CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN NATIONAL RESEARCH INSTITUTE FOR CHEMICAL TECHNOLOGY (NARICT) AND NIGERIAN INSTITUTE OF TRANSPORT TECHNOLOGY (NITT), ZARIA.

BY

Emmanuel Okoriko STEPHEN

MSC/ADMIN/5380/2010-2011

BEING A RESEARCH THESIS SUBMITTED TO THE POST GRADUTE SCHOOL OF AHMADU BELLO UNIVERSITY ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS OF SCIENCE (MSC) DEGREE IN PUBLIC ADMINISTRATION

DEPARTMENT OF PUBLIC ADMINISTRATION, FACULTY OF ADMINISTRATION, AHMADU BELLO UNIVERSITY, ZARIA.

NOVEMBER, 2014.

DECLARATION

I declare that the work in this thesis entitled Conflict Management and Organizational Performance in National Research Institute for Chemical Technology (NARICT) and Nigerian Institute of Transport Technology (NITT), Zaria, has been carried out by me in the Department of Public Administration. The information derived from the literature has been duly acknowledged in the bibliography. No part of this thesis was previously presented for another degree or diploma at this or any other institution.

…….. ……

Stephen Emmanuel Okoriko Date

CERTIFICATION

This thesis titled Conflict Management and Organizational Performance in National Research Institute for Chemical Technology (NARICT) and Nigerian Institute of Transport Technology (NITT), Zaria (2007-2011) has been certified and approved for its contribution to knowledge.

……	…….
Dr Ahmed Habibu	Date
Chairman Supervisory Committee	
……	……
Dr S.B. Abdulkarim	Date
Member Supervisory Committee	
……	……
Dr Musa Idris	Date
Member Supervisory Committee	
……	…….
Dr H.A. Yusuf	Date
Head of Department	
……...	…….
Professor A. Z. Hassan	Date
Dean Post Graduate School	

DEDICATION

This research work is dedicated to the Almighty God who has been merciful to me throughout the course of my study, my late parent and to my entire family.

ACKNOWLEDGEMENT

I am grateful to almighty God who has spared my life and has been gracious to me since the beginning of my academic journey even to this point of completing my thesis.

I wish to express my profound gratitude to my supervisor Dr Ahmed Habibu, whose patience, guidance, comments, corrections and various forms of encouragement saw me through to the successful completion of this thesis.

I am equally thankful to all the lecturers who labour tirelessly in one way or the other to shape my academic horizon and make me what I am today. I sincerely wish to express my appreciation to the following lecturers Dr S.B. Abdulkarim (Former Head of Department and Dean), who also happened to be one of my internal assessors, thanks a million sir for your constructive criticism to help garnish this work, Dr Musa Idris (Msc co-ordinator), Prof. Adejo Odoh, Prof. A. A. Anyebe, Dr Faruk, Dr J.D. Ndan, Dr H.A. Yusuf, Dr D.D. Dalhatu, Dr Y. Ogunlela and other lecturers and non academic staff of the department of Public Administration who are too numerous to mention.

My heartfelt thanks goes to my beloved wife Winifred and my lovely daughter Tessy who patiently took the pains to endure my constant absence throughout the course of my study, I salute you once more my dears. To my ever esteem and most helpful brother and sisters; John, Helen and Theresa, I will continue to remain grateful and indebted to all your financial commitment to this great achievement, may the almighty God continue to bless and keep us together. To my cousin Felicia and my aunty Theresa coupled with my in-laws, I register my appreciation to all your support in this course. To my friends who stood by my side

throughout the course of this work; 2nd Lt. Adams, Anawo, Michael, Aziz, Skima, Olofu, Abdulmajeed, Abacha, Inubi, Yaks who sacrificed his limited time to type part of this work, Mr. Sharon my editor, Yandela, Brown, Chuwan, Suleiman, etc., and well wishers who have contributed in one way or the other to bring this research work to what it is at present. Not forgetting the Librarians of both the departments of Public and Business Administration, PKL, A.B.U. Kongo, Zaria for sourcing materials relevant to this work, I salute your efforts. Finally, to those I did not mention that have contributed a lot to this academic exercise, please bear with me God that has seen all your effort towards this achievement will reward and bless you abundantly (amen).

ABSTRACT

The problem of unresolved conflicts in organizations has become popular which has crippled the effective performance of organizations overtime. The National Research Institute for Chemical Technology (NARICT) and the Nigerian Institute of Transport Technology (NITT) Zaria which this study was based are not an exception to this development. The above organizations have being passing through various conflicts situation which have been affecting the performance of the organizations in terms of service delivery and the achievement of set objectives. The concept of conflict has no single conception as it has been defined by various management/administrative scholars, apart from seeing the concept as disagreement between or among people; it also involves a struggle over claims to resources, power, status, beliefs, preferences and desires. The study has it as a main objective to examine conflict management and the performance of these organizations (NARICT and NITT). Another objective is to identify the causes of conflict in the organizations and to determine the impacts of conflict on the organizations performance within the scope of study. The study adopts a survey design method in the aspect of generating data relevant to the study. The data collected were sourced through primary and secondary sources and questionnaire, interview and observation were used as instruments for collection of data for the study. The study advances two hypotheses in both the null and alternate form. One of the hypothesis states "that competition for scarce resources is not a cause of conflict in the organizations". Questionnaires were administered to 317 members of staff in NARICT with 292 well filled and retrieved while 102 were distributed in NITT with 98 well filled and retrieved respectively of which analysis were performed by the use of simple percentages and chi-square (χ^2) statistical tool of analysis at 5% level of significance in testing the hypotheses. The study showed as one of its major findings that staff accommodation in both organizations are inadequate especially NITT and recommended government to acquire land and award contract to build more staff accommodation for the organizations especially NITT to reduce competition for the few ones available in order to minimize the rate conflict occurs and also to motivate members of staff to give their best towards moving the organizations forward on the part of increased performance.

TABLE OF CONTENT

Title page - - - - - - - - - - - - i

Declaration - - - - - - - - - - - - ii

Certification - - - - - - - - - - - - iii

Dedication - - - - - - - - - - - - iv

Acknowledgement - - - - - - - - - - - v

Abstract - - - - - - - - - - - - vii

Table of contents - - - - - - - - - - - viii

List of Tables - - - - - - - - - - - - xiii

Abbreviations - - - - - - - - - - - - viiiv

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study - - - - - - - - 1

1.2 Statement of the Research Problem - - - - - - - 5

1.3 Research Questions - - - - - - - - - - - - 7

1.4 Objectives of the Study - - - - - - - - 7

1.5 Hypotheses of the Study - - - - - - - - 7

1.6 Scope and Limitation of the Study - - - - - - - - 7

1.7 Significance of the Study - - - - - - - - 8

1.8 Operational Definition of Terms - - - - - - - - - 9

1.9 Plan of the Thesis - - - - - - - - - 10

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Introduction - - - - - - - - - - 11

2.2. Literature Review - - - - - - - - - - 12

2.3. Theoretical Framework - - - - - - - - - - 65

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction - - - - - - - - - - - 68

3.2. Research Design - - - - - - - - - - - 68

3.3. Sources of Data Collection - - - - - - - - - 69

3.4. Instrument of Data Collection - - - - - - - - - 69

3.5. Population of the Study - - - - - - - - - - 71

3.6. Sample Size and Sampling Technique - - - - - - 71

3.7. Method of Data Analysis - - - - - - - - - - 75

CHAPTER FOUR

HISTORICAL BACKGROUND OF NARICT AND NITT

4.1. Historical Background of NARICT - - - - - - - - - 76

4.2. NARICT Vision - - - - - - - - - - - 79

4.3. NARICT Mission Statement - - - - - - - - - 79

4.4. NARICT Mandate - - - - - - - - - - - 80

4.5. Programmes, Projects and Services of NARICT - - - - - 81

4.6. NARICT Collaboration - - - - - - - - - - 84

4.7. NARICT Organization Structure - - - - - - - - 85

4.8. Funding of NARICT - - - - - - - - - - 91

4.9. Achievements of NARICT - - - - - - - - - 91

4.10. Challenges of NARICT - - - - - - - - - 92

4.11. Historical Background of NITT - - - - - - - - 92

4.12. NITT Vision Statement - - - - - - - - - 94

4.13. NITT Mission Statement - - - - - - - - - 94

4.14. Functions of NITT - - - - - - - - - 94

4.15. Structural Organization of NITT - - - - - - - 95

4.16. NITT Collaboration with External Bodies - - - - - - 101

4.17. Source of Finance - - - - - - - - - 102

4.18. Prospect to Achieving its Corporate Objectives - - - - - 102

4.19 Challenges of NITT - - - - - - - - - 102

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1. Data Presentation - - - - - - - - - - - 105

5.2. Data Analysis - - - - - - - - - - - 118

5.3. Summary of Major Findings - - - - - - - - - 122

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1. Summary - - - - - - - - - - - - - 124

6.2. Conclusion - - - - - - - - - - - - 125

6.3. Recommendations - - - - - - - - - - - - 127

Bibliography - - - - - - - - - - - - - 129

Appendix - - - - - - - - - - - - - 138

LIST OF TABLES

Table 5.1.2: Sex Distribution of Respondents

Table 5.1.3: Educational Qualification of Respondents

Table 5.1.4: Years of Service of Respondents

Table 5.1.6: Parties always involved in Conflicts in the organizations

Table 5.1.7: Causes of Conflicts in the Organizations

Table 5.1.8: Equality in the distribution of Resources among Research Institutes

Table 5.1.9: Competition for Resources in the work-place

Table 5.1.10: Government provision of adequate working Resources

Table 5.1.11: Availability of some Resources in the Organizations

Table 5.1.12: Conflict occurrence as a result of competition for Scarce Resources

Table 5.1.13: Industrial Action actions and connection to Resources

Table 5.1.15: Consistent Conflict and Reduction in Organizational Performance

Table 5.1.16: Management of Conflict in the Organizations

Table 5.1.17: Awareness of Conflict Management Mechanisms

Table 5.1.18: Conflict Management Mechanisms

Table 5.1.19: Effectiveness of Conflict Management Mechanism

Table 5.1.20: Conflict Management and improved Organizational Performance

Table 5.1.21: Participation in Industrial Action and other form of conflict

Table 5.1.22: Impacts of Conflict on the Organizations Performance

Table 5.2.2: Observed Frequency from the Field

Table 5.2.3: Expected Frequency as Calculated

Table 5.2.4: Row and Column Table from Observed and Expected Frequency

Table 5.2.7: Observed Frequency from the Field

Table 5.2.8: Expected Frequency as Calculated

Table 5.2.9: Row and Column Table from Observed and Expected Frequency

ABBREVIATIONS

ARCN: Agricultural Research Council of Nigeria

CSC: Common Wealth Science Council

ECN: Energy Commission of Nigeria

FAO: Food and Agricultural Organization

FLTI: Federal Leather Training Institute

ICT: Information and Communication Technology

JRAISU: Joint Research and Allied Institution Sector Union

LERIN: Leather Research Institute of Nigeria

NAPEP: National Poverty Eradication Programme

NARICT: National Research Institute for Chemical Technology

NDE: National Directorate of Employment

NEMA: National Emergency Management Agency

NILST: Nigerian Institute of Science Laboratory Technology

NITT: Nigerian Institute of Transport technology

NOTAP: National Office for Technology Acquisition and Promotion

NSTDA: National Science and Technology Development Agency

R & D: Research and Development

RMRDC: Raw Materials Research and Development Council

SMEs: Small and Medium Scale Enterprises

SON: Standard Organization of Nigeria

UNDP: United Nation Development Programme

UNIDO: National Industrial Development Organization

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

An organization is an identifiable social entity whose members pursue multiple goals collectively. The pursuance of these goals is done side by side with their personal goals and aspirations through their coordinated activities and relationships. Hence, organization has people, materials and goals that are achieved through coordination.

Organization exists to provide goods and services that people desire. These goods and services are the products of the behaviours of workers who occupy different levels of the organizational pyramid known as the "organizational structure". These people have different cultures, skills, and educational background as well as different perceptions, roles, expectations and values. Conflict in an organization will depend on the degree with which the manpower is met with opposition in protecting their interest, values and goals.

However, the establishment and continuous existence of organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human elements being indispensable. The human elements required to facilitate goals attainment often engage in disagreement and variance over factors such as; interest, views, style of management among others. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition is known as conflict. Azamoza (2004) observed that conflict involves the total range of behaviors and attitudes that is in opposition between owners/managers on one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting to conflict, it has been

observed that industrial conflict produce considerable effects on organizations and should be consciously managed as much as possible (Azamoza, 2004).

For people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict is bad, this is because both concepts are pervasive and co-exist in our social life. Conflict is inevitable given the wide range of goals for different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2002) opined that conflict may be intergroup with interpersonal conflict occurring between supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Intergroup conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and program of the organization.

Conflict is widespread in human societies; it occurs in profit and non-profit making organizations and arises among members of the organization and even beyond to other organizations. Conflict does not occur until the behaviour of one of the parties interferes with the efforts of the other. It is clearly known that conflict often produces negative effects, such as to decrease organizational performance, lower satisfaction, anxiety and aggression, wastes a lot of time, uses energy and limit effectiveness. However, in the same situation, conflict can be beneficial, for it helps the organization and its members to resolve underlying problems, so that the group can move unto a more effective stage of development. Also, conflict between groups can increase within the group cohesion and can instigate needed organizational change. As such, not all conflict needs to be avoided, but all conflict needs to be managed for effective organizational performance (Adomi and Anie, 2005).

In an organization, goals that are incompatible may come about for variety of reasons. The needs and values or the personalities of the workers might clash, for example, if one member of a team is intent or determined, aggressive and highly energetic, while another member is slower, less aggressive and less interested, they may clash. Incompatible goals are often created through jobs assignment or the structure of an organization (Jones, 2000). It is common such as limited resources, job design and organizational structure which also create an atmosphere that will increase the probability of conflict. An organization with limited resources is more likely to experience conflict as their members and department fight/disagree to obtain a share of the limited resources. Under these circumstances, the goal of one individual or group cannot be reached without the cooperation of the other individual or group.

As organizations experience more turbulence and uncertainty, conflict in the workplace will rise. The uncertainty associated with any change is seen as a key cause of conflict on an interpersonal, as well as an organizational level where conflict between functions are at the order of the day. Renolds and Kalish (2002) note that managers spend at least 25% of their time resolving work-place conflict. This has a negative impact on the productivity in the work-place and can be seen as a cost to the organization. Management time can be a measure of the cost associated with conflict. If the conflict and change is preemptively managed, however, there might be a competitive advantage for an organization.

Whittington and Meyer (2003) took it a step further by suggesting that truly successful organizations of the future will have to create the compatibility to handle and absorb repeated change. They were very clear to conclude that people issues are central to this and that change should be managed proactively in order to minimize conflict in organizations. Because of the

turbulent environment modern organization operates, they constantly keep searching for measures that will allow them to improve their performance and competitiveness (Dodd, 2003).

Modern organizations should see employees as a social group whose contributions to the achievement of corporate goals depend on improved morals. This is important because over the years, there have been several industrial conflict between employees and employers or group of employees and employers. This conflict has been made pronounced with the emergence of the large scale and complex organization. Managers in the past have in several ways tried to completely eliminate conflict in organizations, but to no avail, and this tends to hamper organizational performance and growth. In support of the above view, Adomi and Anie, (2005) asserted that, dealing with conflict is a great challenge to management. Since conflict is universe in human affairs, managers as coordinators must strive to reconcile differences of opinion among the workers of their organizations.

Therefore, a better understanding of the important areas of conflict will help managers to use the workers in the organization more effectively to reach the organization's objectives. Failure to be concerned about conflict in a dynamic organizational environment as Nigeria is very costly, since ignoring it will almost guarantee that work and interpersonal relations will deteriorate. If this occurs, employees will have little motivation to work together and organizational effectiveness and performance will suffer. It is clear and rightly too, to say that, the responsibility to establish and maintain a supportive and productive communication climate for employees rest on management who are to anticipate potential sources of conflict, practice more effective conflict management and develop both personal and subordinate skills in expressing differences.

Conflict in organizations is one of the most critical factors to contend with because it is usually unpredictable and uncertain. That is why various organizations have changed their approaches to

enable them to manage the organization effectively to avoid conflict at all costs. Conflict is a fact of life in any organization as longer as people compete for jobs, resources, power, recognition and security (Adomi and Anie, 2005).

Conflict, as explained earlier, is inevitable to every organization irrespective of the nature of the organization whether profit or non-profit making, private or public which National Research Institute for Chemical Technology (NARICT) and Nigerian Institute of Transport Technology (NITT) are not an exception. The study is believed to come up with recommendations that may contribute to the management of conflict in these organizations.

1.2 Statement of the Research Problem

It has been observed that NARICT and NITT has for long been faced with many crisis ranging from conflict between staff unions and the organizations management, staff unions and the government which particularly appear more frequent than the former. The major causes of conflict between staff unions and management in these organizations especially NARICT cannot be unconnected with expansion and inadequate resources both financial and material in carrying out its functions. To this effect, the NARICT News Letter (2011) states that the institute has been combating conflict over the years which have contributed in reducing the organization's performance. While that of NITT is mostly inadequate resources as members of staff keep pressing government to embellish their take-home pay through the improvement of some their allowance to include accommodation allowance and also, to provide more working facilities relevant to the organization for proper functioning.

Whittington and Meyer (2003) proposed that, organizations have a shorter life cycle today because of several changes in the organizational settings. These organizational changes can be as a result of expansion and increase in the number of members of staff which may tend to affect

the organizational structure and also causes shortage of resources which mostly causes turbulence and uncertainties that in turn, create conflict.

Conflict in any organization may not enable the organization to achieve its set objectives, result to low productivity among staff, leads to economic loss, insubordination, lack of direction and development of new ideas, communication breakdown, low morale, fragmentation and a host of other problems if not properly managed. Hart (2000) asserts that, successful organization in the future must create the capability to absorb conflict during the organization's life cycle. The Centre for Effective Dispute Resolution (2005) supports the perception of an increase in organizational conflict with some hard facts. Their research reported a 17% increase in organizational conflict measured by the more than 115,000 employment tribunal applications in 2004 in the United Kingdom.

According to Rivers (2005), the hidden costs of unresolved conflict in organizations are enormous and finding effective ways to manage and resolve organizational conflict can have a significant impact on productivity and therefore, enhance performance. Healthy differences of opinion are however vital in an organization in order for it not to stagnate, but when individuals are not able to work through their differences constructively and agree on a way forward, the conflict becomes destructive and damaging to individual, teams and ultimately to the organization (Rivers, 2005).

Understanding organizational conflict like that of NARICT and NITT, is therefore, important as it costs the management time, money, employee commitment and reputation, of which at the end, will provide solution to any conflict situation bedeviled by the organization in order to enhance performance. It is in the light of the above problem that the following research questions are being asked, of which this study is expected to provide answers to;

1.3 Research Questions

i. What are the possible causes of conflict in NARICT and NITT?

ii. What are the impacts of conflict on the performance of NARICT and NITT?

iii. How can conflict be managed in these organizations?

1.4 Objectives of the Study

The main objective of this study is to examine conflict management and organizational performance as it relates to NARICT and NITT.

Other specific objectives include:

i. To identify the cause of conflict in NARICT and NITT;

ii. To determine impacts of conflict on the organizations performance

iii. To examine how conflict can be managed in the organizations.

1.5 Hypotheses of the Study

H_a that competition for scarce resources is a cause of conflict in the organizations

H_o that competition for scarce resources is not a cause of conflict in the organizations

H_a that effective conflict management does lead to improve organizational performance

H_o that effective conflict management does not lead to improve organizational performance

1.6 Scope and Limitation of the Study

The scope of the study in terms of topic is restricted to conflict management and organizational performance using NARICT and NITT, Zaria as case studies. These organizations were chosen because of the diverse goals they seek to achieve through unnecessary expansion and involvement of diverse professional with different educational background and experience which can easily promote conflict. The organizations were also chosen because they are public organizations that are expected to provide the populace with public goods which if experience

uncontrolled conflict will not only affect the organizations alone but the general public. The study also covers a period of five years, i.e. from 2007 – 2011. This period was chosen because it falls within the period when the institutes (i.e., NARICT and NITT) and other research institutes under the Joint Research and Allied Institution Sector Unions (JRAISU) in the country entered an agreement with the Federal Government through the Federal Ministry of Labour and Productivity to embellish staff allowances and welfare, establishment of a central research body, retirement age of 65 years, adequate funding of research institutions and a host of others. The period also record massive recruitment and retrenchment of staff especially in the case of NARICT (NARICT News Letter, 2011), which makes the organization conflict prone.

The study however was not without hindrances and these limited the research. Some of the limitations encountered by the researchers are: inadequate financial resources, difficulty in laying hands on some vital organizational documents (i.e. NARICT and NITT) relevant to this study and inadequate time on the researcher's side and the management staff of these organizations to provide the needed information for proper analysis. Amidst all these limitations, the researcher did all he can to provide an insight of conflict and its management in the organizations under study.

1.7 Significance of the Study

It is pertinent to emphasize that though conflict is often seen in negative perspectives in organizations, it does possess some beneficial aspects. For instance, conflict could involve a more comprehensive analysis of issues which could lead to re-visitations, re-clarifications, and redefinitions of the issues that would give a much better outcome than the status quo. Thus, when conflicts are resolved, it leads to correction of weaknesses and uplifting of strengths, building of agreements and consensus, and the progress of individuals, groups, organizations, and the nation

at large. Conflict exists in all organization and human groupings of which, if not properly managed, can affect the achievement of the organization's corporate objectives (Deer, 2006).

The outcome of this study would be of value to organizations both public and private in that, it will provide ways of resolving different conflict situations using the right strategies that can manage the conflict situations effectively. The study will also provide a plat form for management of conflict scientifically using psychometric test to examine the psychological faculties of workers in organizations which will go a long way to minimize the rate of conflict in the work-place. The study is also expected to be of great value to academicians and practitioners in the field of conflict management, public relations and public administration. The study can also be useful to researchers for further studies in the area of conflicts and its management.

1.8 Operational Definition of Terms

Conflict: This is a struggle or contest between people with opposing needs, ideas, values, or goals (Algert and Watson, 2006)**.** Paul and Dean (2002) defined a conflict as the friction felt when two or more people or groups disagree about something.

Management: This is the act or skill of dealing with situations in a successful way. That is, bringing situations like conflict in organization under control.

Organizational: According to Robinson (2008), organizational is relating to, or produced by an organization.

Performance: Doyle, (2005) defines performance as the accomplishment, execution, carrying out, working out of anything, ordered or undertaking. Bernadin, et al. (1995) defines performance as the outcome of work.

Research: Diligent inquiry or examination to seek or reverse facts, principles, theories, applications etc.

Institutes: These are organizations founded to promote a cause.

1.9 Plan of the Thesis

Chapter one will look at the background to the study, statement of problem, objective of the study, statement of hypotheses, scope of the study, significance of the study, research methodology, definition of terms, and plan of the thesis. Chapter two will look at literature review and theoretical framework. Chapter three will discuss the methodology of the study. Chapter four will discuss the history of the organizations (NARICT and NITT), its aim and objectives, and organizational structures and functions, funding of the organizations, and challenges faced by the organizations. Chapter five will discuss the presentation of data and analysis. And finally, chapter six will be summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The successful management of human resources is one of the keys to the effective operation of an organization. For any organization to be effective and efficient in achieving its goal, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objective for each team/department and individual. One also needs ways of recognizing and resolving conflict amongst people, so that conflict does not become so serious that co-operation is impossible. All members of any organization need to have ways of keeping conflict to a minimum and of solving problems caused by conflict, before conflict becomes a major obstacle to your work. This could happen to any organization, whether it is an NGO, a political party, a business or a government. (Www.etu.org, 2010).

Conflict is an inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones et al, 2000). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with other (Henry, 2009). This results to a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore, struggle with others for position or status within the group (Henry, 2009).

2.2 Literature Review

2.2.1 Conceptualisation of Conflict

Robbins and Judge (2009) conceived conflict as ‘’a process that begins where one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about’’. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict by referring to a word like ‘’care’’, it states that more than one party is involved and that there may be a future component attached to it.

Shapiro (2006) in relation to the above states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Darling and Walker (2007) linked this idea to the organization by stating that, even when conflict is a natural phenomenon in social relations (as natural as harmony), it can nevertheless be managed within organizations. They add that conflict may have both positive as well as negative consequences within the organization, the submission above blend with the fact that, conflict can never be totally eliminated within organizations but can be efficiently managed in order to move organizations to greater height and performance level.

Schramm-Nielsen (2002) defines conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Azamosa (2004) maintained that, industrial conflict involves the total range of behaviours and attitudes that is in opposition between individual owners and managers on one hand and working people on the other. The definitions provided above by these eminent scholars appeared too serious thereby creating a galvanizing presentation of conflict as if to say it cannot be managed especially as it relates to organization.

Robert and Angels (2005) adduced that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation. It is however, important to note that, conflict can escalate or de-escalate over a period of time. When conflict unfold, the parties involve can attempt to manage it in various ways.

McShare and Glinow (2002) conceived a conflict "as a process which one party perceived that its interest is being opposed or negatively affected by another party". This definition also deals on perception and only looked at the negatively aspect of conflict without considering the positive aspect. A party interest in an organization or any other setting can be affected by conflict both negatively and positively depending on the circumstances that surround the situation. Organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivises or unaffiliated individuals who utilise the services or products of the organization (Rivers, 2005). This definition is broader by conceptualising conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social calling entities (i.e. individual, group, organization, etc) calling conflict an interactive process does not preclude the

possibilities of intra individual conflict, for it is known that a person often interacts with self and others. This definition is much more inclusive which implies that conflict can relate to incompatible preferences, goals, and not just activities. It should be recognised that in order for conflict to occur, it has to exceed the threshold level of intensity before the parties experience (or become aware of) any conflict. This principle of conflict threshold is consistent with Rurphy and Saal's (2007) contention that opposed interests must be recognised by parties for conflict to exist.

Algert and Watson (2006) see conflict as a struggle or contest between people with opposing needs, ideas, values or goals. Conflict on group is inevitable; however, the results of conflict are not predetermined. They further explained that conflict might escalate and lead non-productive final products. Therefore, learning to manage conflict is integral to a high-performance team or group. Societies that are largely constituted by organizations (Urry, 2003) feature only limited kinds of collective conflict. However, this does not support the conclusion that organizations themselves, or the kinds of society largely constituted by organizations, have eliminated conflict. On the contrary, the opposite is the appropriate conclusion because by channelling conflict, organizations are amongst the most significant sites for its expression. Still, less should be concluded that, by channelling conflict, organizations have somehow removed the capacity for it from individuals and societies. As will be suggested here, conflict is a fundamental fact of organizations themselves and of organizational society. In the late modern period, conflict may have come too subtly and effectively contained in by extensive surveillance (Lyon, 2001) and soft constraint (Courpasson, 2005), but it has not gone away. Indeed, understanding the patterning of organizational conflict is important for at least two reasons: (i) it allows us to explain several key organizational processes as they exist today and (ii) it also allows a realistic

assessment of the question whether there may be significant changes in patterns of conflict in the future (Courpasson, 2005).

Paul and Dean (2002) see conflict as the friction felt when two or more people or groups disagree about something. This can result from disputes about small things, major issues, from arguments between just two people to between two or more major organizations. Regardless of the form or level, the results are often the same emotions get heightened, people get insulted, and discard results. It probably doesn't surprise an individual to hear that conflict is very common in organizations. Estimates are that managers spend up to 20% of their time dealing with conflicts; this amounts to about one day per week. The ability to manage conflict in any organization is a major predictor of success for managers of such organization (Paul and Dean, 2002).

Conflict can be uncomfortable and resolves around disagreement with others in the organization. Some of those negative effects are well known. For instance, it is common for leadership to shift toward a more authoritarian style when conflict increases. Apparently, the uncertainty that produces conflict is often best dealt with by a firm hand; thus, a more consoling leader style emerges. Clearly, this is not all negative. In fact, in many cases, this might be productive for the group. But when this style becomes extreme, it may also be dysfunctional. Another negative effect of conflict, particularly of the intragroup variety, is that it can breakdown the cohesion of a group. Perhaps worst of all, if group members are spending a lot of time dealing with interpersonal conflict, effort and energy are diverted away from the work itself. Finally, if it really gets out of control, there can be a lot of "collateral" damage to the organization (Paul and Dean, 2002).

However, it does not imply that all conflict in organization is bad. As such, to Darling and Walker (2007), there are times when conflict can be helpful and beneficial to organization that

needs to get going. For instance, conflict can bring out into the open what has been otherwise ignored. In fact, people are often surprised that something is an issue until it's blurted out during an interpersonal conflict. Also, if it is not out of control, conflict can result in the consideration of new idea and methods, which in turn can lead to positive change.

The potential for conflict exists in every organization. Despite that, little thought is given to organizational behaviour analysis. This complex phenomenon brings implications to social life and its understanding offers insights into a more effective organizational management. The organization is a rich arena for the study of conflict because there are highly dependent situations that involve authority, hierarchical power and groups (Tjosvold, 2000). Conflict can be discussed in a number of different aspects. Some previous works refer to the human aspect of conflict, stressing that conflict doesn't exist with lack of emotion (Bodtler and Jameson, 2004; Jones, 2000) and that men and women, as well as people in different hierarchical levels, deal with it in different ways (Brewer, et al., 2007).

Katz and Kahn (2006) conceived conflict as some specific type of interaction, marked by obstruction struggle, constraining or prejudicial act and by resistance or retaliation against these efforts. It is common to understand organizational conflict as opposition to cooperation, as an open discussion between two or more groups in an organization, reflecting cases in which negative manifestations disrupt cooperation by trust destruction and close communication channels (Hatch, 2004). However, in manifestations of positive behaviour, conflict can provide benefits for innovations and teamwork and can, as a consequence, foster future cooperative acts and build value for diversity. Conflict and cooperation are just opposite when conflict is defined as destructive. When constructive aspects are in focus, conflict and cooperation are complementary process (Rosenhead, 2004).

At first, conflict was considered highly dysfunctional antithesis of cooperation, and was interpreted as a sign of imperfect or incomplete social structure (Imazai and Ohbuchi, 2002). However, Pondy's theories (1967, 1969) showed that although unpleasant, it is an inevitable part of an organization. For Pondy, conflict, although regarded as dysfunctional is a natural and inevitable condition and should be accepted. This view deviated interests in studies about conflicts to their sauce and fundamental conditions. The view of conflict as something natural helps managers to understand it – not as result of poor management, but as an inevitable aspect of the organization. Pondy further proposed a positive attitude in relation to conflict. This suggestion led to the understanding that this phenomenon can foster innovation and adaptability. This view formed the third variant of the theorisation of conflict and challenged the precepts that organization should be cooperative system arriving to the functional view of conflict. This perspective suggests that conflict is good for the organization because it provides higher quality decision-making due to differences in opinion. It must be pointed out that over time, deliberate systems that occasionally experienced conflicts or corporation breakdown. In 1992, he suggested that an organization was the opposite of a cooperative system. If conflict didn't take place, then the organization had no reason to exist. Long-lasting organizations were those who had institutionalised conflicts and divert in the organization's structure (Pondy, 1992).

Tjosvold (2000) compliments this statement arguing that conflict is not the opposite of cooperation but a mechanism that allows perceiving benefits of cooperative work. Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is sociable healthy because it encourages opposition to the status quo and provides conditions for social chances and democracy stemming from pluralism and respect to diversity. Functional

perspective adverts that few conflicts lead to negative consequences, for instance; group think, decision-making without support, apathy and stagnation. To Gross and Guerrero (2000), conflict is ubiquitous, not necessarily dysfunctional and can be required to defy people to perform and stimulate progress.

According to Deutch (2005), theories in cooperation and competition provide an approach for the understanding of the dynamics and the outcomes of conflict. Cooperative goals lead conflicts to increase benefits and reduce costs, being fundamental for positive conflicts. Cooperative goals lead to mutual exchange and to constructive controversy (open discussion of diverse views), strengthening the quality of negotiated decision, productivity and reaffirming the relationship between disputant which results in success and trust in future collaborations. Competitive goals, in turn increase the possibility to avoid a direct discussion, with the attempt to force the other in an aggressive way – dynamics that deteriorate decision-making, work accomplished and relationship, giving rise to frustration, aggression, hostility and retaliation. Robbins (2005) stressed that if conflict exists, it should be perceived by the parties involved in order to be aware of the situation.

To Deer (2006) conflict is inevitable and often good, for example, good teams always go through a "form, storm, norm and perform" period. Conflict is often needed, it helps to raise and address problem, energises work to be on the most appropriate issues, helps people "be real", motivate to participate, and help people learn how to recognise and benefit from their differences. He went further to say that, conflict is not the same as discomfort. The conflict is not the problem; it is when conflict is poorly managed that is the problem. Conflict is only a problem when it hampers productivity, lower morale, causes more and continued conflict and causes inappropriate behaviour.

Conflict can be regarded as a reality of management and organizational behaviour and can be related to power and politics. It can also be seen as the behaviour intended to obstruct the achievement of the other person's goals, conflict is a process which one party perceives that its interests are being opposed or negatively affected by another party (Robbins and George, 2009). Conflict is based on the incompatibility of goals and arising from opposing behaviour. It can be viewed as at different levels such as the individual, group or organizational levels. Conflict may lead to confrontations and the outcomes are potentially destructive for at least one or both of the parties. Conflict is not necessarily good or bad, it is an inevitable characteristic of an organization's life and the result of its management can be seen in the organization's performance (Kreitner and Kinicky, 2003 as cited in Olakunle, 2008). Conflict especially in organization according to Hellriegel and Woodman cited in Olakunle (2008) is "any situation in which there are incompatible goals, cognitions or emotions or antagonistic interactions". From this last definition, three basic types of conflict emerge:

i) Goal conflict: A situation in which desired states or preferred outcomes look to be incompatible.

ii)Cognitive conflict: A situation in which ideas or thoughts are inconsistent.

iii) Affective conflict: A situation in which feelings or emotions are incompatible; that is, people literally become angry with one another.

2.2.2 Conflict and Competition

There are times when people wrongly equate conflict with competition. Competition refers to actions taken by one or more people or groups of to attain their preferred goal while simultaneously blocking the attainment of a goal desired by one or more other individuals or groups (Olakunle, 2008). Conflict is a pervasive phenomenon in all human groupings, whether

formal or informal. Attempt is made to distinguish between social and industrial conflict. This attempt has to purposes; to clearly describe what conflict is, and to make it known that conflict exists in any situation where two or more human beings cohabit.

Social conflict: This is considered from two perspectives, using Kuper and Kuper's (2003) classification: one, as a perspective in which conflict permeates and shapes all aspects of human interaction and social structure, and two, as one of the innumerable specific fights or struggles such as wars, revolutions, strikes, and uprisings.

Industrial Conflict: This is a term referring to all expressions of dissatisfaction within the employment relationship, especially those pertaining to the employment contract, and the effort bargain (Marshal, 2002). It should be noted that the many different kinds of industrial conflict may be divided into two broad classes – informal and formal (Olakunle, 2008).

Information Industrial Conflict: Industrial conflict becomes informal when it is not based on any systematic organization, which results directly from a source of grievance, and supposedly is wholly expressive in nature. Examples are all forms of industrial sabotage which appear irrational; purely individualised; unconscious forms of protest, including absenteeism, turnover, negligence and accidents at work. Today, sociologists include such things as spontaneous work-outs, strikes, constant opposition to management expressed in work group norms regulating output, restrictive practices, and secrecy as other forms of informal industrial conflict.

Formal Industrial Conflict: This on the other hand refers to organised expression of conflict articulated through a trade union or workers representatives. The purpose of information industrial conflict is strategic or instrumental rather than purely expressive as in informal industrial conflict. More often, it involves workers who have no feelings or personal involvement regarding the issues at stake in the dispute. It's characterised by a withdrawal of labour such as to

constitute a temporary breach of contract, using the collective strength of the workforce to avoid sanctions and achieve adjustments to pay or conditions of work (Marshall, 2002).

Olakunle (2008) asserts that one other feature of formal industrial conflict that needs further expatiation is strike. A strike according to him is a form of industrial action involving withdrawal of labour such as to constitute a temporary breach of the employment contract. Effective strike action means preventing the use of an alternative labour force, usually through picketing the workplace, so causing the partial or total cessation of production until the matter in dispute is favourably resolved. Strikes are also used as a method of social or political protest, the withdrawal of labour or cooperation aimed at influencing government or state policies. He went further to identify seven (7) forms of strike as:

i) Official Strike: Strikes are deemed to be official if they have been called at the behest of the union leadership and in accordance with the law and with procedural collective-bargaining agreements.

ii) Unofficial (or 'wildcat') Strike: It is applied to strikes waged through unrecognised leaders such as non-recognised unions, or in some other way which breaches established collective-bargaining laws and procedures.

iii) Sit-down Strike: A sit-down strike occurs when workers stop working but do not withdraw from their place of work.

iv) Walkout Strike: Unlike in a sit-down strike where workers still go to their place of work, a walkout strike involves workers leaving their jobs.

v) Sympathy Strike: A sympathy strike is called by union to support another union on strike. Rosenhead (2004) described this form of strike as 'espirit de corp strike' (i.e. togetherness as one).

vi) Secondary Strike: A secondary strike takes place when workers stop working to try to arm-twist their employer to stop doing business with another employer who is involved in a labour dispute.

From whatever angle one looks at it, social or industrial conflict generally arises from adversaries striving from the same limited matters and one underlying basis for such conflict is inequality. There are also times when strikes arise from differences in goals – when groups have different values but one group seeks to impose its own upon the other (Olakunle, 2008).

2.2.3 Types of Conflict

It is no exaggeration to say that the only place where conflict does not exist is the graveyard (Olakunle, 2008). Conflict is almost omnipresent in all human groupings. Whether a conflict can be made useful to an organization depends not so much on manipulating the conflict itself as on the underlying conditions of the overall organization. More often, people tend to generally condemnation conflict and this should not be the case. The argument being built up here is that conflict can be both functional and dysfunctional (Olakunle, 2008).

Constantino and Merchant (2009) identified two types of conflict as constructive and destructive conflict. A conflict is constructive if its participants are all satisfied with the outcomes and feel they have gained as a result of the conflict. On the other hand, conflict is destructive if the participants feel dissatisfied with the outcome and feel they have lost as a result of the conflict. They went further to say that, conflict can be categorised into five, namely: relationship conflict, data conflict, interest conflict, structural conflict and value conflict.

Relationship Conflict: According to them, occurs because of the presence of strong negative emotions, misperceptions or stereotypes, poor communication or miscommunication or repetitive negative behaviour.

Data Conflict: This occurs when people lack information necessary to make wise decisions are misinformed, disagree on which data is relevant, interpret information differs.

Interest Conflict: These are caused by competition over perceived incompatible needs. Conflict of interest result when one or more of the parties believes that in order to satisfy his or her needs, the needs and interest of an opponent must be sacrificed.

Structural Conflict: These are caused by forces external to the people in dispute. Limited physical resources or authority, geographic constraints (distances or proximity), time (too little or too much), organizational changes and so forth can make structural conflict seem like a crisis.

Value Conflict: These are caused by perceived or actual incompatible belief system. Values are beliefs people use to give to their lives. Value explain what is 'good' or 'bad', 'right' or 'wrong', 'just' or 'unjust'. People can live together in harmony with different value system. Value disputes arise only when people attempt to force one set of values on others or lay claim to exclusive value system that do not allow divergent beliefs.

Furthermore, Suleiman and Abdulla (2005) identified three types of conflict which are: task conflict, interpersonal conflict and procedural conflict. Group members may disagree about facts or opinions from authorities, the interpretation of evidence may be questioned. Disagreement about the substances of the discussion is called task conflict. Task conflict can be productive by improving the quality of decisions and critical thinking processes. Another potential area for conflict is the interpersonal conflict used to indicate the disagreement that most people call a personality clash (Suleiman and Abdulla, 2005). This clash may take place in the form of antagonistic remarks that relate to the personal characteristics of a group member or disregard any member. Conflict of this type is expressed through more subtle non-verbal behaviours. There may be icy stares or, at the other extreme, an avoidance of eye contact. Interpersonal conflict

may be inevitable and must be managed for optimal group co-existence. Procedural conflict exists when group members disagree about the procedure to be followed in accomplishing the group goal. New procedures may be formulated and a new agenda suggested. Even the group goal may be modified. Procedural conflict, like task conflict, may be productive (Suleiman and Abdulla, 2005).

Functional Versus Dysfunctional Conflict

Conflict that supports the goals for the group and improves the group's performance can be classified as functional conflict (Darling and Walker, 2007). This type of conflict is constructive in nature and the base assumption is that, it will have a positive effect on the organization's performance. For example, this type of conflict can cause ideas, beliefs and assumptions to be challenged (Bagshaw, 1998). This, in turn, can lead to innovation and the willingness to consider fresh tactics. There can also be information exchange, honest and free expression of opinions (Rivers, 2005). Constructive conflict can also be a catalyst for action for the mere anticipation of future conflict can instigate action (Darling and Walker, 2007). Conflict is a key ingredient to organizational change – functional conflict can therefore not only be responsible for organizational improvement, but also for organizational change (Olakunle, 2008).

On the other hand, according to Olakunle (2008), conflict is dysfunctional when it absorbs organizational efforts and resources without producing anything, when it deflects attention from basic purposes, and perhaps, when it leads to actions which consciously or unconsciously sabotage and subvert primary organizational goals. Dysfunctional or destructive conflict breaks an organization down. Interdepartmental conflicts can for instance disturb resourcefulness in other department (Maltz and Kohli, 2000). Other instances of dysfunctional conflict regularly found in organization include interference with another function's work by withholding

information and the forming of coalitions to block certain proposals (Barclay, 1991). There are also passive ways to use conflict to be destructive. This might include a lack of responsiveness to requests, a deliberate rigid adherence to organization procedures to stop or delay progress (Hart, 2000). Individual reactions to dysfunctional conflict may differ substantially. Mckenna and Richardson (1995) concluded that some people might respond by withdrawing from situations and becoming resentful, while others may seek to compromise and adjust. In extreme cases, it can result in stress, hostility, dissatisfaction and greatly reduced level of teamwork.

To further differentiate functional from dysfunctional conflict, Robbins (2005) comments that one needs to look at the type of conflict. Specifically, according to him, there are three types; task, relationship and process conflicts. Task conflict relates to the content and goals of the work. Relationship conflict focuses on interpersonal relationship. Process conflict relates to how the work gets done. A Study by Dijkstra (2006) demonstrates that relationship conflict is almost always dysfunctional. Why? It appears that the friction and interpersonal hostilities inherent in relationship conflict increase personality clashes and decrease mutual understanding, which hinders the completion of organizational tasks. On the other hand, low levels of process conflict increases personality clashes and decrease mutual understanding, which hinders the completion of organizational tasks. On the other hand, low level of process conflict and low to moderate levels of task conflict are functional. For process conflict to be productive, it must be kept low. Intense arguments about who should do what becomes dysfunctional when it creates uncertainty about task roles, increases the time to complete tasks, and leads to members working at cross purposes. Low to moderate levels of tasks conflict consistently demonstrates a positive effect on group performance because it stimulates discussion of ideas that help groups perform better (Robbins and George, 2009). Organizations that promote more of functional conflict will

perform better which is preferred than dysfunctional conflict because it support group goals and improve organizational performance.

2.2.4 Causes of Conflict

The impact and consequences of unattended conflict in the workplace on employees and the organization generally would argue for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict (Dijkstra, 2006). There is little to indicate that organizations actually attempt to establish the underlying causes of organizational conflict. Rather in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are – a key element in developing appropriate conflict resolution strategies (Havenga, 2004). Mayer (2000), in support of the above, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the different forces that inform conflict behaviour consequently empowers the facilitator or manager with the opportunity to develop a more selectively focused and nuanced approach for dealing with the specific occurrence of conflict.

Conflict can arise in different situations. Deutch and Coleman (2006) identified some of the causes of conflict to include the following; differences in knowledge, beliefs and basic values; competition for position, power and recognition; a need for tension release; a drive for autonomy; personal dislike; and differing perception or attributes brought about by the organizational structure, different role structure, heterogeneity of the workforce, environmental changes, differences in goals, diverse economic interest, loyalties of groups, and value

discrepancies, which were all considered at various stages as major causes of conflict in organizations.

Havenga (2004) indicated that causes of conflict at the level of organization could also include resource availability; affirmative action programmes, the scope and content of workload, the introduction of new management techniques; and differences of a cultural and racial nature. A typology that further categorises sources of conflict is offered by Kreitner and Kinicki (2001), who differentiate between structural factors (causes) that is, those that develop from within the organization and originate from the manner in which work is organised, and secondly personal factors, which emerge as a result of individual differences among employees.

Robbins and Judge (2009) identified some sources and causes of conflict in organization to include:

i) Scarce resources: Individual and groups in an organization competes for limited resources of organization, namely: machine, material, money and other welfare services all have their claims on the limited resources at the disposal of the organization. Hence, there is deprivation (relative or absolute) of the needs of all the groups within the system. The consequences of inadequate provision of financial resources to the organizational system are the decay of structures and the decline in services and functions. According to Haper (2011), there is direct connection between deprivation which leads to frustration, and aggression. The conflicts which result from the frustrated are often directed against the defined aggressors or perpetrators of the undesirable state of affairs. Gross mismanagement of available resources could also result in conflicts. These conflicts could take the form of strikes, demonstration,

boycott of staff duties and violent riots. Hence, conflict may result where an organization functions within an environment of scarcity.

ii) Task dependency: Work inter-dependency exists when two or more units of an organization depend on each other in order to attain the overall goal of the organization. This is a key variable in inter-departmental conflict.

iii) Communication breakdown: The importance of communication in organization cannot be overemphasised, this is as a result of the fact that, it can strengthen at the same time weakens the organization performance depending on how it is being handled. Communication is both a cause and effect of conflict. When there is a conflict, communication breakdown and where communication breaks down, conflict results.

iv) Personality clashes: The performance of roles assigned to managers may often lead to power struggle. Personality clashes are particularly serious at the top of an organization among the top level managers.

v) Role ambiguities: An organization role consists of set of behaviour expected of each organizational member. Individual may assume role in different situations that are inconsistent with one or more other roles, which causes role conflict.

In addition to the above causes of conflict in organizations, Deutch (2005) advances six (6) causes of conflict of:

a) Control over resources: Such resources as space, money, property, prestige, etc, can cause conflict if two or more parties seek exclusive possession or use of a resource or given part of it, conflict is apt to occur between them. Conflict emanating control over resources are difficult to resource constructively when there is a rigid fixation on the particular

resources at hand and little possibility of finding a satisfactory substitute for it (Deutch, 2005).

b) Preferences and nuisance: Many conflicts arise because of the activities or taste one individual or group impinge upon another preference.

c) Differences in goal: Organization sub-units tend to become specialised or differentiated as they develop dissimilar goals, task and personnel. Such differentiation frequently leads to conflict of interest priorities even when the overall goals of the organization are argued upon. The sale department for instance, may want low prices to attract more customers which the production department may want higher prices to meet manufacturing cost; the purchasing department may want to order in large quantities to lower the unit cost, while the finance department may want to maintain low inventories to have more capital left for investment. Because of each department develop different goals and point of view, conflict may arise.

d) Interdependence of work activities: Work interdependence exists when two or more sub-unit depends on each other to complement their respective tasks. In such a case, the potential for a high degree of conflict or cooperation exist, depending on how the situation is managed.

e) Differences in value perception: The differences in goals among the members of the various units in the organization are presently accompanied by differences in attitude, value and perception which can also lead to conflict.

f) Dictatorship/lack of freedom and consequent insubordination: Every individual and organization craves for recognition. Every personality has its own territory which others should respect. Where the head or heads of an organization tends to be bosses and a

respecter of no persons, the subordinate become disoriented. When the subordinate work to retrace their mission in the organization and claim full liberty, the head(s) understand such behaviour as revolution and could demand inconsequential loyalty. This conflict can lead to dissolution of an organization if it is not checked.

2.2.5 Approaches to Organizational Conflict

Attempts have been made to produce a general theory of organizational conflict, which has proved abortive because human activity systems are not easy to predict (Olakunle, 2008). The approaches to organizational conflict as portrayed by Robbins and Judge (2009) are classified as; Model A – Unitary View and Model B – Pluralist View and Model C – Marxist/Radical view.

i) Model A – Unitary View: In Unitarianism, an organization is perceived as an integrated and harmonious whole with the ideal of one happy family, where the management and other members of the staff all share a common purpose. The unitarist believe that an organization is integrate, friendly and collaborative whole. Unitarism has a paternalistic approach, where it demands loyalty of all employees, being predominantly managerial in its emphasis and application. Consequently, trade unions are deemed as unnecessary since the loyalty between employees and organizations are considered mutually exclusive, where there cannot be two sides of industry, and also because trade union creates conflict in the organization. Conflict here is perceived as being disruptive and to be avoided. Any conflict is seen as weakness in interpersonal relations or leadership styles in the unitary view.

ii) Model B – Pluralist View: In pluralism, an organization is perceived as being made up of powerful and divergent sub-groups, each with its own legitimate loyalties and with their own set of objectives and leaders. The two predominant sub-groups are the management

and trade unions. They believe that management function is to coordinate, communicate and persuade, rather than control and demand. Trade unions are deemed as the legal representatives of employees, and are seen not as the cause of conflict. Conflict here is seen as inevitable and is caused by different opinions and values. Conflict is dealt by collective bargaining and it is viewed as not a bad thing, and if properly managed could bring about positive changes in the organization.

iii) Model C – Marxist/Radical View: This view looks at the nature of the capitalist society, where there is fundamental division of interest between capital and labour. Conflict here is seen as inevitable and sometimes necessary, and tends to be harmful to individuals and trade unions are natural response of workers to their exploitation by capitalism. The Marxist claims that, capitalism breeds corruption and greed, leaving the employees to suffer while corporations rake in profits, and also that organizations will be better employers if run as state organization, whereas the radicals see industrial relations as a necessary (but not ideal) result of employees protect themselves from powerful big business.

2.2.6 Levels of Conflict

Organizational conflict be it substantive or affection may be classified as intra-organizational (i.e. conflict within an organization) or inter-organizational (i.e. conflict between two or more organizations). Substantive conflict deals with disagreements among group members about the content of the tasks being performed or the performance itself (Dechurch and Marks, 2001). This type of conflict occurs when two or more social entities disagree on the recognition and solution to a task problem, including differences in viewpoints, ideas, and opinions (Rahim, 2002).

Affective conflict deals with interpersonal relationships or incompatibilities (Behfar et al, 2008). It is generated from emotions and frustrations (Bodtler and Jameson, 2004), and has a detrimental impact on group or organizational outcome.

Thus, substantive conflict occurs when group members argue over alternatives related to the group's tasks, whereas affective conflict results over interpersonal clashes not directly related to achieving the group's function (Dechurch and Marks, 2001). If one could make a distinction between good and bad conflicts, substantive would be good and affective conflict would be bad. In De Dreu and Weigart's (2003) meta-analysis, both substantive and affective conflicts are negatively related to team member satisfaction. Additionally, substantive and affective conflicts are negatively related to team performance. It is important to note that 20% (5 – 20) of the studies (i.e., De Dreu and Weigart' meta-analysis) used showed a positive correlation between substantive conflict and task performance. These relationships show the severe negative impact, that conflict can have on groups, and illustrate the importance of conflict management (De Dreu and Weigart, 2003).

To Rahim (2002), inter-organizational conflict may be classified as interpersonal, intra-group, and intergroup. Interpersonal conflict, also known as dyadic conflict, refers to disagreement or incompatibility between two or more organizational members of the same or different hierarchical levels or units. Intra-group conflict, also known as interdepartmental conflict refers to conflict among members of a group or between two or more subgroups within a group in connection with its goals, tasks, procedures, etc. Intergroup conflict, also known as interdepartmental conflict, refers to conflict between two or more units or groups within an organization.

There are various processes and structures that affect substantive and affective conflict at these three levels. The management of conflict partly involves the diagnosis of and intervention in these factors to reduce affective conflict and to attain and maintain a moderate amount of substantive conflict at each level (Rahim, 2002).

Olakunle (2008) identified six different levels of conflict: interpersonal, intra-group, intergroup, intrapersonal, intra-organizational and inter-organizational levels.

Interpersonal Conflict: Interpersonal conflict refers to conflict between two or more individuals (not representing the group they are part of) of the same or different group at the same or different level, if in an organization.

Intra-group Conflict: Intra-group conflict focuses on conflict within the group as a whole as well as the individual members. Intra-group conflict falls into two distinct categories: substantive and affective conflicts. Substantive conflict refers to conflict based on the nature of the task or on the "content" issues. It is associated with intellectual disagreements among the group members. Affective conflict derives primarily from the group's interpersonal relations. It is associated with emotional responses aroused during interpersonal clashes (Olakunle, 2008).

Intergroup Conflict: Intergroup conflict focuses on conflict between two or more groups. Intergroup conflict can have negative side-effects, which can persist long after the competition is over. Therefore, managers must minimise any intergroup conflict if possible, and handle any conflict present with great care.

Intra-personal Conflict: Intra-personal conflict occurs when an individual, often involves some form of goals conflict or cognitive conflict. For instance, goal conflict occurs for individual when their behaviour results in outcomes that are mutually exclusive or have incompatible elements.

Three basic types of outcomes are involved in intra-personal goal conflict, an interplay of positive outcomes, negative outcomes, or both.

i) ***Approach Conflict:*** It is having a choice between two or more alternatives with the two having positive outcomes, e.g. choosing between two equally attractive jobs.

ii)***Avoidance Conflict:*** This involves a situation in which a person must choose between two or more alternatives and they all have negative outcomes; e.g. an employee threatened with punishment in the form of demotion unless he does something he dislikes.

iii) ***Approach Avoidance Conflict:*** It is a situation in which a person must decide whether to do something that has both positive and negative outcomes; e.g. being offered a good job in a bad location.

Intra-organizational Conflict: This is a type of conflict situation within organization. It includes;

i) ***Vertical Conflict:*** This refers to any conflict between levels in an organization; e.g. a supervisor-subordinate conflict. Vertical conflict arises when superiors attempt to control subordinates, and subordinates tend to resist.

ii)***Horizontal Conflict:*** This refers to the conflict between employees or departments at the same hierarchical level in an organization (Olakunle, 2008).

Ikeda et al (2005) also observed that, vertical conflict occurs in groups of different hierarchical levels, such as supervisors and salesmen, whereas horizontal conflict occurs between individuals of the same level, such as managers in the same organization. In the vertical conflict, differences in status and power between groups are in general larger than in the horizontal conflict (Imazai and Ohbuchi, 2002) because these aspects tend to equalise in equivalent hierarchical levels.

When vertical conflict takes place between operational workers and administration, their sources refer to:

i) ***Psychological distance:*** Workers don't feel involved in their organization and feel that their needs are not met.

ii)***Power and status:*** Workers feel powerless and alienated.

iii) ***Differences in value and ideology:*** This difference represents underlying beliefs on objectives and goals of an organization.

iv) ***Scarce resources:*** Disagreements regarding benefits, salary and work condition (Imazai and Ohbuchi, 2002).

In vertical conflict, apparently individuals in lower organizational levels seek to avoid conflict with higher hierarchical levels (Brewer, et al 2002). Jung (2003) observed that it is expected that the top management peers perceive more conflict internally between their groups than those of lower position. This happens because of the following reasons:

i) People in higher hierarchical levels rather than the lower ones, are engaged in non-routine activities and development of politics, where orientation for the actions are less clear and chances for disagreement, bigger and;

ii)People in higher hierarchical level, rather than the lower ones, are probably less flexible in their point of view. Hence, conflict resolution is more difficult. Considering the vertical conflict, Ikeda et al (2005)'s research examines the short-term and long-term effects of perceived fairness in organizational conflict between employees and supervisors. The authors concluded that, employees' fairness is important in the resolution or organizational conflicts. When employees realise that there was fairness in the conflict resolution, the bond between the groups strengthens. The authors added

that, the perceived and distributive fairness significantly enhances job satisfaction, positive organizational commitment and satisfaction with outcome of conflicts.

Inter-organizational Conflict: Inter-organizational conflict according to Olakunle (2008) is a type of conflict situation between two or among organizations. It includes:

i) Line-staff conflict: This is a conflict involving a situation when line mangers may feel that staff managers are infringing on their areas of legitimate authority. On the other hand, line managers may reason that staff managers reduce their authority to direct the workers but that their responsibility for the output remains unchanged.

ii)Role Conflict: Role is a key concept in sociological theory. It highlights the social expectations attached to particular statuses or social positions and analyse the working of such expectations. A role frequently involved conflict, prior to a message being sent, people in role sender positions have expectations, perceptions and evaluations of the focal person's activities. These prior experiences then influence the actual role messages that the senders transmit. Four types of role conflict can result from incompatible messages and pressures from the role set:

a. In intra-sender role conflict – different messages and pressures from a single member of the role set are incompatible.
b. In inter-sender role conflict – messages and pressures from one role sender oppose messages and pressures from one or more senders.
c. In person-role conflict – role requirements violate moral or ethical values.

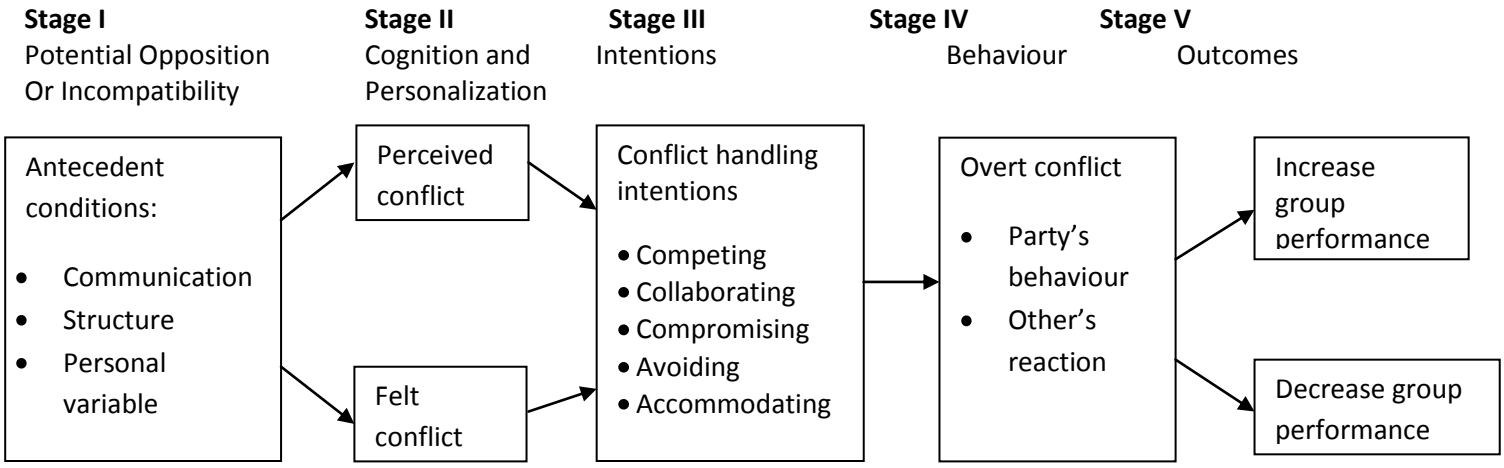
In addition to experiencing one or more of the four types of role conflict, employees may experience conflict due to role ambiguity, the lack of clear, consistent information about the required activities of the job. Like role conflict, role ambiguity causes stress and subsequent

coping behaviours, including (1) aggressive action and hostile communication (2) withdrawal, and (3) approaching the role sender or senders to attempt joint problem solving (Olakunle, 2008).

2.2.7 The Conflict Process in Organization

The conflict process can be seen as comprising five stages: potential opposition or incompatibility, cognition and personalisation, intentions, behaviour and outcomes (Robbins and Judge, 2009; Robbinson, 2008; Olakunle, 2008). The conflict process is represented with the diagram below:

The Conflict Process



Source: Robbins, S. P. And Judge, T.A.: Organizational Behaviour (13th Ed.) (2009).

Stage I: Potential opposition or incompatibility

The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. They need not lead directly to conflict, but one of these conditions is necessary if conflict is to surface. For simplicity's sake, these conditions (which also may be looked at as causes or sources of conflict) have been condensed into three general categories: communication, structure and personal variables (Robbins and Judge, 2009).

a) Communication: Semantic difficulties, insufficient exchange of information and noise in the communication channel are set barriers to communication and potential antecedent conditions to conflict. The potential for conflict increases when either too little or too much communication takes place (Olakunle, 2008). Robbins and Judge (2009) pointed that semantic difficulties arise as a result of differences in training, selective perception and inadequate information about others. Apparently, an increase in communication is functional up to a point, where upon it is possible to over-communicate with a resultant increase in the potential for conflict. Too much information as well as too little can lay the foundation for conflict. Furthermore, the channel chosen for communicating can have an influence on stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise (Robbinson, 2008).

b) Structure: The term structure is used, in this context, to include variables such as size, degree of specialisation in the tasks assigned to group members, jurisdiction clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence between groups (Robbins, 2005). Robbins and Judge (2009) further explain the above when they comment thus: size and specialisation act as forces to stimulate conflict. The larger the group the more specialised its activities, the greater the likelihood of conflict. To them. Tenure and conflict have been found to be inversely related. The potential for conflict tends to be greatest when group members are younger and when turnover is high. The greater the ambiguity in precisely defining where the responsibility for action lies, the greater the potential for conflict to emerge. Such jurisdictional

ambiguities increase intergroup fighting for control of resources and territory. Groups within organizations have diverse goals. For instance, supply management is concerned with the timely acquisition of inputs at low prices, marketing's goal concentrate on disposing of outputs and increasing revenues, quality control's attention is focused on improving quality and ensuring that the organization's product meet standards, and production unit seeks efficiency of operations by maintaining a steady production flow. This diversity of goals among groups is a major source of conflict. There is some indication that a close style of leadership – tight and continuous observation with general control of others behaviour – increase conflict potential, but the evidence is not particularly strong (Robbins and Judge, 2009). Too much reliance on participation may also stimulate conflict. Participation and conflict are highly correlated, apparently because participation encourages the promotion of differences. Reward systems also create conflict when one member's gain is at another's expense. If a group is dependent on another group (in contrast to the two being mutually independent), or if interdependence allows one group to gain at another's expense, opposing forces are stimulated (Robbins and Judge, 2009). In summary, size and specialisation act as forces in stimulating conflict. The larger the group and the more specialised its activities, the greater the likelihood of conflict (Olakunle, 2008).

c) Personal variables: The last category of potential sources of conflict is personal variables. They include the individual value systems that each person has and the personality characteristics that account for individual idiosyncrasies and differences (Robbins, 2005). The evidence indicates that certain personality types – for example, individuals who are highly authoritarian and dogmatic, and who demonstrate low self esteem are potential

conflict brewers (Robbins, 2005; Olakunle 2008). Most importantly, and probably the most overlooked variable in the study of social conflict, is differing value systems. Value differences, for example, are the best explanations of diverse issues such as prejudice, disagreements over one's contribution to the group and the rewards one deserves, and assessment of individual value judgement, etc are important sources for creating the potential for conflict.

Stage II: Cognition and personalisation

If the conditions cited in stage I negatively affect something that one party cares about, and then the potential for opposition or incompatibility becomes actualised in the second stage. The antecedent conditions can lead to conflict only when one party or more is affected by, and aware of, to the conflict. As noted in the definition of conflict, perception is required. Therefore, one or more parties must be aware of the existence of the antecedent conditions (Robbins and Judge, 2009). Personalisation takes place at the feet level. This occurs when individuals become emotionally involved, that parties experience anxiety, tension, frustration or hostility (Olakunle, 2008). However, because a conflict is perceived does not mean that it is personalised. In other words, 'A' may be aware that 'B' and 'A' are in serious disagreement ... but it may not make 'A' tense or anxious, and it may have no effect whatsoever on 'A''s affection toward 'B' because the conflict situation is yet to be felt (Robbins, 2005).

Robbins and Judge (2009) believed this stage to be important in two ways; first, this is where conflict issues tend to be defined. This is the point in the process at which the parties decide what the conflict about. And in turn, this 'sense making' is critical because the way a conflict is defined goes a long way toward establishing the sort of outcomes that might settle it. The second point is that, emotions play a major role in shaping perceptions. For example, negative emotions

have been found to produce oversimplification of issues, reductions in trust, and negative interpretations of the party's behaviour. In contrast, positive feelings have been found to increase the tendency to see potential relationships among the elements of a problem, to take a broader view of the situation and to develop more innovative solutions.

Stage III: Intentions

Intention intervene people's perception and emotions and their overt behaviour. These intentions are decisions to act in a given way (Robbins, 2005). Olakunle (2008) sees intentions as the decision to act in a given way in a conflict episode. Intention is separated out as a distinct stage because of its importance. An individual has to infer the other's intent in order to known how to respond to that other's behaviour. A lot of conflicts are escalated merely by one party attributing the wrong intention to the other party. In addition, there is typically a great deal of slippage between intentions and behaviours, so behaviour does not always accurately reflect a person's intention (Robbins, 2005). He went further to identify five conflict handling intentions viz: competing, collaborating, avoiding, accommodating and compromising.

Competing: When one person seeks to satisfy his or her own interest, regardless of the impact on the other parties to the conflict, he or she is competing. Example include intentions to achieve one's goal at the sacrifice of the other's goal, attempting to convince another that one's conclusion is correct and that his or hers is mistaken, and trying to make someone else accept blame for a problem.

Collaborating: When parties to conflict each desire to fully satisfy the concerns the concerns of all parties, we have cooperation and the search for a mutually beneficial outcome. In collaborating, the intention of the parties is to solve the problem by clarifying differences rather than by accommodating various points of view. Examples include attempting to find a win-win

solution that allows both parties' goal to be completely achieved and seeking a conclusion that incorporates the valid insights of both parties.

Avoiding: A person may recognise that a conflict exists and wants to withdraw from it or suppress it. Examples of avoiding include trying to just ignore a conflict and avoiding people with whom one disagrees.

Accommodating: When one party seeks to appease an opponent, that party may be willing to place the opponent's interest above his or her own. In other words, in order to for the relationship to be maintained, one party is willing to be self-sacrificing. Examples are a willingness to sacrifice one's goal so that the other party's goal can be attained, supporting someone else's opinion despite one reservation about it, and forgiving someone for an infraction and allowing subsequent ones.

Compromising: When each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome. In compromising, there is no clear winner or loser. Rather, there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties concerns. The distinguishing characteristic of compromising, therefore, is that each party intends to give something. Examples might be willingness to accept a raise of N200.00 an hour rather than N300.00, to acknowledge partial agreement with a specific view point, and to take partial blame for information.

Intentions provide general guidelines for parties in a conflict situation. They define each party's purpose. Yet people's intentions are not fixed. During the course of a conflict, they might change because of reconceptualisation or because of an emotional reaction to the behaviour of the other party. However, people have an underlying disposition to handle conflicts in certain ways. Specifically, individuals have preferences among the five conflict-handling intentions just

described; these preferences tend to be relied on quite consistently, and a person's intentions can be predicted rather well from a combination of intellectual and personality characteristics. So it may be more appropriate to view the five conflict-handling intentions as relatively fixed rather than as a set of options from which individuals choose to fit an appropriate situation.

That is, when confronting a conflict situation, some people want to win it all at any cost, some want to find an optional solution, some want to run away, others want to be obliging, and still others want to 'split the difference', (Robbins, 2005).

Stage IV: Behaviour

When most people think of conflict situations, they tend to focus on this stage because this is where conflicts become visible. The behaviour stage includes the statements, actions, and reactions made by the conflicting parties. These conflict behaviours are usually overt attempts to implement each party's intention. But these behaviours have a stimulus quality that is separate from intentions. As a result of miscalculations or unskilled enactments, over behaviours sometimes deviate from original intentions (Robbins, 2005).

Stage V: Outcomes

The action-reaction interplay between the conflicting parties results in consequences. These outcomes may be functional in that, the conflict results in improvement in the group's performance, or dysfunctional in that, it hinders group performance (Robbins and Judge, 2009).

Functional Outcomes: It is hard to visualise a situation in which open or violent aggression could be functional. But there are a number of instances in which it is possible to envision how low or moderate level of conflict could improve the effectiveness of a group. Conflict is constructive when it improves the quality of decision, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can

be aired and tensions released, and fosters an environment of self-evaluation and change. Conflict can improve the quality of decision making by allowing all points, particularly the ones that are unusual or held by a minority to be weighed in important decisions. Conflict is an antidote for groupthink. It doesn't allow the group to passively 'rubber-stamp' decisions that may be based on weak assumptions, inadequate consideration of relevant alternatives or other debilities. Conflict challenge the status quo and therefore furthers the creation of new ideas, promotes reassessment of group goal and activities, and increases the probability that the group will respond to change (Robbins and Judge, 2009).

Dysfunctional outcomes: The destructive consequences of conflict on group's or organization's performance are generally well known. A reasonable summary might state, according to Robins and Judge (2009,) p.42:

> *Uncontrolled opposition breeds discontent, which acts to dissolve common ties, and eventually leads to the destruction of the group. And, of course, there is a substantial body of literature to document how conflict – the dysfunctional varieties – can reduce group effectiveness. Among the more undesirable consequences are a retarding of communication, reduction in group cohesiveness, and subordination of group goals to the primacy of infighting between members. At the extreme, conflict can bring group functioning to a halt and potentially threaten the group's survival.*

2.2.8 Conflict Management and Organization Learning

Conflict management is the process of planning to avoid conflict where possible and organizing to resolve where it does happen, as rapidly and smoothly as possible (Mamiria and Ganker,

2011). Conflict management is the use of resolution and stimulation techniques to achieve the desired level of conflict (Robbins and Sanghi, 2010). Conflict management is a way of managing organizational conflict so as to keep it at a level where it will not result in disorganizing the activities of an organization thereby resulting in not allowing effective attainment of organizational objective (Onwuchekwa, 2012).

Conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of conflict at a level of equal to or higher than where the conflict is taking place. Furthermore, the aim of conflict management is to enhance learning and group outcomes (effectiveness or performance in organizational setting) (Rahim, 2002). It is not concerned with eliminating all conflict or avoiding conflict. Conflict can be valuable to groups and organizations. It has been shown to increase group outcomes when managed properly (Bodtler and Jameson, 2004; Dechurch and Marks, 2001). There is a difference between conflict management and conflict resolution which is more than semantic (Robbins, 2005). Conflict management does not necessary imply conflict resolution. Conflict management involves designing effective macro-level strategies to minimise the dysfunctions of conflict and enhancing the constructive functions of conflict and to enhance learning and effectiveness in an organization. While conflict resolution on the other hand, involves the reduction, elimination, or termination of all forms and types of conflict. In practice, when people talk about conflict resolution, they tend to use terms like negotiations, bargaining, mediation or arbitration (Rahim, 2002).

What is needed for contemporary organizations is conflict management and not conflict resolution. This is because conflict management enhances organizational learning which is essential for the longevity of any group. Organizational learning is essential for any organization

to survive. Properly managed conflict increases learning through increasing the degree to which groups ask questions and challenge the status quo (Alper et al, 2003). Organizational learning is a significant construct and a number of contemporary organization theorists have indicated that the issue for the organizations is not whether they want to learn; they must learn as fast as they can (Wang and Ahmed, 2006). Luthans et al (1995), concluded from their view of organizational learning literature that:

The presence of tension and conflict seem to be essential characteristics of the learning organization. The tension and conflict will be evidenced by questioning, inquiry, disequilibrium, and a challenging of the status quo. And when the status quo is questioned and challenged, the organization may experience challenge(s) that will drastically facilitate its learning processes to enhance better performance.

Unfortunately, the literature on organizational conflict does not provide a clear link between conflict management strategies and organizational learning and effectiveness. Argyris and Schö n (2006) suggest that existing theories encourage self-reinforcing and anti-leaning processes which can best be described as 'quasi-resolution of conflict'. Several scholars have indicated the need for accommodating tensions and managing conflict constructively or the potential for collective learning will not be realised (Garvin, 2006; Burke, 2004). The implicit assumption here is that conflict management need to be strengthened at a macro-level for encouraging learning and effectiveness.

Organizational learning involves knowledge acquisition, knowledge distribution, information interpretation and organizational memorisation (i.e. preserving information for future access and use). This enables organizational members to collectively engage in the process of diagnosis of and intervention in problems (Burke, 2004). Argyris and Schö n (2006) define learning as

‘detection and correction of error’ and discuss two types of organizational learning: single-loop and double-loop learning. Single-loop learning involves the diagnosis of and intervention in problems without changing the underlying policies, assumptions and goals. In other words, single-loop learning results in cognitive and behavioural changes within an existing paradigm (the old paradigm and mindset). Double-loop learning occurs when the diagnosis and intervention require changes in the underlying policies, assumptions, and goals. In other words, double-loop learning involves cognitive and behaviour changes outside the existing paradigm (the new paradigm or mindset). Double-loop learning is very similar to second-order learning, or ‘leaving how to learn’. Bateson (2005) describes this type of learning as deuteron-learning. An intervention for conflict management should promote double-loop rather than single-loop organizational learning.

It should be noted that individual learning is a necessary but not adequate condition for organization for organizational learning. There must be processes and structures for transferring what is learned by individuals to the collective. In other words, organizational learning occurs when members of the collective have successfully learned from the individuals. There must also be mechanism for preserving and accessing knowledge acquired by the collective. Existing conflict resolution strategies, which have been described as dispute resolution strategies, which have been size negotiation or bargaining, mediation, and arbitration. These conflict resolution strategies are designed to deal with conflict at the micro-level within the existing structures and processes of an organization. In other words, these strategies do not involve significant change in the functioning of the organizations. As such these strategies maintain status quo which lead to single-loop learning (Bateson, 2005).

2.2.9 Criteria for Conflict Management

In order for conflict management strategies to be effective, they should satisfy certain criteria. These have been derived from the diverse literature on organization theory and organizational behaviour. The following criteria as advanced Rahim (2002) are particularly useful for conflict management but in general, they may be useful for decision making in management.

i) Organizational learning and effectiveness: Conflict management strategies should be designed to enhance organizational learning (Luthans et al, 1995). It is expected that organizational learning will lead to long-term effectiveness. In order to attain this objective, conflict management strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problem (Rahim, 2002).

ii) Needs of stakeholders: Conflict management strategies should be designed to satisfy the needs and expectations of the strategic constituencies (stakeholders) and to attain a balance among them. Mitroff (2008) strongly suggests picking the right stakeholders to solve the right problems. Sometimes, multiple parties are involved in a conflict in an organization and the challenge of conflict management would be to involve these parties in a problem solving process that will lead to collective learning and organization effectiveness. It is expected that this process will lead to satisfaction of the relevant stakeholders.

iii) Ethics: Mitroff (2008) is a strong advocate of ethical management. He concluded that, 'if we can't define a problem so that it leads to ethical actions that benefit humankind, then either we haven't defined or are currently unable to define the problem properly'. A wise leader must behave ethically and to do so, the leader should be

open to new information be willing to change his or her mind. By the same token, subordinates and other stakeholders have an ethical duty to speak out against the decisions of superiors when consequences of these decisions are likely to be serious. To manage conflicts ethically, organizations should institutionalise the positions of employee advocate, customer and supplier advocate, as well as environmental and stakeholder advocates. Only if these advocates are heard by decision-makers in organizations there will be an improved record of ethically managed organizational conflict (Rahim, 2002).

2.2.10 Conflict Management Strategy

According to Rahim (2002), existing literature on conflict management is deficient on strategies needed to manage conflict at the macro-level, which can satisfy the above criteria. An effective conflict management strategy to him should:

a) Minimise affective conflict at various levels: Affective conflict refers to inconsistency interpersonal relationships, which occurs when organizational members become aware that their feelings and emotions regarding some of the issues are incompatible. "Summarily stated, relationship conflicts interfere with task-related effort because members focus 0n reducing threats, increasing power and attempting to build cohesion rather than working on task. The conflict causes members to be negative, irritable, suspicious, and resentful (Jehn et al, 2001). Evidence indicates that affective conflict impedes group performance. It affects group performance by limiting information processing ability and cognitive functioning of group members' and antagonistic attributes of group members' behaviour. It also diminishes group loyalty, workgroup commitment, intent to stay in the present organization, and job satisfaction (Jehn et al,

2001; Amason and Schweiger, 2007). These results from higher levels of stress and anxiety, and conflict escalation.

b) Attain and maintain a moderate amount of substantive conflict: Substantive conflict occurs when two or more organizational members disagree on their task or content issues. Substantive conflict is very similar to issue conflict, which occurs when two or more social entities disagree on the recognition and solution to a task problem. A moderate level of substantive conflict is beneficial as it stimulates discussion and debate, which helps groups to attain higher level of performance. Group with an absence of task conflict may miss new ways to enhance their performance, while very high levels of task conflict may interfere with task completion (Jehn et al., 2001). Groups that report substantive conflict are able to make better decisions than those that do not, because substantive conflict encourages greater understanding of the issue which in turn enhances or promotes organizational performance (Amason and Scheeiger, 2007; Fiol, 2008). Although, substantive conflict enhances group performance, like affective conflict, it can diminish group loyalty, workgroup commitment, intent to stay in the present organization, and job satisfaction (Jehn, et al., 2001). As a result, interventions for conflict management should be designed to develop culture norms to support disagreement among group members in connection with tasks and other related management issues without generating affective conflict.

c) Select and use appropriate conflict management strategies: There are various styles of behaviour, such as integrating, obliging, dominating, avoiding and compromising which can be used to deal with conflict. Organizational members would require training and on-the-job experience to select and use the styles of handling interpersonal conflict so that

various conflict situations can be appropriate dealt with. In general, managing conflict to enhance learning and effectiveness require the use of integrating or problem solving style (Rahim, 2002).

2.2.11 Styles of Managing Conflict

Conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes. Robbins and Judge (2009) advocate that managing conflict toward constructive action is the best approach to resolving conflict in organization. When conflict arises, we need to be able to manage them properly, so that it becomes a positive force, rather than a negative force, which would threaten the individual or group. Edward and Walton (2007) argued that if conflicts arise and not managed properly, it will lead to delays of work, disinterest and lack of action and in extreme cases, it might lead to complete breakdown of the group. Unmanaged conflict may result in withdrawal of individual and unwillingness on their part to participate in other groups or assist with various group action programmes in the organization.

Olakunle (2008) submitted that conflict can be handled in so many ways:

Interpersonal Confrontation: Confrontation has several meanings. Some people use it to refer to win-lose conflict that involves antagonistic interactions. However, this study uses them to describe constructive approaches to managing conflict. In this sense, confrontation is a process by which parties in conflict directly engage one another, openly exchange information on the issues, and try to work out the differences between themselves to reach a mutually desirable outcome. Confrontation methods assume that all parties may be able to gain something (a win-win situation). Thus, confrontation is a more complete version of the collaborative interpersonal conflict.

Confrontation does not automatically occur when two or more parties directly engage one another. If the parties adopt win-lose strategies, the interaction is forcing rather than confrontation. Thus, confrontation in conflict depends on the attitudes and goals of the parties involved. The assumption that both sides may win distinguishes confrontation from other responses to conflict. Negotiation and third-party consultation facilitate confrontation. Negotiation means when two parties disagree about something but want to reach an agreement, they can engage in negotiation, a process in which two parties try to reach an agreement that determines what each party gives and receives in the transaction. Like bargaining, negotiation has both distributive and integrative elements. if the parties see only the distributive (win-lose) elements, negotiation may not result in confrontation. However, if the parties work at recognising integrative (win-win) elements, negotiations offer an opportunity for constructively confronting conflicts.

Achieving a confrontation approach requires communicating openly, seeking mutual goals, remaining flexible, and avoiding the use of threats. However, these strategies leave themselves open to exploitation by others who adopt win-lose strategies. Thus, negotiation can pose dilemma for individuals – dilemmas of openness, honesty, and trust. Confrontation is not an easy approach to the management of conflict.

Third party consultation: Most confrontation occurs in the form of negotiations between parties. However, a neutral person – a third party consultant – can help the parties resolve their conflicts. Strategic functions of a third-party consultant include the following:

i. Ensure mutual motivation: each party should have incentives for resolving the conflict.

ii. Achieve a balance in situational power: If the situational power of the parties is not approximately equal, it may be difficult to establish trust and maintain open lines of communication.

iii. Coordinate confrontation efforts: One party's positive overtures must be coordinated with the other party's readiness to reciprocate. Failure to coordinate positive initiatives and readiness to respond can undermine future efforts to work out differences.

iv. Promote openness in dialogue: The third party can help establish norms of openness, provide reassurance and support, and decrease the risks of one party's openness with the other party.

v. Maintain an optimum level of tension: If threat and tension are too low, the incentive for change or finding a solution is minimal. However, if threat and tension are too high, the parties may be unable to process information and see creative alternatives. They may begin to polarise and take rigid positions.

It is quite easy to take on the role of a third-party consultant. However, it is not all easy to act effectively in the role. Effective third-party consultants need a number of conceptual and behavioural skills. First they must be able to diagnose the conflict, because substantive conflict must be approached differently than affective conflict. Substantive conflict requires problem-solving skills, whereas affective conflict requires the ability to work through negative feelings. Second, third party consultants must be skilled in breaking deadlocks and interrupting interactions at the right time. Finally, they must show mutual acceptance and have the personal capacity to provide emotional support and reassurance. Thus, the style of a third party consultant must instil confidence and acceptance in all the parties in conflict.

A third party consultant usually tries to facilitate conflict resolution without providing a specific set of procedures for the parties to follow. However, occasionally, this is useful to ensure that the conflicting parties concentrate on the appropriate issues and direct their efforts at them. One example of such a structure approach is the intergroup confrontation technique. The procedure for such a confrontation follows:

1. Each group meets in a separate room and develops two lists. On one list they indicate how they see themselves as a group, particularly in their relationship with the other group. On the second list, they indicate how they see the other group.
2. The two groups come together and share perceptions. The third-party consultant helps them clarify their views and hopefully, helps both parties to understand themselves better.
3. The groups return to the separate rooms to look deeper into the issues, diagnose their current problem, and determine what each group contributes to the conflict.
4. The groups meet together again to share their new insights. The third party consultant urges them to identify common issues and plan the next stages for seeking solutions.

Like most approaches to confrontation, the intergroup confrontation technique does not guarantee the successful resolution of conflict. It instead provides a vehicle for parties in conflict to begin exploring their differences. A skilful third-party consultant can use if to mobilise the parties towards an effective confrontation of their conflict.

Promotional Methods: Cognitive conflict can help avoid groupthink. Hence, promoting functional cognitive conflict may actually be a useful approach to managing conflict.

Dialectical Inquiry Method: One approach to introducing cognitive conflict into the decision-making process is the dialectical inquiry method. This refers to the development and recommendations of a course of action by one advocate or group of advocates and the

development and recommendations of contradictory course of action by another advocate or group of advocates. The decision-maker considers the recommendations of both groups before choosing one alternative or a composite alternative. Since the two recommended courses of action stem from opposing viewpoints in the same situation, cognitive conflict occurs when the decision maker consider both recommendations. By resolving this type of conflict, the decision maker can reach a decision that reflects a synthesis of the two conflicting viewpoints.

Devil's Advocate Method: Another approach for introducing cognitive conflict into the decision-making process is the devil's advocate method, a systematic critique of a recommended course of action. Unlike the dialectical inquiry method, this method offers no alternative course of action. The criticism alone promotes cognitive conflict leads to a better understanding of the problem and, thus, a better decision. In some situations, the devil's advocate method causes the decision-maker not to take the recommendations from any one person or group as a given and to be especially sensitive to data confirming or disconfirming the recommended course of action.

2.2.12 Organizational Performance

One of the important questions in business has been why some organizations succeeded while other failed. Organization performance has been the most important issues for every organization be it profit or non-profit one. It has been very important for mangers to know which factors influence an organization's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualising and measuring performance have not been easy task. Researchers among themselves have different opinions and definitions of performance, which remains to be a contentious issue among organizational researchers (Barney, 2008). The central issue concerns with the appropriateness of various approaches to the concept utilisation and measurement of organizational performance (Venkatraman and Ramanujam, 2008). For

example, according to Javier (2007), as cited in Nikbin et al (2010), performance is equivalent to the famous 3Es (i.e. economy, efficiency and effectiveness) of a certain programme or activity. However, according to Daft (2009), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2009) Richardo and Wade (2010) defined organizational performance is the ability of the organization to achieve its goals and objectives. Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. This is what Hefferman and Flood (2006) p. 56; stated:

> *That as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term performance was sometimes confused with productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity as well as quality, consistency and other factors.*

In result oriented evaluation, productivity measures were typically considered. Richardo and Wade (2010) argued that performance measures could include result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Hence, from the above, the term 'performance' should be broader based on which include effectiveness, efficiency, economy, consistency behaviour and normative measures (Richardo and Wade, 2010).

The next issue that was always asked about organizational performance was what factors determine the organizational performance. According to Hansen and Wernerfelt (2004) in the business policy literature, there were two major streams of research on the determinants of organizational performance. One was based on economic tradition, emphasising the importance of external market factors in determining organizational performance. The other line of research was built on the behavioural and sociological paradigm and saw organizational factors and their 'fit' with the environment as the major determinant of success.

The economic model of organizational performance, according to them, provides a range of major determinants of organizational profit which included:

i) Characteristics of the industry in which the organization competed,

ii)The organization's position relative to its competitors, and

iii) The quality of the firm's resources.

Organizational model of firm performance focused on organizational factors such as human resources policies, organizational culture, and organizational climate and leadership styles. Another study by Chien (2007) found that there were five major factors determining organizational performance, namely: leadership styles and environment, organizational culture, job design, model of motive, and human resources policies.

2.2.13 Measurement of Organizational Performance

Many variables had been used to measure organizational performance. These variables include profitability, gross profit, return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market share, stock price, sales growth, expert growth, liquidity and operational efficiency (Chein, 2007; Parnell and Wright, 2008). Although, the importance of organizational performance is widely recognised, there has been considerable

debate about both issues of terminology and conceptual bases for performance measurement (Barney, 2008). No single measure of performance may fully explicate all aspects of the term (Richardo and Wade, 2010).

There are also inconsistent measurement of organizational performance – although most researchers (Denison and Maishra 2004; Kotter and Keskett, 2007; Daft, 2009) measured organizational performance by using quantitative data like return on investments, return on sales and forth. The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, performance has also been conceptualised using financial and non-financial measures from both objective and perceptual sources. Objective measures include secondary source financial measures such as return on assets, return on investment and profit growth. These measures are nonbiased and are particularly useful for single-industry studies because of the uniformity in measurement across all organizations in the sample (Venkatrman and Ramanujam, 2008).

Financial measures enable researchers to construct trend analyses (Ghalayini and Noble, 2008). Perception sources include employee evaluation of the organizational effectiveness or financial health and their overall level of satisfaction. These subjective assessments of performance frequently have been used in organizational theory to evaluate organizational effectiveness and overall employees' satisfaction. Given the increasing pressure of organizations to satisfy multiple stakeholder groups, there is need for more complex measures of organizational effectiveness in which overly simplistic single variable models are inadequate expressions of the real world, multi-goal existence of organizations (Doyle, 2005).

Most practitioners seemed to use the term 'performance' to describe a range of measurements including input efficiency, output efficiency and in some cases transactional efficiency (Stannack, 2003). According to Doyle (2005), there was no single measure or best measure of organizational performance. Organizations adopt different objectives and measurements for organizational performance. Doyle (2005) and Ghalayini and Noble (2008), however, argued that profitability was the most common measurement used for organizational performance in business organizations. This view is supported by Richard and Wade (2010) who stressed that profitability was the best indicator to identify whether an organization met its objectives or not. Other researches such as Griffin (2006; 2007) supported the use of return on asset (ROA), return on equity (ROE) and profit margin as the most common measures of performance. Return on Assets (ROA) is derived by dividing net income of the fiscal year with total assets. Return on equity (ROE) means the amount of net income returned as a percentage of shareholders' equity. It measures a corporation's profitability by revealing how much profit a company generates within the money shareholders has invested (Nikblin et al, 2010).

Trovik and McGivern (2004) emphasised that successful organization were those with the highest return on equity and those who had established performance management system 'aligning' every aspect of the organization from top management to the factory floor. On the other hand, Nicholas (1998) as cited in Nikblin et al (2010) argued that many organizations did not give a balanced picture of organizational performance. There was an over-emphasis on financial criteria, with preoccupation with past performance. Performance measures were usually not linked to strategies and goals of the overall organization and they were inward looking and did not capture aspect of performance necessary to gain and retain customers or build long term competitive advantage. According to Griffin (2006), organizational performance is described as

the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival. Hence, performance should not be wholly equated with certain profit margin, high market share, or having the best products, although they may the result from fully achieving the description of performance. To Griffin (2006), organizational performance is influenced by multitude factors that are combined in unique ways to both enhance and detract performance.

This argument by Griffin (2006) is well supported by Venkatraman and Ramanujam (2008) who postulate that there are two major issues associated with the operationlisation o organizational performance. First, what constitutes the construct? That is, how does one define the performance of the organization? Second, what are the data sources that should be used in the measurement of this construct? Should archival (or secondary) measures be used or can respondents (or primary) data be as reliable? Venkatraman and Ramanujam (2008) consider three aspects of performance, among them are financial performance, business performance, and organizational effectiveness and the later have been subsequently known as organizational performance. They suggested that researchers in addition to using financial indicators should also use operational indicators when measuring organizational performance. The operational indicators may include such measures as new product introduction, product quality, and management-styles/conflict management, manufacturing value-added and marketing effectiveness. These operational measures could reflect the competitive position of the firm in its industry space and might lead to financial performance. Hence, using a multiple indicator approach to operationalise organization's performance would be superior to using only a single indicator (Venkatraman and Ramanujam, 2008).

2.2.14 Conflict and Organizational Performance

To Robbins (2005), people automatically assume that conflict is related to lower group and organizational performance. This assumption is frequently incorrect because conflict can be either constructive or destructive to the functioning of an organization which he represented with a chart (see appendix iii).

From the charts (see appendix iii), Robbins (2005) stated that the levels of conflict in organization can be either too high or too low. Either extreme hinders performance. An optimal level is one at which there is enough conflict to prevent stagnation, stimulate creativity, allow tensions to be released and initiate the seeds for change, yet not so much as to b disruptive or to deter coordination of activities.

Inadequate or excessive levels of conflict can hinder the effectiveness of a group or an organization, resulting in reduced satisfaction of group members, increased absence and turnover rates and, eventually lower productivity. On the other hand, when conflict is at an optimal level, complacency and apathy should be minimised, motivation should be enhanced through the creation of a challenging and questioning environment with a vitality that makes work interesting, and there should be the amount of turnover needed to free the organization of misfits and poor performance.

2.2.15 Empirical Review

Research studies have been carried out in the area of conflict management in organizations of which our study strive to provide brief summary of some of these studies.

Ugo, conducted a study on “Effect of Conflict on workers Performance in Organization: A Study of National Emergency Management Agency (NEMA), Abuja”, which was submitted to the

university of Abuja Post Graduate School in partial fulfilment of the award of M.Sc. in Public Administration. One of the major objectives of the efforts is “to identify the various areas in which conflict affects workers performance in organization”. The study is a comprehensive one which maintained one of the hypothesis as “there is no significant relationship between conflict and workers performance” and H_1 “there is a significant relationship between conflict and workers performance”. The researcher used a sample size of 160 out of a total population that was not stated. The data obtained from the research were presented in tabular form using simple percentage to analyze the data. After the analysis, the study, as some of its findings maintained that, ‘'there is improper planning and lack of operation which makes negotiation almost impossible” and also that, “conflict can be resolved through dialogue, collective bargaining and motivation of employees”. The researcher first aforementioned finding is absurd and not certain, because it left us in a state of confusion as to whether improper planning and lack of operation makes negotiation to be possible or not possible. The researcher also did not discuss the different situations that support his aforementioned ways of resolving conflict of which our study will strive to provide in order for conflict management in organizations to be more effective and more precise.

Furthermore, a researcher named Fakunle, also carried out a research on “Conflict Management as a Tool for Performance in National Television Authority (NTA), Abeokuta which was submitted to the Postgraduate School of Obafemi Awolowo University, Ile-Ife in partial fulfilment for the award of a Masters Degree in Business Administration. In his study, he asserted that, conflicts are unavoidable in all human endeavour, association or organizations”. In stating his research problem, he asserted that, “organizations over the years have faced one form of unrest or the other. These unrests are often caused by divergent interests of the management

and workers. Conflict in organization occur owing to the fact that as individuals work to accomplish the organizational goals and objectives, they also seek to satisfy their personal needs". One of the objectives of the study was to identify the causes of conflict in an organization. This point should have been liked to his area of research study for better understanding which was not done so. One of the research questions asked is "what are the effects of conflicts on performance in organization?", and the hypothesis of his research was that, "there is no relationship between conflict management and its effects on performance" which served as the null and also the alternate of the same hypothesis. His research work is highly comprehensive and commendable in that, as one of its significance: "the study will help to examine the problems of conflict in organization's performance. Much literature was drawn for the study. The data were analyzed using regression method. At the end of the analysis, it was discovered that, there is a relationship between conflict management and its effects on performance. The interpretation of this finding therefore is that, for an organization to grow and survive, that organization must ensure that conflict is properly controlled, minimized or effectively managed.

The work of Darling, titled, "Effective Conflict Management: Use of Behavioural Model", which is an academic paper published in the Leadership and Organization Development Journal, is yet another good effort. The researcher employed the use of content analysis to buttress his point of the use of behaviour model to management conflicts in organizations. To him, the behaviour of workers and management towards carrying out their duties in the workplace together with how they relate in task accomplishment will determine the rate of conflict in such an organization. The same behaviour that causes conflict can still be use to bring the conflict to control. The researcher did not state how this can be achieved but behaviour of both workers and management

towards conflict in organizations can be tested scientifically through the use of psychometric test. Psychometrics are an objective measure of certain psychological faculties that people possess, originally created as a way to measure intelligence, psychometric tests are now often used by experts in conflict management to measure the effectiveness of their training methods and conflict strategies. Workers are given tests that measure their skills at handling and preventing conflict as well as their emotional awareness. This is part of an attempt to make conflict management a more scientific field.

Oni submitted a thesis to the Lagos State University Postgraduate School titled "Conflict Management in Communication Industry: A Case Study of MTN, Lagos." His research is also comprehensive in terms of drawing literature. Thus, literature on "management" as a concept was also drawn which is very difficult to see in all conflict management research. He believed that his study will help other communication company like Globacom, Airtel, Etisalat and a list of others to effectively manage the conflict level in their organization after using Mary Parker Follett conflict management strategies as theoretical base for the study. His research is without hypothesis and also draws literature from unnecessary concepts which serve as some of its shortcomings. In one of his findings, he maintained that, conflict can only be minimized but cannot be eliminated in an organization. One of his recommendations, as a matter of necessity, is that, the management of an organization should always consult with the workers union before taking decisions that will affect them. This will enhance cordial labour and management relationship.

2.3 Theoretical Framework

Mary Parker Follett's conflict management strategy is adopted as theoretical base for this study. The theory was developed by Mary Parker Follett in her 'Creative Experience', a paper she wrote in 1925. Conflict to her is not warfare, but is only an appearance of differences – differences in opinions, interests, not only between employers and employees, but also between managers, between directors or wherever differences appear. She further submitted that, conflict may move from mere verbal or attitudinal disagreement to physical or even bloody confrontation. She opined that conflict could be bad or good or neither good nor bad depending on the situation. Conflict also provides good or bad results or outcome depending on the manner it is interpreted, understood and resolved by the affected parties (Sapru, 2009). She therefore suggested three different ways of managing or resolving conflict in an organization viz:

i. Dominance

ii. Compromise

iii. Integration

i. Dominance: the management of conflict through dominance implies a victory for one party over the other. It would require the use of force and suppression of the party by the strong. In this case, it does not necessarily mean that the conflict is resolved. As far as Follett is concerned, this method of managing conflict is like sweeping the dust under the carpet. Sapru, (2009)

ii. Compromise: under this method, each party in the conflict situation surrenders certain value or interests in order to allow peace to reign. She points, out however, that, just

like the first method (domination), this method has its own shortcoming with the magnitude of the shortcomings depending on each conflict situation, environment and the extent of the compromise or values surrendered by each party in the conflict (Ngu, 2008). She warns however, that a conflict resolved through this method is not the best, despite it's widely acceptance because it may simply suspend yet a greater magnitude of the problem which is likely to resurface in either the same form or in an entirely different manner. Often, also people resist the temptations of reaching compromise due to ego clashes or stated positions (Sapru, 2009).

iii. Integration: in giving preference for the resolution of social conflict through 'integration', Follett argues that when conflicting interest meet, they need not oppose, but only confront. What should be sought in this confrontation of differing interest is an integration that gives all parties what they really desire (Sapru, 2009). This seems to receive the approval of Follett as the best. Each party has to recognize the importance of ex-raying all the various aspects of the conflict to be put forward for discussion, usually in round table conference. This would require the application of Herbert Simon's 'Rational Comprehensive Model' of decision making or the general systems theory in order to interpret and understand not only the whole but also every bit of the demand by each party involved in the conflict (Ngu, 2008).

2.3.1 Relevance of the Theory to the Study

Conflict as we said earlier, is an inevitable phenomenon in every organizational life of which NARICT and NITT are not exception. The organizations under study have also being experiencing one form of conflict or the other in trying to meet the mandate that established

them. This is as result of the presence of the human element in these organizations, but the most interesting question is that, how can these organizations manage their conflict situation, being that conflict cannot be completely eliminated in any organizational life but can only be effectively managed?

It is our expectation that Mary Parker Follett's Conflict Management Theory serve as a veritable tool which can help organizations like NARICT and NITT to manage conflict situations whenever the need arise for effective and efficient performance. Follett's conflict management style of integration serves as the best method among the others to manage all form and types of conflict existing in an organization. This results to the fact that, each party involved in the conflict has to recognize the importance of bringing to limelight all the various aspects of the conflict to be put forward for discussion, usually in a round table for settlement. This will help any organization to manage her conflict effectively for better organizational performance.

.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is concerned with the process utilized in the collection and analysis of data for the research. Odoh (2012) observed that, research and research methods have two dimensions- knowing the subject matter and the method of carrying out what we know (i.e. the theory and the practice). To him, at the lower levels of scholarship, research methods addresses more of the what with little experience on the how, but in higher scholarship, we assume more of the what and critique them while paying more attention to how, translating to better outputs in research work.

3.2 Research Design

Mbachu (2011) defined research design as a plan or strategy for conducting the research. Once the research problem has been adequately formulated to specify the types of information needed, the researcher must work out the research design. As a plan, research design deals with such things as population of the study, sample size, instrumentation, strategies for data collection, etc. This study however, is a survey research or utilizes the survey design method because all survey design deals mainly with the examination of contemporary conditions and practices pertaining to any aspect of the social system in order to improve or create room for maximum efficiency (Mbachu, 2011). The purpose of this survey research is to help in generating valid data for the effective management of conflict in order to enhance organizational performance specifically to NARICT and NITT, Zaria.

3.3 Sources of Data Collection

In order to get the necessary information for the study, we collected data from both primary and secondary sources. The primary data refer to data obtained from direct observation of the event, questionnaires administered and interviews we conducted with some of the NARICT and NITT staff, management and the various union leaders. The secondary data are naturally more readily accessible than primary data because they are products of research work already carried out. Basically, there are two (2) major sources of secondary data (Oni, 2011):

i) Internal Sources: This type of data originates within the organization for which the research is being conducted. These internal data can be collected within the organizational such as the organization's annual publications and reports, memoirs, articles, etc.

ii) External sources: This type of data usually originates outsides the organization. External data includes textbooks, journals, magazines, articles and existing literature in the library which is very important to our study.

3.4 Instrument of Data Collection

This means the methods by which the data are to be obtained. The "tool" or "instrument" chosen must be adequate for the type of data to be collected (Mbachu, 2011). This study relies on the questionnaire, interview, observation and secondary data such as records and other published materials of the institute in obtaining data for its analysis.

Questionnaire: The questionnaire is a list of questions designed to elicit information from respondents by filling in the answer in spaces provided for the purpose.

Interview: The interview as an instrument of data collection is a meeting in which the researcher directs questions of the subject and records the obtained responses. It is an alternative method of collecting survey data. Rather than asking respondents to read questionnaires and enter their own answers, researchers ask the questions orally and record responsible answers.

Observation: Observations is a social research method that involves the direct observation of social phenomena in their natural settings (Mbachu, 2011).

3.4.1 Validation of the Instruments

The validity of an instrument is the extent to which the instrument measures what it is supposed to measure (Mbachu, 2011). The instruments used in obtaining the necessary data for this study is valid due to the fact that, the researcher endeavour to see that the questionnaire, interview questions passes through his supervisor and other academicians basically from the management sciences for thorough scrutiny in order to obtain the desire data for the study.

3.4.2 Administration of the Instrument

The questionnaire and interview were administered and conducted using the face-to-face questionnaire and interview methods. The researcher uses the structural or fixed response questionnaire. The reason for this choice is because they are easy to administer, tabulation and analysis are also made easier by this method. The structured or directive interview technique is also used. The reason for this is the standardise questions lend themselves more easily to analysis or coding. And also, because of the structure of the questions, measurements are usually more precise and scientific interpretations are easily elicited. The participant observation technique was also adopted in obtaining valuable data for this study. The advantage associated with this technique of data collection is the possibility of obtaining rare information on behaviour as it occurs in the natural habitat rather than through informants and questionnaires.

3.5 Population of the Study

The population of the study is the whole group which the researcher wants to collect data. It is the designated part of a universe from which a sample is drawn (Mbachu, 2011). In most cases, it may be practically impossible to cover the whole population if it is very large, thus a sample size is determined.

The population of this study covers members of staff (i.e., both senior and junior) of all the eight (8) departments of NARICT and the five departments of NITT. That of NARICT consists of Administrative department with a total of 268 staff; Planning and Policy department with a total staff of 196; Basic Research department 188; Petrochemical and Allied department 182; Industrial and Environmental Technology department 173; Work and Services department 226; Finance department 68; and Consultancy and Production department 220. This gives a total of 1,521 staff as the population of the study from organization (NARICT Staff Register, 2012).

That of NITT consists of Registry department with 98 staff; Bursary department 63; Transport School department 89; Training department 96; Research and Consultancy department with 82 staff respectively (NITT Staff Register, 2012). An addition of the above will give us a total of 428 staff as the population of the study from the organization.

3.6 Sample Size and Sampling Technique

A sample is a group of items from the population, so that the needed information can be obtained for the purpose of analysis (Mbachu, 2011). The technique used by the researcher for drawing sample from the population is the stratified random or probability sampling and purposive sampling method. It is a method of sample selection where the principle of randomisation is used

in giving every subject in a population an equal chance of appearing in the selection. The reason the researcher chose this method is because it helps in obtaining correct information needed for the research work.

Therefore, since it is virtually impracticable to cover the entire population of this study due to time and financial constraints, the sample size of this study for NARICT was gotten using Taro Yamane's technique with 95% confidence level to the 1,521 population. The calculation for the sample size by using the formula is given below:

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

Where: n= Sample Size

N= Population

e= Significant level (5%)

$$n = \frac{1,521}{1+1,521(0.05)^2}$$

$$n = \frac{1,521}{1+1,521(0.0025)}$$

$$n = \frac{1,521}{1+3.8025}$$

$$n = \frac{1,521}{}$$

4.8025

n= 317

Sample size for NARICT = 317

The sample size therefore, of this study for NARICT is 317. The sample drawn from each of the departments is a function of the ratio of the department's population to the total population of the eight (8) departments in NARICT multiplied by the total sample size. Below is the presentation for ease of appreciation:

NARICT

Department	Population	Sample size
Administrative	268	268/1,521 x 317 = 56
Planning and policy	196	196/1,521 x 317 = 41
Basic Research	188	188/1,521 x 317 = 39
Petrochemicals & Allied	182	182/1,521 x 317 = 38
Industrial & Env.Tech.	173	173/1,521 x 317 = 36
Works & Services	226	226/1,521 x 317 = 47
Finance	68	68/1,521 x 317 = 14
Consultancy & Production	220	220/1,521 x 317 = 46
	1,521	317

The sample size for NITT is gotten by dividing each department's population to the total or overall population of the organization multiply by hundred percent over one. Thus the computation (Kome, 2011):

Registry Department = $\frac{98}{428} \times \frac{100}{1} = 23$

Bursary Department = $\frac{68}{428} \times \frac{100}{1} = 16$

Transport School = $\frac{89}{428} \times \frac{100}{1} = 21$

Training Department = $\frac{96}{428} \times \frac{100}{1} = 23$

Research and Consultancy = $\frac{82}{428} \times \frac{100}{1} = 19$

Total sample size = 102

The sample size therefore, for NITT is 102. The sample drawn from each of the departments is a function of the ratio of the department's population to the total population of the five (5) departments in NITT multiplied by the total sample size. Below is the presentation for ease of appreciation:

NITT

Department	Population	Sample size
Registry	98	98/428 x 102 = 23
Bursary	63	63/428 x 102 = 15
Transport School	89	89/428 x 102 = 21
Training	96	96/428 x 102 = 23
Research and Consultancy	82	82/428 x 102 = 20
	428	102

3. 7 Method of Data Analysis

In this research, data collected is analysed and quantified using simple mathematical and tabular presentations based on percentage in order to analyse the responses in the questionnaire to be distributed. Analysis would finally be done for each question separately and the frequency of responses made will be found through data analysis. The chi-square (χ^2) method of quantitative - analysis was used to test the hypotheses at 5% level of significance. The chi-square statistics (χ^2) is calculated using the formula below (Osuala, 2008):

Chi-square (χ^2) = $\frac{(O - E)^2}{E}$

Where O – Observed value (frequency) and

E – Expected value (frequency).

CHAPTER FOUR

HISTORICAL BACKGROUND AND OPERATION OF NARICT AND NITT

4.1 Historical Background and Structural Functions of the National Research Institute for Chemical Technology (NARICT), Zaria.

The Institute, presently known as National Research Institute for Chemical Technology (NARICT), started as Hides and Skins Demonstration and Training Project established by the Food and Agricultural Organization (FAO)/United Nations Development Programme (UNDP) in collaboration with the Federal Government of Nigeria and then Northern Nigerian Government in 1964, (NARICT Investment Profile, 2010).

In 1972, FAO/UNDP handed the project over to the Federal Government, and it was subsequently renamed Federal Leather Training Institute (FLTI). By 1976, based on the provision of Research Institution's Establishment Order of 1975, it was upgraded to the status of a research institute with the name, Leather Research Institute of Nigeria (LERIN) under the Agricultural Research Council of Nigeria (ARCN), a body that was itself established under the Agricultural Research Institute Decree, No. 35 of 1973.

LERIN was given the mandate to conduct research into all aspects of leather and science and technology, and to train middle-level manpower in hides and skins improvement, leather and leather products technology. Sequel to that, two Federal Government owned tanneries, namely, Federal Government Tannery, Sokoto and Federal Government Tannery, Maiduguri which were hitherto supervised by the Federal Ministry of Agriculture, opted to join LERIN. These tanneries, thus, became the research extension centres of the new research institute.

Afterwards, LERIN, along with other agric-related research institutes, were place under the supervision of the National Science and Technology Development Agency (NSTDA), which

reported directly to the Presidency through the then Office of the Chief of Staff, Supreme Headquarters.

By April 1988, the mandate of the Leather Research Institute of Nigeria (LERIN) was expanded to include research and development in chemicals and chemical technology, and the institute's name was changed to National Research Institute for Chemical Technology (NARICT) to reflect the expanded mandate. NARICT is currently supervised by the Federal Ministry of Science and Technology and has four extension centres located in Sokoto, Maiduguri, Kano and Jos (NARICT Investment Profile, 2010).

NARICT is playing a leading role in Nigeria's search for sustainable economic and technological development especially in the field of chemical technology. This, the institute is doing in realization of the fact that extent of development of a nation's chemical technology sub-sector, largely determines the pace of development of the entire national economy. In pursuit of its national mandate in contributing to the development of the chemical technology sub-sector, the institute has 'carved' a niche for itself by demonstrating the capacity and skills to develop technologies for the production of organo-mineral fertilizer, biodiesel, essential oils and schools chemicals and other product from local resources. However, most Nigerians are unaware of these tremendous achievements, as a result of inadequate publicity. In order to bring those modest achievements to limelight, the management recently constituted a committee to revamp the existing institute publications (NARICT Newsletter, 2011).

In order to overcome the challenges of importing schools chemicals and re-agents into the country, and save millions of Naira, the Federal Government directed National Research Institute for Chemical Technology (NARICT) and Raw Materials Research and Development Council (RMRDC) in conjunction with the Nigerian Institute of Science Laboratory Technology (NILST)

to develop capacity to domesticate the production of chemicals and re-agents for schools and colleges in the country (NARICT Newsletter, 2011). This mandate requires NARICT to provide the technical expertise needed for the production of the chemicals with financial support from RMRDC. To this end, NARICT in collaboration with RMRDC and NISLT have installed a hundred Kg/hour multi-chemical plant with the capacity to produce a number of chemicals (NARICT Newsletter, 2011).

Presently the plant which is situated in NARICT Zaria has optimized the production of copper sulphate, ferrons sulphate and distilled water. The objective is to defray costs of importing these needed chemicals and reduce the ordering period. The entire program is also intended to build capacity for local production of these chemicals as well as stimulate interest in science subjects. The distilled water which is a product of the plant can also serve locals in making battery electrolyte. The installation of the plant will produce easy access to school chemicals and reagents as well as conversion of waste to wealth thereby creating investment opportunities for entrepreneurs (NARICT Newsletter, 2011).

In her effort to boost science and technology education in Nigeria, NARICT was in the south-western part of the country between 13th to 15th April, 2010 to donate water distillation apparatus and laboratory chemicals to selected secondary school. The team visited Ogun, Osun and Oyo states respectively. The distillation apparatus and chemicals were all produced by NARICT. NARICT designed and fabricated water distillation apparatus is unique in the sense that it can make use of any type of water, and can work without electricity. Its unit costs is about 20 times lower than that of the conventional and (often times) distillers. These factors make the distillers suitable even to schools in rural areas (NARICT Newsletter, 2011).

The institute has in place a strategic plan for the period 2012-2015 with petro-chemicals as flagship and focus on the other aspects of research and development such as environmental management, renewable energy, pilot plants and fabrications engineering to address challenges in the manufacturing, agriculture and energy sectors of the economy. The aim is to provide technologies for employment, wealth creation and help develop small and medium scale entrepreneurs in Nigeria (NARICT Documentation Handbill, 2012).

4.2 NARICT Vision

The vision of the organization is to "become a research institute of international repute in the provision of innovative research and development (R&D) in the processing and conversion of indigenous raw materials into valuable chemicals and chemical products for industrial application." To be a renown centre of international excellent in the fields of effluent monitoring and control, chemical, biological, man-made fibre, leather and leather products technologies" (NARICT Annual Report, 2008/2009).

4.3 NARICT Mission Statement

The mission of the organization is "to provide globally competitive and environmentally friendly technologies in industrial and agro-chemicals, solid minerals, bio-chemicals, leather and leather products, man-made fibres, effluent monitoring and control, petrochemicals, engineering plastics and allied chemicals. To attain international expertise in frontier areas in bio-technology, chemical catalysis, chemical process design, modelling and simulation, engineering fabrication and design, chemical analytical instrumentation and quality control.

To acquire and maintain world class technical capacity and reputation to offer science-based consultancy services the world over in relevant areas of chemical, biological engineering sciences and quality control (NARICT Annual Report, 2008/2009).

4.4 NARICT Mandate

The National Research Institute for Chemical Technology, Zaria, shall develop the technologies required by the chemicals industry and shall:

i. Undertake research and development work into:
    a. Processes for the conversion of agricultural, mineral and other raw materials into chemicals;
    b. The processing of commercial grade chemicals to laboratory grades;
    c. The derivation of secondary chemicals from petro-chemicals, local chemicals, etc.
    d. The production of functional polymers and engineering plastics, their characterization and utilization;
    e. The processing of the natural man-made fibres.
ii. Establish and operate a chemical testing laboratory;
iii. Establish and operate a quality control laboratory, hides, skins, leather and leather products;
iv. Provide environmental monitoring and control services, with respect to chemical, leather, textiles, plastics;
v. Design, develop and produce chemical industry machine equipment;
vi. Transfer chemical production technologies to private sector industries and render consultancy and extension services to such and other industries;
vii. Collaborate with higher institutions, government agencies, corporate bodies and international organizations in the execution of its programmes and projects ;
viii. Accept on its own terms, trainees for practical work attachment in its work; and

ix. Undertake any other activities in connection with all or any of its functions.

4.5 Programmes, Projects and Services of NARICT

NARICT operates her programmes through technical departments and two support services departments. The three technical departments are the Basic Research Department, Planning and Policy Department and the Industrial and Environmental Technology Department; which the Administration Department and the Finance provides support services.

Within each programme, projects and services that reflect the overall mandate of the institute and designed and executed. Some of the projects have attained pilot plant level and are producing at semi-commercial rate to demonstrate their viability; others have been completed though without demonstration plants but their feasibility have been established and reports prepared. The following are some of the various programmes, completed projects, and services which are available at NARICT (NARICT Investment Profile, 2010);

Programmes:

- Industrial Chemicals;
- Petrochemicals and Polymers;
- Leather and Bi-technology Products;
- Fabrication Engineering, Process Engineering, and Construction of Pilot Plants; and
- Environmental pollution monitoring and control.

Projects:

- Production of neem-based products like fertilizers, biocides, neem oil and cake;
- Development of local technology for the production of alum from local raw materials, e.g. kaolin;

- Production of corn-starch from maize grain for use in the pharmaceutical and textile industries; development of Sodium Carbonate from trona (kanwa) for the production of sodium salts, soaps, etc.
- Production of Plaster of Paris from gypsum;
- Development of biocides for hides, skins and leather preservation from natural and synthetic materials;
- Production of FIFA grade football
- Entrepreneurship development for small and Medium Scale Enterprises (SMEs)
- Production of stabilized Aloe Vera gel and powder from Aloe Vera plant;
- Development of technologies for the production of refractory bricks for use the building industry and construction of ovens and kilns using local raw materials;
- Production of tartaric acid from tsamiya (tamarindus indica). And a host of other projects that space will not permit (NARICT Investment profile, 2010)

Completed Projects of the Institute

Some of the projects that are already completed are:

- Production of hydration lime form limestone;
- Production of crude papain from carica papaya;
- Development of some fancy leather e.g. Adire and Ovada leathers;
- Design and fabrication of essential oil pilot plant
- Design and construction of local kiln for hydrated lime production; and
- Design and fabrication of castor seed shelling machine

Services

The institute renders the following services:

- Consultancy services: e.g. Preparation of battery electrolytes, and laboratory reagents; contract tannage of leathers; preparation of feasibility reports for the establishment of chemicals plants, tannery, footwear, and leather goods factories; installation, repairs, and maintenance of some laboratory equipment, and tannery machine etc.
- Extension Service: e.g. dissemination of research and development findings and related information on the institute to industries, organizations and other agencies; research and technology extension services to the leather industry (both traditional tanners and mechanized tanneries) through practical demonstration of developed processes of the institute; promotion of local substitution of some tannery and industrial chemicals; and integration of traditional tanners into cooperatives for skills and resources acquisition for the improvement of their products.
- Statistical Services: e.g. collection, processing, and analysis of statistical data and information on the economics, production, marketing, distribution, consumption, exportation, and importation of hides and skins, leather and leather products and chemicals in Nigeria; and publication of statistical data and information, consumption, exportation and importation of hides and skins, leather and leather products.
- Library and Information Services: e.g., publications of journal of Leather and Chemical Technology; promotion of educational and reference materials, (books, monographic information and communications technology (ICT) series; audio, visual services, etc.

- Analytical Services: e.g. analysis of samples from various industries and institutions; contract maintenance and repairs of analytical instruments; organization of workshop and training on instruments maintenance; pollution monitoring and control services, carrying out environment impact assessment studies for organizations, manpower training for industries and relevant organizations in the area of environmental pollution and control; offering technical advice on effluent treatment; etc (NARICT Investment Profile, 2010).

4.6 NARICT Collaboration

NARICT has over the years established linkages with both industry and public sector agencies. This has been achieved through direct collaboration in research and development projects, extension services, consultancy, short-term training, training workshop; seminars, trade fairs, investment fora and marketing. Notable among these collaborations and linkages are those with:

- Entrepreneurs in the Pharmaceutical, Plastics, ceramics, paints, food, chemicals and chemical products, petrochemicals and related industries; agriculture and agro-related business; leather and leather products industries and so on.
- Public Agencies and Institutions with whom NARICT collaborates include the Raw Materials Research and Development Council (RMRDC), National Office for Technology Acquisition and Promotion (NOTAP), the Standards Organization of Nigeria (SON), the Industrial Training Fund (Fund), the National Directorate of Employment (NDE), the National Poverty Eradication Programme (NAPEP), Energy Commission of Nigeria (ECN), the various Federal Ministries, particularly those of Agriculture, Commerce and Industry and Environment;

various universities, polytechnics, colleges of education, secondary schools and colleges.

NARICT also collaborates with international organizations as the United Nations Industrial Development Organization (UNIDO), the United Nations Development Programme (UNDP), Central Leather Research Institute (CLRI), India, the Institute for Leather Research, and the Common Wealth Science Council (CSC) n London (NARICT Investment Profile, 2010).

4.7 NARICT Organizational Structure

In order to establish a proper interface between the goal/mandate as an institute and the various actions/steps that need to be taken in realizing its corporate objectives, the activities of the institute are structured into eight (8) departments and twenty nine (29) divisions of which eight (8) are statutory (NARICT Documentation Handbill, 2012). The departments are:

i. Basic Research
ii. Industrial and Environmental Technology
iii. Petrochemical and Allied
iv. Consultancy and Production
v. Planning and Policy
vi. Works and Services
vii. Administration
viii. Finance

The statutory divisions are;

i. Servicom;
ii. Public Affairs
iii. Internal Audit

iv. ICT

v. Health Care

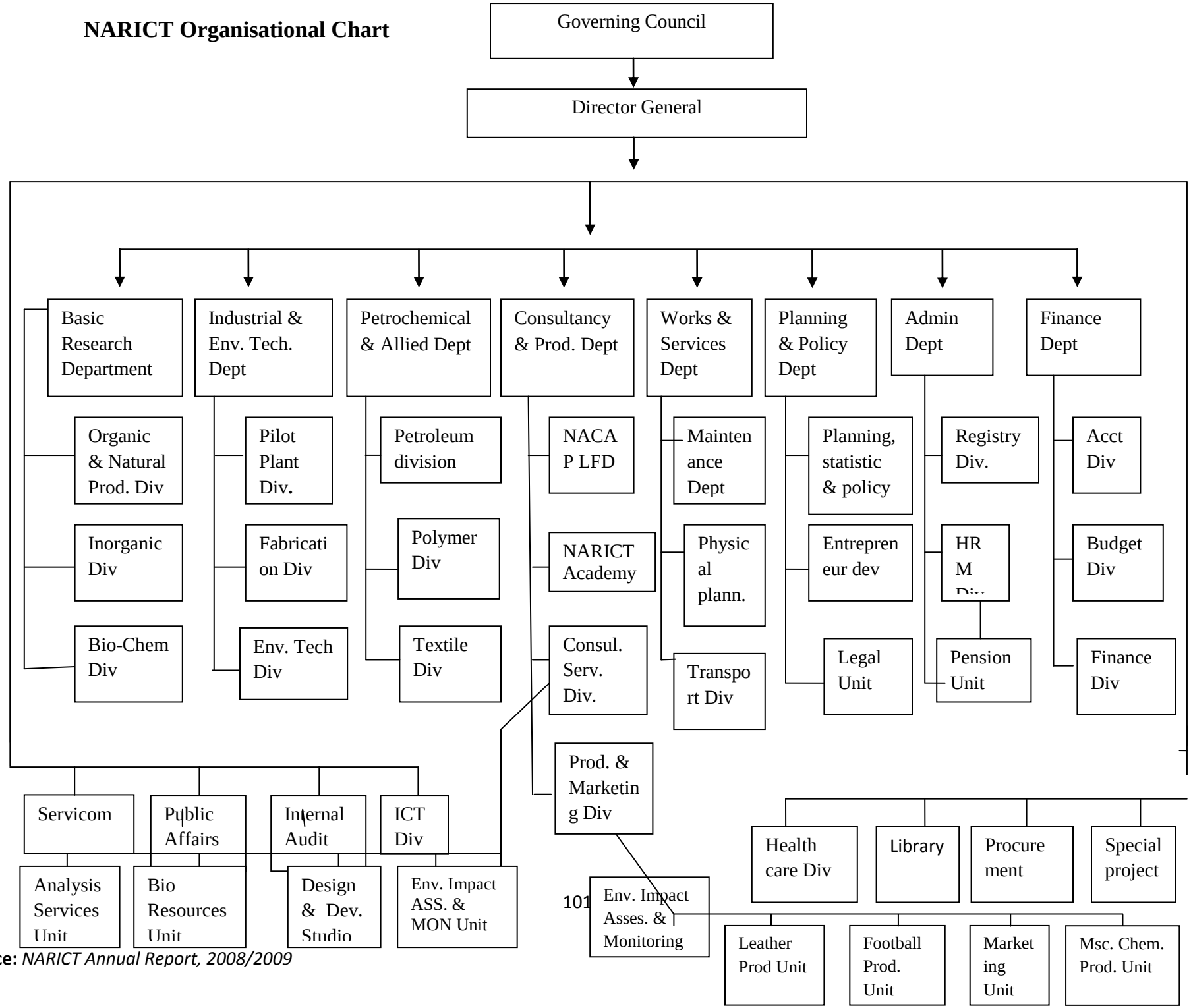
vi. Library

vii. Procurement

viii. Special Projects.

Deployment to any those departments and divisions are based on findings and identified skills (NARICT Documentation Handbill, 2012). The departments and divisions are represented in the institute's organogram below:

NARICT Organisational Chart



Source: *NARICT Annual Report, 2008/2009*

4.7.1 Functions and Duties of the Various Departments

Governing Board

The Governing Board of the Institute comprises the Minister of Science and Technology and some member of his cabinet, stakeholders and some principal officers of the institute. The Governing Board oversees and supervises the activities of institute in order to ensure compliance to the mandate that established the institute.

Director General

The office of the Director General is run by the director which is also the chief executive of the institute. The office is responsible for the day to day running of the organization; it ensures strict supervision of the activities of the various departments and organizes or calls for meeting when necessary at the institutional and board level.

Basic Research Department

This department comprises the organic and natural production division, inorganic division and biochemistry division. The department undertakes research and development in the areas of chemical and other chemical related products in order to boost and produce chemicals needed in the country for school laboratories, agriculture and agro-based related products from local raw materials.

Industrial and Environmental Technology Department

This department includes the pilot plant division, fabrication division and environmental technology unit. This department provides technical services to the institute through the

production, maintenance of local machines available to the institute. The department also provides the technological related projects in the institute.

Petrochemical and Allied Department

The department is made up of the petroleum division, polymer division, and textile division. The department is responsible for the production of items manufactured from petroleum and textiles materials. The department functions alongside the Basic Research department in order to develop new products.

Consultancy and Production Department

This department comprises of the production and marketing division, consultancy services division and NARICT academy. The department oversees all the productions and ensures effective marketing of all the institute's products. The department also provides consultancy services and is responsible for the running of NARICT academy that just kick-started.

Works and Services Departments

This department embraces the maintenance unit and the physical planning division. The department consists of both skilled and unskilled labour charged with the responsibilities to maintain all the institute's equipment and also to carry out works within the institute which may be electrical, technical and other hand work need for the smooth operation of the institute. The maintenance division is also charged with providing all transport services through the safe keeping of vehicles and motor cycles of the institute.

Planning and Policy Department

This department is made up of the planning, statistics and policy division, and the entrepreneur development centre. It is responsible for the day to day planning of the activities of the institute and also the formulation of policies for the running of the institute. The department is also responsible for the promotion and development of entrepreneurship programmes. The planning, statistical and policy division also takes care of the legal services of the institute.

Administrative Department

The department consists of the registry division and human resource management division. The registry division ensures a proper personal record of staff, staff attendance and proper documentation of happening and events as relate the institute. The human resource management division is responsible for the recruitment, training and retraining, placement and maintenance of staff. The division also helps in protecting the interest of staff through the provision of adequate welfare services and pension related matters.

Finance Department

This department is made up of the account division, budget division and the finance division. The department is responsible for all financial transaction of the institute, prepares the budget from time to time as part of her financial plans. The department also partakes in the process of staff salaries payment and attends to any financial obligations of the institute (NARICT Documentation Handbill, 2012).

4.8 Funding of NARICT

The institute is currently funded by the Federal Government through the Ministry of Science and Technology. The institute also generates internal funds through the marketing of her research products to her clients and also gets financial assistance at times from international financial organizations like the World Bank to execute some of her viable projects (NARICT Annual Report, 2008/2009).

4.9 Achievements of NARICT

NARICT as a research institute of great repute intensified her efforts at not only sustaining her past achievements but also improved on them. The focus of the institute remained poverty eradication, wealth creation, employment generation, income generation, food security, import substitution and environmental sustainability.

The institute as part of her achievements so far, has recorded substantial progress in the quest to find alternative renewable energy sources for bio-diesel production. The effort in this direction is geared towards producing bio-diesel from non-edible plant sources. In this regard, the institute concluded arrangements to establish a pilot demonstration plantation for the growing of jatropha curcus for her bio-diesel project. NARICT has vigorously pursued her mandate to develop chemicals for industries, and transferring the process technologies to indigenous entrepreneurs.

In her efforts to constantly improve on standards, the institute acquired a number of new and modern analytical laboratory equipments which have been installed and put to immediate use.

The management realizes that human capital development is central to the attainment of her mandate and had therefore ensured that deserved attention was accorded to staff development and training. To this respect, some members of staff were sponsored for local and offshore training workshops, conferences and study tours. Also, a good number of staff was granted study leaves with sponsorships to pursue various courses relevant to their work/disciplines in various higher and tertiary institutions.

The institute recently, established her own school to be known as 'NARICT Academy', which has kick- started with primary education and will subsequently extend to both primary and secondary school in the nearest future (NARICT Newsletter, 2011).

4.10 Challenges of NARICT

NARICT, just like any other organizations and institutions existing and operating in the country today, is bedevilled with financial problem. The institute is suffering from inadequate fund in executing some of her viable projects (Interview session, 2012).

The institute is also facing problem of conflict both within and without the organization of which our study will strive to provide effective means to manage.

The institute is also finding it difficult to market her products due to poor awareness that make most Nigerians to import chemical that suppose to be source locally at exorbitant prices compare to the locally home made by the institute (Interview session, 2012).

4.11 Historical Background and Structural Functions of the Nigerian Institute of Transport Technology (NITT), Zaria.

The Nigerian Institute of Transport Technology (NITT), Zaria is strategically established by the Federal Government of Nigeria to correct the observed weaknesses in the transport sector and the deficiencies in management and supervision talents in the sector modes. Since these deficiencies are not recent developments, it is not surprising that the conceptualization of NITT was as far back as 1956 four years before Nigeria's independence.

However, in 1978, the operational concept of NITT was broadened to incorporate all transport modes and for the institute to serve not only Nigeria but also the entire west African Sub-region. Thus, at the instance of the Union of Africa Railways (UAR), the Federal Government of Nigeria included NITT as a priority in the United Nations Transport and Communications decade (1975-1985) Programme for Africa. Consequently, in March 1980, the Federal Executive Council approved the Institute as an on-going project in the fourth National Development Plan (1981-1985). In 1983, a contract for the construction of the site along Old Kano Road (Basawa Road) in Zaria was awarded.

NITT, Zaria took off temporary in 1983. The take-off was facilitated by the Nigerian Railway Corporation, which loaned some administrative staff and provide temporary accommodation facilities in the Railway compound at Zaria. Three years later in 1986, the institute became a legal entity with the promulgation of Decree No. 6 now CAP 309 of March 14, of that year. NITT was by the Decree mandated to serve as a transport training, research and management development Institute in Nigeria and the entire West African Sub-region.

It is pertinent to note the strategic importance the Federal Government attaches to the Institute. In 1992, the Institute was officially commissioned via a presidential charter that upgraded it from class “C” to “A” status thereby placing it on the same pedestal with Federal Universities in Nigeria (NITT Service Charter, 2011).

4.12 NITT Vision Statement

To be the number one teaching, training, research and development transport institute in Africa and a centre of excellence providing world class professional services.

4.13 NITT Mission Statement

To develop and offer higher skills services standard of international report, in training and delivery of high quality research and consulting services that will transform the African transport sector to first world standard.

4.14 Functions of NITT

a. To provide approved and adequate training in the design, installation, maintenance, operation and modernization of technical equipment relevant to all forms of transportation.
b. To provide middle cadre managers, technicians and technologist suited for employment in the operation, encouragement, accounting and allied services in the transportation sector of the economy including transportation by rail, road, air, sea and inland waterways.

c. To provide basic standard and specialized courses of instructions leading to the award of certificates and diplomas in the techniques of transport engineering, operational and management with the view to developing store of technically competent, highly skilled and efficient operational for the transport sector of the economy.

d. To provide equipment and facilities for the encouragement, promotion and the formulation of such policies on transportation as may from time to time, be authorized by the ministry of transportation.

e. To settle as an information cell for the planning and coordination of such transportation policies and programmes as the ministry of transportation may from time to time direct.

Also to serve as:

i. A centre of transfer of technology in all aspects of the transport sector of the economy.

ii. The transport intelligence centre.

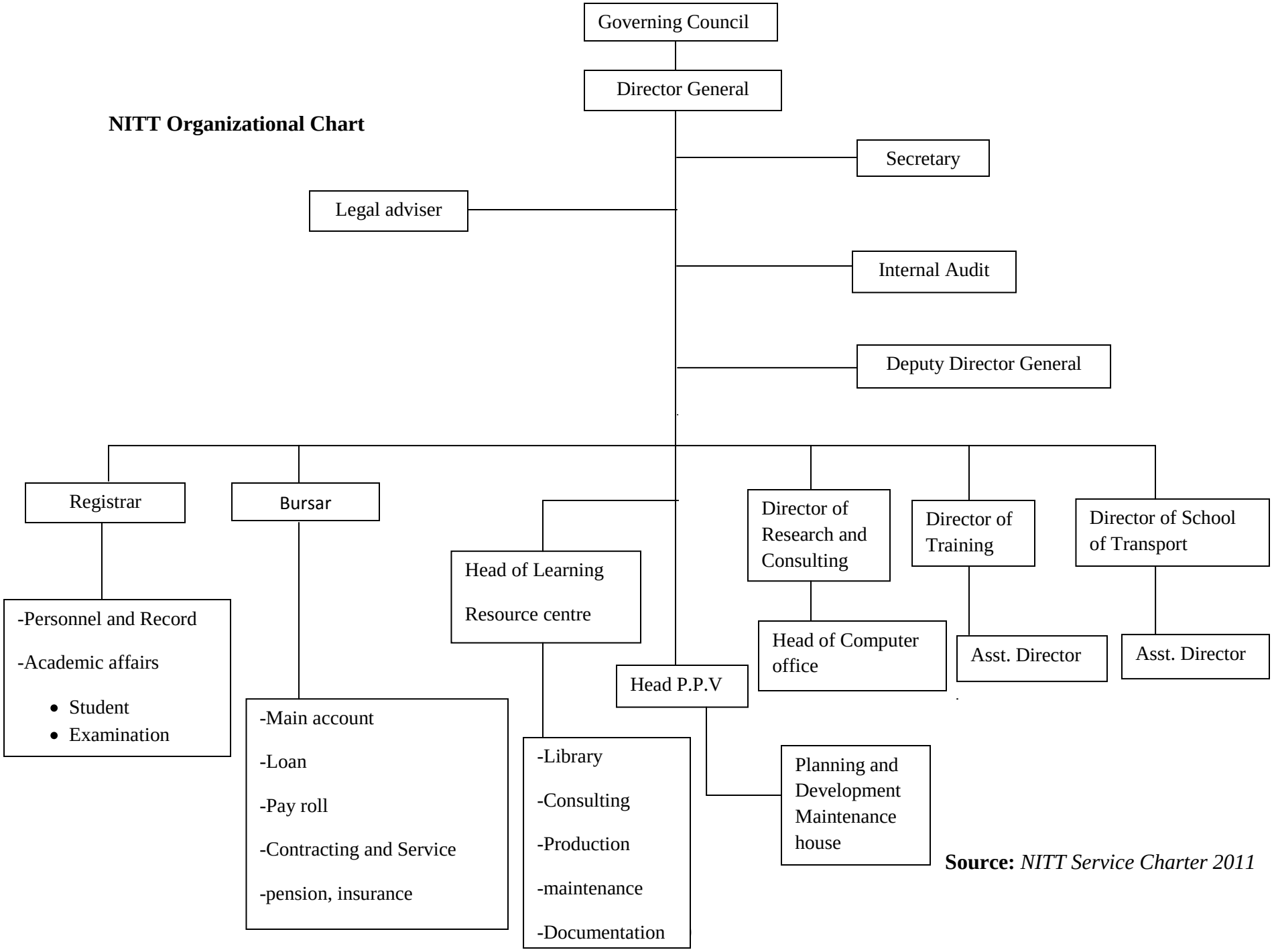
iii. A data bank for the collection, correlation and analysis of all the economy technological data relating to all aspect of transport.

iv. To promote or undertake such other activities as the council consider will help to further the objective of the institute.

4.15 Structural Organization of NITT

The structural organization of the NITT is made up of the Governing Council at the apex, the Director General and five departments; Registry, Bursary, Transport School, Training and Research and Consultancy departments respectively (NITT Service Charter, 2011). Find below the organizational chart of the institute.

NITT Organizational Chart



Source: *NITT Service Charter 2011*

4.15.1 Organization and Staffing

The NITT Decree vested the control of the institute's affairs in a Governing Council given power to:

a) Determine the general policy of the instituted
b) Prescribe the fees to be charge for courses of instruction and other service offered by the institute.
c) Prescribe, monitor and regulate the organization and management of the institute.
d) Establish such department, division, schools, extra-moral departments and other teaching and research units within the institute.
e) Institute lectureships and other posts and offices and to make appointments.
f) Provide for discipline and welfare of members of staff of the institute.
g) Carryout such other activities as are necessary and expedient for the full discharge of any of its functions pursuant to decree 6 of 1986.

The management of the institute's affairs is the responsibility of the director and his team, made up of a Deputy Director, Registrar and head of various academic units, Bursar, etc. The Director is the Chief Executive of the Institute and is responsible to the Governing Council, while the Registrar is the Administrative head and responsible to the Director for the day to day running of the school.

The post of Director is being occupied by the Registrar in an acting capacity, as a matter of fact, other supportive staff are being recruited to enable the institute perform effectively.

4.15.2 Role of Nigerian Institute of Transport Technology (NITT), Zaria to the Transport Sector

The Nigerian Institute of Transport Technology (NITT), Zaria offers three main categories of services namely:

i. Re-orientation and re-engineering of management practice in the transport sector to address the dynamism of the sector through short-term training.
ii. Professionalization of management skill in the sector through long-term training and
iii. Injection of expert advice through research and consultancy activities.

4.15.3 Re-Orientation and Re-Engineering Of Management Practice in the Transport Sector

The dynamism of the transport sector requires constant skills development through re-orientation and re-engineering of management practices to cope with the ever – changing technology in the face of sweeping global effects. It is most necessary to train people in our country on transportation where most operators of the industry have no relevant training on transport management. This underscores the need for training and retraining of manpower employed in the transport sector which the institute made this possible by delivering short-term training programmes.

Short-Term Training Programme of the Institute: The training department was established to cater for short term multimodal courses, seminars, and conferences and workshops. The responsibility for short term courses, workshops and seminars rest on the training department of the institute. The short term programme which can take series of three days to one week

workshops and conferences is aimed at focusing the attention of the management and staff to understand and revitalize the management of the organization of the organization in line with the restructuring process.

The first Short Term Training Programme organized by the Institute ran from September to November 1984, two years before the Institute came into legal existence. This three- month programme was an induction course for newly recruited Engineers and Managers of the Nigerian Railway Corporation (NRC). As at the year 2007, the institute has trained over 2,000 officers through its Short-Term Training Programmes.

4.15.4 Professionalization of Management Skill in the Sector through Long-Term Training

Transport, as a profession has not received recognition in Nigeria. Over the years, graduates of diverse discipline were recruited into the industry and many rose to the management levels without any formal organized knowledge in transport. This has remained a senior challenge to NITT as an Institute for capacity building and development in the sector.

NITT therefore, offers a new approach to obtaining internationally recognized professional qualifications in Transport and Logistics, which must be of interest to employers and employees in the industry. In professional training, what matters most is skill development, which is the actual ability to do a job and make a difference in competence. Thus, the competence and knowledge-based programmes therefore represent a new and better approach to professional qualifications which is the essence of the professional training programme which NITT has designed, developed and is offering to the industry.

Long-Term Training Programme of the Institute: NITT remained focused on Short-Term training until 1990 when the Transport School was established to fulfill the function of offering courses of instruction leading to the award of certificates and diploma. The Institute has up to the end of year 2007 being running two long term programmes in the Transport School namely; The Postgraduate Diploma in Transportation (PGD) and the Advanced Certificate in Transport Studies (ACTS). The two programmes are accredited by the Chartered Institute of Logistics and Transport (International) London. By the end of year 2007, the School had produced over 1,000 Professionals capable of serving at various corporate levels in the industry.

4.15.5 Expert Services to the Sector

In this of information technology era, no organization or nation can afford to gamble by taking decision on trial and error basis. The Committee of Experts on National Transport Policy (1987) and the National Workshop on Training succinctly underscored the important role of research as 'the bedrock of continuing developing in the modern world'. NITT does this through her research and consultancy unit.

Research and Consultancy: The research and consultancy department conducts research programmes and execute consultancy service within the sector. In order to equip the institute to tackle the manpower needs of the transport sector, several workshops on these training needs have been organized by the institute. Some of the commissioned transport studies and consultancy services rendered include; National Transport Survey and Projection (NTSP), Freight Transport Simulation Study (FTSS), The Nigerian Railway Corporation (NRC) Pensioners Audit and Verification, and Master Plan for Integrated Transport Infrastructure (MITI).

4.16 NITT Collaboration with External Bodies

The Quality of programmes at the Nigerian Institute of transport technology (NITT) Zaria is being improved to meet the increase various modes in the transport sector of the Nigerian economy. The Institute over the years established firm link with a number of international bodies among them; the Chartered Institute of Transport (CIT) London, as part of measures to garner international recognition for its programme. In the past the (CIT) which used to accredit courses of NITT had threatened to pull out because it was not happy with the way things were going especially the decline in quality of tutorial and examination. But at present, anybody who passed the NITT Post graduate examination automatically becomes a member of CIT professional body because the management set out to work and reverses the trend.

Also, on the aspect of research and consultancy, NITT has made greater impact. NITT encompass its transport data bank a project that attracted the attention of the World Bank and the United Nations. The Institute also conducted researches for various agencies and had the joint consultancy project with the shipper's council and in 1997; it was invited by the Federal Capital Development Authority (FCDA) in other to examine the transport master plan of the federal capital.

Relations with international/national bodies and institutions, the NITT liaises with International bodies such as the World Bank, Economic Development Institute (EDI), Chartered Institute of Transport, Faculty of Engineering University of Lagos and Ahmadu Bello University, Council of Registered Engineers (COREN), Center for Management Development (C.M.D), etc. It also receives assistance from Canada.

4.17 Source of Finance

The Institute gets annual allocation and subventions from the government besides, it generates revenue from courses as well as research and consultancy, funding is also solicited from private organizations, institutional agencies and potential users of the institute research and consultancy facilities in term of patronize and contributions in equipping the laboratories.

4.18 Prospect to Achieving its Corporate Objectives

The NITT today is more relevant to the transport sector and the Nigerian economy than even when it was established, what is more important is its new focus which the institute has created. The present management of the institute thought it wise to refocus the institute towards greater efficiency and effectiveness for the full realization of the NITT mandate in this regard, a re-engineering of the institute operation was pursued training and educational gaps in the transport sector were identified.

The effort towards research were intensified while the provision of the necessary resources that will bring about speedy development vigorously followed in order to equitably serve the transport sector in Nigeria and the West African sub-region. The new "vision and mission" of the institute have an international standard and focus and aim at making NITT a leading transport training and research organization in the African continent (NITT Service Charter, 2011).

4.19 Challenges of NITT

The institute as at the period this research was carried out has the following challenges:

Inadequate infrastructural facilities

The institute has limited infrastructural facilities like staff housing and offices to accommodate the number of staff available to the institute. This has caused untold hardship and financial burden on the staff as majority of them live in rented apartment as oppose to them being accommodated by the institute.

Inadequate financial resources

The institute management still complained of inadequate financial resources to run the institute business the way it should go. That the government still have a lot to do financially through the Ministry of Transport which is in charge of the institute in order for them to work diligently, efficiently and effectively.

Problem of unqualified staff

The institute management still presents this as part of their challenges. That some of the staff in the institute are not professional in the transport sector thereby causing a drawback in their dealings. That politician normally imposes or sends staff for them to absorb without passing the necessary process of recruitment and selection. And also recommend that government need to conduct recruitment where the necessary procedures and processes will be adhere to strictly in order for the right people with the requisite qualifications to occupy positions of interest that will push the organization forward towards achieving its objectives.

Unnecessary political interference

Politicians do interfere unnecessarily in the institute business without allowing the management to take full control in developing viable initiatives to carry the institute to greater height.

CHAPTER FIVE

DATA PRESENTATON AND ANALYSIS

5.1 Data Presentation

In this chapter, primary data gotten through the instrument of questionnaire and interview will be presented and analyzed. Data is presented in tables with accompanied totals and percentages while Chi-square statistical tool for analysis is used to test the formulated hypotheses.

5.1.1 Rate of Return

A total of 419 questionnaires were distributed to all the eight departments of NARICT and the five departments of NITT according to the number of sample drawn from each of the department. A total of 390 questionnaires were well filed and retrieved i.e., 292 from NARICT and 98 from NITT respectively. That gives a total of 390 questionnaires retrieved from the 419 administered in both organizations.

$$Rate\ of\ Return = \frac{Total\ Number\ of\ Questionnaire\ Retrieved}{Total\ Number\ of\ Questionnaires\ given} \times \frac{100}{1}$$

= 390 / 419 x 100 / 1= 93.0%

The above percentage of rate of return is sufficiently enough to perform analysis of the variables to test the hypotheses of the study.

Data Presentation

Table 5.1.2 Sex Distribution of Respondents

Sex	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
Male	226	84	310	79
Female	66	14	80	21
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.2 shows that 310, representing 79% of the respondents from both organizations were male while 80 representing 21% of the respondents were female. This show member of staff of both organizations is dominated by males than females.

Table 5.1.3 Educational Qualification of Respondents

Qualification	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
SSCE	86	18	104	27
NCE/DIP	92	26	118	30
B.Sc/HND	58	34	92	24
M.Sc and above	25	11	36	9
Others	31	9	40	10
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.3 above shows that 104 representing 27% of the respondents are Senior Secondary School Certificate holders from both organizations, 118 representing 30% are NCE/DIP holders, 92 representing 24% are B.Sc/HND holders while 36 representing 9% are for M.Sc and above and 40 representing 10% are holders of other certificates respectively.

Table 5.1.4 Years of Service

Years	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
1-10	72	24	96	25
11-20	93	32	125	32
21-30	82	27	109	28
30 and above	45	15	60	15
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

The table above shows that 96 of the respondents representing 25% have been in service from 1-10 years, 125 representing 32% from 11-20, 109 representing 28% 21-30, and 60 representing 15% 30 and above respectively.

5.1.5 Hypothesis One

Data presented below are responses gotten from respondents to test the hypothesis *"that competition for scarce resources is not a cause of conflict in the organizations."*

Table 5.1.6 Parties always involved in Conflicts in the Organizations

Options for Responses	**No. of Respondents (NARICT)**	**No. of Respondents (NITT)**	**Total**	**Percentage (%)**
Staff unions and government	204	74	278	71
Staff unions and management	64	14	78	20
Between/among staff or units in the organization	24	10	34	9
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.6 shows that 204 and 74 totaling 278 representing 71% of the total respondents concluded that staff unions and the government are the parties always involved in conflict in their organization, 64 and 14 making 78 put together representing 20% went for staff unions and management while 24 and 10 summing up 34 representing 9% believed the conflicting parties is between/among staff or units in their separate organization. From the above analysis, it can vehemently be said that the parties commonly and always engaging in conflict in these organizations are the staff unions and the government. Conflict do occur between/among other parties in the organization as we have observed from the table but that of staff unions and government is more frequent and pronounced.

Table 5.1.7 Causes of Conflicts in the Organizations

Causes of Conflicts	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
Differences in goal & values	25	6	31	8
Lack of cordial relationship between staff unions & mgt.	37	17	54	14
Personality clashes & ego problem	49	15	64	16
Poor communication & organizational structure	28	11	39	10
Issues of financial & other resources	109	42	151	39
Unfavourable govt. policies	44	7	51	13
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.7 shows the various causes of conflicts in both organizations; differences in goal and values has 8% of the total respondents, lack of cordial relationship between staff unions and management 14%, personality clashes and ego problems 16%, poor communication and organizational structure 10%, issues of financial and other resources 39% and unfavourable government policies 13% respectively. Conflicts in both organizations are mostly caused by financial and other resources which have the highest number of responses from both organizations. From the presentation also, one can noticed that there are other causes of conflicts in these organizations like personality clashes and ego problem as the next cause with the highest responses in NARICT and lack of cordial relationship between management and the various staff unions in NITT as the next with the highest number of responses. Government has more roles to

play in settling all outstanding debts and come up with better and favourable policies to run these organizations to reduce conflicts cases.

Table 5.1.8 Equality in the distribution of Resources among Research Institutes within the country

Responses	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
Yes	120	37	157	40
No	148	53	201	52
Undecided	24	8	32	8
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

From table 5.1.8 above, 120 and 37 totaling 157 representing 40% of the respondents reported that resources available to research institutes within the country are equitably distributed, 148 and 53 equaling 201 representing 52% says no that resources are not shared equitably while 24 and 8 making 32 when added together representing 8% were undecided. Furthermore on this note, it was also realized that the Nigerian factors of corruption, sectionalism are laudable in the areas of distributing resources which can come in the form of financial grants, government allocation, staff training and special workshops, material resources, employment opportunities and a host of others are always channel to some research institutes in neglect of others.

Table 5.1.9 Competition for Resources in the Workplace

Responses	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
Yes	169	47	216	55
No	105	45	150	39
Undecided	18	6	24	6

Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.9 reveals that 169 and 47 representing 55% of the respondents reported to have competed one way or the other for resources in their organization, 105 and 45 representing 39% refuse to have competed for the organization's resources while 18 and 6 representing 6% were undecided. This shows nothing but the true fact that resources in these organizations are truly inadequate to go round to those who are concern.

Table 5.1.10 Government provision of adequate working Resources

Responses	**No. of Respondents (NARICT)**	**No. of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	70	32	102	26
No	194	55	249	64
Undecided	28	11	39	10
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.10 reveals that 70 and 32 totaling 102 representing 26% of the respondents believed that the government is providing adequate working resources, 194 and 55 representing 64% do not share in this believe while 28 and 11 representing 10% were undecided. The incessant and frequent conflicts in these organizations is attributed mostly to this factor as related by the union leaders during the interview session.

Table 5.1.11 Availability of some Resources in the Organizations

Resources	**NARICT**	**NITT**	**Status**
Staff accommodation	About 112 flats	About 45 flats	Inadequate
Office accommodation	94	76	Inadequate
Computers & other gadgets	Up to 160	About 110	Inadequate

Equipments & machineries	Only 5	-	Inadequate
Staff allowances & other money owe	Still owing	Not fully paid	-

Source: Maintenance Units/ Researcher's survey, 2013.

Table 5.1.11 shows some of the organizations resources which are mostly material in nature. With the total number of 1,521 (NARICT) and 428 (NITT) members of staff, one can see it vividly that these resources are grossly inadequate to go round which makes it more competitive among the members of staff. Some of the allowances of members of staff are still pending or not yet settled by the government which if not properly looked into may results to another industrial action by the organizations as proclaimed by one of the interviewees from NARICT.

Research/ teaching facilities, amenities, staff pay and other welfare services all have their claims on the limited resources at the disposal of the organizations. Hence, there is deprivation (relative or absolute) of the needs of all the groups within the system. The consequences of inadequate provision of financial and other resources to these organizations are the decay of structures and the decline in services and functions. According to Okeke (2010), there is direct connection between deprivation which leads to frustration, and aggression. The conflicts which result from the frustrated are often directed against the defined aggressors or perpetrators of the undesirable state of affairs. Gross mismanagement of available resources could also result in conflicts. These conflicts could take the form of strikes, demonstration, boycott of work and violent clashes.

Table 5.1.12 Conflict occurrence as a result of Competition for Resources

Responses	**No. Of Respondents (NARICT)**	**No. Of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	153	59	212	54
No	117	27	144	37
Undecided	22	12	34	9

Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.12 shows that 153 and 59 representing 54% of the respondents were of the opinion that competition for resources is a cause of conflict in the organization, 117 and 27 representing 37% do not share in the opinion that competition for resources is a cause of conflict in their organizations while 22 and 12 representing 9% were undecided.

Table 5.1.13 Industrial Actions and connection to Resources

Responses	**No. of Respondents (NARICT)**	**No. of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	212	75	287	73
No	64	17	81	21
Undecided	16	6	22	6
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.13 shows that 212 and 75 summing 287 representing 73% of the respondents are of the view that industrial action embarked upon in the past by their organization has connection with resources, 68 and 17 representing 21% do not share in this view while 16 and 6 representing 6% were undecided.

5.1.14 Hypothesis Two

Data presented in the preceding tables will be used in testing the second hypothesis which states that *"effective conflict management does not lead to improve organizational performance".*

Table 5.1.15 Consistent Conflict and reduction in Organizational Performance

Responses	**No. Of Respondents (NARICT)**	**No. Of Respondents (NARICT)**	**Total**	**Percentage (%)**
Yes	166	62	228	59
No	106	28	134	34

Undecided	20	8	28	7
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

In table 5.1.15 above, 166 and 62 totaling 228 representing 59% of the total respondents believed that consistent conflicts in their organization has gone a long way in reducing the performance of their performance, 106 and 28 representing 34% do not share in the believe while 20 and 8 representing 7% were undecided. In addition to the above responses, it was also gathered from our interview in NARICT that due to occurrence of these conflicts, it has slow down many research projects like the Jatropha Bio-Diesel project and other research work of the institute. Also both maintenance and administrative activities of the institute have been affected in that some of the entrepreneurs that suppose to serve as client to the institute are developing less interest because of the consistent industrial conflicts the institute is experiencing.

Table 5.1.16 Management of Conflict in Organizations

Responses	**No. Of Respondents (NARICT)**	**No. Of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	254	91	345	88
No	21	5	26	7
Undecided	17	2	19	5
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.16 reveals that 254 and 91 representing 88% of the total respondents agree that conflict can be managed in organizations, 21 and 5 representing 7% do not agree while 17 and 2 representing 5% were undecided. Conflicts in organizations arise as a result of goal incompatibility. The first step, therefore, in developing an effective strategy for conflict management in any context lies in recognizing the underlying goals that the parties are seeking in the process and accepting the legitimacy of their efforts to pursue their goals. From the above

responses, it can be seen that it is possible to manage conflicts in organizations especially NARICT and NITT if the necessary mechanisms are put in place in order for such conflicts to be positive force and in turn increase organizations performance.

Table 5.1.17 Awareness of Conflict Management Mechanisms

Responses	**No. Of Respondents (NARICT)**	**No. Of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	186	51	237	61
No	93	36	129	33
Undecided	13	11	24	6
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.17 shows that 186 and 51 representing 61% of respondents reported that they are aware of conflict management mechanism in their organization, 93 and 36 representing 33% reported that they were yet to be aware of any conflict management mechanism while 13 and 11 representing 6% were undecided.

Table 5.1.18 Conflict Management Mechanisms

Options	**No. Of Respondents (NARICT)**	**No. Of Respondents (NITT)**	**Total**	**Percentage (%)**
Constant dialogue	98	20	118	30
Accommodating	19	8	27	7
Dominating	15	3	18	5
Compromising	59	16	75	19
Avoidance	11	0	11	3
Problem solving	68	37	105	27

Re-orientation	22	14	36	9
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

The table above shows the conflict management mechanism in the organizations of which constant dialogue seems to be the order of the day in terms of conflict management in NARICT with 98 and 20 representing 30% of respondents from the both organization while that of NITT is problem solving method with 68 and 37 representing 27% of the total respondents from both organizations. Though there are other mechanisms of conflict management but the one mostly used by the organizations is that with the highest number of respondents as displayed by the table.

Table 5.1.19 Effectiveness of Conflict Management Mechanism

Responses	**No. of Respondents (NARICT)**	**No. of Respondents (NITT)**	**Total**	**Percentage (%)**
Yes	114	62	176	45
No	149	28	177	46
Undecided	29	8	37	9
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.19 shows that 114 and 42 representing 45% of respondents were of the opinion that the mechanism for managing conflict in the organization is effective, 149 and 28 representing 46% do not share in this opinion while 29 and 8 representing 9% were undecided. On this note, we can confidently say that conflict management mechanism is not that effective in NARICT as compare to NITT, the reason being the unwillingness of the government in cooperating effectively with representatives of trade unions in the aspect of reaching agreement and also keeping to the terms of the agreement which makes it difficult at times to have a smooth

collective bargain that would have managed some of these conflict (industrial action) in the organization. On the effectiveness of the mechanism in NITT, it was gathered from the interview conducted that why conflict management is effective to some extend in the organizations is because of the vibrant union leaders and good rapport maintain over the years with the Federal Government through her mother ministry (Ministry of Transport).

Table 5.1.20 Conflict Management and improved Organizational Performance

Responses	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage %
Yes	214	76	290	74
No	64	15	79	20
Undecided	14	7	21	6
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

Table 5.1.20 shows that 214 and 76 representing 74% of the respondents reported there is a relationship between conflict management and organizational performance in their organization, 64 and 15 representing 20% reported that there is no relationship while 14 and 7 representing 6% were undecided. That is to say, if conflicts are managed effectively, it will go a long way in improving the organizations performance.

Table 5.1.21 Participation in Industrial Action and other form of Conflict

Responses	No. of Respondents (NARICT)	No. of Respondents (NITT)	Total	Percentage (%)
Yes	269	93	362	93
No	0	0	0	0
Undecided	23	5	28	7
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

In table 5.1.21 above, 269 and 93 representing 93% of the respondents have participated in industrial action and other form of conflict in their organization while 23 and 5 representing 7% remained undecided. We also gather that since every members of staff belong to one union or the other, when there is a problem that has to do with staff welfare package and other relevant issue that borders the members of staff, the best way to demonstrate and express their grievances is to embark on industrial action in order for mostly the government or any other party involved in the conflicts to give listening ears to their plea and demands after issuing several warning though.

Table 5.1.22 Impacts of Conflict on the Organizations Performance

Options	**No. of Respondents (NARICT)**	**No. of Respondents (NITT)**	**Total**	**Percentage (%)**
Low morale	65	16	81	21
Low productivity & economic loss	106	22	128	33
Lack of new ideas & direction	52	38	90	23
Insubordination	24	8	32	8
Low quality output	45	14	59	15
Total	**292**	**98**	**390**	**100**

Source: Researcher's Survey, 2013.

The table above displayed the respondents view on the impact of conflict on the performance of their organization. In the presentation, 65 and 16 representing 21% of the respondents from both organization concluded that conflict has led to low morale among members of staff of both, while 106 and 22 representing 33% went for low productivity and economic loss, 52 and 38 representing 23% went for lack of new ideas and direction, 24 and 8 representing 8% went for insubordination as impact of conflict and conclusively, 45 and 14 representing 15% asserted that the impact has result to low quality output. In NARICT however, the organization has suffer low productivity and economic loss as the most dominating impact compare to other impact of low

morale, lack of new ideas and direction, insubordination and low quality output while that of NITT results mostly to lack of new ideas and direction respectively. From the interview conducted in both organization as regard the impact of conflict in the organizations, it was realized that conflicts in these organizations have done much harm than good in the past and management are working assiduously in order to minimize conflicts occurrence.

5.2 Data Analysis

5.2.1 Test of Hypothesis One

Responses received and tabulated in tables 5.1.12 and 5.1.13 will be used in testing the hypothesis. Chi-square technique is used in testing the Null hypothesis which states "*that competition for scarce resources is not a cause of conflict in the organizations*".

Chi-square formula

$$X^2 = \frac{(O-E)^2}{E}$$

Where:

O = Observed frequency

E = Expected frequency

d.f = Degree of freedom

Expected frequency formula= $\frac{\sum Row \times \sum Column}{Total\ Sum}$

Table: 5.2.2 Observed Frequency From the Field

S/No	Yes	No	Undecided	Total
1	153	117	22	292

Table: 5.2.3 Expected Frequency as calculated

S/No	Yes	No	Undecided	Total
1	187	84	21	292

2	212	64	16	292
3	59	27	12	98
4	75	17	6	98
Total	499	225	56	780

Source: Researcher's Survey, 2013.

2	187	84	21	292
3	63	28	7	98
4	63	28	7	98
Total	500	224	56	780

Source: Researcher's Survey, 2013.

Table 5.2.4 ROW AND COLUMN TABLE FROM OBSERVED AND EXPECTED FREQUENCY

S/No	**O**	**E**	**O-E**	$(O-E)^2$	$\frac{(O-E)^2}{E}$
1.	153	187	-34	1156	6.18
2.	117	84	33	1089	12.9
3.	22	21	1	1	0.04
4.	212	187	25	625	3.34
5.	64	84	-20	400	4.76
6.	16	21	-5	25	1.19
7.	59	63	-4	16	0.25
8.	27	28	-1	1	0.03
9.	12	7	5	25	3.57
10.	75	63	12	144	2.28
11.	17	28	-11	121	4.32
12.	6	7	-1	1	0.14
Total					39.0

Source: Researcher's Analysis, 2013.

Calculated value = 39.0

df = (Row-1)(Column-1)

(R-1) (C-1)

(4-1) (4-1)

3 x 3 =9

Level of Significance = 5%

Critical value = 16.91

5.2.5 Decision Rule

Since X^2 calculated = 39.0 is greater than X^2 critical = 16.91, the difference between what is observed and expected is significant, hence the alternate hypothesis is accepted and the null hypothesis is rejected, that is to say "that competition for scarce resources is a cause of conflicts in the organizations".

5.2.6 Test of Hypothesis Two

Data obtained and tabulated in tables 5.1.15 and 5.1.20 will be used in testing the hypothesis. Chi-square technique is used in testing the second hypothesis which states that *"effective conflict management does not lead to improve organizational performance".*

Chi-square formula

$$X^2 = \frac{(O-E)^2}{E}$$

Where:

O = Observed frequency

E = Expected frequency

d.f = Degree of freedom

Expected frequency formula= $\frac{\sum Row \times \sum Column}{Total\ Sum}$

Table: 5.2.7 Observed Frequency From the Field

S/No	Yes	No	Undecided	Total

Table: 5.2.8 Expected Frequency as calculated

S/No	Yes	No	Undecided	Total

1	166	106	20	292
2	214	64	14	292
3	62	28	8	98
4	76	15	7	98
Total	518	213	49	780

Source: Researcher's Survey, 2013.

1	194	80	18	292
2	194	80	18	292
3	65	27	6	98
4	65	27	6	98
Total	518	214	48	780

Source: Researcher's Survey, 2013.

Table 5.2.9 ROW AND COLUMN TABLE FROM OBSERVED AND EXPECTED FREQUENCY

S/No	**O**	**E**	**O-E**	$(O-E)^2$	$\frac{(O-E)^2}{E}$
1.	166	194	-28	784	4.04
2.	106	80	26	676	8.45
3.	20	18	2	4	0.22
4.	214	194	20	400	2.06
5.	64	80	-16	256	3.20
6.	14	18	-4	16	0.88
7.	62	65	-3	9	0.13
8.	28	27	1	1	0.03
9.	8	6	2	4	0.66
10.	76	65	11	121	1.86
11.	15	27	-12	144	5.33
12.	7	6	1	1	0.16
Total					27.0

Source: Researcher's Analysis, 2013.

Calculated value = 27.0

d.f. = (r-1) (c-1)

(4-1)(4-1)

3 x 3 = 9

Level of Significance 5%

Critical value = 16.91

5.2.10 Decision Rule

Accept the Null if critical value is greater than calculated value and vice versa. Since X^2 calculated = 27.0 is greater than X^2 critical 16.91, we reject the null hypothesis and accept the alternate "that effective conflict management does lead to improve organizational performance".

5.3 Summary of Major Findings

Based on the data obtained from the field and its analysis, with the result gotten from the tested formulated hypotheses, the following findings were recorded;

1. That parties always involved in conflicts in the organizations (NARICT and NITT) is between the various staff unions and the government as government is still lacking behind in the aspect of provision of adequate working resources and payment of some outstanding staff allowances. On this note also, there are more cases of conflicts between trade unions and management in NARICT as compare to NITT.
2. It was also discovered that staff accommodation in both organizations are inadequate especially NITT which is grossly inadequate that it cannot even contain 50% of members of

staff. The competition for these accommodation and other scarce resources among members of staff appeared to be very high which normally result to conflict.

3. That several industrial conflicts embarked upon by the organizations has not been sending good signals to the performance level of the organizations. These conflicts have crippled the organizations performance overtime in that in NARICT, it has reduce the rate of productivity and also led to economic loss not only to the organization but to the nation at large. Also, in NITT, it has resulted to a lack developing new ideas and direction on the part of members of staff and the management.
4. It was also realized as part of the findings that conflict management is more effective in NITT than in NARICT as a result of some reasons discussed under table 5.1.19.
5. That effective conflict management can increase the performance of the organizations if all logistics are put in place in the organizations coupled with cooperation from all stake holders in the conflict process.
6. As part of the findings also, it was discovered that resources in the country are not equitably shared among the research institutes. Resources in whatever form they comes are diverted more to some quarters thereby neglecting others that also suppose to be beneficiary of the same resources. This sometimes causes interdepartmental and interpersonal conflicts within the institute as the respondents could not hide their view in table 5.1.8 by confirming that resources in the country are not truly shared equitably among research institutes.

Finally conflict management in the organizations from the assessment of the study has done well to some extent but more need to be done in order for the organizations to flourish in its performance in delivering better services to the benefiting public.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary

This research work is structured into six chapters. Chapter one deals with the general introduction. It discussed the background of the study which gives a general overview of how conflict is not a visitor to organizations so long as there is the present of the human element that makes up the organization of which the organizations under study (NARICT and NITT) is not an exception, it also contains the statement of the problem stating that organizations bedeviled with cases of conflict will not perform as expected because definitely the conflict will affects performance in such an organization with special attention to the area of our study (NARICT and NITT), the chapter also contains the objective of the study with one as to identify the cause of conflict in the organization, research questions, formulated hypotheses, significance of the study , the scope and limitation of the study, and the operational definition of basic terms are also contained in the chapter.

Chapter two of the study reviewed related literature of the concept of conflict, causes of conflict, approaches to organizational conflicts, organizational performance and empirical analysis of previous studies and the adoption of the Mary Parker Follett's conflict management strategy conceptual theory for the study.

The third chapter discussed the research methodology which contained the research design, sources of data collection, instrument of data collection and its validation, administration of the instrument, population of the study, sample size and technique and finally the method of data analysis.

Chapter four discussed the historical background of the organizations under study, visions, mission statements, mandate, programmes, projects, services its collaborators, organizational structures, funding, achievement and challenges of the organizations.

The fifth chapter was the data presentation and analysis. It contains the presentation and analysis of data gotten from questionnaires and interview and the testing of the two stated hypothesis through the instrument of chi-square, it culminates with discussions of the major findings of the study.

Chapter six is the final chapter of the study. It encompasses the summary of the whole study, the conclusion and recommendations made based on the findings of the study for an improvement in conflict management in the organization under study.

6.2 Conclusion

Every organization, be it public or private, is established to achieve certain define objectives. Thus, the success or otherwise of an organization to an extent is usually determine by the effective management of conflicts in the organization. Conflicts in organizations such as NARICT and NITT are caused majorly by scarcity of resources, which has affected performance of the organization overtime. Management of conflict in this guise form an integral part of the organization and any organization that wants to succeed, because if not well taking care of, organization may be heading towards doom in terms of its performance. For conflict to be managed effectively in organization, an appropriate conflict management strategy has to be put in place in order to curb the menace.

Conflict management especially in organizations is with the aim to minimize the rates of at which conflict manifest itself in the life of organizations. An organization that is aware of the

danger of unresolved conflict will see the need to put effective methods of managing such conflicts in order to increase the performance of the organization to prevent the unexpected.

This study focused on the management of such conflicts in organizations and its effects on performance with specific attention to the National Research Institute for Chemical Technology (NARICT) and the Nigerian Institute of Transport Technology (NITT) Zaria, within the period of 2007-2011. The analysis revealed that resources in the organization are inadequate in the sense that competition for them is one of the causes of conflicts in these organizations.

In terms of performance, the several industrial conflicts embarked upon by the organizations within the period under review have reduced performance in areas of research, maintenance and general administration of the institutes.

Furthermore, organization's resources which comprises the financial, material and human resources is very important in the smooth day-to-day running of the organizations. But in the situation where such resources are not much to go round and also not equitably shared in the right proportion, such organizations are definitely bound to face cases of conflict. For any organization to move forward in its business, resources need to be adequate and ultimately shared equitably among the organizational members and department for improve performance.

However, over the years, conflict management in the organizations has not been too successful because of the problems faced by the staff unions and government representatives on issues connected to resources and hosts of other demand by staff. Till date, the organizations especially NARICT is still battling with the problem of industrial conflicts which has affected its performance in several dimension of which our study is expected to proffer more recommendations in order for the organizations to minimize the rate of these conflicts for performance to be enhanced and increased to a good level.

6.3 Recommendations

The following recommendations are made based on the findings of the study:

1. Government and other international world bodies that grants aids to research institutes in the country should be encouraged to provide adequate resources of whatever type to the organizations in order to ameliorate the rates at which the organization engages in industrial conflicts. Though, some of these international bodies like the World Bank and others have contributed in the past in financing viable projects like the Jatropha Bio-Diesel project in NARICT but more need to be done by them in order to promote more development in the organizations and the nation at large. The government should also settle all entitlements and allowance owed in order for staff to be motivated enough to put in their best in the workplace which will reduce conflict and definitely increase performance at all levels in the organizations.
2. Provision should be made by the government to acquire land and award contract to build more staff accommodation for the organizations especially NITT to reduce competition for the few ones available. This will also motivate members of staff to give their all for the development of their organization and the nation at large.
3. Government and the various staff unions in the conflict circle should come together and resolve every issue between them in order to minimize the occurrence of conflicts for performance not to be affected in the organizations.
4. The management of NARICT should constitute a committed and vibrant conflict management team and strategies in order to straighten the process in the organization for improve performance.

5. Since organizational performance is a function of conflict management, its mechanism in organizations should be straighten more with all logistics put in place to enhance the process of effective conflicts management in organizations specifically to NARICT and NITT in order to further improve the organization's performance.
6. Government should ensure that there is strict supervision of what is coming into research institutes in the form of resources of whatever for them to be equitably shared among the institutes, individuals and departments and should provide a medium where management staff will be accountable for any penny used to run the organizations. The Director General and other management staff should be reoriented on how to direct or channel organizational resources in order for the best results to be produced with minimum costs. After which if anyone is found wanting, should be used as a scapegoat in order to serve as deterrent to others.

BIBLIOGRAPHY

Adomi, E. E. and Anie, S.O. (2005): Conflict Management in Nigerian University Libraries. *Journal of Library Management*, 27 (8): 8-11

Algert, N.E., and Watson, K. (2006): *Conflict Management Introduction for Individuals and Organizations*, Texas, Bryan publishers.

Alper, S. et al (2003): Conflict Management, Efficacy, and Performance in Organizational Team. *Journal of Personnel Psychology*, 53 (11): 4-7

Amason, A.C. and Schweiger, D. M. (2007): *The Effects of Conflict on Strategic Decision-Making Effectiveness and Organizational Performance*. London: Sage.

Argyris, C. and Schon, D. (2006): *Organizational Learning* (9th ed), Reading MA: Addition-Wesley.

Azamoza, O. (2004): *Industrial Conflict in Nigerian Universities*: *The case of the Academic Staff Union of the University Teacher Strike of December, 2002- June, 2003.* Paper (Unpublished), Dept. of Sociology, Anthropology and Applied Sciences, Bristol University.

Bagshaw, M. (1998): *Conflict Management and Mediation*: Key Leadership Skills for the Millennium, Industrial and Commercial Training.

Barclay, D. (1991): Interdepartmental Conflict in Organizational Buying: The Impact of the Organizational Context. *Journal of Marketing Research*, Vol. 28 No. 2. 21-24

Barney, J. (2008): Firm Resources and Sustained Competitive Advantage. *Journal of Management* 1(17): 30-32

Bateson, G. (2005): *Steps to Ecology of Mind*. San Francisco: Chadler.

Bernadin, H. et al (1995): *Performance Appraisal Design, development and implementation*, Cambridge, Blackwell.

Bodtker, A. M. and Jameson, J. K. (2004): Emotion in Conflict Formation and its Transformation: Application to Organizational Conflict Management. *The International Journal of Conflict Management*, 3 (6): 14-17

Brewer, N. et al (2007): "Gender Role, Organization Status, and Conflict Management Styles". *The International Journal of Conflict Management*. Vol. 13 No. 1. 5-8

Burke, W.W. (2004): Organizational Development: *A Process of Learning and Changing* (8th Ed). Reading, MA: Addison-Wesley.

Chein, M. H. (2007): A Study to Improve Organizational Performance. A View from SHRM. *Journal of American Academy of Business*, Vol. 4, No. 2 19-21

Communication and Management, Copenhagen Business School, Denmark.

Constatino, C. A. and Merchant, C. (2009): *Designing Conflict Management System*. Jossey Bass.

Courpasson, D. (2005*): Soft Constraint: Liberal Organizations and Domination*. Copenhagen, Liber and Copenhagen Business School Press.

Daft, R. L. (2009): *Organization Theory and Design* (11th ed), New Jersey, USA, South-Western College Publishers.

Darling, J., Walker, W. (2007): Effective Conflict Management: Use of the Behavioural Style Model, *Leadership and Organization Development Journal*, Vol. 22 No. 5 13-16

De Church, L. A. and Marks, M.A. (2001): Maximising the Benefits of Task Conflict; the Role of Conflict Management. *The International Journal of Conflict Management* 12 (3): 3-5

De Dren, C.K.W. and Weigart, L. R. (2003): Task Versus Relationship Conflict, Team Performance and Team Member Satisfaction: A Meta-Analysis, *Journal of Applied Psychology*, 4 (8): 26-28

Deer, B. C. (2006): Managing Organizational Conflict, *California Management Wintco*. Vol. 21 No. 5. 8-9

Denison, D. R. and Maishra, K. (2004): *Corporate Culture and Organizational Effectiveness*. New York: John Wiley and Sons.

Deutch, M. (2005): *The Resolution of Conflict*: Constructive and Destructive Process. New Haven: Yale University Press.

Deutch, M. and Coleman, P. T. (2006): *The Handbook of Conflict Resolution*. San Francisco: Jossy Bass.

Dijkstra, M. T.M. (2006): *Workplace Conflict and Individual Wellbeing*. PhD. Dissertation (Unpublished), University of Amsterdam.

Dodd, D. (2003): *The Importance of a Portal Strategy was computing*. www.computing.co.uk

Doyle, P. (2005): Setting Business Objectives and Measuring Performance. *European Management Journal*, Vol. 14, No. 3 17-19

Edward, S. C. and Walton, G. (2007): Change and Conflict. *Journal of Library Management*. 21(1): 6-9

Fakunle, K.M. (2011): *Conflict Management as a Tool for Performance in National Television Authority (NTA), Abeokuta*. MBA Thesis (Unpublished), Obafemi Awolowo University, Ile-Ife.

Fiol, C.M. (2008): Consensus, Diversity and Learning Organization. *Organization Science Journal*, 5 (2): 12-14

Garvin, D. A. (2006): *Learning in Action: A Guide to Putting the Learning Organization to Work.* Boston: Harvard Business School Press.

Ghalayini, A. M. and Noble, J. S. (2008): "The Changing Basis of Performance Measurement", *International Journal of Operations Production Management*, Vol. 21 No. 7 24-26

Griffin, R. W. (2006). *Management* (7th ed), Boston: Houghton Mifflin.

Gross, M. A. and Guerrero, L. K. (2000): "Managing Conflict Appropriately and Effectively; an Application of the Competence Model to Rahim's Organizational Conflict Styles". *International Journal of Conflict Management*, Vol. 11 No. 3. 14-17

Hansen, G. S. and Wernerfelt (2004): Determinants of Firm Performance: Relative-Importance of Economics and Organizational Factors. *Strategic Management Journal* 10 (5): 4-6

Haper, C. E. (2011): *Conflict Management Styles, Strength of Conflict Management Self-Efficiency and Moral Development Levels of School Counsellors*. A Ph.D Thesis (Unpublished), North Caroline State University, USA.

Hart, B. (2000): *Conflict in the Workplace*. Behavioural Consultants, London, Leeds Publishers.

Hatch, M. J. (2004): *Organizational Theory*. Oxford: Oxford University Press.

Havenga, W. (2004): *Conflict Management within a Local Government Environment*. M.A. Thesis (Unpublished), Potchefstroom University.

Hefferman, M. M. and Flood, P.C. (2006): An Exploration of the Relationship between Managerial Competencies, Organizational, Characteristics; and Performance in Irish Organizations. *Journal of European Industrial Training*, Vol. 23, No. 11 28-30

Henry, O. (2009): Organizational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*. Vol. 21, No. 8 10-13

Ikeda, A. A. et al (2005): Organizational Conflicts Perceived by Marketing Executives. *Electronic Journal of Business and Organizational Studies*, 10(1): 22-28

Imazai, K. and Ohbuchi, K. (2002): "Conflict Resolution and Procedural Fairness in Japanese Work Organizations". *Japanese Psychological Research Journal*. Vol. 44, No. 2. 18-21

International Journal of Organizational Analysis. Vol. 28, No. 9, 34-37

Jehn, et al. (2001): Why Differences Make a Difference. A Field Study of Diversity, Conflict and Performance in Workgroups. *Administrative Science Quarterly*, 44 (9): 21-24

Jones, G. (2000): *Contemporary Management*, Boston, McGraw-Hill, Boston.

Jones, G. et al (2006): *Contemporary Management* (4th ed) McGraw-Hill, USA: Boston.

Jones, T. S. (2000): "*Emotional Communication in Conflict: Essence and Impact*", Sage Thousand Oaks.

Jung, S. (2003): The Effects of Organizational Culture on Conflict Resolution in Marketing *Journal of American Academy of Business*, VOL. 3, No. 7 12-15

Katz, D. and Kahn, R. L. (2006): *The Social Psychology of Organization*, (8th ed). New York: John Wiley and Sons.

Kome, K.R. (2011): *Research Methodology; Methods and Techniques* (3rd ed), Freetown, Omega Publishers.

Kotter, J. P. and Heskett, L. (2007): *Corporate Culture and Performance.* New York: Free Press.

Kreitner, R. and Kinicky, A. (2001): *Organizational Behaviour.* New York: McGraw-Hill.

Kuper, A. and Kuper, J. (2003): *The Social Science Encyclopedia* (4th Ed.). London: Rout ledge, Taylor and Francis Group.

Luthans, F. et al (1995): Going Beyond Total Quality: The Characteristics, Techniques, and Measures of Learning Organizations, *International Journal of Organizational Analysis*, Vol. 6, No. 2, 30-32

Lyon, (2001): *Theorising Surveillance*: *The Panopticon and Beyond*. Portland: Willan Publishing.

Maltz, E. and Kohli, A. (2000): Reducing Marketing's Conflict with other Functions: The Differential Effects of Integrating Mechanisms. *Journal of the Academy of Marketing Science*, Vol. 28 No. 4, 6-8

Mamiria C.B. and Ganker S.V. (2011): *Personal Management and Cases*, Itmalay, Publishing House.

Marshall, G. (2002): *The Concise Oxford Dictionary of Sociology*. New York: Oxford University Press.

Mayer, B. (2002): *The Dynamics of Conflict Resolution.* San Francisco: Jossy Bass.

McKenna, S. and Richardson, J. (1995): Business Values, Management and Conflict Handling: Issues in Contemporary Singapore, *Journal of Management Development*. Vol. 14, No. 4, 18-21

McShave, S. L. and Glinow, M. A. (2002): *Organizational Behaviour: Emerging Realities for the Workplace Revolution*. Boston, Irwin Graw-Hill.

Mitroff, I. I. (2008): *Smart Thinking for Crazy Times: The Art of Solving the Right Problems*. San Francisco: Berret-Koehler.

NARICT Annual Report (2008/2009) Annual publication

NARICT Documentation Handbill (2012) Handbill for newly employed staff

NARICT Investment Profile (2010) Document containing investment opportunities in the institute.

NARICT Newsletter (2011): Vol. 1, RMRDC printing.

Ngu, S. M. (2008): *Management Principles and Workers Motivation in Nigeria*. Zaria: Gaskiya Corporation.

Nikbin, D. et al (2010): A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, Vol. 1, No. 3, 16-19

NITT Service Charter (2011)

Okeke S.M. (2010): *Introduction to conflict resolution*; (2nd Edition), Michael Olufemi Venture for Open University of Nigeria.

Olakunle, A. O. (2008): *Organizational Dynamics.* Ibadan, Nigeria: Spectrum Books Limited.

Oni, S. F. (2011): *Conflict Management in Communication Industry: A Case of M.T.N. Lagos*. MBA Thesis (Unpublished), University of Lagos.

Onwuchekwa C.I. (2007): Managing Organizational Conflict (2nd Edition), Enugu, Goshen Publishers.

Osuala, C.E. (2008): *Introduction to Research Methodology*. Onitsha: Africana Feb Publishers.

Ozoemenam Mbachu (2011). *Social Science Research Methods.* Kaduna: Medusa Academic Publishers Limited.

Paul, S. D. and Dean, B.M. (2002): *Organizational Behaviour; Solutions for Managers*. New York, USA: McGraw-Hill.

Pondy, L. R. (1967): "Varieties of Organizational Conflict". *Administrative Science Quarterly*. Vol. 14. No. 3, 5-7

Pondy, L. R. (1992): "Reflection on Organizational Conflict". *Journal of Organizational Behaviour*, Vol. 13. No. 2, 7-10

Rahim, M. A. (2002): Towards a Theory of Managing Organizational Conflict. *The International Journal of Conflict Management*, 13 (20): 12-16

Renolds, S., and Kalish, E, (2002): *Managing collaborative conflict resolution*, Yale, New Haven.

Richardo, R. and Wade, D. (2010): *Corporate Performance Management*: How to Build a Better Organization through Measurement Driven Strategies Alignment. Butterworth Heinemann

Rivers, E. (2005): *Management of Difference and Conflict in Companies*: A Guide for Busy Professionals. Centre for Effective Dispute Resolution.

Robbins, S. P., and Judge, T. A. (2009): *Organizational Behaviour*. (13th ed). New Jersey, USA: Prentice Hall.

Robbins, S.P. (2005): *Organizational Behaviour*, New Jersey, USA: Prentice Hall Inc.

Rosenhead (2004): "There is no Formula for Peace and Cooperation". *International Journal of Conflict Management*, Vol. 30. No. 1. 6-8

Rurphy, K.R. and Saal, F.E. (2007)*: Psychology in Organizations:* Integrating Science and Practice. New Jersey: Hillside Eribaum.

Sapru, S.K. (2009): *Administrative Theories and Management Thought*, New Delhi, India, Ghosh publisher.

Schramm-Nielsen, J. (2002): "*Conflict Management in Scandinavia*". Department of Internationa

Shapiro, D. L. (2006): Do Fairness Perceptions Influence Styles of Handling Conflict with Supervisors? *International Journal of Conflict Management*. 11 (9): 9-11

Stannack, P. (2003): Perspective on Employees Performance. *Management Research Journal*, Vol. 21, No. 8, 22-24

Suleiman, A. M. and Abdulla, M. H. (2005): Towards a High Performance Workplace: Managing Corporate Climate and Conflict. *Journal of Management Decision* 43(5) 33-35

Tjosvold, D. (2000): "Cooperative and Competitive Goal Approach to Conflict: Accomplishments and Challenges". *Journal of Applied Psychology*, Vol. 47 No. 3, 4-6

Trovik, S. J. and McGivern, M. (2004): Determinants of Organizational Performance,

Ugo, C. N. (2010): *Effect of Conflict on Workers Performance in Organization: A study of National Emergency Management Agency (NEMA), Abuja*. M.Sc Thesis (Unpublished), University of Abuja.

Urry, J. (2003): *Sociology beyond Societies*. London: Sage.

Venkatraman, N. and Ramanujam, V. (2008): Measurement of Business Performance in Strategy Research: A Comparison Approaches. *Academy of Management Review*, 11 (4) 11-14

Wang, C. and Ahmed, P. (2006): Organizational Learning: A Critical Review. *The Learning Organization*. Vol. 10.No. 1, 16-19.

Whittington, R., and Meyer, M. (2003): *Organizing for Success in the Twenty-First Century*: a starting point for change, Oxford, CLPD publishers.

www.etu.org.za conflict management, 14th Feb., 2010.

Yamane, T. (1973): *Statistics: An Introductory Analysis*, 3rd ed., New York: Harper and Row.

APPENDIX

Appendix i

Questionnaire for Respondent

Conflict Management and Organizational Performance in National Research Institute for Chemical Technology (NARICT) and Nigerian Institute of Transport Technology (NITT), Zaria.

Department of Public Administration,

Faculty of Administration,

Ahmadu Bello University,

Zaria.

Dear Respondent,

I am a post graduate student in the Department of Public Administration, Faculty of Administration, Ahmadu Bello University, Zaria, undertaking a Research on "Conflict Management and Organizational Performance in Some Selected Research Institutes".

I will be grateful if you can fill the attached questionnaire to enable me generates data for my research analysis. Please be assured that all information provided by you will be used strictly for academic purpose and shall be treated with utmost confidentiality.

Please tick (√) as appropriate any option you consider to be correct to you and feel free to comment, when necessary.

Thanks for your cooperation

Stephen Emmanuel Okoriko

<u>Section A</u> (Bio Data of Respondent)

1. Sex Male ( ) Female ( )
2. Age 18-20 ( ) 21-40 ( ) 41-60 ( ) 60 and above ( )
3. Marital status Married ( ) Single ( )

4. Qualification FSLC ( ) SSCE ( ) DIP/NCE ( ) BSC/HND ( )
   M.sc and above ( )
5. Position Senior staff ( ) Junior staff ( )
6. Years of service 1-10 ( ) 11-20 ( ) 21-30 ( ) 30 and above ( )

Section B (competition for scarce resources)

7. Are resources equitably shared among research institutes in the country? Yes ( )
   No ( ) Undecided ( )
8. Are you occupying a single office alone? Yes ( ) No ( ) Undecided ( )
9. Have you ever competed with someone over any resources in the workplace before? Yes ( ) No ( ) Undecided ( )
10. Do you believe that Government is providing adequate working resources to NARICT/NITT? Yes ( ) No ( ) Undecided ( )
11. Are you of the opinion that competition for scarce resources is a cause of conflicts in your organization? Yes ( ) No ( ) Undecided ( )
12. Will you advise the Government to provide more resources to NARICT/NITT? Yes ( ) No ( ) Undecided ( )
13. If yes, can this go a long way in minimizing the rate of conflicts in the organization? Yes ( ) No ( ) Undecided
14. Do industrial actions embarked upon in the past by staff unions have connection with resources of whatever? Yes ( ) No ( ) Undecided ( )

15. Which parties are mostly involved in conflicts in your organization? Staff unions and government ( ) Staff unions and management ( ) Between/among staff or units in the organization ( )
16. On your opinion among the following, what are the causes of conflicts in your organization? Differences in goal and values ( ) Lack of cordial relationship between staff unions and management ( ) Personality clashes and ego problem ( ) Poor communication and organizational structure ( ) Issues of financial and other resources ( ) Unfavourable government policies ( )

Section C (Conflict Management and Organizational Performance)

17. Are you aware of the meaning of conflict? Yes ( ) No ( ) Undecided ( )
18. Are you of the opinion that conflicts exist in all organizations including NARICT/NITT? Yes ( ) No ( ) Undecided ( )
19. If yes, what level of conflicts do you think is common in NARICT/NITT? Interpersonal ( ) intrapersonal ( ) intergroup ( ) intra-group ( ) inter-organizational ( ) intra-organizational ( ) all of the above ( )
20. On your opinion and daily experiences, what can easily cause conflict situations in NARICT/NITT? Task dependency ( ) control over scarce resources ( ) role ambiguity ( ) communication breakdown ( ) differences in goal ( ) personality clash ( ) all of the above ( )
21. Do you believe that consistent conflicts in NARICT/NITT can cripple the organization's performance? Yes ( ) No ( ) Undecided ( )
22. Can conflicts be managed in organizations, especially NARICT/NITT? Yes ( ) No ( ) Undecided ( )

23. Are you aware of any conflict management mechanism put in place in NARICT/NITT?

    Yes ( ) No ( ) Undecided ( )

24. If yes, do you think is effective? Yes ( ) No ( ) Undecided ( )

25. Briefly describe the

    mechanism……

    ……..

26. Do you think there is any relationship between conflict management and improved

    organizational performance in NARICT/NITT? Yes ( ) No ( ) Undecided ( )

27. Have you ever participated in any industrial actions or other forms of conflicts before?

    Yes ( ) No ( ) Undecided ( )

28. If yes, state briefly the major

    cause……

29. What is the impact of conflict on the performance of your organization? Low morale ( )

    Low productivity & economic loss ( ) Lack of new ideas & direction ( )

    insubordination ( ) Low quality output ( )

30. In your opinion how can we minimize conflicts in the

    organization……

    ……

    ……

    ……

    ……

    ……..

31. what do you think are the best ways of managing conflicts in the organization……

……..……

……

……

……

Appendix ii

INTERVIEW GUIDE

1. Interviewee identity i.e. name; position; educational level; etc.
2. The major setback faced by the organization. i.e., the organizational problems.
3. Conflict in the organization. i.e., whether conflict exists and if yes, how has it affected the performance of the organization within the time scope of the study (2007-2011)?

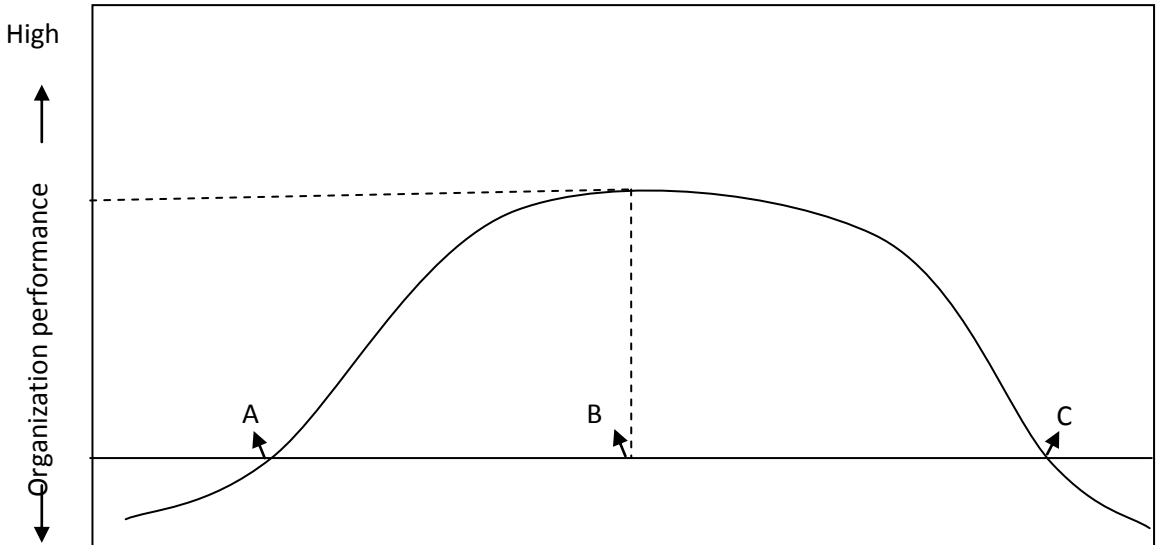
4. How to manage conflict in the organization for improved organizational performance.

CHECK LIST

1. As regards funding, attitude of staff towards their job, awareness, government policies etc.
2. In the areas of; research, production, staff morale and other aspects of performance.
3. Government intervention, ethical reorientation, effective conflict management mechanism, etc.

Appendix iii

Conflict and Organizational Performance Chart



Situation	Level of conflict	Type of conflict	Organizational internal characteristics	Organizational performance outcome
A	Low or none	Dysfunctional	Apathetic stagnant Non responsive to change Lack of new ideas	Low
B	Optimal	Functional	Viable self-critical innovative	High
C	High	Dysfunctional	Disruptive Chaotic Incooperative	Low

Source: Stephen, P. Robbins (2005) Organizational Behaviour.