

THE EFFECT OF CONFLICT MANAGEMENT ON ORGANISATIONAL PRODUCTIVITY  
(A CASE STUDY; NIGERIAN AVIATION HANDLING COMPANY PLC “NAHCO” IN  
LAGOS METROPLIS)

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A RESEARCH PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF  
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DECLARATION

I, Andrew Joseph ASIMEGBE do hereby declare that this project work is entirely my own work and composition. The work embodied in this project has not been submitted in candidature of any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged

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CERTIFICATION

I hereby certify that Andrew Joseph **Asimegbe** conducted this research work in the Department of Human Resource Management in the Faculty of Management Sciences at the University of Benin, Benin City.

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## DEDICATION

I dedicate this research work to the Almighty God, acknowledging His grace and strength that enabled me to initiate and complete this project.

I also extend my dedication of this research work to my beloved parents, Mr. and Mrs. Joseph Asimegbe, who are my world.

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## **ABSTRACT**

*Conflicts are unavoidable in labor-management relations. Indeed, some experts believe that disagreement is an established component of corporate relations since it ultimately leads to much-needed cooperation. In the workplace, conflict is described as enmity particularly people--between management and labor. With the growing understanding that a range of advantages and disadvantages may accrue, it is thought that conflict can be better controlled rather than destroyed. The study's objectives include an assessment of the influence that disputes have on organizational performance, an examination of the characteristics of conflict and employee job commitment, and ways to control dispute within an organization. The following are included in the study hypothesis: a significant relationship between managing disagreements and the company profitability; a relationship with dealing with conflicts implementation of policy and managerial profitability; and a the connection among intelligent collaboration and productivity in the workplace. The research study methodology was used, and the total number of participants turned out (170), but only (150) of the responses was received, evaluated and digitized in chapter four analysis of the data, whilst a statistical approach of the chi-square was employed for evaluating the hypotheses due to forts significant.*



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND TO THE STUDY**

Increasing unpredictability and complexity in firms' working environments create an ideal environment for the emergence of workplace conflict. Organizations are an ideal environment for conflict, including assault, unfair treatment, and differences of personality (ranging from workers, between individuals and their employers, especially freshly appointed management). Conflict among workers is inescapable in any business; if responded to properly, it may function as an impetus for transformation and have a positive impact on worker fulfillment and company efficiency. Unmanaged dissatisfaction on the the contrary, has a negative impact on worker fulfillment as well as job effectiveness. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Abdul and Sehar, 2015). Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups (Weihrich, 1992). Conflict has both positive and negative effects (Russell and Jerome cited in Hotepo, Asokere, Abdul-Azeez1 and Ajemunigbohun, 2010). It may be advantageous when it promotes creativity, new views on old issues, clarification of one's own unique point of view, and an improvement in the ability of individuals for managing differences between individuals. Disputes may be damaging if it causes reluctance to adapt, promotes disruption in workplace or social connections, fosters disdain, fosters loss, or widens the gap of misunderstandings. Conflict is

described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each others' attempt to achieve objectives in an organization (Kazimoto, 2013). This is a technique of engagement & an inescapable byproduct of dealings that emerges as employment dispute and disharmony across individuals and organizations. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adomie and Anie, 2005). As an outcome, management's responsibility is not to suppress or eradicate every conflict, but to regulate disagreements in a way that they enhance as opposed to harm the operation. A constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance (Akanji, 2005). This implies because a properly handled disagreement seeks to improve businesses in order to boost employee satisfaction. Competent methods for resolving conflicts expose faults in business decisions, forcing the management team to make changes and explore productive alternatives. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011) Scientific study findings have shed light on the elements that contribute to disputes at work. inadequate resources, divergent expectations, competitiveness, lack of collaboration, interrelationships and communication issues were identified by Hotepo, Asokere, Abdul - Azeez, and Ajemunigbohun (2010) as reasons that have generated disputes in the Nigerian service business. Relatedly, in the banking sector in Nigeria, Obasan (2011) identified unacceptable terms of employment, poor human relations between management and workers , non – consultation with employees before

making key decisions affecting them, anti-union posture of management and lack of effective mechanism for prevention of conflict as multiple causal factors of workplace conflict. A Philipian study also conducted in the banking industry by Tsevendorj (2008) rated communication failure, perception, values and culture problems as moderately serious sources of conflict. As a result, most employment disagreements are motivated by financial and purpose mismatch. In many organizations in Nigeria today especially brewery companies, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This tendency is due in part to administrators in Nigerian businesses' inability to understand how to settle disputes as meticulously as they do data, personnel, and three finance management structures. Instead, conflict is perceived and addressed incrementally, as local happenings. As a result of the inability to examine and resolve dispute resolution methodically, friction has become destructive in certain companies. This is evidenced by the high frequency of strike action, unhealthy rivalry between and among sub-units and individuals within an organization, sabotage at workplace, slow work, labour turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge and a host of others that are being perpetrated by workers in workplaces (Ojielo, 2002).

## 1.2 STATEMENT OF THE PROBLEM

Disputes in the workplace have consistently been a topic of interest and debate. Dealing with conflicts in organisations has over the years been seen as the sole responsibility of the managers who often times took a rigid stand on how to deal with it; organisations that address conflicts in this manner failed to recognize that conflict is natural in organisational life and has its own both benefits and costs (Ebe and Osibanjo, 2014). In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This tendency is due in part to administrators in Nigerian businesses' inability to understand how to settle disputes as methodically as they do data, human resources, and finance processes. Instead, conflict is perceived and addressed incrementally, as local happenings. As a result of being unable to analyze and resolve conflicts at work sequentially, conflict has become unproductive in certain companies. lingering workplace conflict has a number of unfavorable consequences, including significant economic and interpersonal expenses. Conflict may lead to frustration, tension, low morale, missing meeting deadlines, lack of self confidence, low trust level, communication problems, absenteeism, and legal proceedings (Buss, 2009). Mismanaged conflict affects productivity (Cram and MacWilliams, 2009). Employees' well-being and health suffer as a result of poorly handled disagreement, which leads to disengagement. It is a pattern of neglecting a duty or responsibility (Jung, 2003). Conflict that remains unresolved generates stress, decreases optimism, and makes employees uneasy and unsatisfied. All of these elements translate into decreased satisfaction with employment, embarrassment, shame, and tension of which cause psychological and medical conditions. Escalated conflict leads parties to shun

contact, end communication, withheld information or provide wrong information (Cram and McWilliams, 2009) Empirically, conflicting findings abound on the relationship between conflict management and organizational performance. Olukayode (2015) empirical tests showed a significant positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Abdul and Sehar (2015) and Mba (2013) studies found that conflict management has a significant effect on organizational performance. Whereas, Muhammad & Maria (2013) found that conflict management has a negative effect on organizational performance. Conflicts have both bad and good consequences on organizations, according to Hotepo, Asokere, Abdul-Azeez1, and Ajemunigbohun (2010). The present research is intended to answer this problem since the link between the influence of handling conflicts on company efficiency has not been clarified.

### **1.3. OBJECTIVES OF THE STUDY**

The basic objective of the present study is to explore the impact of resolving conflicts affecting organizational profitability, with the particular goals listed below.

1. The study's goal is to look at the influence of conflict has on worker devotion.
2. Analyze how conflict may be controlled inside the company.
3. Explore the various types of conflict and their effects on organizations,
4. Emphasize the link connecting dispute and efficiency within an organization.
5. Investigate sources, effects, and remedies of disputes in organizations.

### **1.4 RESEARCH QUESTIONS**

To steer investigation and clarify how disagreements can veer to a turnover in company efficiency, the overall impact of workplace-disputes on organizational efficiency, the roots of disagree inside a company, as well as how disagree can be handled successfully to increase efficiency, A number of inquiries regarding research were generated:

1. What are the implications of conflict on organizational productivity levels?
2. How does conflict influence the overall performance of an organization?
3. Which are the main sources for disputes in a company?
4. What actions and procedure can be implemented to effectively manage disputes and improve organizational productivity?

## **1.5 RESEARCH HYPOTHESES**

HO1: Conflict resolution has no discernible impact on corporate productivity.

H1 - Resolution of conflicts has a significant influence on business efficiency.

HO2: The commencement of dispute resolution procedures has no substantial influence on production.

H1- The enactment of dispute resolution procedures has a substantial impact on productivity.

HO3 - Intelligent collaboration resulting from efficient communication will not increase efficiency.

H1 - Intelligent collaboration will increase production as a consequence of good communication.

## **1.6 SIGNIFICANCE OF THE STUDY**

The purpose of this research is to evaluate the impact of conflict management in companies, and to provide practical recommendations that can be used by both governmental and private entities are involved. This research will use the Nigerian Aviation Handling Company (NAHCO) as a case study to analyze the potential advantages that conflict resolution can bring to organizations. It's is anticipated that the results of this study will be beneficial to managers of organizations that are grappling with the issue of conflict, and will provide them with a valuable insight into the positive outcomes that can be achieved when addressing the issue of workplace conflict.

## **1.7 SCOPE OF THE STUDY**

A comprehensive investigation has uncovered that there has been insufficient consideration given to the consequences of discord on organizational performance in this nation, particularly by directors, in spite of the fact that discord is unavoidable and pervasive in the wider public. This study, however, is intending to research into this issue, with an explicit focus on big organizations, to appraise the successes and also to provide the essential advice.

## **1.7 LIMITATION OF THE STUDY**

During the duration of this investigation, the researcher experienced a number of limitations, particularly time and budgetary constraints. These limits made it difficult for the researcher to properly investigate the issue and produce complete results.

## 1.8 OPERATIONAL DEFINITION OF TERMS

**Behaviour:** this is how an individual behaves to a circumstance or event.

**Conflict:** A disagreement involving two or more persons or organizations that arises from a desire to share assets or from opposing aims, values, or viewpoints.

**Communication:** is the process by which a sender formulates, codes, and sends a message, which is then sent over a particular medium and received and processed by a recipient.

**Conflict Management:** This refers to a complete strategy to dealing with disagreements among the individuals involved, with the purpose of minimizing the negative repercussions of the disagreement, preventing new conflict, and maximizing the long-term effects of the dispute.

**Management:** refers to the process of developing plans, guiding or overseeing the actions of an members, as well as employing every other organizational asset to achieve the organization's goals.

**Organization:** A organized social unit made up of a minimum of two individuals who collaborate on a regular schedule to achieve a shared purpose.

**Organizational Efficiency:** This is the total level when all of the assets of the business are employed in the production of every resource in the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

Here our primary objective is to undertake a thorough analysis of pertinent literature that can aid in elucidating the research problem at hand. Additionally, we aim to acknowledge the significant contributions made by previous scholars who have greatly advanced similar research endeavors. By doing so, The remainder of this section aims to improve our understanding of the topic while successfully resolve any current knowledge gaps.

#### **2.1 CONCEPTUAL FRAMEWORK**

##### **Concept of Conflict**

Friction is both an unavoidable and desirable component of the workplace. It is inescapable, complicated, and necessary to the transition effort. According to Mba (2013), there are two sides to conflict, one is destructive, defects cooperation and unhealthy and the other has a problem solving base where those involved are willing to redress personality differences, to listen to others' views and to be open and candid to each other, to be supportive and helpful. Supervisors devote a significant amount of their free time on dispute resolution, consequently disputes resolution have grown vital to their performance. Conflict can be referred to as the process that begins when one party perceives that another party has negatively affected something that the first party cares about (Thomasas cited in Kondalkar, 2007), which indicates that conflict must be perceived by either of the parties. Conflict is described simply as a process which begins as a single party feels that a separate individual has damaged or may continue to do damage anything

vital to the original party. This phrase is wide because it refers to a moment throughout every continuous procedure whereby a situation turns into a genuine interparty conflict. It encompasses a wide range of disputes that people experience in the workplace, such as aim contradictions, differences in fact understanding and arguments over standards of conduct. The term is wide enough to include the whole gamut of disputes levels, from overtly aggressive conduct to more subtle kinds of disagreement.

In the words of Oudeh and Oudeh (2006), conflict occurs in every type of relationship. It occurs whenever our assumptions or expectations do not match with another person's preconceptions or expectations. Conflict arises if a person believes or feels that someone or something else will block his endeavors. Ojo and Abolade (2014) views conflict as a situation of competition in which the parties are aware of the incomparability of potential future position in which each party wishes to occupy a position that is incompatible with the wishes of the other and views organizational conflict as competition by individuals and groups for organizational resources and organizational rewards. Mullins (2005) affirms that conflict as a behavior is intended to obstruct the achievement of some other person's goals. Conflict, in accordance to this author, is caused by incompatible aims and originates from competing acts. It can be regarded from a person's, team's, or corporate standpoint. However, Tjosvold, Dann and Wong as cited in Aina, Awolusi and Odulami (2015) asserts that organizational conflict can be regarded as a dispute that occurs when interest, goals or values of different individuals or groups are incompatible with each other. According to Bisno and Coser as cited in Zafar, Ashfaq, Ali, and Imran (2014) Conflict is an interpersonal process characterized by a battle over ownership of materials, authority and position, beliefs, and various other choices and aspirations. The goals of conflicting parties might range from merely striving to achieve approval of their choice or obtaining an advantageous

benefit to harming or eradicating competitors. Conflict is defined as an any act as well as circumstance resulting from dissatisfaction contradictions, or opposing within those involved in the project inside the scope of their responsibilities under the contract, provided that such discord, inconsistency, or response has not grown into an argument that require the involvement of a third party.

### **Meaning of Organizational Conflict**

Disputes is viewed as an effect of conduct, which is an essential component of the lives of people. Dunlop (2002) expresses that conflict is a disagreement between two or more individuals or groups with each individual or group trying to make the other accept its view or position. Ugbaja (2002) defines organizational conflict as any dispute, individual or group, that arises in the work place which causes disharmony among a group of workers or between an individual and the management. Sinclair (2005) sees conflict as a disagreement between employees and their employers. In analyzing conflict situation in corporate organizations, McDaniel (2001) explains that organizational conflicts arise because participants in an organization differ in their attitudes, values, beliefs, goals and understanding. As a result, confrontation is inescapable. This suggests that conflict inside of organizations is caused by differences in the orientation, personalities, and affiliations of people and teams inside a structure of organization. In the context of industrial relations, Levine (2000) describes organizational conflict as any disagreement between workers and employers over a breach of the tent. There will be organizational harmony as long as employees and employers follow the conditions of the agreement. Disagreements stemming from breaches of employment contract provisions have been known to cause organizational disputes. The core theme and topic of discussion of industrial relations is dispute resolution and accommodation. Workers and

employers negotiate agreements on the terms of labor and working conditions. Ubaku (2003) explains that the terms of employment of persons include such things as wages, hours of work compensation, leave, promotion, fringe benefits among others. Workplace circumstances include the environment to the worker's efficiency or pleasure of the job, which includes security and working conditions in general, as well as the employee's health and wellbeing. Nwatu (2004) remarks that in all organizations, employees and employers have common interests in getting work done. What defines work, how work should be done, and the pricing of services related to labor in the production process are examples of areas wherein the goals of the two parties differ. It is therefore critical to put in place mechanisms for the efficient management of conflicts that arise naturally as a result of their shared and opposing interests.

### **Types of Conflicts in Organizations**

According to Doyles (2000), there are two kinds of conflict in organizations: individual conflict (which in turn may occur as a result of one employee sensation aggrieved) and collective disagree (which can develop as a result of an individual employee or may result from a disagreement among the union and management). Individual conflict develops when an employee believes that he has been mistreated or deprived of something that he is legally entitled to. This might be due to an unjust disciplinary action taken against the employee, a lack of advancement chances for him, or the failure to receive an annual increase, among other things. This dispute, if not properly examined, may have negative consequences for the employee in question. Collective disagreement, on the other hand, results from either misreading of an employment contract or lack of implementation of the entire or sections of the agreement. It might also be the outcome of a breakdown in labor negotiations. Doyles (2000) expresses that in some cases, a conflict that begins as an individual conflict can develop into a collective conflict.

In general, disagreements involving a person are always about his rights, or what he believes he has a right to as a worker in his employment. Except in circumstances of individual disputes, collective conflicts are mostly focused with economic issues. The dispute may emerge as a result of a breakdown in collective bargaining, misreading of collective bargaining, or, in certain situations, non-implementation of the entire or sections of the agreement. While agreeing with this expression, Dunlop (2002) remarks that organizational conflicts that arise from collective grievances may also be the result of nonobservance of conditions of an individual or disciplinary measures. Many disputes within companies may be caused by events that are not regulated by rules. Such disputes are mostly the product of individual workers, and may be the consequence of a claimed ill-treatment of staff members by their manager or the result of a particular claimed right.

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

They are as follows:

- i. intra-personal conflict
- ii. Relational strife
- iii. Personal-group rivalry
- iv. Inter-group rivalry
- v. disagreement between organizations

### **i. Intra-personal conflict**

As a result, intra-personal conflict emerges inside an individual as a result of a conflict between the aims of the individual and the ideals required of him. The situation causes stress in the

individual as he attempts to fulfill both his personal interests and what others expect of him.. Nwatu (2004) exemplifies this type of conflict with a bank cashier who is expected to remain polite to a customer in the face of high level of provocation by the customer just to maintain good relations with the customer.

## **ii. Inter-personal conflict**

According to Chandan (2005), this sort of conflict happens among two or more persons in the organization. It happens if individuals disagree on the purpose of an organization and are allowed to decide for oneself. Their distinct organizational aims may contradict, leading to arguments that are based on beliefs rather than facts. Competition between individual workers is also a result of limited openings and prospects for human growth and advancement within the business.

## **iii. Personal-Group conflict**

Osborne (2001) describes an organization as two or more individuals moving individually but unifiedly toward a similar objective, while sharing common concerns, beliefs, or philosophies. Individual members are required to closely conform to the group's standards when their behavior is not in accordance with the group's rules and values.

## **iv. Inter-group conflict:**

This sort of conflict happens when organizations, departments, divisions, or units within an organization disagree on established standards and principles. Chandan (2005:116) observes that such conflicts are not personal in nature because they arise from factors inherent in the organizations structure e.g. when tasks are properly defined, they cause conflict. Such disputes may develop again as a result of differences in performance requirements for various

departments and organizations. In exemplifying this type of conflict, Nwatu (2004:97) explains that cashiers are rewarded on the basis of the number of customers attended to at the counter whereas customer-care staffs are rewarded based on the level of satisfaction they offer to customers. When teller employees engage directly a greater number of people consumers than Communications personnel, disagreement is unavoidable.

#### **v. Organizational Conflict**

These types of disputes occur inside organizations. Such conflict happens when one The practices of the company cause displeasure amongst the leadership or staff of another organization.

#### **Causes of conflict**

Several elements have been recognized as potential sources of organizational conflict. These are some examples:. The exchange of thoughts, details, or learning from one individual to another is referred to as dialogue. By discussion, leadership educates individuals about decisions made to safeguard employees' welfare as a whole while workers speak to leadership about what they want and difficulties. In this way, interaction promotes corporate relationships and fosters cooperation throughout everyone on the staff.

However, Ugbaja (2002) observes that when communication is ineffective, there is information gap between the management team and employees on the one hand and between the employees on the other, and even among the managers. In this situation, a lack of confidence confusion, and suspicions are inescapable. As an outcome, a dispute between departments emerges when workers remain unaware of why certain decisions are taken given that they weren't enlightened.

. **Organizational Policies and Objectives:** In business organizations, organisational goals and procedures are constantly sources of contention. Organizational goals are usually task-driven rather than welfare-driven. Darel (2003) states that this always creates tension and conflicts in the organization as such goals often conflict with employee's goal. For example, profit ploughback policies leave little money for improving worker wellbeing.

. **Individual Goal and Objectives:** Individual staff members have their own objectives when working for the company. purpose of joining a company is to obtain a method of achieving individual goals. some numerous instances, these induividual objectives. Darel (2003) also states that such goal incongruence when employees are unable to achieve their personal aims and objectives.

. **Nature of Assignments:** The specifics of the jobs performed by employees may be a cause of contention. Some activities are simple and do not put persons under pressure to do them. Others are extremely tough and demanding to complete. Ankwor (2006) remarks that difficult and stressful tasks are a serious factor that causes conflicts in organizations especially where the principle of job rotation dose not obtain, Such jobs give workers frustrations.

. **Management Style:** This is additionally referred to as a style of management, the interactions between employers and a connection, or superior-subordinate interaction. employees often dislike autocratic or authoritarian management or leadership styles. Ankwor (2006) observes that this leads to oppressive or master-slave relationship in corporate organizations. The Conflict in such interactions typically results in confrontation.

### **Effects of Organizational conflict**

According to Kondaldar (2007), conflict is detrimental since it has a negative impact on organizational performance. Whenever a disagreement becomes out of hand, the dispute takes on

a catastrophic character. Inactivity among employees and turnover increase when staff are unable to deal with a dispute scenario. It will be so devastating which impede collective jeopardize group existence, and result to the extinction of the organization.

As opined by Mullins (2005) extreme cases of conflict in organizations can have very upsetting, or even tragic consequences for some people and have adverse effects on organizational performance. Excessive mental or physical stress can also result from conflict situations. increase employee turnover, increase hostility, aggressive behavior, retarded communication, mistrust, suspicion, decreases in group cohesion and subjugation of group objectives to the predominance of member fights. On the other hand, Kondalder (2007) is of the opinion that conflict is good for the organization as it produces new ideas, increases competitive spirit, cohesiveness in the team and instills an atmosphere of brotherhood in the organization. This is only feasible if ideas are affirmatively channeled and positions of power, self-determination, the flexibility are distributed correctly. However, Contradiction is not necessarily a negative trait. If used correctly, it has an opportunity to be useful controlled. It has the power to invigorate and revitalize groups and societies. Conflict can be considered as a "effective" force, which can even be promoted in some instances. It may be considered, for example, as a tool for gradually improving the structure and working as well as the method of making decisions. Conflict may serve as a fuel towards internal as well as exterior growth. When discovered and managed appropriately, it can help to mitigate the detrimental effects that result from the win-lose predicament.

### **Concept of Conflict Management**

Conflict management is seen as a broad concept including conflict resolution, the transforming of the nature of conflict to be good and the fostering of peaceful coexistence (Mohammed, 2006)

According to the author, it is a long term arrangement involving official organization and institutions for stopping and preventing the conflict whenever it is about to arise. In a nutshell, conflict management is a term for the various methods in which individuals resolve disputes, defending what they believe to be right versus what they believe to be wrong. Conflict resolution necessitates a blend of intellectual and interpersonal abilities. It influences individual wellbeing, group performance and organizational effectiveness (Carsten, Arne, Bianca, Esther, & Aukje as cited in Yusuf & Anuar, 2014). As such, conflict management involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict with the aim of enhancing learning and group outcomes, including effectiveness or performance in an organizational setting (Rahim, 2011). Conflict resolution is considered effective when it achieves its aim by establishing an equitable approach-approach or consensus accord that is agreeable to both sides. According to Onwuchekwa, as mentioned in Ezeanyim (2010), conflict management is a method of managing conflicts within an organization so that it does not result in disorganization of an organization's activities, thereby preventing effective attainment of the organization's goals.

Shanker (2013) opines that conflict management is the ability to work under stress and continued to be productive. According to the author, it is a method of supporting confrontation management of workplace disputes, which is regarded as one of the most significant and serious managerial responsibilities. According to the Foundation Coalition (n.d.) and Usoro, Ekpenyong, and Effiong (2014), conflict management is the idea that while not all disputes can be resolved, understanding how to manage disputes can reduce the likelihood of nonproductive escalation. It include learning conflict resolution skills, being self-aware of conflict modes, developing conflict interpersonal abilities, and constructing a system for conflict management in one's

surroundings. Usoro et al. (2014) further explains that it is a process that embraces all articulated strategies, interventions and institutional mechanisms in controlling the escalation of conflict. Omisore and Ashimi (2014), posits that dealing with conflict between and among individuals can be one of the most frustrating and uncomfortable experiences for an administrator. As a result, each attempt by a leader to change a specific dispute stance necessitates knowledge of its genesis. An understanding of the source improves the probability that the proper resolution or stimulation technique will be selected (Robbins as cited in Omisore & Ashimi, 2014). Violetta (2012) argues that the most important element of conflict management strategy is not only the early recognition of the conflict but the keeping of attention to the conflicting parties as these elements are important when a manager deals with functional or dysfunctional conflicts. As a result, the efficacy or ineffectiveness of conflict management is primarily determined by how well the origins of the dispute are understood.

### **Strategies for Conflict Management**

When conflict arises, it is critical for managers to look for methods to resolve it. According to Lazarus (2014), conflict management methods are internal procedures employed by different organizations in settling conflict. Conflict scholars have found a variety of conflict management tactics that may be used to handle conflict constructively. Locke (2009) identifies techniques for handling conflict as follows: mediation (intervention of third party) and negotiation (distributive/win-lose and collaborative/win-win). Conflict between parties can also be resolved by five different modes such as: avoidance, competing, collaborating, accommodating, and compromising (Kondalkar, 2007). According to Kinnander (2011), Ginnett and Curphy present five frequent ways to conflict resolution: rivalry, accommodation, sharing, cooperation, and

avoidance. identifies Conflict resolution goals or tactics that employ two dimensions: collaboration ( the extent in which one party strives to meet the concerns of the competitors) and assertive (the amount to that one party tries to address worries). The five conflict resolution objectives or tactics are, however, competition, accommodation, Working together, compromising, and resistance are all options. The separate factors for the study, collaboration, compromise, and avoidance techniques, are going to be used and described fully for the aim of this research. This is due to the researcher's perception of them as middle belt methods centered around assertiveness and cooperativeness; collaborating (Assertive as well as Cooperative), jeopardizing (Mid-range of both assertiveness and Cooperativeness), and minimizing (Unassertive and Uncooperative), as well as the three conflict management strategies providing an adequate equilibrium for both parties involved in the conflicting problem. The success or efficacy of an organization's tactics may be judged by the amount to which they restrict conflict behavior and assist in reaching a satisfying solution. However, depending on the individual scenario, the personality characteristics of the participants, the intended goals, and the time available, any of the five conflict management tactics may be acceptable and successful.

### **Concept of Organizational Productivity**

Any business's goal should be to continuously increase performance since only through performance can an organization develop and flourish. Zeitun and Tian (2007), explains performance as a controversial issue in the financial strategy of most corporate organizations due to its multi-dimensional meanings. The idea is used to assess the achievement of a firm that has the legal standing of an organization. To provide context for the notion, a specific and adequate explanation for the setting where it is utilized should be provided. However, the concept of organizational performance is very common in the academic literature, as it is one of the most

widely used variable in organizational research today, yet at the same time, it remains one of the most vague and loosely defined constructs (Rogers et al. as cited in Jahanshahi, Reraei, Nawaser, Ranjbar & Pitamber, 2012). Its definition is difficult as there are many definitions of organizational performance and no two definitions agree on the precise characteristics (Abusa, 2011). According to Griffin (2003), 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. Organizational performance according to Iravo (2011) is rapidly becoming more accepted as necessary to enhance the productivity and profitability of organizations and is consequently expanding. According to Almajalietal. (2012), organizational performance is defined as the outcome of an activity carried out by an organization in relation to its authority and duty in attaining the objective lawfully, not against the law, and in accordance with the organization's morale and ethics. Lebens and Euske (2006) define organizational performance as a set of financial and non-financial indicators which offer information on the degree of achievement of organizational objectives and results. In the words of Javed and Javed (2013), organizational performance and its goals achievement depend upon the will and motivation of employees to achieve the personal goals aligned with the achievement of organizational goals. These scholars related organizational performance to individual employees' will and drive to achieve, which account for either organizational success or failure. Depending on the study's standpoint, multiple ways of assessing organizational performance may be used. Organizational performance according to Hansen and Mowen (2005) can be measured either financially or non-financially and it is important to note that the measurement of organizational performance may be affected by the objective of an organization which in turn affects the choice of the performance measures. Financial performance measures such as profit maximization,

maximizing profit on asset, and maximizing shareholders benefits are the core of firms“ effectiveness (Chakravarthy, 1986).

## **EFFECT OF CONFLICT MANAGEMENT ON ORGANIZATIONAL PRODUCTIVITY**

Many individuals naturally associate conflict with poor team and organizational performance. The aforementioned assumption is frequently false (Robbins, S. P. Judge, A. T. Millett, and T. Waters-Marsh 2008). Controversy can be advantageous or destructive depending on the way things work an organization. Conflict levels might be either too excessive or too low. Any extremity has a negative impact on effectiveness. An optimal level of competition is one where there sufficient disagreement to prevent stalemate, encourage innovation, alleviate tensions, and sow the groundwork of alter, with however not sufficiently so because it is disturbing or hinders activity synchronization. Insufficient or a large amounts of disagreement can impede an organization's efficacy, leading to a poorer member satisfaction, greater absenteeism and rate of turnover, and, finally, lower production. While dispute is at an ideal level, optimism ought to be decreased, inspiration ought to increase of the development of a demanding and asking surroundings with a vitality that renders work interesting, and turnover should be sufficient to rid of the company of rebels and poor performers. Managing conflict to improve organizational performance entails ensuring that the degree of conflict is neither too high nor too low, but rather that it is promoted at the ideal level.

According to Brown, as stated in Iravo (2011), the importance of managing conflicts in organizational success is contingent on a situation, namely contingency. As a result, Contingency Theory acknowledges the impact of the solution in question on company conduct patterns. The unintended consequences of unsolved conflict in businesses are huge, according to Rivers, as mentioned in Zafar, Ashfar, Ali, and Imran (2014), and finding effective strategies for handling and solving organizational disputes may have a major influence on productivity and therefore organizational success. When people are overwhelmed emotionally, cognitively, and behaviorally by disputes, performance of people and organizations suffers. Sensed Nigeria Limited's management ought to thus guarantee that conflict within the company is well managed; otherwise it may have a detrimental effect on organizational performance and accomplishment of the organization's goals and objectives, which can hinder organizational continuity in the long run.

## **2.2 THEORITICAL FRAMEWORK**

A theoretical framework comprises concepts and current theories utilized for a specific investigation, along with their meanings and references to relevant literature. This demonstrates an understanding of theories and concepts that are relevant to the topic of a research paper and that relate to the broader areas of knowledge being considered (Labaree, 2009).

### **Conflict Theory**

Conflict theory is synonymous with the pluralist frame of reference which is also credited to Fox (1966). Pursuant to this view, the firm is a collection of diverse sectors with distinctive characteristics, preferences, and goals; hence, workers having opinions and goals which are different from others within the organization of administration, and their principles and Aspirations are usually at war with those belonging to business. Disputes, argued scholars of

conflict, is an inescapable, rational, working, and inevitable phenomenon in companies and is dealt with by concession and resolution during negotiations between employees. a number of those who study conflict, labor organizations are appropriate alternatives for corporate regulations or advantages, and they encourage innovation and collaboration. This view recognizes trade unions as legitimate representative organizations which enable groups of employees to influence management decisions (Rose, 2008). Rose goes on to add that in evaluating the state of working conditions in many important organized firms, the perspective of plurality proves to be significantly more relevant than the monolithic standpoint, as well as consistent with current social trends.

### **Contingency Theory**

This is a behavioral hypothesis proposed in 1964 by Fred Fiedler. The notion states that there is no universal or optimum approach to run a company which means an organizational/leadership style that works well in one scenario may not work well in another. According to the notion, a manager's performance is determined by the interaction of task, or relationship, incentive, and situation. In other words, various situations necessitate different management techniques, with an emphasis on either encouraging job completion or sustaining harmonious group interactions. It is best described as a "it all depends" mentality. The relevant management activities and techniques are determined by the circumstances. Executives with a contingency perspective use an adaptable strategy to issue solving, drawing on a variety of ideas and experiences and evaluating various choices. Managers in the contingency viewpoint are tasked with assessing which managerial style is most likely to be beneficial in a particular circumstance. It acknowledges the critical importance of particular manager performance in each specific circumstance, and the contingency strategy is heavily reliant on the manager's expertise and judgment in a given

situation with specific organizational setting. Contingency theory, on the other hand, is composed of six independent factors (strategic planning, task management, technology, organizational size, structure, & cultures) and four dependant concepts (efficiency and organization effectiveness). The study focuses on strategy as the independent variable and organizational performance as the dependent variable. The fact that there is no one ideal technique for resolving organizational conflict influenced the choice to base the study on this hypothesis. A strategy is considered appropriate for a conflict situation if its use leads to effective formulation and/or solution to a problem (Rahim, 2011).

### **2.3 EMPIRICAL REVIEW**

Ebhote and Monday (2015) performed a qualitative study on conflict resolution, a managerial strategy for boosting organizational performance. It was determined that managers, having efficiently managed the dispute, can employ the tactics or approaches used to settle future conflicts that may arise. It is a subjective investigation. A study was carried out by Rabinarayan (2004) to examine the relative effectiveness of conflict management strategies (withdrawing, smoothing, compromise, forcing and problem solving) in the frame work of superior-subordinate relationships in India. A questionnaire was distributed to 345 managers in the steel and paper sectors, and the data was evaluated using the mean, standard deviation, and multiple regression. According to the findings, issue solving was the most successful approach of conflict resolution, followed by smoothing behaviors. The study concluded that there's a need to reduce the excessive usage of compromise strategies that is currently being used. The research focused on an alternate dependent variable. Oparanma, Hamilton, and Ohaka (2009) investigated conflict management managing practices in non-profit organizations in Port Harcourt. The descriptive

study design was used, along with a questionnaire and personal interviews. An aggregate over eighty survey responses have been provided to each of the subordinate and superior staff members, and it was shown that disputes in non-profit organizations may be handled whenever managers take part in labor negotiations, promote human comprehension and accept subservient aspirations.

Sima et al. (2012) examined the effects of conflict management strategies on job stress of the staff of emergencies in Mashhad hospitals, Iran. Using descriptive design with copies of questionnaire distributed to 55 employees, the study found that avoidance strategy has a negative and meaningful effect on job stress, solution-oriented strategy has a positive and meaningful effect on job stress, and control has a positive and meaningful effect on staff's job stress. The study was conducted on a different dependent variable. Mba (2013) also carried out a research on conflict management and employees' performance in Julius Berger Nigeria Plc Bonny Island, Bayelsa State. The study was carried out utilizing a descriptive research approach with 50 randomly selected sample respondents from Julius Berger, consisting of 25 management workers and 25 non-managerial employees. The information gathered was analyzed using inferential and descriptive statistics. The investigation revealed a substantial association between conflict management methods and employee performance, which have proved reasonably beneficial in reducing the occurrence of disruptive disputes while favorably improving employee productivity. The research, on the other hand, makes use of employee performance, which is a component of organizational performance.

El Dahshan and Keshk (2014) conducted a study to determine the main conflict management styles from both nurse managers and their staff nurses' points of view and investigating its effect on nurses' turnover intention. Descriptive correlation research design was used to analyze data with questionnaires distributed to 30 nurse managers and 150 staff nurses. According to the study's findings, the most commonly used method of conflict resolution was avoidance, while the least commonly employed 51 type was competition. It was determined that there was a

statistically significant positive relationship among turnover intention and each of the three methods of conflict resolution (collaboration, compromise, and avoidance), as well as a statistically significant negative relationship among turnover intention and participating style. However, the study takes into account an additional dependent variable.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

In this chapter, we discussed the investigation procedure in the project at hand. A research methodology is a logical or mathematically sound approach utilized for communicating the results of the experiment to its investigation spectators, likewise referred to as investigation benefactors.

#### **3.2 RESEARCH DESIGN**

The primary approach of the scholar is thought to be a comprehensive plan that make up the study work together logically to successfully handle a research challenge. In the current investigation, the observer employed a polling inquiry approach. The reason for this is because of the objective of the poll, that collects people's views and ideas. According to Singleton & Straits, (2009), Survey research can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). Surveying are often employed in sociological and psychological research due to the fact that they are frequently used to express and examine human behavior.

#### **3.3 POPULATION OF THE STUDY**

According to Udoyen (2019), a study population is a group of elements or individuals as the case may be, who share similar characteristics. A few examples of linked qualities include place of residence, age, sexual orientation, sex, or a unique pastime. A community of researchers is defined as a group of people or organizations. items that are similar in description.

The present investigation investigates the impact of dispute resolution on productivity within organizations using NAHCO in Lagos Metropolis as case study.

### **3.4 SAMPLE SIZE DETERMINATION**

A research test is essentially a structured sample of an individual whereby the result of the number of people may be deduced. In basic terms, it is that component of the whole that reflects the whole, and its members have similar qualities (Udoyen, 2019). To establish the size of the sample in the present research, the investigator used the most practical sampling procedure.

### **3.5 SAMPLE SIZE SELECTION TECHNIQUE AND PROCEDURE**

According to Nwana (2005), sampling techniques are procedures adopted to systematically select the chosen sample in a specified way under controls. In the present investigation, a straightforward sampling method was employed to choose responders from the entire sample.

To determine your sample in the present investigation, the scholar used the most practical sampling procedure. The scholar readily selected a total of one hundred and Seventy (170) participants as the representative size for this investigation was selected amongst the whole NAHCO Employees demographic.

According to Torty (2021), a sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

### **3.6 RESEARCH INSTRUMENT AND ADMINISTRATION**

In the purpose of this study, the survey was used as an instrument for research. People who participated were provided with a poll with a variety of questions. The questionnaire was broken down into two components, the initial section of which inquired concerning participants'

biographical or individual data, while the second part of that was in line with the study targets, attempting to offer responses to the issues being explored. Respondents were given the opportunity to respond by checking the corresponding box in the respective column. The questionnaire was individually conducted by the individual conducting the study.

### **3.7 METHOD OF DATA COLLECTION**

To obtain data samples, two types of data collecting were used: main source and secondary source. The use of surveys was the major source, while latter sources included internet-based journals, textbooks, , printed and unpublished works, and publications by government

### **3.8 METHOD OF DATA ANALYSIS**

Data was examined through basic percentages in frequency and tables to offer answers to the study questions. The Chi-Square statistical tool for social science (SPSS) was used to perform the hypothesis test.

### **3.9 THE STUDY'S VALIDITY**

The level of accuracy or degree to which a device truly measures what it is designed to measure is referred to as validity. A valid instrument is one that is suited to fulfill the study objectives. The individual conducting the study designed the survey used for the study and delivered it to the work's manager, who utilized his analytical skills to approve it. The questionnaire's application of the information and statements was scrutinized, analyzed, and theoretically assessed, and the method was subsequently accepted for application during the research.

### 3.10 RELIABILITY OF THE STUDY

The use of Pearson correlation statistic was used. to assess the instrument's dependability. The study instrument was relatively trustworthy, as evidenced by its coefficient value of 0.68. According to (Taber, 2017), a suitable reliability range is between 0.67 and 0.87.

### 3.11 ETHICAL CONSIDERATION

The research study was approved by the Agency's Development Board. All those who participated gave permission in writing before joining in the experiment. The research was conducted through with the approval of the authorized organizations. The occasion for visiting a study site to distribute surveys forms was planned ahead of time.

### 3.12 Operationalization and Measurement of Variables

S/N	Item	Operational Definitions	Measurement	Question
Dependent Variable				
i.	Organizational Productivity	The productiveness of an organization may be analytically characterized as the proficiency and efficacy that occur when a company uses all of its assets to fulfill its mission and targets. Responses to the aforementioned questions will be evaluated utilizing a three-	Three point likert-type questions.	Section Q1-Q10 A

		point scale known as likert..		
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Independent Variable

ii.	Collaborating	Collaborating may be functionally described as a procedure whereby people or organizations cooperate in a synchronized and cohesive approach in order to accomplish an agreed-upon target or aim. Responses to all of these issues will be evaluated on a three-point scale using a likert type.	Three point likert-type questions.	Section Q21-24	B
iii.	Compromise	Compromise may be objectively understood to be the procedure that occurs when a number of people engaged in a conflict or settlement establish an arrangement that is acceptable to all through establishing compromises or identifying mutually beneficial solutions.	Three point likert-type questions.	Section Q11-Q15	B
iv.	Avoidance	Avoidance can be operationally	Three point likert-type	Section Q16-20	B

		<p>defined as a behavioral or cognitive strategy that individuals employ to evade or prevent a particular situation, task, responsibility, or stimulus they find unpleasant, anxiety-inducing, or challenging, Responses to the aforementioned subjects will be evaluated assessed using a three-point scale based on likert.</p>	<p>questions.</p>	
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### 3.13 Model Specification

The model specification considered suitable by the researcher is a multiple linear regression model as follows:

$$\text{Organizational productivity} = f(\text{job design}) \dots\dots\dots (3.1)$$

$$\text{Organizational productivity} = f(\text{collaborating, compromise, avoidance}) \dots\dots\dots (3.2)$$

$$OP = \beta_0 + \beta_1C + \beta_2C + \beta_3A + \varepsilon \dots\dots\dots (3.3)$$

Where;

OP- organizational Productivity

C- Collaborating

C- Compromise

A-Avoidance

$\beta$  – Slope

$\beta_1, \beta_2, \beta_3$  Coefficient

$\varepsilon$ - Error term

## CHAPTER FOUR

### DATA PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 INTRODUCTION

The examination of data produced the research and key informant interviews provided to respondents in the research region is presented in this chapter. The outcomes of the research were utilized to develop the methods of evaluation and interpretation. The statistical analysis of the information displays a straightforward amount of proportion of respondents, along with the meaning of the collected data. A grand total of 170 surveys were distributed to participants, with only 141 (150) returned and verified. This was owing to irregular, incomplete, and improper questionnaire replies. the total of 150 were verified for the analysis in this study.

#### 4.1 DATA PRESENTATION

**Table 4.2: Demographic profile of the respondents**

Demographic information	Frequency	Percent
<b>Gender</b>		
Male	81	54%
Female	69	46%
<b>Age</b>		
22-30	33	22%
31-36	56	37.3%
37-42	35	23.3%
43+	26	17.3%
<b>Marital Status</b>		
Single	84	56%

Married	57	38%
Separated	06	4%
Widowed	03	2%
<b>Education Level</b>		
HND	53	35.3%
BS.c	78	52%
MS.c	19	12.7%

**Source: Field Survey, 2023**

#### 4.2 ANALYSIS OF RESPONSES TO RESEARCH QUESTIONS

Question 1: What might disagreement contribute to a decrease in workplace worker efficiency?

S/N	ITEM STATEMENT	Yes	No	Undecided	Total
1	Makes the staff less focus on the task	150 (100%)	00 (%)	00 (%)	150 (100%)
2	Venting and Frustrations becomes the ordeal of the day	150 (100%)	00 (%)	00 (%)	150 (100%)
3	Leads to absenteeism and at extreme turnover	150 (100%)	00 (%)	00 (%)	150 (100%)

**Source: Field Survey, 2023**

Question 2: Whatever are some of the broad implications regarding disagreements for the success of organizations?

S/N	ITEM STATEMENT	Yes	No	Undecided	Total
1	decreased employee satisfaction,	150	00	00	150

		(100%)	(%)	(%)	(100%)
2	Low morale and job commitment	150	00	00	150
		(100%)	(%)	(%)	(100%)
3	Insubordination and low performance	150	00	00	150
		(100%)	(%)	(%)	(100%)
4	Project failure and economic loss	150	00	00	150
		(100%)	(%)	(%)	(100%)

**Source: Field Survey, 2023**

**Question 3:** How does it bring about conflict in an organization?

S/N	ITEM STATEMENT	Yes	No	Undecided	Total
1	Task interdependencies,	150	00	00	150
		(100%)	(%)	(%)	(100%)
2	Status inconsistencies	150	00	00	150
		(100%)	(%)	(%)	(100%)
3	jurisdictional ambiguities	150	00	00	150
		(100%)	(%)	(%)	(100%)
4	communication problems	150	00	00	150
		(100%)	(%)	(%)	(100%)
5	dependence on common resource pools/tools	150	00	00	150
		(100%)	(%)	(%)	(100%)
6	Individual difference	150	00	00	150

		(100%)	(%)	(%)	(100%)
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**Source: Field Survey, 2023**

**Question 4:** Which of disagreements may be effectively dealt with with the objective to boost performance in a company?

S/N	ITEM STATEMENT	Yes	No	Undecided	Total
1	Prioritize the areas of conflict.;	150 (100%)	00 (%)	00 (%)	150 (100%)
2	<b>encourage constructive discussions on different ideas</b>	150 (100%)	00 (%)	00 (%)	150 (100%)
3	Create an atmosphere of mutual trust.	150 (100%)	00 (%)	00 (%)	150 (100%)
4	Identify points of agreement and disagreement	150 (100%)	00 (%)	00 (%)	150 (100%)
5	Focus on behavior and events, not on personalities.	150 (100%)	00 (%)	00 (%)	150 (100%)

**Source: Field Survey, 2023**

### 4.3 RESEARCH HYPOTHESES

#### Hypothesis 1

HO: Resolution of disputes has no discernible impact on company efficiency.

Hi: Resolution of disputes has a substantial impact on company efficiency.

Table 4.6 shows that disagreement resolution has little influence on productivity in organizations.

<b>Options</b>	<b>Fo</b>	<b>Fe</b>	<b>Fo - Fe</b>	<b>(Fo - Fe)<sup>2</sup></b>	<b>(Fo-Fe)<sup>2</sup>/Fe</b>
Yes	75	50	25	625	12.5
No	38	50	-12	144	2.9
Undecided	37	50	-13	169	3.4
<b>Total</b>	<b>150</b>	<b>150</b>			<b>18.8</b>

**Source: Extract from Contingency Table**

Degree of freedom = (r-1) (c-1)

(3-1) (2-1)

(2) (1)

= 2

The most important table number at 0.05 significant level and computed degree freedom is 5.991.

### **Findings**

The estimated  $X^2 = 18.8$ , which is more than the table corresponding to  $X^2$  at the 0.05 level of significance of 5.991.

### **Decision**

Because the  $X^2$  computed number is more than the essential table number of 18.8 and higher than 5.991, the hypothesis of null is dismissed and the other hypothesis, which asserts that handling conflict has a considerable influence on the efficiency of organizations, is accepted.

### **Hypothesis 2**

HO: The enactment of dispute resolution procedures has no meaningful influence on production.

Hi: The enactment of dispute resolution strategies has a substantial impact on productivity.

**Table 4.7: The enactment of dispute resolution procedures has no meaningful effect on production.**

<b>Options</b>	<b>Fo</b>	<b>Fe</b>	<b>Fo - Fe</b>	<b>(Fo - Fe)<sup>2</sup></b>	<b>(Fo--Fe)<sup>2</sup>/Fe</b>
Yes	72	50	25	484	9.7
No	38	50	-12	144	2.9
Undecided	40	50	-10	100	2.0
<b>Total</b>	<b>150</b>	<b>150</b>			<b>14.6</b>

**Source: Extract from Contingency Table**

$$\text{Degree of freedom} = (r-1) (c-1)$$

$$(3-1) (2-1)$$

$$(2) (1)$$

$$= 2$$

At 0.05 significant level and at a calculated degree of freedom, the critical table value is 5.991.

### **Findings**

The estimated  $X^2 = 14.6$ , which is higher than the table value of  $X^2$  at the 0.05 level of significance of 5.991.

### **Decision**

Because the  $X^2$  computed value is larger than the crucial table value, 14.6 dollars per dollar is larger above 5.991, the null assumption has been dismissed and the second hypothesis, suggesting dispute resolution practices have a considerable influence on profitability, is accepted.

### **Hypothesis 3**

HO - Cognitive collaboration resulting from efficient communication will not increase productivity.

Hi - Cognitive collaboration will increase production as an outcome of good communication.

**Table 4.6: Successful interaction and intellectual teamwork will not increase production.**

Options	Fo	Fe	Fo - Fe	(Fo - Fe) <sup>2</sup>	(Fo--Fe) <sup>2</sup> /Fe
Yes	70	50	20	400	8.0
No	35	50	-15	225	4.5
Undecided	45	50	-5	25	0.5
<b>Total</b>	<b>150</b>	<b>150</b>			<b>13.0</b>

**Source: Extract from Contingency Table**

$$\text{Degree of freedom} = (r-1) (c-1)$$

$$(3-1) (2-1)$$

$$(2) (1)$$

$$= 2$$

At 0.05 significant level and at a calculated degree of freedom, the critical table value is 5.991.

### **Findings**

The estimated  $X^2 = 13.0$ , which is higher than the table value of  $X^2$  at the significance threshold of 0.05 of 5.991.

### **Decision**

Because the  $X^2$  computed value is more larger than the essential table value, which is higher than 5.991, the null prediction is dismissed and the alternative theory, which asserts that handling conflicts strategies have a substantial influence on profitability, is accepted.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 SUMMARY**

The goal of the research is to explore the influence of conflict management on organizational productivity using Nigerian Aviation Handling Company Plc (NAHCO) in Lagos as a case study. The research investigated the cause of disagreements, staff member dedication, and methods for managing conflict within a business. Three factors are included in the research's main theory: a significant connection within disagreement resolution and place of employment profitability; the connection within disagreements management procedure the execution and business profitability; alongside an a connection within knowledgeable working together and workplace efficiency. The survey research design was used for the study, and the researcher chose one hundred and seventy (170) NAHCO members in Lagos as study respondents using a suitable sampling approach. A well-structured questionnaire was distributed to the (170), but only (150) of them were returned and examined. Data was evaluated using basic percentages in frequencies and tables. The Chi-Square statistical tool was used to conduct the hypothesis test.

#### **5.2 CONCLUSION**

Conflicts are an unavoidable element of business operations of various Supervisors and workers, for example, are occasionally conflicting. Dispute is an undesirable fact in all businesses where people compete for jobs, possessions, authority, acceptance, and safety. Conflict circumstances have an influence on the overall efficacy of cooperative organizations because they produce

discord among organizational participants, which has a detrimental impact on organizational performance. This is because fighting in companies wastes valuable time and resources. As a result, conflict resolution has become an important part of corporate management in order to reconcile these divergences. The study's analysis yields the following findings:

1. 1. The core reasons behind conflicts in organizations include task interdependence, power inequalities, regulatory ambiguity, difficulty communicating, depend on shared asset pools/tools, and differences between individuals.

2. The effective implementation of conflict resolution procedures has a significant influence on employment.

3. Organizational conflict can have a important impact on productivity This is since it reduced employee happiness, morale, and work dedication. Insubordination and poor performance result in project failure and financial loss.

4. Approaches to resolve organizational conflict include Prioritize the areas of conflict. Encourage constructive discussions on different idea, create an atmosphere of mutual trust, Identify points of agreement and disagreement and Concentrate on behavior and events rather than people.

### **5.3 RECOMMENDATION**

1. 1. According to this research's outcomes, the subsequent recommendations were made:

2. 1. Institutions (Managers) ought to devote more attention to the conflict phenomenon, boost qualification, and learn/improve conflict management abilities.

3. 2. Trainings on the dispute and its beneficial and detrimental effects can also be done.

4. 3. One of the best and most effective methods is for resolution of conflicts by another person through dispute settlement or direct communication. However, it should be noted that each company has its own distinct style, set of rules, policies, and conditions that cannot be combined in generic guidelines. All of this information should be applied in the job on a regular basis. This will improve employee performance and productivity, and will have a favorable impact on organizational outcomes.

5. 5. It is advised that an adequate dispute resolution system be established and upheld in order for the benefit of as a catalyst for reducing accumulated grievances and motivating staff to perform better.

6. 6. Additionally, there is an ongoing need to educate employees on the appropriate manner to express their complaints. This is done to guarantee staff members do not take the law into their own hands.

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## Appendix

### QUESTIONNAIRE

PLEASE TICK [√] YOUR MOST PREFERRED CHOICE AND AVOID TICKING TWICE ON A QUESTION

#### SECTION A

#### PERSONAL INFORMATION

##### Gender

Male [ ]      Female [ ]

##### Age

25-30 [ ]

31-35 [ ]

36-40 [ ]

41+ [ ]

47 and above [ ]

##### Marital Status

Single Parent [ ]

Married [ ]

Widowed/ Separated [ ]

##### Qualification

NCE [ ]

HND [ ]

B.SC [ ]

M.Sc [ ]

## SECTION B

Question 1: How can conflict lead to organizational decline in productivity level?

S/N	ITEM STATEMENT	Yes	No	Undecided
1	Makes the staff less focus on the task			
2	Venting and Frustrations becomes the ordeal of the day			
3	Leads to absenteeism and at extreme turnover			

Question 2: What are the general effects of conflict on organization performance?

S/N	ITEM STATEMENT	Yes	No	Undecided
1	decreased employee satisfaction,			
2	Low morale and job commitment			
3	Insubordination and low performance			
4	Project failure and economic loss			

Question 3: What bring about conflict in an organization?

S/N	ITEM STATEMENT	Yes	No	Undecided
1	Task interdependencies,			
2	Status inconsistencies			
3	jurisdictional ambiguities			
4	communication problems			
5	dependence on common resource pools/tools			

6	Individual difference			
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**Question 4:** How can conflict be effectively managed in an organization in order to increase productivity?

S/N	ITEM STATEMENT	Yes	No	Undecided
1	Prioritize the areas of conflict.;			
2	encourage constructive discussions on different ideas			
3	create an atmosphere of mutual trust.			
4	Identify points of agreement and disagreement			
5	Focus on behavior and events, not on personalities.			

**Question 5:** Does Conflict management have any significant effect on organizational productivity?

Options	Please tick
Yes	
No	
Uncertain	

**Question 6:** Does implementation of conflict management policies have significant effect on productivity?

Options	Please tick
Yes	

No	
Uncertain	

Question 7: Does intelligent cooperation as a result of effective communication boost productivity?

<b>Options</b>	<b>Please tick</b>
Yes	
No	
Uncertain	