (2005:18) claims that before a choice is taken, management will gather more data on the issue(s) by avoiding it. Sometimes physical separation is required to prevent violent grievance demonstrations and differences.

e. **Accommodating**

The approach of housing thinks that no quantity of sacrifice is too much to allow the reign of peace. It is a method of mollification involving capitulation and mollification. In order to fulfill others' worries, an accommodating style of conflict management includes neglecting one's own worries. Ojo (2005:18) says that if the problem is more crucial to the other party, it is suitable. The opponent is created to make sacrifices and concessions to please in order to preserve the connection.

An employee striving to settle a competitor might want to bring the interests of the competitor above his or her private concern, forgetting to maintain the connection.

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

2.6: Conflict Resolution Techniques

A dispute is a situation where the participating parties' interests, needs, objectives or values interfere with each other. Conflicts are prevalent and unavoidable in the workplace. Different stakeholders may have different priorities; conflicts may involve team members, departments, projects, organization and client, boss and subordinate, organization needs vs. personal needs. Often, the outcome of perception is a dispute. Is there a bad thing about war? Not inevitably. There are often possibilities for enhancement in a dispute. It is therefore essential to comprehend (and apply) different methods for conflict resolution.

a. Arbitration:

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

panel of arbitrators they respect and whose decision they will recognize as final to resolve the conflict.

a. Negotiation:

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

b. Mediation:

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

2.7: Theoretical Framework

2.7.1: Pluralism Theory

This view attempts to apply the pluralism analogy in society where, for example, there are varied socio-cultural groups competing for scarce resources. This variety could be in terms of ethnicity, religious affiliation, social class, political orientation, etc. if they are permitted to interfere in our everyday lives in society; they're going to lead to conflicts that could even destroy society. Society is also made up of varied people and organizations.

Thus to harmonize these diversities and pluralism there must be some mechanisms at work which will bind the competing groups together and hold them back from rendering the organization into fragments and possible collapse. Continuous process of concession and compromise should be the mechanism. Collective bargaining is seen as the mechanism to achieve this while in the organization that engages in collective bargaining, the employer and trade unionism constitute these interest groups.

The theory of pluralism considers that the organization consists of strong and conflicting subgroups; Trade union and governance. Pluralist theory thinks that the workplace consists of various sets of convictions, values, attitudes, and behaviors. This divergence of interests has resulted to the creation of trade unions in capitalist societies since disputes are inevitable due to the intrinsic conflicting interests (Dabscheck, 1989). Collective bargaining can resolve conflict and can be channeled to beneficial change if well managed. Trade unions are lawful employee representatives and are regarded favorably as they assist staff highlight their decision-making authority.

This theory is merely emphasizing that there are distinct individuals with distinct convictions in an organization, Perfections and values. For example, what the belief of the Yoruba is different from what the beliefs of the Igbos are, so when all these views come together, there will be trouble that could result in conflict.

So to make all these varied opinions fit together, there must be some sort of harmony to make these employees see things from the same view. Then the leadership/management makes laws to curb that, regardless of what they believe in. So they are harmonized by the management to enable them to work together. If an organization's leadership sets legislation that suit a specific set of individuals, those that are not used to it will be affected. So the organization makes rules that consider everyone devoid of bias, sentiments and emotion, they simply create the rules and make sure everyone in the organization blends so that they can work together to accomplish organizational goals and goals.

2.7.2: Conflict Theory

This theory is strongly linked to the theory of Marx but is based on two interrelated opinions of culture and the organizational connection between employers and staff. The British and

Western industrialized societies are post-capital on this hand, believing that political and organizational conflicts are necessarily divided institutionally within them, and that because of the presence of constitutional provisions, the organizational conflict is becoming minimal. Conflict theory is a more realistic theory that states that there are conflicts in a community and in businesses and that a theoretical framework is needed to comprehend conflicts and not just declare them as irrational as the unitary theory assumes.

Work organizations, on the other hand, are a micro component of culture. Society consists of people and social groups with social values and interests. Thus, organizational conflict can be acknowledged and managed accordingly as a future working relationship.

The development of stratification/class is a prevalent ground of this theory. Management / employers only decide on salaries, leave allowances, etc., which are contradictions, thus generating conflicting problems that will influence the harmonious relationship.

2.8: Empirical Framework

Past studies on organizational conflict have focused attention on issues like:

The impact of organizational conflict on organizational efficiency is investigated by Hotepo et al. (2010). The study utilizes descriptive research design and questionnaire to gather information from 96 executives at chosen Lagos Metropolis airlines, road transportation and insurance companies. The study disclosed that restricted funds are the main cause of conflict and that disputes have both adverse and positive impacts on organization, but if correctly managed, the beneficial impacts can be used to foster organizational innovation and create collaboration among staff.

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

2.9: Summary

Conflict is a fact of human life that is inevitable. If we tend to work to understand and handle it efficiently, we can enhance each of our social relationships ' fulfillment and efficiency.

It is rather evident from the debate so far that disputes occur in organizations as a consequence of energy struggle, leadership style, resource scarcity; etc. This reduces the workplace satisfaction and also reduces the productivity or service supplied. It is therefore very important to recognize the conflict soon and to pay attention to the contradictory sides. Negotiation among parties involved is the best method in resolving conflict whereas force should not be used at all.

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

Conflict is also the spirit of cooperation and collaboration among an organization's staff. Negotiation, cooperation, and prevention are the most used technique of dealing with conflict among superiors in Nigeria. Once conflicts are properly addressed in organization, this will result in the organization's development for operational achievement and achievement of organizational goals and purpose.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter deals with the procedures, ways, approaches, or steps employed in data collection and processes for the purpose of this study. It shows the research design adopted for the study as well as the population, sampling procedure and sample size, data collection instrument and validation.

3.1 Research Design

The Research design is the style and techniques the researcher used to carry out its research. This is the logical way for the researcher to identify the easiest way to execute its data collection and analysis. Research design brings the kind of information, the method of collecting information, the schedules and the method of sample supply.

The research was in the form of quantitative survey. It is a method of collecting information by administering a questionnaire to a sample of individuals in the population of study.

3.2 Population of the Study

The population of the study covers employees in Nigeria Bottling Company in Iddo Lagos .The population of the study is 950 and consists of all employees of the company as obtained from the secondary data in form of the company records in the human resource department.

3.3 Sample Size

The sample size for the research is 281 respondents.

3.4 Sample Size Determination

This is determined using taro Yamane technique

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

Where; N= Population size

n= Sample size

e= Error of Margin (0.05)

$$n = \frac{950}{1 + 950(0.05)^2}$$

$$n = \frac{950}{3.375}$$

n=281

3.5 Sampling Techniques

The research work involves the use of multi stage sampling technique.

Stage 1: There will be purposive selection of Nigeria Bottling Company, Plc.

Stage 2: there will be the use of stratified sampling method whereby the entire organization will be divided into various strata (units). That is, the organization will be divided into departments, namely: human resource, accounting, production, marketing and sales, factory units, administration department etc.

Stage 3: there will be random selection of respondents from each stratum above by using ballot method.

3.6. Method of Data Collection

In order to achieve the aim and objectives of the study, quantitative data was used to gather information from respondents.

3.7 Data Collection Instrument

The instrument that was used for gathering of data was through questionnaire. The questionnaire consists of four sections. Section A consists of personal data of the respondents, Section B consists on the causes of conflict, Section C consists of questions based on the effect of conflict on employees' productivity, and Section D consists of the effect of conflict on organizational performance. It contains both open and close ended questions structured in order to give answers to the questions this research seeks to give answers to.

3.8 Validity of the Instrument

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

3.9 Method of Data Analysis

The study utilized chi-square analysis and Pearson product moment correlation to test the three hypotheses that address the specific objectives of the study.

Pearson Product Moment Correlation (PPMC)

Pearson product moment correlation coefficient, r , was developed during the 1880s by Karl Pearson. All correlation coefficient whether derived from parametric or non-parametric methods, range from -1 to +1. It is thus impossible to have coefficient outside this range. The Pearson product moment correlation coefficient, r , is given by:

$$r = \frac{1}{N} \sum_{i=1}^n \frac{(x_i - \bar{x})(y_i - \bar{y})}{\sigma_x \times \sigma_y}$$

This really comes down to;

$$\frac{COV(X, Y)}{\sigma_x \sigma_y}$$

Which means that r is given by the covariance of x and y divided by the standard deviation of x multiplied by the standard deviation of y .

Since r is a measure of the covariance of x and y , an r of $+1$ means that the variables vary together perfectly in the same positive direction while an r of -1 indicates that the two variables vary perfectly in the opposite i.e. negative direction.

Decision criteria

1. **To determine the direction of the relationship between two variables.** A negative sign in front of Pearson r indicates a negative relationship between variables while a positive sign in front of the coefficient r shows a positive relationship.

2. **To interpret the strength of the relationship.** The size of the value of Pearson correlation (r) range from -1.00 to 1.00 . This value indicates the strength of the relationship between two variables. A correlation of 0 indicates no relationship at all, a correlation of 1.0 indicates a perfect positive correlation, and a value of -1.0 indicates a perfect negative relationship. To interpret values between 0 and 1 , Cohen (1988) suggests the following guidelines:

$r = .10$ to $.29$ or $r = -.10$ to $-.29$ small

$r = .30$ to $.49$ or $r = -.30$ to $-.49$ medium

$r = .50$ to 1.0 or $r = -.50$ to -1.0 large

These guidelines apply whether or not there is a negative sign in front of r and the negative sign only indicates direction of relationship.

3. **To interpret the coefficient of determination.** How Pearson correlation r predicts one variable from another is expressed in percentages. That is, the square of r value multiply by 100 gives percentage of variance. This is the sum of how one variable determine or predict another variable.

Chi-Square Test

Chi-square test determines whether there is dependency between variables or not.

Chi-square test (χ^2) is really a goodness of fit test in so far as we are interested in ascertaining the extent of fit of theoretical, hypothetical or expected distribution with observed distribution.

The χ^2 one-sample test is carried out using the formula below:

$$\chi^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

Where

O – Represents the observed frequency

E- Represents the expected frequency

Since the study involved the use of contingency, table, the expected frequency is obtained using:

$$E = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

To obtain the chi-square tabulated, the following information were used:

1. The degree of freedom (v) = $(c - 1) (R - 1)$
2. The level of significance = 5%

Decision Criteria

X^{2cal} is greater than X^{2tab} , reject H_0 and accept H_1

X^{2tab} is greater than X^{2cal} , reject H_0 and accept H_0

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Analysis of Data

This chapter presents the data and interpretation of results of the research carried out in NIGERIA BOTTLING COMPANY IDDO LAGOS. The data collected were analyzed based on the stated hypotheses.

The research questionnaires were administered to one hundred and thirteen respondents in Lagos metropolis to ascertain the implication of organizational conflict on productivity of employees and organization. This analysis was carried out using (SPSS) Statistical Package for Social Sciences. Descriptive statistics of frequency count, percentages, correlation and chi-square were used to analyze the data to verify the hypotheses of this study.

4.1 Presentation of Results

A total number of 281 questionnaires were distributed to respondents but only 113 questionnaires were retrieved and good for analysis, which means some were wrongly filled, while some were not returned at all. The data collected were analyzed as follows:

Table 4.0

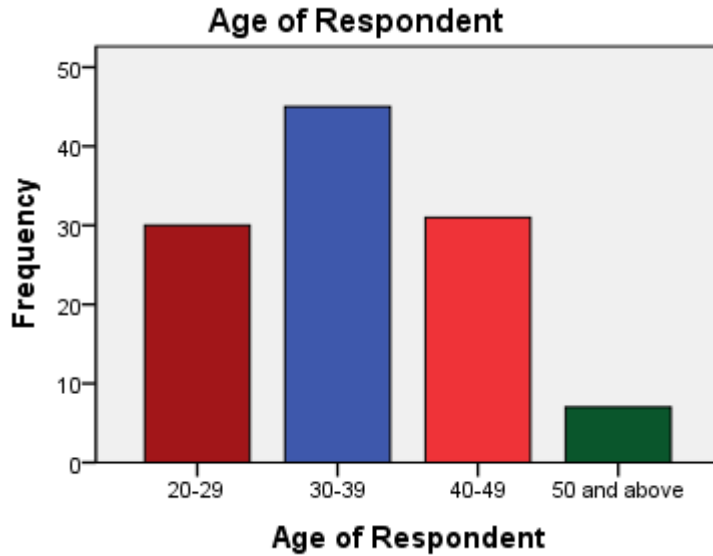
SECTION A: SOCIAL DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Age of Respondent

	Frequency	Percent	Cumulative Percent
Valid 20-29	30	26.5	26.5
30-39	45	39.8	66.4
40-49	31	27.4	93.8
50 and above	7	6.2	100.0
Total	113	100.0	

Table 4.1

Table 4.0 above shows the distribution of the age of the respondents as follows: 20-29 years had 26.5% (30), 30-39 years had 39.8% (45), 40-49 years had 27.4% (31) and 50 and above years had 6.2% (7) respondents respectively.



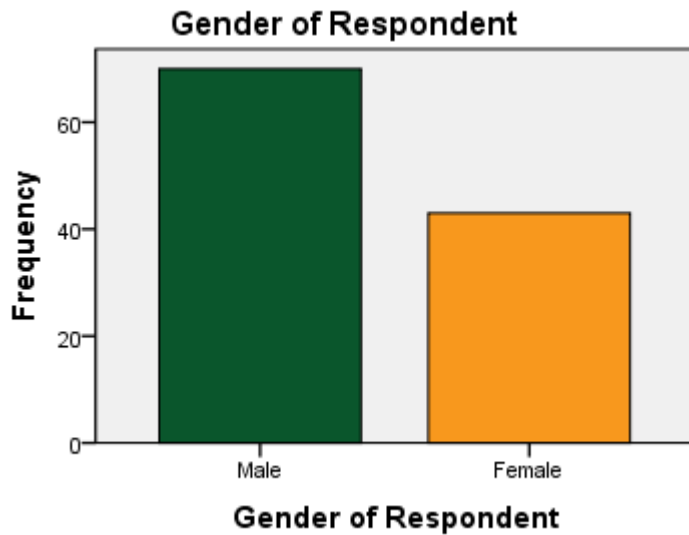
According to the result gotten via the questionnaire, is the age of 20-29 years with a total number of 30 (26.5%), between the age of 30-39 years which is 45 (39.8%), followed by employees' between the age of 40-49 years has a total number of 31 (27.4), while the lowest is between the age of 50 and above years with a total number of 7 (6.2%). This means that there are more of employees' between the ages of 30-39 in the sample.

Table 4.2

Gender of Respondent

	Frequency	Percent	Cumulative Percent
Male	70	61.9	61.9
Valid Female	43	38.1	100.0
Total	113	100.0	

Table 4.2 shows that the respondents were more of male. A total of 70 respondents representing 61.9% (70) respondents were male while the female were 38.1% (44) respondents respectively.



This shows that the respondents were more of male with a total number of 70 respondents than female respondents in the sample.

Table 4.4

Marital Status

	Frequency	Percent	Cumulative Percent
Single	37	32.7	32.7
Married	73	64.6	97.3
Valid Divorced	1	.9	98.2
Others	2	1.8	100.0
Total	113	100.0	

Table 4.4 above shows the distribution of the marital status of the respondents as follows: single had 32.7% (37), married had 64.6% (73), divorced had 0.9% (1), others had 1.8% (2) respondents.

Table 4.5

Educational Qualification

	Frequency	Percent	Cumulative Percent
Valid BSC/MS/MBA	85	75.2	75.2
OND/NCE	27	23.9	99.1
Others	1	.9	100.0
Total	113	100.0	

Table 4.5 shows the educational qualification of respondents as follows: BSC/MSC/MBA had 75.2% (85), OND/NCE had 23.9% (27), 0.9% (1) respondents hold other qualifications that are essentially professional. This means that employees' in Nigeria Bottling Company Plc. had more employees' with BSC/MSC/MBA qualifications than other qualifications.

Table 4.6

Religion of the Respondent			
	Frequency	Percent	Cumulative Percent
Valid Christian	71	62.8	62.8
Muslim	42	37.2	100.0
Total	113	100.0	

Table 4.6 shows the religion of respondents. Respondents who are Christians are 71 (62.8%), while Muslims are 42 (37.2) respondents respectively. This shows that there are more Christians than Muslims in Nigeria Bottling Company.

SECTION B: HYPOTHESES TESTING

Hypotheses 1

PEARSON PRODUCT MOMENT CORRELATION

1. There is no significant relationship between causes of conflict and employees' output.

Table 4.7

Correlation						
	N	Mean	Std. Deviation	r	Sign	Coefficient
What are the cause of these conflicts	113	2.00	.926		< 0.05	59.44
Do you agree that organizational conflict hinders worker's productivity		1.03	.161	-0.77		

From the table 4.7 above, the mean of the sampled population is 2.00 with standard deviation of .926. The Pearson r is .77 at 0.05 Significance. That is ($r=0.77, p<0.05$). There is a strong negative relationship between causes of conflict and employees output. The null hypotheses is rejected and the alternate hypotheses is accepted, that is, there is significant relationship

between causes of conflict and employees output. The more the conflict .the less the output of employees, Pearson coefficient of 59.44% reveals how much conflict lowers or determines decreasing productivity of workers.

Hypotheses 2

Chi- Square test

There is no significant relationship between strategies used in managing conflict and workflow in the organization.

Table 4.8

To what extent are the strategies effective in managing conflict * Do you agree that effective conflict management enhances organizational performance

Cross tabulation

			Do you agree that effective conflict management enhances organizational performance		Total
			Yes	No	
To what extent are the strategies effective in managing conflict	Large extent	Count	56	6	62
		Expected Count	57.6	4.4	62.0
	Little extent	Count	40	0	40
		Expected Count	37.2	2.8	40.0
	Not at all	Count	9	2	11
		Expected Count	10.2	.8	11.0
Total	Count	105	8	113	
	Expected Count	105.0	8.0	113.0	

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.745 ^a	2	.057
Likelihood Ratio	7.932	2	.019
Linear-by-Linear Association	.046	1	.831
N of Valid Cases	113		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .78.

Table 4.8 above shows that X^{2cal} (5.745) is less than X^{2tab} (10.60) at 5% level of significance ($X^{2tab} = 10.60$, $v = 2$, $\alpha = 0.05$). Hence, the alternate hypothesis is rejected while the null hypothesis is accepted. That is, there is relationship between strategy used in managing conflict and workflow in the organization. Conflict management strategy does not increase the level of organization workflow.

Hypotheses 3

Chi-Square test

There is no significant relationship between the effects of organizational conflict and employees' performance.

Table 4.9

Does conflict occur in this industry * It reduces output level
Cross tabulation

		It reduces output level				
		Strongly Agree	Agree	Undecided	Strongly Disagree	Disagree
Does conflict occur in this industry	Yes					
	Count	34	71	2	2	2
	Expected Count	33.4	71.7	2.0	2.0	2.0
	No					
Total	Count	34	73	2	2	2
	Expected Count	34.0	73.0	2.0	2.0	2.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.116 ^a	4	.892
Likelihood Ratio	1.767	4	.778
Linear-by-Linear Association	.150	1	.699
N of Valid Cases	113		

a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Table 4.9 above shows that X^{2cal} (21.116) is greater than X^{2tab} (14.86) at 5% level of significance ($X^{2tab} = 14.86$, $v = 4$, $\alpha = 0.05$). Hence, the alternate hypothesis is accepted while the null hypothesis is rejected. That is, there is relationship between effect of organizational conflict and employees' performance, that is, it lowers performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This section discusses the overview of the results acquired from the questionnaire given to participants, which was designed to seek their opinions on the impacts on the productivity of staff on organizational disputes. It also addresses the research study's conclusion and also gives recommendations based on the findings obtained from the administered questionnaire.

5.1 Summary of Findings

The information collected after analyzing the effects of organizational conflict on employee productivity disclosed that Nigeria Bottling Company Plc. causes of conflict include lack of communication, lack of resources, and lack of collaboration and cooperation. We also recognized the kinds of conflicts that existed are the ones between employees, industry and department, and therefore recommend that proper communication system should be built to ensure flow of information within the Nigeria Bottling Company Plc. and resources should be allocated to the various departments. There will always be very intuitive and impulsive people who cannot bear too much planning while others are going to be very nervous if there is no structured approach to an issue. In addition, there are always some individuals who have problems with the Management regardless of the cause. Conflict is inevitable and is the role of the executives to solve them and make the team productive and goals attainable. As part of the effort made by the management in resolving conflict in the work place, workers are also expected to be treated well by management and the following are noteworthy: Organizational disputes reduce the morale of employees, prevent dedication to job, de-motivate employees and raise suspicion and distrust. It also hampers efficient interactions between individuals and groups. It also hampers the productivity of employees. Organizational conflict contributes to

time loss, slows down the manufacturing method, decreases the rates of output and profit, and hampers the development of the organization.

5.2 Conclusion

Organizational conflict in corporate organizations is a frequent characteristic that occurs whenever there is discrepancy between people or groups of people and leadership. Different conflict management strategies are adopted, but the strategy adopted in each case depends on the nature of the conflict and the person involved. The approaches taken in resolving the disputes are mainly efficient. The reoccurrence of particular conflicts, however, is not due primarily to inadequate conflict management, but to the vibrant socio-economic scenario. Organizational disputes have a negative impact on staff and leadership and their interactions. It has both beneficial and negative impacts on the productivity of employees and on the organization's general performance and development.

5.3 Recommendations

1. Management should guarantee that the leadership team and subordinates communicate effectively. This will guarantee that everyone is conscious of the policies and behavior of leadership as well as contributing to organizational decision-making. This will eliminate the gap between alienation and communication.
2. Appropriate reward system or compensation plan should always exist for staff. These include appropriate pay packages, timely progress and promotion, and efficient programs for welfare and social security.
3. Conducting training and development; it is suggested that management conduct training and development for employees on a quarterly basis, enabling them to gain more understanding about the sector they may be in, and this will assist them and generate the needed enthusiasm on job and the required potential needed for strategic intervention.
4. Effective interpersonal relationships should be established as well as efficient leadership relationships between employees. Democratic leadership style should emphasize this. This will guarantee that the issues of staff are well addressed and that opportunities for achieving their objectives are always given to them.

5. It is also suggested that workers be involved in decision-making in the organization's strategies and this will clarify the perception of the workplace master-servant relationship.

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APPENDIX

**QUESTIONNAIRE ON THE EFFECT OF ORGANIZATIONAL CONFLICT ON
EMPLOYEES PRODUCTIVITY**

Mountain Top University (MTU), Ibafo Ogun state. I'll like you to fill out this questionnaire for me. The study entitled: THE EFFECT OF ORGANIZATIONAL CONFLICT ON EMPLOYEES PRODUCTIVITY. The purpose of this study is academic. Thus, the information you provide will be used for no other purpose and the information given will be treated with utmost confidentiality.

SECTION A

DEMOGRAPHY OF RESPONDENTS

Instruction; please, tick (✓) in the box that depicts your answer. Otherwise, answer the question where necessary.

- 1. Gender: a) Male b) Female

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

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

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

- 5. Educational qualification a). BSC/MSC/MBA b) WASE/GCE c) OND/NCE
d) others (specify) -----

- 6. For how long have you been employed in this industry? a) Less than 10 year b) 10-19 years c) 20-29 years d) 30 years and above

SECTION B

- 1. Does conflict occur in this industry? a. Yes (b) No

2. If “Yes”, what types of conflict occur in the industry? a) Between staffs b) Between departments c) Between industries d) Others (specify) -----

3. What are the causes of these conflicts? a) Poor communication b) Lack of resources
c) lack of cooperation d) others (specify) -----

4. What strategies were adopted in managing the conflicts as a result of any of the above? Specify -----

5. To what extent are the strategies effective in managing conflict? a) Large extent b) Little extent c) Not at all d) others (specify)-----

6. Is there a re-occurrence of the conflict resolved? a)Yes b) No

7. What may have been responsible for the reoccurrence? a) Poor conflict management b) Leadership style c) Reward structure d) others (specify) -----

8. Do you agree that conflicts hinder effective interpersonal and group relationships? a) Yes
b) No

9. Do you agree that organizational conflict hinders workers’ productivity? a) Yes b) No

10. Do you agree that effective conflict management enhances organizational performance? a) Yes b) No

SECTION C

EFFECT OF ORGANIZATIONAL CONFLICT ON EMPLOYEE'S PRODUCTIVITY

The following are the effect of organizational conflict on employee's productivity

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

STATEMENT	SA	A	U	SD	D
1. It lowers morale					
2. discourages commitment					
3. It brings up distrust and suspicion					
4. Better ideas are made					
5. It builds cooperation among the workers					

SECTION D

EFFECT OF ORGANIZATIONAL CONFLICT ON ORGANIZATIONAL PERFORMANCE

The following are the effect of conflict on organizational performance.

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

STATEMENT	SA	A	U	SD	D
1. It slows down production process					
2. It reduces output level					
3. It reduces profit level					
4. It leads to loss of time					
5. It hinders organizational growth					