INDUSTRIAL CONFLICT AND EMPLOYEES' PRODUCTIVITY

BY

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DECLARATION

I, OKORONKWO NKECHI VICTORIA, do hereby declare that this project is entirely undertaken by me and a product of my composition. The work embodied in this project has not previously been submitted for the award of any other degree. All references made to works of other persons have been duly acknowledged.

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CERTIFICATION

This is to certify that this project work was carried out by OKORONKWO NKECHI VICTORIA in the Department of Human Resource, Faculty of Management Sciences, University of Benin, Benin City, Edo state in partial fulfillment for the award of Human Resource (B.Sc) degree in Human Resource.

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DEDICATION

This Project is dedicated to God Almighty, my source and strength who enabled me through this programme and to my wonderful family whose love has been a source of strength.

ACKNOWLEDGEMENTS

My sincere gratitude goes to the almighty God for his unending love and has kept me throughout my programme and for the success of this work. I wish to express my profound appreciation to my project supervisor Dr. Mrs. Idubor for her kindness, corrections and accessibility throughout the duration of this work.

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QUESTIONNAIRE

ABSTRACT

This study investigates Industrial conflicts and employees productivity, three research questions and objectives of the study were raised to examine the causes of industrial conflicts in Nigeria, examine the relationship between workers productivity and industrial conflicts and analyze the possible solutions to industrial conflicts in Nigeria .

Relevant Literature from different author were reviewed and the study evaluates that the sample required for the study was based on the population of the study which was the staff of the University of Benin, the sample size is set at 300. The instrument was validated by the research supervisor.

The findings of the study shows that there is a significant relationship between industrial conflicts and employees productivity as most reponses were alike, and that the solutions proffered for industrial conflicts are feasible. The study recommends that Industrial conflicts is unavoidable but proper management can aid it to be beneficial to the organization, while mismanagement can have negative effect on the productivity of employees. The researchers suggest that proper steps are to be put in place to ensure that conflicts are properly managed and solved through negotiation, meditation, conciliation, arbitration litigations etc. The study critically shows how every industrial conflict can affect the organization in either way negatively or positively depending on how the organization chooses to manage it. It leverages on the strength and weakness of the organization in managing and resolving conflicts.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The continuous and successful operation of the organizational assets (both human and material) is heavily reliant on knowledge and motivation to fulfil business objectives (growth, profit, market share, etc.). Employees who are viewed as the means by which organizational objectives are attained, on the other hand, do not generally agree or comply to the organization's administrative processes and ideology. This condition frequently leads to various types of industrial strife. Industrial conflict has been stated to be a cankerworm that has infiltrated most institutions, both public as well as private (Blackburn, 2020). A lot has been done to ensure that workers and employees maintain a right frame of mind in order to give the organization their best and achieve organizational productivity. Scholars have noticed a close relationship between employee's attitude of thinking and their production potential. Employee and organizational productivity can only be accomplished if personnel are given the greatest possible conditions in order to deliver their best. Workers contribute more than 70% of corporate goals and objectives to attaining profitability (Avgar 2020).

According to Kaplan (1992), staff productivity is not only financially reliant, but also non-financially dependent, ensuring a level of compliance with company objectives and goals. Productivity is a component of capacity and inspiration, where capacity includes the abilities, an asset necessary to complete tasks. While an inspiration is portrayed as an internal strength that motivates people to do anything. Employees are also considered to be more sensitive to turnover if they are dissatisfied and hence lose incentive to work well. A happy and pleased employee is more productive, and it is simpler for management to inspire top performers to

achieve business goals (Bingham, 2016). Employee productivity declines as a result of an organization's reward and performance management efficacy. When a corporation maintains high levels of performance in comparison to its competitors, it has a competitive advantage. Productivity is affected by elements such as job satisfaction, organizational dedication, salary, and incentives. Employee motivation is the most important element influencing productivity. Isa (2015) emphasized the necessity of increasing productivity so that workers may perform better and vice versa. Other variables that increase productivity include improving staff abilities and offering training (Avgar 2020).

Internal (intra-personal) and interpersonal disputes consume so much organizational time and attention in many Nigerian firms today that it appears that conflict is their core business (Avgar 2020). Conflicts are a regular occurrence in every organization. Conflict, according to Ester, Agustine, and Osunsan (2020), is commonly defined as a disagreement over interests and views. Conflict often emerges as a consequence of a dispute or disagreement among two parties and is defined by those involved inability to resolve their differences. Conflict is, by definition, universal, pervasive, and unavoidable in human life (Blackburn, 2020). The notion of industrial relations entails an exchange connection between two key players, namely workers and their employers, as well as the state's intervening role. To summarize, conflict is a result of human interaction and relationships. Industrial conflict can thus be defined as these parties' inability to reach agreement on any issue related to the object of between employers and workers interaction, whether or not the lack of agreement results in strikes or other forms of protest. Industrial disputes are unavoidable in businesses and have the potential to devastate a business if not managed appropriately. Wages/salaries, bad working conditions, partialities, discrimination, and other factors

can all contribute to workplace disputes. Nigeria has seen its fair share of industrial crises, dating back to 1964, when the United Labor Union called a nationwide industrial strike over the failure to implement the improved wage system. Workers protested on the streets of Nigeria's main cities, and several labor leaders were tortured by the police as a result (Okolie & Kawedo, 2018).

The educational sector which is a major spring board for any nations development and growth has had its share in the industrial conflict over the years. During the late General Sani Abacha's rule, the academic staff union of universities (ASUU) went on strike for more than a year in 1994, citing inadequate working conditions. In 2002, ASUU also went on strike for six months over the promised better working conditions. In 2010, the academic staff union of universities in Nigeria, notably in the south-eastern states, went on strike for five months over the failure to execute the 2009 FG-ASUU agreement. In 2014 during the Goodluck Jonathan administration, there was an industrial strike action by ASUU which lasted for 6 months while in 2022, there was also another industrial strike action which lasted for 8 months. Agwu (2022) stated that one of the major and obvious shortfall of the Public tertiary institutions in Nigeria is the industrial conflict which exists between ASUU and the federal government which has had tremendous impact on the academic performance of students and also on the effective and efficient productivity of employees in varies public tertiary institutions across the country. Considering the past history of Nigeria industrial relations, It is reasonable to assume that industrial disputes are a prominent feature in Nigerian labor relations and may have an impact on the country's productive capacity if ignored or managed improperly.

1.2 Statement of the research Problem

Industrial crises have become common in Nigerian labor relations. This has had a significant impact on the country's economy, as the gross domestic product (GDP) has been depleted, resulting in employment losses. There have been several conflicts and disagreements between Nigerian employees and their employers, which frequently lead to industrial action and crises, affecting the country's economy since millions of naira are lost each time Nigerian workers go on strike. The failure to cope with disagreement at work can result in significant loss of productivity and emotionally influence the persons and groups involved in the dispute, which can lead to discrimination, unjust treatment, and the unwillingness to ask for what one needs, among other things. The prevalence of industrial conflict in Nigeria is so concerning because of its damaging impact on corporate operations and growth that it has become a source of concern for individuals working in the economic sector (Agwu, 2022). The recorded industrial strikes in the past decades has resulted to tremendous collapse of the educational sector and also in the productivity of employees. Given the last industrial strike which lasted for 8 months, it was recorded that at least 2 staffs died with one recorded death in the University of Benin, due to depression while others were left to find other source of livelihood due to non-payment of salaries because employees were not paid their salaries during the strike period which has resulted in many employees having a lackadaisical attitude towards their job, thus reducing their productivity. In many cases, industrial strikes has made employees to have the notion of “it is not my father’s business” and so do not give in their best in delivering their services effectively.

Furthermore, Agwu (2022) stated that in many sections of public establishment, workers no longer stay till the closing hours before they leave the office. This has been as a result of the fact that many workers have now decided to build their

personal business alongside their jobs should in case of future industrial strike actions. This is however not good as it reduces the concentration and zeal of workers in their job delivery. It is against this backdrop that this research is conducted to examine industrial conflict and its impact on employees' productivity.

1.3 Research Questions

The following research questions were raised to guide the study, they include:

1. What are the causes of industrial conflicts in Nigeria?
2. Is there a relationship between workers productivity and industrial conflicts?
3. What are the possible solutions to industrial conflict in Nigeria?

1.4 Objectives of the Study

The following are the aims and objectives of engaging in this study

1. To ascertain the causes of industrial conflicts in Nigeria
2. To examine the relationship between workers productivity and industrial conflicts.
3. To proffer solutions to industrial conflict in Nigeria.

1.5 Research Hypothesis

The hypothesis is presented in the null form.

Ho_1: There is no significant relationship between industrial conflict and workers productivity

1.6 Significance of the study

The study of industrial conflict has theoretical as well as practical implications.

This theoretical research would be valuable to academics, students, and anybody else who wants to understand more about the meaning, causes, impacts, potential alternatives, and solutions to industrial disputes in higher learning institutions in Nigeria.

It is also of practical importance to the Nigerian government's management and its employees, as it will assist enhance industrial relations, economic bargaining, and collective understanding among them.

It would also give practical industrial people managers with information about the causes, impacts, and potential solutions to industrial conflicts.

1.7 Scope of the Study

This research focuses on the impact of industrial conflicts on worker productivity. The University of Benin, Benin City, is a case study that will be investigated in this study. It will investigate the origins and resolutions of industrial conflicts, as well as the link between industrial conflicts and worker productivity.

1.8 Operational Definition of Key Terms

There are various terms were used severally during the course of this study, some of which are:

Conflicts: It is a scenario in which people, groups, or nations are engaging in a heated debate or conflict over competing ideas or ideals.

Industrial conflict: It is a dispute or difference between management and workers in

the work place. it can arise as a result of different things.

Negotiation: It is a formal conversation held between two or more persons in order to establish an agreement on a certain problem.

Strike: It is a temporary refusal to work within the terms of the current job contract. It is frequently done in order to get a certain concession from their employer.

Industrial action: It is the attitude of one side to a disagreement in order to force the other party to accept its demands.

Poor performance: It denotes a circumstance in which an employee fails to reach the intended aim in the specific task allocated to him or her in the company.

1.9. Limitation of the Study

Since the study is on industrial conflict and employees productivity, it is impossible to rule out the fact that conflict management and the way it affects employee productivity is likely to vary from organization to organization. The variables that were used may not be accurate, which would severely limit the study's ability to produce accurate results, as the data were majorly taken from the staffs of the University of Benin. There are other external economics factors that weren't adequately considered. Time and financial constraints were also some of the limitations experienced by the researcher.

CHAPTER TWO

LITERATURE REVIEW

All relevant material relating to the topic matter of this research effort will be identified and examined in this chapter under the following subheadings: employee productivity, industrial conflict, conflict resolution, and conflict theories.

2.1 Concept of Employee Productivity

Employee productivity (also known as workforce productivity) is a measure of a worker's or group of workers' efficiency. Productivity may be measured in terms of an employee's production throughout a certain time period. Productivity, according to Jason and Glenwick (2016), is an indicator of the amount and level of work done while taking into account the cost of the resources used. The higher an organization's productivity, the greater its edge over competitors, because the expenses of producing its product or service are lower. Improved efficiency does not always imply higher output; possibly fewer workers (or less money or time) were required to generate the same amount. According to Avgar (2020), outcomes are often the final and specified outputs requested from the employee. However, results are not necessarily represented as goods or services for an internal or external customer. They may be in terms of financial successes, community effect, and so on, with outcomes stated in terms of cost, quality, quantity, or time.

Measuring productivity entails measuring how long it takes an average worker to produce a certain amount of output. The amount of time that a group of employees spends on certain tasks such as production, travel, or idle time spent waiting for materials or fixing damaged equipment can also be observed. The approach can assess

whether employees are devoting too much energy away from production to non-productive tasks The firm has influence over this. Employee productivity may be difficult to quantify, yet it has a direct impact on a company's earnings. An employer hires with productivity in mind and may assess a worker's talents at the initial job interview. However, there are various elements on the workplace that assist an individual maximize what they accomplish (Lake, 2000). According to Tierney (2009), maybe no other resource employed for productivity in businesses is as extensively examined as human resources. Many of the operations carried out in a human resource system are intended to have an impact on employee or company productivity. Human resource activities directly linked with productivity include pay, assessment systems, training, selection, job design, and compensation (Avgar, 2020).

According to Belanger et al. (2015), reducing labor expenses and enhancing productivity through the formation of clearer links between compensation and performance are critical human resource management components of competitive advantage. Furthermore, rising worries about productivity and satisfying consumer expectations have sparked fresh interest in strategies aimed to push staff to do more. Improving productivity entails working smarter rather than harder. Although determining the productivity of a knowledge worker is difficult, Bingham (2016) discovered that the productivity of knowledge workers is reliant on the quality of work rather than the quantity. Quality here is the substance of the work, not a minimum and a constraint. When evaluating a teacher's productivity, we are not interested in how many students may be in his or her class, but rather how many pupils learn anything, which is a quality question. Furthermore, when evaluating a medical laboratory's performance, the number of tests done via its machines is secondary to the number of accurate and trustworthy test findings. This is also true

for the clerk's task. Productivity may therefore be estimated after a rigorous examination of quantity as well as quality. And there is no way to achieve improved quality and quantity of work without using effective and appropriate leadership styles.

2.2 Concept of Conflict

The concept of conflict has no one unambiguous definition, since it has been put forward by multiple researchers from various disciplines that are interested in conflict studies. This survey of the literature reveals conceptual affinity with, but no consensus support for, any widely recognized definition of conflict. Budd et al. (2020) defined conflict as "the interactive process manifested in compatibility, disagreement, or dissonance between social entities" and "a process in which one party perceives that its interest is being opposed or negatively affected by another party." Esmark and Noble (2016) stated that “There are tremendous variance in conflicts definitions that includes a range of definition for specific interest and a variety of general definitions that attempt to be all-inclusive”. Despite the lack of an explicit description, it has been observed that most definitions contain at least two autonomous groups with apparent incompatibility. Organizational disagreements are frequently described as regular and reasonable.

Since conflict is an inevitable phenomenon among humans, it may be a good sign of efficient organizational management and can lead to issue solutions, creativity, and innovation, while its absence can lead to stagnation, poor judgments, and ineffectiveness. Conflicts arise most often when the parties do not share behavioral preferences in their cooperative activity or when they have different attitudes, values, beliefs, and abilities. Conflicts can relate to a variety of topics, such as conflict resolution, cultural conflict, ethnic conflict, conflict within an organization, social

conflict, workplace conflict, role conflict, and so on. Conflicts, in any event, can produce positive performance if managed constructively, but if managed destructively, they can cause a disturbance and lead to decreased productivity and bad performance. This study is restricted to industrial dispute in order to map out the influence of workplace disputes on employee performance in a business. Workplace conflict, according to Ester, Agustine, and Osunsan (2020), is the existence of when organizational objectives, values, and interests of individuals or groups in the company are incompatible and obstruct each other's attempts to attain.

2.3 Industrial Conflict

Employers and workers frequently quarrel in the workplace due to different expectations held by both parties regarding industrial arrangements. Naturally, conflict is seen to be a constant visible occurrence in all aspects of human existence. To support the opinions expressed above, Ester et al. (2020) argue that conflict is unavoidable in all aspects of human existence, and that some people see its inaccessibility as the foundation for true social functioning. The desire of an individual or a group of individuals within a particular community for varied purposes, aspirations, and importance frequently leads to the concept of universal conflicts in all aspects of human existence. Though conflict is widely seen as a highly dysfunctional, destructive, unpleasant, and aberrant circumstance, it is also regarded as an avenue for creative occurrence when managed positively (Martins, 2020). However, numerous academics have understood the term of conflict in diverse contexts implying different meanings. Conflict is a connection that exists between people or groups of persons that form a social unit and may feel they have opposing aims (Ester et al., 2020).

Conflict, according to Esmark and Noble (2016), is a mechanism for individuals to vent their rage, disagreement, and unfulfilled demands in exchange for perceived organizational advantages. According to Otite (2001), conflict is a technique of resolving difficulties arising from competing interests as well as concerns linked to societal stability. According to Fajana (2000), industrial conflict is the failure of employers and employees or their unions to achieve an agreement on conditions of industrial relations without considering whether or not the incapacity would result in negative industrial activities. Similarly, industrial conflict is viewed as the whole embodiment of rage expressed by service unions, particularly those involved in wage negotiations with the goal of bargaining better (Martins, 2020). Though disputes manifest themselves in a variety of ways in the workplace, including absenteeism, sabotage, work-to-rule, organizational discontent, strikes, and lockouts, the most common type of conflict in the workplace is strike.

2.3.1 Strike

Strike refers to the rejection or cessation of work by an assembly of employees acting in accord with mutual comprehension in order to persuade an employer to surrender to their demands as stipulated in the conditions of employment. The following statement contains certain crucial elements: it demonstrates negative activity toward work, and the acts are focused on specific goals. Employee-led industrial actions have a significant impact on organizational performance since they waste valuable time on behalf of the organization (Esmark & Noble, 2016).

2.3.2 Forms of Strikes

There are different types of strikes, however the most notable, as stated by Martins

(2020), are:

Wildcat Strike: This type of strike happens when there is a violation or breach in the terms of the agreement signed by the parties, and it is not always technically sanctioned by the parties because management was not informed or warned before such action took place.

Sit-Down Strike: A type of strike in which employees agree to sit and watch at work without necessarily partaking in any form of formal task.

Constitutional Strike: This type of strike entails activities taken to follow the norms of the employment agreement's normal process. These agreements explicitly describe the time and procedure required before employees will challenge management's breach of employment contracts (stop work).

Unconstitutional Strikes: This type of strike action include impeding a company's operation or protest in violation of the laws required by mutual agreement or the applicable public fundamentals (Esmark & Noble, 2016).

Unofficial Strike: Management normally does not support this type of strike. This occurs as a result of union members' mistrust of management, which finally leads to the expression of demands on management without regard for whether such action is supported by those in control of their agitation or at the helm of affairs.

Official Strike: This type of strike is formally sanctioned by management.

2.3.3 Lockouts

Lockouts are directly tied to employers and are considered as the polar opposite of worker strike action. It is an official agreement reached by management to purposefully shut down operations at the workplace or to deprive workers productivity in order to coerce employees or help other organizations in convincing their employees to adopt the provisions of an employment contract. Strikes and lockouts have a negative impact on the sector and the national economy since they generate a loss of output (Mamoria, 2011). Lockout can take the form of machine shutdown, facility lockdown, or personnel lockout.

2.3.4 Sources of Industrial Conflict

When human beings work together, conflict is bound to occur. It is a usual happening in any workplace and as such a lot of time and effort is put in place for settlements. There are various reasons these conflicts occur. Olubiyi *et al.* (2019), stated lack of role clarification as a cause of conflict, as workers would be unsure of their specified duties if not clearly stated by the management. And this could lead to conflict among workers regarding which aspect they are to handle. Afzal, Khan and Ali, (2019) also stated that conflicts occur where there is a difference in interest and goals in the organization, meaning every individual in the team or organization should be fully informed about the aims and goals of the organization to avoid conflict of interest, as clarity helps prevent confusion. Okolie and Kawedo (2018) attributed the causes of conflicts to coverage inconsistencies and incorrect placement of priorities in the organization, when employers try to exploit employees to their own advantage of getting better input and profits without appreciating the employees or giving incentives or benefits as a form of motivation, it can result in conflict. This shows that compensation is important in an organization and poor compensation can lead to

conflict. Compensation is seen as a valid means of motivation for employees. Afzal, Khan and Ali, (2019) on the other hand recognized issues like unacceptable terms of employment, awful employer-employee relationship, ignoring employees' inputs and opinions in decision making of any sort, lack of effective mechanisms for conflict resolution as causes of conflict, because either of these things mentioned has an impact in the relationship level in the organization.

According to Adomi and Ozioma (2016), conflicts can be caused by lack of resources, when employees have limited resources available, there would be a scramble for these resources and it would lead to conflict. Also, he stated competition and lack of cooperation amongst employees and even the management as a cause of conflict, cooperation is known to be the glue between people in any situation and a lack of that would definitely lead to misunderstandings and conflicts. Afzal, Khan and Ali, (2019) opined that conflicts occur because of the level of interdependence that impacts the extent of trust and dedication in an organization. He pointed out a form of asymmetric interdependence that happens while parties involved have conflicting degree of dependence amongst each other. This simply means that in a particular organization, some set of people can wholly choose to rely on others who when reverse is the case would prefer to carry out their activities independently. There are several other causes of conflicts like communication problems, this is a very common case as information can be easily misunderstood and misinterpreted and without a proper and open channel of communication that allows for feedbacks and questions, it would easily lead to conflict. Lack of performance standards can lead to conflicts as performance level and standard quality are needed to be stated clearly for individuals to properly manage their expectations in term of work quality or quantity. Unreasonable time constraints and poorly constructed procedures and process of work

can also lead to conflict.

Olubiyi *et al.* (2019) stated that conflicts is without a doubt related to power and may emerge whilst the intended goal of the organization is completely neglected. It is generally believed that humans are aware of the situations that leads to conflicts, such as incompatible pursuit and goals, obstruction etc. it can also occur when on party is frustrating the other parties' effort to achieve their goals, though Jung opined that conflicts aren't necessarily related and limited to goals and purposes especially in situations where it's reoccurring but the surrounding is stable and methods are well described. In these situations, the reasons for conflicts are possibly greatly associated with personalities, autonomous motives, practical interdependence and status or position. Agwu (2022) furthermore stated some of the possible motives for conflicts in organizations, some of which are:

- As departments develop, humans lose connection with various departments, or branch members begin to assume in different ways from distinct regions.

- The growing emphasis on financial metrics as a motivator for managers, as well as the status quo of multiple revenue facilities inside an integrated enterprise device, is causing numerous tensions.

- Nowadays, there is more opportunity for employees to express their dissatisfaction with one another; nevertheless, while this freedom of expression may be beneficial to society as a whole, it may result in problems in the workplace.

- The rising emphasis on practical specialization, as well as the politics of promotion and recruiting, enhance departmental isolation, resulting in tensions.

- Consumers want lower pricing and higher quality in products and services, creating demands for departments to operate more efficiently, which can lead to departmental disputes.

For conflicts to occur, certain situations must occur. it is necessary to understand the situations that can cause conflicts. Danielsson *et al.* (2015) stated that conflicts can occur over various organizational experiences, which includes incompatible goals, variations of values and ideologies. Conflict is believed to be as a result of perception as it starts when one party believes the other party would hinder his or her efforts. Conflicts could occur due to employers exploiting employees or failure to provide or adhere to agreed working conditions. Hagemeister and Volomer (2018) emphasized on employees' rights and employers' prerogatives which could cause conflicts when trampled upon. This encompasses pay, working conditions etc. they believe change is another source of conflict. Resistance to change is natural and this is because of already existing habits, fear of the unknown, personal ideology and misinterpretation of the changes. Unless a change is properly integrated and managed, it could lead to conflicts. Other reasons for conflicts are competition for power, positions, the need for change, strict rules and communication issues amongst others. As it widely known, every situation has an advantage and a disadvantage.

2.4 Types of Organizational Conflicts

The types of conflicts have been explained in different forms and order by different scholars. Danielsson *et al.* (2015) stated the various kinds of conflicts to be individual and collective conflicts. The individual conflicts are disputes involving a single worker while the collective conflicts just as the name implies involves group of workers. He also stated that an individual conflict can grow into a collective conflict for various

reasons. Most individual conflicts are triggered by an infringement of rights or entitlements and if not properly addressed would have negative effects on the individual involved. Collective conflicts on the other hand are triggered by majorly economic matters like wages and benefits, layoffs, work hours, safety standards, work conditions, medical leaves and a lot more. Manesis Vlachou and Mitropoulou (2019) agreed with the above-mentioned types of conflicts and also added that individual conflicts can also be triggered by unfair disciplinary actions taken against a person, deprivation of opportunities and benefits amongst others, while collective conflicts can be triggered by misinterpretation or non-implementation of collective agreements. It is also noted that most collective conflicts are as a result of neglected individual conflicts. Meanwhile, according to Danielsson *et al.* (2015), organizational conflicts can be categorized as intra-organizational conflicts (conflicts within an organization) and inter-organizational conflicts (conflicts between more than one organization). He further more stated that intra-organizational conflicts can be categorized on the premise of level like individual conflict, collective conflict etc.

2.4.1 Intra-Organizational Conflicts

These are conflicts that takes place on different levels or tiers but within the same organization. On this basis, intra-organizational conflicts may also be categorized as intrapersonal, interpersonal, intragroup and intergroup.

Intrapersonal conflicts: An intrapersonal conflict may occur when an individual is expected to carry out certain duties or roles that's not in line with his or her expertise, interest, goals, values or job description. Ndulue and Ekechukwu (2016) indicated that such conflict occurs within an individual due to being in a state of deciding between incompatible roles.

Interpersonal conflicts: an interpersonal conflict may occur between two or more individuals in an organization. These individuals may be equals or have different hierarchy in level or units. This is mostly a superior-subordinate conflict. Manesis *et al.* (2019) stated that interpersonal conflicts frequently comes up as a result of difference in perceptions, orientations, values, personalities, status or attitudes.

Intragroup conflicts: This is also known as intra-departmental conflicts, it refers to a conflict between two or more subgroups within a group in reference to its desire, techniques etc. This conflict might also be caused as a result of disagreements or incompatibilities among a few or all of the members and leaders of the sub-groups involved. Okolie and Kawedo (2018) observed that department in organizations create a surrounding of elevated volatility because of stiff opposition of scarce aid or because of loss of powerful illustration and popularity in phrases of the price they upload to the business. Ndulue and Ekechukwu (2016) stated that poor leadership leads to high level of apathy amongst workers and that is manifested in a number of negative behaviors.

Intergroup conflicts: This is also known as inter-departmental conflicts, it refers to a conflict between two or more groups in an organization. Examples of this are conflicts between the manufacturing unit and advertisement unit, headquarters and field staffs etc. The most common intergroup conflict is between labour and management.

2.4.2 Inter-Organizational Conflicts

This is basically known as conflicts between different organizations. This is triggered by oppositions and competitions. Okolie and Kawedo (2018), stated that inter-organizational conflicts frequently arise among employee and employers unions once

they vary in the implementation of strategic rules and programmes in their different organizations. Gross and Olubiyi *et al.* (2019) opined that inter-organizational conflicts are to be handled properly for it to be beneficial to both parties and organizations needs to keep away from accepting unethical practices to remedy this conflicts. Ndulue and Ekechukwu (2016) stated that inter organizational conflicts arise when members are involved in activities that are incompatible with those of their colleagues, contributors of different collectivities or consumers of the products or services of the organization.

2.5 Resolution of Conflict

When conflicts occur, it has to be settled in the organization to prevent it from escalating into a generally bad working atmosphere. According to Aguinis (2015), there are techniques already established for settling conflicts in an organization and they are:

Negotiation: This is the first and most basic means of resolving conflicts. It is the mostly an informal means of resolving conflicts in organizations. Negotiation basically entails a meeting between the two parties involved in the conflicts. There are no specific procedures for this as the meeting could be between only the two parties involved or they invite representatives to negotiate on their behalf. Negotiation is usually voluntary, confidential, it allows the parties involved to reach a conclusion without the need for a third party. In situations where no agreement is reached by the parties involved through negotiation, they can decide to use any other method of conflict resolution (Bakker *et al.,* 2021).

Mediation: This is usually the second step taken in conflict resolution when negotiation

doesn't work. mediation is also known as assisted negotiation, it is a situation where a neutral/impartial person is chosen and agreed on by both parties to help with the communication and conflict resolution. The person chosen for a mediation is referred to as the mediator. A mediator can be informal (friend of the parties involved, colleague etc.) or formal (a professional hired for the mediation purpose). Mediation promotes communication and cooperation as it is private and reduces the level of hostility, it saves time and stress as there is a person appointed to interpret the situation and discover the major issues, it allows both party the opportunity to make mutually accepted agreements. Agreements made can be written for legal documentations (Aguinis, 2015).

Conciliation: this is another method of conflict resolution also involves a third party known as the conciliator. Conciliation is a more formal method of resolving conflict. It is a process where the representatives of both parties involved in the conflicts are brought together before a conciliator in order to work out a form of agreement. The conciliator provides parties with a proposal for the resolution of the conflict, they are not under compulsion to accept the proposal but it can be viewed as the basis of their agreements.

Arbitration: arbitration is one of the most formal conflict resolution method, overseen by the arbitrator it is out-of-court method. Arbitration has a due procedure that must be followed during the course of conflict resolution. An arbitration can take place with one or more arbitrators. Since arbitration is the closest method to a court, it allows both parties to present evidence and make arguments, the agreement reached can be enforced in a court, decisions reached by an arbitrator can only be countered in the court. Arbitrators are professionals that are recognized by the law and the

parties are occasionally allowed to choose arbitrators with specialized expertise. The only acceptable method of conflict resolution after arbitration is the court (Bakker *et al.,* 2021).

Litigation (court procedure): this is the use of courts and civil justice system to resolve conflicts. This method follows the process of a normal court of law wherein one of the parties involved has to file a lawsuit, prepare evidence and get an attorney to stand in as a representative. In Nigeria mainly, the National industrial court of Nigeria is specialized for handling cases of conflicts in organizations. This method is involuntary because once a lawsuit has been filed, the defendant has no choice but to participate, it is a public procedure with no form of privacy or discretion. The decision of the court is final and binding, there are formal rules for evidence and resolution procedures. Evidence are allowed to be cross examined to ensure both parties gets fair hearing and fair agreement is reached and, in most cases, fines are attached against the losing parties (Bhatti & Qureshi, 2017).

In the organizational enterprise, the capacity to solve conflicts are considered to be very resourceful. The need for quality conflict resolution is visible in all aspects of the society ranging from businesses to government, organization and even families. Conflict resolution must be carried out in a way that it would promote cooperation and reduce tension among employers and employees in an organization. Bhatti and Qureshi (2017) stated that conflict resolutions means reduction, termination or removal of conflicts, he further more agreed that negotiation, mediation and arbitration are techniques for conflict resolution in organizations. He also stated that the management wish to be in control of conflicts and its resolutions can be achieved through strategic planning to avoid reoccurrence of the issue, putting in place long term techniques or

policies that'd prevent the emergence of conditions that'd lead to conflicts, and these policies would affect the organization in general. The definition of the scope of preventive diplomacy and utility of various methods may be used to control conflicts. He further more stated that the methods of conflict resolutions are arbitration, mediation, preventive diplomacy and negotiation.

2.6 Conflict Management

Conflict management is a term that refers to the various ways in which people deal with complaints, speaking out for what they believe is right and speaking out against what they believe is wrong. Conflict management, according to Adekunle (2020), is an interventionist endeavor to prevent the escalation and negative repercussions of ongoing conflicts. This is a strategy for reducing, weakening, or avoiding the current conflict from becoming disruptive and unexpected. Elenwo (2020) highlighted the following tactics for effectively handling conflicts in his personal study. First and first, opposing groups must be brought together to reach a common understanding. Second, the government or other parties to the dispute can directly intervene by enforcing or implementing a judgment. Third, in order to avoid such disagreement, new rules, services, or instructional systems must be developed. In the fourth sense, the conflicting parties must be obligated to use the previously established containment measures. In the fifth context, the government or third parties may use coercion to instill fear in those who are engaged in a conflict leading to disagreement. Gull and Zaidi (2012) suggested that ceasing hostilities in a disputed situation does not immediately bring peace to the opposing parties, and that the most important phase is the process of conflict resolution; at the same time, any mistake might be costly; there is a great need to handle conflict wisely. As a result, it is a method that can

be used at all stages of a conflict, from prevention to complete resolution.

Conflict resolution is dedicated to addressing stress and time constraints. As a result, quick action is crucial in dispute resolution in order to avoid violence. In the process of conflict resolution, remedies (solutions) must be made to work properly, which necessitates concessions and humanitarian considerations (Gull & Zaidi, 2012). To avoid a recurrence of a conflict, all parties involved must be treated fairly. Conflict can be controlled or correctly handled in a variety of ways, according to numerous researchers. Thomas Kilman's conflict handling styles are one example of such scholarly work. Conflict management differs from conflict resolution in that it promotes a variety of ways for dealing with conflict productively. In essence, conflict management is the act of decreasing and, if possible, eliminating the negative and destructive aspects of a conflict while focusing on increasing the good and constructive aspects of the conflict. In contrast, conflict resolution is set to put an end to any given conflict. In essence, conflict resolution can be described as process of getting the analysis of a given conflict and proffer solution the will definitely end or terminate such given conflict. Conflict can be resolve either through the use of Litigation or Alternative Dispute Resolution (ADR). Litigation connotes the settlement of dispute in law court while Alternative Dispute Resolution means other method of resolving conflict which include: mediation, conciliation, arbitration, negotiation et cetera. In conflict management, Thomas Kilman critically gives different means through which conflict can be manage or people’s response to conflict. This includes the use of the conflict handling styles: avoidance/denial, accommodation, competing and compromising.

2.6.1 Interpersonal Handling Conflict styles

The five conflict resolution styles might assist an organization achieve better results. The conditions in which the five interpersonal conflict management styles are suitable or inappropriate are outlined in relation to which handling conflicts methods are appropriate or not for a certain situation.

Integrating: This dispute resolution style is similar to issue solving techniques in that it defines the problem while simultaneously addressing it. It entails discussion, collaboration, the search for alternatives, and the satisfaction of both parties. When one side does not have a resolution for a complicated issue, another party can provide an alternate option, and this style is suitable. It is effective in dealing with challenges with organization and goals (Aguinis, 2015), and it is the best strategy for dealing with social disputes (Hagemeister & Volomer, 2018). When employees disagree individually inside an organizational unit, collaboration and a search for an equally helpful solution are desired. Rather than taking into account diverse points of view, employees might work together to solve a problem by clarifying other points of view. Collaboration guarantees that both parties are satisfied with a solution to the conflict. Effective problem-solving solutions must be actively included in order to achieve (win-win) outcomes that are equally satisfying to all parties. According to Aguinis (2015), tempers are calmed and a solution is found when all relevant problems are discussed publicly and honestly by the opposing parties. When finding a common solution is critical, it works well, resulting in the situation of "winning a triumph."

Obliging: This form of treatment is employed for small discrepancies and is oblivious of the underlying cause of the issue, which is the most essential factor. It leads to a win-loss situation in which one party quits for whatever reason and another party

benefits. When the party is unethical, this technique is improper. When negotiating from a position of weakness, maintaining connections is critical, and this method is suitable (Aguinis, 2015).

Dominating: This is a competing style in which, regardless of what happens, one person must become predominant in the position and forget all expectations and aims of the opposing side. Once a choice has been taken, this might be detrimental to one side. This technique is suitable for technical and speedy choices, but it is problematic when concerns are not crucial to any one side (Agwu, 2022). The competition strategy comprises the survival of the most appropriate and win-lose technique, without regard for any other party. This is a circumstance where "I" win and "you" lose. It's a winner-take-all strategy that emphasizes high aggressiveness and low cooperativeness while safeguarding one's own self-interest. The mode entails exerting one's authority on another person, and the interests of others are not taken into account when resolving a problem. It's also known as a zero-sum game, in which the winner takes everything. Competing style users take a definite stance and know what they want (Kilman, 1996). When one realizes that using power to win is necessary to achieve the goals, the mode becomes unavoidable. It's employed when you need to stand up for your rights, when you know you're right, and when you're short on time and need to make a swift decision

Avoiding: This method is related with stepping back, when each party's concerns are not met, according to Dhar (2019). It is used to deal with minor concerns and includes a cooling down time while dealing with a dispute resolution procedure. This technique is also employed when one of the parties has a poor consequence. An improper scenario occurs when one party has made a decision and both parties are

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

Bingham (2016) claimed that this method would be utilized in discussions to achieve a compromise or mutually acceptable solution to complicated challenges. Even if the parties are unable to reach an agreement, a temporary solution can be employed to resolve the situation. It is complicated, and using this method when one side is more strong than the other is unwise. Some scientists feel that the best appropriate approach for productively resolving conflict is the integrating and compromising style since it answers strategic difficulties. Some styles are suitable for dealing with everyday challenges or problems (Hagemeister & Volomer, 2018). Each handling style may be used in a different context, and certain methods may be more suited than others (Kimberley, 2020). When dealing with problems, men and women as team leaders use different ways. When it comes to conflict, males in higher positions will use it to fulfill their own worries and choose a competitive posture, but women will differ and

attempt to meet the other side's issues and prefer a position of compromise (Blackburn, 2020). However, utilizing an integrating or problem-solving approach is the most beneficial for maximizing organizational performance and boosting understanding how to cope with conflict (Rahim, 2001).

2.7 Impact of Industrial Conflict on Employees Productivity

Workplace disputes have a direct impact on employee performance, such as morale and absenteeism, and are one of the pillars of company (Bodla, 2019). Employee morale, job satisfaction, and motivation are all impacted by workplace conflict. Stress is emotionally exhausting, increasing worker turnover and absence. Hostile surroundings contribute to ailments, such as the employee participating in the conflict feeling unhappy, nervous, and agitated, resulting in poor sleep, back pain, and/or migraines. When dealing with conflict, managers must focus on lowering threats and tension, which entails prioritizing workload on various activities rather to focusing on work, which has negative impacts on performance, job commitment, and high turnover (Bodla, 2019). Employee unhappiness in a toxic workplace leads to job dissatisfaction, greater employee turnover, and more money spent on recruiting and training new staff, negatively influencing the customer experience and losing profit. Negative connections inside the organization and with clients arise from not allowing people to accomplish their jobs appropriately. Workplace disagreement has a detrimental influence on the organization's retention strategy.

A nice atmosphere and excellent human interactions have a substantial influence on happiness. According to the research (CIPD, 2020), it is critical to develop a culture in an organization where, even when disagreements arise, the environment is polite, inviting, where perspectives count, being open, trusting, collaborative, cooperating, and

being treated fairly and equitably. All of these elements have an impact on employee well-being, and the working environment has an impact on conflict as well. An unfavorable corporate climate and culture encourages low employee productivity and performance when employees operate in a toxic workplace with plenty of stress and issues, which indicates there will be arguments or conflicts. When employees do not feel comfortable or able to voice problems without fear, it might lead to disagreements. A positive culture among employees, according to CIPD 2020 research, is characterized as being treated equally, with respect, enjoyment, appreciating everyone, cooperating, and addressing differences. In general, creating a healthy culture and a pleasant environment inside a company must be founded on dignity and respect.

All issues and escalation of conflict in the workplace have an influence on productivity and employee engagement, leading to weak connections with coworkers, lone working, and ultimately, formally resolving the disagreement costs a lot of money and has an impact on the business's performance. According to Madalina (2016), disagreement that is not resolved constructively leads in low employee morale, decreased employee productivity, increased employee absenteeism, increased possibilities of losing talented individuals, and a lack of employee dedication to work (Ndulue and Ekechhukwu, 2016). Employee morale, described by Bodla and Danish (2019) as job happiness that has a direct influence on employee performance, is one of the pillars of company (Madalina, 2016). Low workplace morale causes loss of attention, which can lead to mistakes, missed deadlines, and projects, as well as increased personnel turnover and absenteeism. Communication is essential in human connection; if you don't talk to your employees about what's going on in the office, explain and clarify assignments, you'll end up with misunderstandings and

miscommunication.

Conflict has been characterized and defined in a variety of ways when it has been studied. Interactions between two or more persons in the workplace have the potential for conflict. Whatever the nature of the argument, little or significant confrontations can grow into dysfunctional results in both professional and personal life. As a result, managing and resolving disagreement is difficult and time-consuming. The majority of conflict theories and psychological techniques are geared at recognizing and managing employee conflict in a good manner. Within any particular institution, it may appear that the sources of conflict are numerous. Every day, disagreements emerge between managers and colleagues. As a result, conflict may arise between individuals because they disagree in their perspectives, values, understandings, and beliefs. It causes interpersonal or group disputes inside the organization. Five distinct conflict-handling styles can be used in various conflict situations. These conflict methods and styles are critical in the workplace to foster a pleasant atmosphere and to foster the development of creative thinking and a problem-solving mindset (Bodla & Danish, 2019). Conflict effects can be both constructive and destructive. Because of the good effects, substantive conflict should be fostered, whereas emotional conflict should be minimized between people and groups within companies (Rahim, 2002). issue cannot be addressed or diminished if leaders do not grasp the source of the issue. It is critical to assess the dispute and handle it well, as this can have a substantial influence on employee performance. As a result, the purpose of conflict management (planning strategies) is to avoid conflicts wherever feasible and, when they do occur, to handle them quickly and efficiently (Madalina, 2016).

2.8 Theoretical Review

2.8.1 Theories of Employee Productivity

The theories of employee productivity to be adopted for this study are the systems theory, the contingency theory and the theories of conflict. They are discussed below:

The Systems Theory

Business organizations, according to system theory, are neither self-sufficient nor self-contained; rather, they interchange resources with and are dependent on the external environment (Bodla & Danish, 2019). The approach views companies as open systems that live in an environment and must constantly alter to survive as energizing activities. For example, the market research process offers feedback on the efficacy of the company's activities. Feedback is also provided via tradeshows and other types of professional connection with peers outside the organization. The firm will be unable to compete successfully if it does not have access to input.

According to Bouckenooghe, Zafar, and Raja (2016), a system is "a set of interconnected and interdependent parts arranged in such a way that produces a united whole." According to Kuhn (1974), a system is "any pattern whose elements are related in a sufficiently regular way to justify attention." The system believes that SMES is a system that must perform harmoniously not just inside itself, but also as a system within a collection of other systems, and so must work in harmony with the other systems surrounding it. What happens in the wider system has the potential to have an impact on SMEs, either favorably or badly.

The Contingency Theory

According to Fiedler's (1958) contingency theory, successful leadership and organizational performance are based not just on leadership style, but also on control over the broader circumstance. This theory also holds that proper alignment of organizational design and operational contextual elements is required for firm growth and success (Cardy & Leonard, 2019). The contingency hypothesis basically says that there is no one optimal approach to successfully manage commercial organizations, but that success is reliant on the capacity to manage and react to marketing environmental situations. As a result, in order to expand effectively, SMEs must change and match their structure and design with the external environment.

2.8.2 Theories of Conflict

The theories of conflict to be adopted for this study are the systems theory, the contingency theory and the theories of conflict. They are analysed thus:

Critical Theory

Any approach to social philosophy that focuses on society and culture in order to disclose, critique, and challenge power systems is referred to as a critical theory. Its foundations are in sociology and literary criticism, and it contends that societal issues are caused by social institutions and cultural assumptions rather than by people.[needs citation] It claims that ideology is the primary impediment to human liberty. Psychoanalysis, sociology, history, communication theory, philosophy, and feminist theory are among domains where critical theory is used. Critical Theory (capitalized) is a school of thought practiced by Frankfurt School theorists Herbert Marcuse, Theodor Adorno, Walter Benjamin, Erich Fromm, and Max Horkheimer on the one

hand, and any philosophical approach that seeks to liberate people from all forms of slavery and actively works to create a world in accordance with human needs on the other (usually referred to as "critical theory" without capitalization). Within this larger meaning, philosophical perspectives include feminism, critical race theory, post-structuralism, queer theory, and other types of post colonialism. Conflict theory emphasizes the conflict of social groupings for limited resources. According to conflict theory, social and economic institutions are means of struggle between groups or classes, employed to sustain inequality and the ruling class's supremacy (De-Villiers & Kotze, 2018).

Conflict Theory Model of Dahrendorf

Dahrendorf (1995) introduces to the theory of conflict the view of productive and constructive conflict. Dahrendorf agreed that conflict is a necessity for obtaining an end or goals in the society or organization. He opines that societal conflict produces alteration in the structure of organization, which is important and good. Dahrendorf effort was to determine a systematic locus and a specific framework for a theory of conflict in sociological analysis. He agrees to two different kinds of struggles in an organization. He named them Exogenous" and Endogenous conflicts. The term "endogenous conflict" refers to conflict that arises within an organization, institution, or society. In this, he agreed with Marx that the current social system causes internal strife. He moved beyond internal conflict dynamics to include exogenous conflict, which he defined as conflict caused by external sources (Nwaogu, 2012). This has an impact on social transformation as well. Exogenous conflict, in other terms, is externally imposed or introduced into a system. According to the thesis, certain conflicts are founded on specific social structural arrangements and will inevitably

happen anytime such arrangements are made. For instance, the community where the organization is located has a great effect on the organization itself. No organization can thrive or be productive in a community that is bedevilled with violent (Isa, 2015).

Structural Functionalist Perspective of Conflict

After World War II, Talcott Parson (1960) promotes the continuation of this viewpoint. Individuals will adjust to a particular structure in an organization, institution, or society, according to structural functionalists. Any change in the organization's or institution's structure produces conflict and destabilization. Conflict should thus be reduced in order to ensure individual and institutional stability. The idea is based on a system approach, with each component performing one or more functions. Conflict is viewed as dysfunctional, aberrant, and an illness that may be endemic in a community, according to the notion. It focuses on items that will keep the organization's condition of balance and partnership (Cardy & Leonard, 2019). "A framework for building theory that sees society as a complex system whose pieces work together to foster solidarity and stability," according to structure functionalist theory. This theory discusses how the structure of society can affect productivity, how change is inevitable (perhaps with new structure or policies), and how the necessity to modify or adjust to the changed structure can lead to conflict, which can impair employee productivity. Also, according to this idea, changes in the workplace generate a change in attitude, referring to the relational conflict that is caused by humans. Attitudes toward work change, and relationships in the workplace break down, resulting in low productivity. Conflict can detract from the productivity of employees if it is not properly managed or reduced. It emphasizes that all systems have orders, and each order is independent. In an organization, orders and guidelines are created,

but efficient production becomes an issue due to the employees' laxity in following instructions (Cardy & Leonard, 2019).

2.9 Theoretical Framework

This study on the influence of industrial dispute on employee productivity is based on Conflict theory, initially articulated by Karl Marx, holds that society is perpetually at odds due to struggle for finite resources. According to conflict theory, social order is maintained through dominance and power rather than consensus and compliance. According to conflict theory, people who have wealth and power attempt to keep it by whatever means possible, most notably through oppressing the poor and helpless. A fundamental tenet of conflict theory is that people and organizations within society will endeavour to enhance their own wealth and power. War, revolution, poverty, prejudice, and domestic violence are all examples of social processes that conflict theory has attempted to explain. It attributes much of human history's key advances, such as democracy and civil rights, to capitalistic attempts to control the people (rather than a desire for social order). The principles of social inequality, resource division, and disputes between various socioeconomic strata are central aspects of conflict theory. Conflict theory's fundamental ideas may explain many different forms of social conflicts throughout history. Some thinkers, like Marx, believe that societal conflict is the driving factor behind societal change and growth.

Marx's conflict theory was centred on the struggle between two basic classes. Each class is made up of a group of people who have common interests and some degree of property ownership. Marx hypothesized about the wealthy, a group of individuals of society who had the preponderance of money and means. The other group is the proletariat, which comprises persons who are deemed working-class or impoverished.

Marx predicted that with the emergence of capitalism, the wealthy, who were a minority within the population, would utilize their power to subjugate the proletariat, the majority class. This method of thinking is linked to a frequent picture connected with conflict theory-based social models; followers of this ideology tend to believe in a pyramid structure in terms of how commodities and services are allocated in society. A tiny minority of elites at the top of the pyramid impose terms and conditions to the majority of society because they have disproportionate control over resources and power. Uneven distribution within society was projected to be perpetuated by intellectual compulsion; the bourgeoisie would push the proletariat to accept the prevailing conditions. According to conflict theory, the elite will establish systems of laws, customs, and other societal institutions to enhance their own domination while prohibiting others from entering their ranks.

Marx predicted that when the working class and poor faced worsening conditions, the general population would raise awareness of inequality, potentially leading to insurrection. If conditions were changed after the rebellion to favour the interests of the proletariat, the conflict circle would ultimately recur, but in the other direction. The bourgeoisie would eventually grow into the aggressor and revolver, seeking the restoration of the systems that had previously preserved their power. Competition, revolution, structural inequality, and war are four key assumptions in current conflict theory (De-Villiers & Kotze, 2018).

Competition, according to conflict theorists, is a persistent and, at times, overpowering aspect in practically every human connection and encounter. Competition arises as a result of shortage of resources, such as money, property, goods, and so on. Individuals and groups within a society struggle for intangible resources in addition

to material resources. These can include things like leisure time, dominance, social standing, sexual partners, and so on. Conflict theorists argue that competition (rather than cooperation) is the default. Given the assumption of conflict theorists that conflict arises between social classes, one conclusion of this conflict is a revolutionary event. The premise is that power dynamics between groups do not alter as a result of progressive adaptation. Rather, it arises as a result of conflict between these two groups. Changes to a power dynamic are therefore frequently rapid and enormous in scale, rather than gradual and evolutionary. A key premise of conflict theory is that power disparities exist in all human relationships and societal organizations. As a result, certain individuals and groups gain greater power and reward than others. Following that, people and organizations that profit from a certain social structure tend to seek to sustain such structures in order to keep and enhance their influence. War, according to conflict theorists, is either a unifier or a "cleanser" of cultures. War, according to conflict theory, is the consequence of a cumulative and increasing conflict between people, organizations, and entire society. In the setting of battle, a civilization may grow more cohesive in certain respects, while fighting between diverse communities continues. War, on the other hand, may culminate in the total annihilation of a civilisation.

2.10 Empirical Review

Nwaogu (2012) investigated the impact of strike action on employee productivity and performance. The study's goal was to determine the link between strike action (causes of strike, payment delays, strike perception, and practical solutions to strike difficulties) and employee performance and productivity. A survey research design was employed. The population consists of 12,000 employees, with a sample size of 746.

The instruments for data collection were a questionnaire and an interview. The Chi-square method of hypothesis testing and basic percentages of table analysis are used as data analysis tools. Strike reasons were connected to payment delays, communication disruption, resource shortages, and managerial leadership, according to the findings; there is a strong association between strike action and employee performance/productivity.

Ilevbare, Ojeleye, and Ilevbare (2012) investigated the impact of industrial dispute on perceived employee job performance in a sample of Osun State local government areas. The study employed an ex-post facto research design. One hundred and fifty (150) personnel were chosen from three different Local Government Secretariats in Osun State, Nigeria (Irewole, Isokan, and Ayedaade). Eighty-five (85) people took part in total. During the investigation, five hypotheses were tested. The findings demonstrated a substantial link between industrial conflict and perceived job performance. Similarly, no substantial association exists between employee age and perceived work performance. The third hypothesis found no significant gender differences in perceived work performance. According to the fourth hypothesis, employee grade level has a substantial association with perceived work performance. Finally, the fifth hypothesis found a substantial association between employee lengths of service and perceived job performance.

Kolawole (2019) investigated the impact of industrial conflict on employee performance in a private sector organization, using the example of Ikeja Electricity Distribution Company Plc (formerly a public corporation granted to the public by the government under its deregulation and privatization scheme). The survey research design was used in this study. Using stratified selection approaches, a total of 100 respondents were

chosen for the study. To acquire primary data, a questionnaire was employed. Excel, statistical tools, and descriptive statistics were used to analyze the data obtained. Correlation analysis was used to determine the degree of link between the independent and dependent variables. The data was analyzed using frequencies and percentage mean ratings, with mean values ranging on a Likerts 5-scale (1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly). The findings demonstrated that poor conflict management in inter-organizational and intra-group relationships, as well as inadequate conflict resolution methods, had an impact on employee performance. It was suggested that organizations strengthen their human resource practices and implement strong strategic planning in order to be more proactive in addressing disputes. Furthermore, management should guarantee that the firm has an effective policy structure in place to handle problems and build amicable relationships with the Unions. This may reduce workplace tensions in the organization and improve employee performance.

Elenwo (2020) investigated the influence of industrial dispute on organizational performance in Rivers State oil businesses. The research population consists of 12,258 workers drawn from the six major oil corporations in Rivers State, with a sample size of 387 employees determined using Taro Yamane's technique. Structured questionnaire administration was used to collect data. Cronbachs Alpha of 0.9 was detected as a minimal bench-mark to demonstrate the instrument's dependability. To evaluate the hypotheses, the Spearman Rank Order Correlation Coefficient was calculated using the Statistical Package for Social Sciences (SPSS). According to the analysis of all the data gathered from the respondents, industrial conflict has a positive and substantial relationship with the organizational performance of oil enterprises in Rivers state. Lockouts, in particular, have the greatest influence on business operations. The study also suggests that industrial dispute has a significant

impact on the organizational performance of oil businesses in Rivers State. The research concludes, among other things, that oil companies should build strategies to analyze issues that might lead to conflict in their separate enterprises, and that management should use more than one conflict resolvable technique to avert lockouts and strikes.

Adamu (2021) conducted research at the Ministry of Economic Planning in Asaba, Delta State, on the influence of industrial conflict management on employee performance. Primary and secondary data sources were used to create this research effort. The instrument used to collect data was a structured likert scale questionnaire. A straightforward percentage statistical method was utilized. To test the hypothesis, coefficient correlation and regression data analysis were performed. To obtain appropriate information from respondents, the random sampling approach was also used. The findings revealed that collective bargaining, joint consultation, and arbitration were all measures of industrial conflict management within the organization, and it was concluded that conflict management through these mediums would go a long way toward maintaining and sustaining workplace harmony as well as improving employee performance. It was consequently advised that disagreements be appropriately addressed utilizing these strategies for a calm organizational climate, healthy working relationships between superior and subordinates, and the Ministry of Economic Planning.

Adekunle (2022) investigated how workplace disagreements affect employee performance, with either good or bad effects. As a result, it's critical to understand where conflict emerges from and how it affects managerial effectiveness. The goal of this study was to better understand the causes and forms of conflict, as well as

conflict management techniques, and how they are influenced by managerial performance. Methodology/design/approach - Semi-structured interviews were used to obtain data from eight shop employees. A qualitative research technique was used, with eight store managers/team leaders interviewed, transcripts recorded, and thematically analyzed by study question and aims. Data analysis of the results of disputes on performance management was also carried out. The research also investigates conflict kinds, causes, conflict resolution approaches, and how disputes influence employee behavior. Findings - According to the research findings, workplace conflict has an influence on employee performance by increasing absenteeism, turnover, and decreasing employee wellbeing. However, the data demonstrate that task conflicts have a strong, positive link with employee performance, but interpersonal and process conflicts have a negative relationship with employee performance. Overall, the data indicate that the effects of workplace conflict might be varied.

2.11 Conceptual Framework

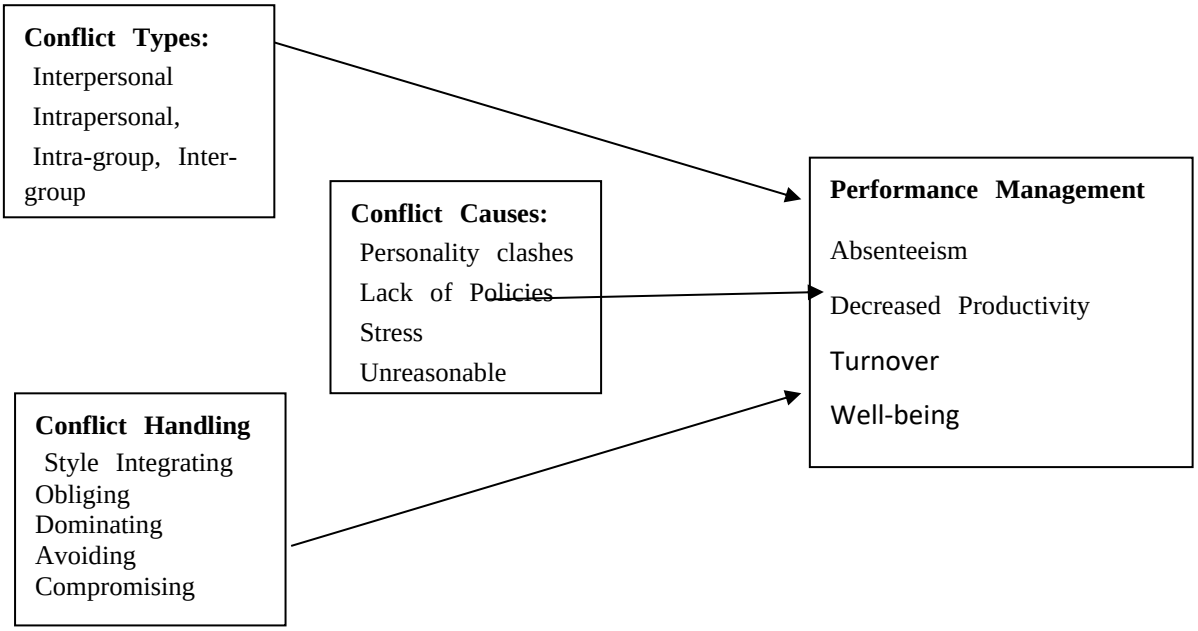

Fig 2.1: Conceptual Framework for the study

Source: Researchers Concept

CHAPTER THREE

METHODOLOGY

This chapter is basically for the explanation of the research methods that was be put in place for the purpose of this research. A research methodology is a research manner applied or implemented to present the results of a research to the research audience or study beneficiaries in a systematic and scientifically.

3.1 Research Design

Research design is understood as the overall strategy chosen by researchers to integrate the various elements of research in a logical way in order to effectively address the research problem. In this study, the researcher was use a survey research design. This is due to the nature of research that seeks people's opinions and views. Singleton & Straits (2009), stated that survey research can either be quantitative research strategies (questionnaires containing numerically rated items), qualitative research strategies (the use of open-ended questions) or a mixture of both strategies. Surveys are widely used in social and psychological researches because surveys are widely used to describe and study human behaviors.

3.2 Population of the Study

Udeyen (2019) defined study population to be a group of elements or individuals who sometimes share similar characteristics. These similar characteristics may include age, gender, goals or precise interests. The emphasis on the study population is that the persons or elements involved have similarities.

This study was be conducted to investigate "the effects of organizational conflicts on

workers productivity". The study population would be taken from the staff of the University of Benin, Benin City, Edo state. There are a total of 458 (academic and non-academic) staff in the University of Benin.

3.3 Sample and Sampling Technique

Sample is a portion of population selected for the study and on whom information needed for the study is obtained (Awoniyi, 2011). The sample size of the study was be 300 participants from various faculties in the University of Benin, Benin City, Edo State. Thirty (30) University of Benin staff will selected from 10 different faculties making a total of 300 respondents to be used for the study. Torty (2021), stated that convenience sampling is a term used to describe a sample in which persons are selected from the target population based on accessibility or convenience. This study was employed the convenience sampling technique in selecting the 10 faculties, while the simple random sampling technique was used to select 30 respondents from each faculty selected. The simple random sampling technique which will give every unit and element in the population equal chance of being selected.

3.4 Research Instrument

The research instrument to be used in this study is a questionnaire. The questionnaires contains a series of questions and was be administered to a selected participants. The questionnaire, is divided into two sections, with Section A containing questions on demographic or personal data of the respondent such as age, gender, etc., and Section B of the questionnaire was rated using a four point rating scale of Strongly Agree (SA)- 4 points, Agree (A)- 3 points, Disagree (D)-2 points, Strongly Disagree (SD) – 1 point. Participants were required to tick the appropriate column provided. The

questionnaire was personally administered by the researcher.

3.5 Validity of the Study

Validity expresses the extent to which a measure adequately represents the underlying construct that it is intended to measure (Drost 2011). The validity of the instrument (questionnaires) was affirmed by the researchers' supervisor who is an expert in the field of management. His opinion, suggestions and recommendation was used to produce the final instrument.

3.6 Reliability of the Study

Reliability refers to the degree to which the results obtained are accurate, meeting the intended purpose and not subject to inappropriate alteration; the consistency of a measure. Low reliability may occur from the lack of clarity of expression of a test item being observed, which will invariably affect the validity of the questionnaire. The Cronbachs Alpha coefficient was used to test the reliability of the research instrument (questionnaire). This was done by administering the questionnaire instrument to twenty (20) respondents hat are not part of the sample of the study. The Cronbachs Alpha value of 0.79 was obtained showing that the instrument is reliable.

3.7 Source of Data

The study made use of primary source of data for the data collection through a structured questionnaire administered to the sampled respondents.

3.8 Method of Data Collection

This study used structured questionnaires to collect data which was administered to all

the sampled respondents personally by the researcher. The respondents was be assured of the confidentiality of any information acquired from them through the questionnaires and that the data to be supplied by them was be used solely for the purpose of research.

3.9 Method of Data Analysis

The research data was analyzed using descriptive and inferential statistics. Descriptive statistics was included frequency tables, mean and standard deviation. Conversely, hypothesis was analyzed using One-sample t-test statistics. The hypothesis was tested using standard value of 0.05 alpha level. The analysis was performed using Statistical Package for Social Sciences (SPSS) version 22.0.

CHAPTER FOUR

PRESENTATION OF DATA AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

This chapter deals with the presentation and the interpretation of data. Four (4) research questions were raised for this study. This will enable the researcher to offer valuable conclusion on industrial conflict and employees' productivity.

The data was carefully examined and analyzed to offer answers to the research questions. The number of responses in the items was counted and the corresponding percentages calculated. Furthermore, fifty (50) questionnaires were used to sample the respondents' opinions. The respondents were drawn from University of Benin, Ugbowo main campus.

4.2 ANALYSIS OF DEMOGRAPHIC RESULTS

Table 4.1: Distribution of Sex

Sex	**Frequency**	**Percentage**
Male	144	48 %
Female	156	52%
Total	**300**	**100**

***Source**: Researcher's Field survey, 2023*

From the table above, the total sample size was 300 of which 144 are male representing 48% of the total respondents, while 156 are female representing 52% of the total respondents. Therefore, it can be inferred that majority of the respondents in the population under review are female

Table 4.2: Distribution of Marital Status

Marital Status	**No. of Respondents**	**Percentage**
Married	288	96%
Single	12	4%
Total	**300**	**100%**

***Source**: Researcher's Field survey, 2023*

From the table above, the total sample size was 300 respondents in total out of which 288 of the respondents are married representing 96% of the respondents, while 12 of the respondents not married representing 4% of the respondents. Therefore, it can be inferred that majority of the respondents in the target population married.

Table 4.3: Distribution of Religion

Religion	No. of Respondents	Percentage
Christianity	288	96%
Islam	12	4%
Others	0	0%
Total	**300**	**100%**

***Source**: Researcher's Field survey, 2023*

From the table above, the total sample size was 300 respondents in total out of which 288 of the respondents are Christians representing 96% of the respondents. 12 of the respondents are Muslim representing 4% of the respondents. None of the respondents belong to other religion. Therefore, it can be inferred that majority of the respondents in the target population are Christians.

Table 4.4: Distribution of Age

Age	No. of Respondents	Percentage
18 – 36	72	24%
37 – 55	198	66%
56 – 74	30	10%
75 and Above	0	0%
Total	**300**	**100%**

***Source**: Researcher's Field survey, 2023*

From the table above, the total sample size was 300 respondents in total out of which 72 of the respondents are between the age of 18 to 36 years representing 24% of the respondents. 198 of the respondents were within the age range of 37 to 55 years representing 66% of the respondents. 30 respondents representing 10% were between the ages grade of 56 to 74. Lastly, None of the respondents were within the age range of 78 years and above. Therefore, it can be inferred that majority of the

respondents in the target population are between the age of 37 to 55 which clearly defines the active labour force of the population.

Table 4.5: Distribution of Yeas in Service

Years	No. of Respondents	Percentage
1 – 5 years	18	6%
6 -10years	90	30%
11 – 15 years	162	54%
15 – 20 years	24	8%
21years and above	6	2%
Total	**300**	**100.00 %**

***Source**: Researcher's Field survey, 2023*

From the above table above, it is noted that 18 out of the total of 300 respondents have been in the business between 1 to 5 years representing 6% of the total respondents. 90 of the respondents have been in the business between 65 to 10 years representing 30% of the total respondents. 162 of the respondents have been in the business between 11 to 15 years representing 54% of the respondents, while 24 (8%) of the respondents have been in the business between 15 to 20years. 6 (2%) of the respondents have been in the business between above 21 years.

4.3 ANALYSIS OF RESEARCH QUESTIONS

Research Question One: What are the causes of industrial conflicts in Nigeria?

Table 4: Respondents' view on causes of industrial conflicts

S/N	ITEM	TOTAL	MEAN	SD	Remark
1	lack of role clarification can results to industrial conflicts	300	2.74	.471	Accepted
2	Industrial conflicts occur where there is a difference in interest and goals in the organization	300	2.36	.835	Accepted
3	Coverage inconsistencies and incorrect placement of priorities in the organization causes industrial conflicts	300	3.16	.498	Accepted

4	Exploit of employees by employers to their own advantage results to industrial conflicts	300	2.89	.679	Accepted
5	Poor compensation and remuneration of employee can lead to industrial conflicts	300	3.06	.729	Accepted
6	industrial conflicts **is** caused by lack of needed resources for effective running of the organisation	300	2.92	.778	Accepted
7	competition and lack of cooperation amongst employees results to industrial conflicts	300	2.99	.842	Accepted
8	communication problems or poor communication can result to conflict	300	2.87	.919	Accepted
9	Lack of performance standards can lead to conflicts	300	2.90	0.59	Accepted
10	variations of values and ideologies between employer and employee	300	2.93	1.02	Accepted
	TOTAL		**3.095**	**7.09**	**Accepted**

Source: Field survey, 2023

Scale: Mean > 2.5 = Accepted

Mean < 2.5 = Rejected

Table 6 Respondents' view on causes of industrial conflicts. Responses show the mean values ranging from 2.72 to 3.16. Item 1 was accepted which shows that lack of role clarification can results to industrial conflicts, having a mean of 2.74.

Item 2 was accepted which says that industrial conflicts occur where there is a difference in interest and goals in the organization, with a mean of 2.96. Item 3 was accepted which shows that coverage inconsistencies and incorrect placement of priorities in the organization causes industrial conflicts, having a mean of 3.16.

Item 4 was accepted which shows that exploit of employees by employers to their own advantage results to industrial conflicts, with a mean of 2.89. Item 5

was accepted which shows that poor compensation and remuneration of employee can lead to industrial conflicts, with a mean of 3.06.

Item 6 was accepted which shows that industrial conflicts is caused by lack of needed resources for effective running of the organisation, with a mean of 2.92. Item 7 was accepted which shows that competition and lack of cooperation amongst employees results to industrial conflicts, having a mean of 2.99.

Item 8 was accepted which shows that communication problems or poor communication can result to conflict, with a mean of 2.87. Item 9 was accepted which shows that lack of performance standards can lead to conflicts, with a mean of 2.90.

Item 10 was accepted which shows that variations of values and ideologies between employer and employee, with a mean of 2.93.

Question 2: Is there a relationship between workers productivity and industrial conflicts?

Table 7: Respondents' view on relationship between workers productivity and industrial conflicts

S/N	ITEM	Total	Mean	SD	Remark
11	Industrial conflict can result to low productivity	300	3.06	.729	Accepted
12	Industrial conflict always result to reduced interest in job by employees	300	2.67	.808	Accepted
13	Employees are not fully productive when there is Industrial conflict	300	2.65	.672	Accepted
14	Industrial conflict is one of the major causes unproductivity among employees	300	2.90	.870	Accepted

15	No employee likes to work in an organisation where there are frequent Industrial conflict	300	2.93	0.87	Accepted
16	Employees perform maximally even with Industrial conflict actions	300	3.01	.887	Accepted
17	Industrial conflict does not significantly affect employees productivity	300	2.85	.902	Accepted
	TOTAL		**2.96**	**7.34**	**Accepted**

Source: Field survey, 2023
Scale: Mean > 2.5 = Accepted
Mean < 2.5 = Rejected

Table 7 Respondents' view on relationship between workers productivity and industrial conflicts. Responses show the mean values ranging from 2.67 to 3.06. Item 11 was accepted which shows that industrial conflict can result to low productivity, with a mean of 3.06.

Item 12 was accepted which shows that industrial conflict always result to reduced interest in job by employees, with a mean of 2.67. Item 13 was accepted which shows that employees are not fully productive when there is industrial conflict, having a mean of 2.65.

Item 14 was accepted which shows that industrial conflict is one of the major causes unproductivity among employees, with a mean of 2.90. Item 15 was accepted which shows that no employee likes to work in an organisation where there are frequent industrial conflict, with a mean of 2.90.

Item 16 was accepted which shows that employees perform maximally even with industrial conflict actions, with a mean of 3.01. Item 17 was accepted which

shows that industrial conflict does not significantly affect employees productivity, with a mean of 2.85.

Question 3: What are the possible solutions to industrial conflict in Nigeria?

Table 8: Respondents' view on possible solutions to industrial conflict

S/N	ITEM	Total	Mean	SD	Remark
18	Negotiation	300	2.97	.982	Accepted
19	Mediation	300	3.10	.894	Accepted
20	Conciliation	300	3.19	.801	Accepted
21	Arbitration	300	3.03	.837	Accepted
22	Litigation or court procedure	300	2.94	.849	Accepted
23	Intervention by third party	300	2.99	.901	Accepted
24	Reviewing agreements and contracts	300	3.00	0.831	Accepted
	TOTAL		**3.10**	**.907**	**Accepted**

Source: Field survey, 2023
Scale: Mean > 2.5 = Accepted
Mean < 2.5 = Rejected

Table 6 Respondents' view on possible solutions to industrial conflict. Responses show the mean values ranging from 2.94 to 3.10. Item 18 was accepted which shows that negotiation is a way of solving industrial strike, with a mean of 2.97.

Item 19 was accepted that mediation is a solution to industrial strikes, with a mean of 3.10. Item 20 was accepted which shows that conciliation is a solution to industrial strikes, having a mean of 3.19.

Item 21 was accepted that arbitration is a way of solving the issue of industrial strikes, with a mean of 3.03. Item 22 was accepted which shows that litigation or court procedure is a solution to industrial strikes, with a mean of 2.94.

Item 23 was accepted that intervention by third party is a way of solving the issue of industrial strikes, with a mean of 2.99. Item 24 was accepted which shows that reviewing agreements and contracts is a solution to industrial strikes, with a mean of 3.00.

4.3 Test for Hypothesis

The study sets its decision rule for the acceptance of the hypothesis at 5% level of significance; hence, the null hypothesis would be rejected if the probability value (P-value) is less than 0.05. The following are the results of the tested hypothesis:

Hypothesis

Null Hypothesis: There is no significant relationship between industrial conflict and workers productivity.

Alternate Hypothesis*:* There is a significant relationship between industrial conflict and workers productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.002[a]	.0004	.00012	.5211	.0002	.001	.763	1.802

a. Dependent Variable: Workers Productivity

b. Predictors: (Constant), Industrial Conflict

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.001	.0302[b]
	Residual	10132	99	.267		
	Total	10132	100			

a. Dependent Variable: Workers Productivity

b. Predictors: (Constant), Industrial Conflict

There is a significant relationship between industrial conflict and workers productivity. This can be observed from the data above, the R-value 0.002, shows a good degree of co-linearity between the variables. The R-squared value of .000 and the f-statistic value of 0.001 shows that there is a significant relationship between industrial conflict and workers productivity at a p-value of 0.0312 < 5% (0.05) level of significance. This verifies the fact that the null hypothesis is rejected and the alternate hypotheses accepted.

4.4 Discussion of Findings

From the analysis above, in assessing the causes of industrial conflicts in Nigeria, it was observed that lack of role clarification can results to industrial conflicts and industrial conflicts occur where there is a difference in interest and goals in the organization. Coverage inconsistencies and incorrect placement of priorities in the organization causes industrial conflicts and exploit of employees by employers to their own advantage results to industrial conflicts. Poor compensation and remuneration of employee can lead to industrial conflicts while lack of needed resources for effective running of the organisation is also a major cause. Competition and lack of cooperation amongst employees and having communication problems results to industrial conflicts. The lack of performance standards and variations of values and ideologies between employer and employee can lead to industrial conflicts.

Furthermore, in assessing the relationship between workers productivity and industrial conflicts, it was observed that industrial conflict can result to low productivity and has always resulted to reduced interest in job by employees. Employees are not fully productive when there is Industrial conflict. Industrial conflict is one of the major causes unproductivity among employees. It was discovered that no employee like to work in an organisation where there are frequent Industrial conflict due to the fact that employees can only perform maximally when there is no industrial conflict actions in the organisation. Hence, industrial conflict has significantly affect employees productivity. This is in line with Sambo (2019) who opined that that there are a lot of reasons why industrial actions are experienced frequently in Nigeria which when not resolved can lead to further conflicts. This was supported by Madalina (2016) who asserted that conflict not solved constructively results in low employee morale, reduces employee productivity, increases employee absenteeism, increases the chances of losing skilled personnel and lack of employee commitment to work.

Furthermore, in assessing the possible solutions to industrial conflict, it was discovered that there are several ways conflicts can be resolved which range from one nation to another. Some of the ways include negotiation between both parties in order to come to a consensus and stand on a common ground. Also, mediation of both local and international bodies in a conflict can be a faster way of resolving conflicts. Conciliation is another method of conflict resolution also involves a third party known as the conciliator. Conciliation is a more formal method of resolving conflict. It is a process where the representatives of both parties involved in the conflicts are brought together before a conciliator in order to work out a form of agreement. Arbitration which is an out-of-court agreement that can be entered by both parties. Litigation or court procedure follows the process of a normal court of law wherein one of the

parties involved has to file a lawsuit, prepare evidence and get an attorney to stand in as a representative. Intervention by third party where there may be the use of coercion to instil fear in those who are engaged in a conflict leading to disagreement. Finally, reviewing agreements and contracts can be a way of resolving conflicts. This is in line with Elenwo (2020) who stated that it is important that conflicts should be resolved so that they do not escalate into national conflicts. Hence, there is a need to effectively resolve industrial conflict in any sector of the nations' economy so that workers can be more effective in their job delivery.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary of findings for the study is presented in this section, conclusion reached with recommendation made on industrial conflict and employees' productivity. Also suggestions for future research are also advanced to broaden the horizon of knowledge

5.2 Summary of Findings

The study analyses industrial conflict and employees' productivity. Three (3) objectives were raised for the study which are to ascertain the causes of industrial conflicts in Nigeria; to examine the relationship between workers productivity and industrial conflicts; and to proffer solutions to industrial conflict in Nigeria. The study adopted survey research design. The instrument for data collection was a questionnaire; it was built around the research question by the researcher and validated by the researchers supervisor. Data collected were analysed using descriptive statistics by means of Mean and standard deviation.

The following is a summary of the findings from the empirical analysis of the study:

1. There are several factors that causes industrial strikes which range from lack of role clarification to variations of values and ideologies between employer and employee.
2. There is a significant relationship between workers productivity and industrial conflicts.

3. There are several possible ways of resolving industrial conflict in Nigeria such as negotiation, mediation, conciliation, Arbitration and so on.

5.3 CONCLUSION

Based on the findings of the study, it was concluded that in Nigeria, industrial conflict is a problem facing the productivity of workers in Nigeria. When there is industrial strike, workers will not be as productive as they would when there is no industrial strike action. Several reasons cusses industrial conflict which are lack of role clarification among employees and where there is a difference in interest and goals in the organization. Coverage inconsistencies and incorrect placement of priorities in the organization has also been major causes of industrial conflicts. It can be said that exploit of employees by employers to their own advantage results to industrial conflicts which can cause agitations in the workplace. Poor compensation and remuneration of employee leads to industrial conflicts whereas lack of needed resources for effective running of the organisation also causes industrial conflict. Industrial conflict is one of the causes of unproductivity among employees as no employee like to work in an organisation where there are frequent Industrial conflict because employees can only perform maximally when there is no industrial conflict actions in the organisation. Hence, industrial conflict has significantly affect employees productivity. Industrial conflicts can be resolved by negotiation between both parties in order to come to a consensus and stand on a common ground. Also, mediation of both local and international bodies in a conflict can be a faster way of resolving conflicts. Conciliation and litigation or court procedure are other ways of conflict resolution.

5.4 Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. Government should ensure that laws and policies are out in place that will help to reduce the high rate of industrial conflicts in Nigeria.
2. Firms should ensure that in the case of organisational conflicts, there should be more effective ways of resolving conflicts by both employees and employers.
3. Employees should ensure that in the case of industrial conflict, there should learn to compromise at some points so that the organisational activities will not be hampered.
4. Firms should ensure that in the case of industrial conflict, workers productivity should not be hampered or affected.

5.5 Suggestion for further Studies

More research should be done on:

1. The effect of industrial conflict on economic development.
2. The impact of third part interference in conflict resolution in Nigeria

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