

**IMPACT OF EMPLOYEE-EMPLOYER CONFLICT ON THE PERFORMANCE OF  
THE ORGANIZATION**

**BY**

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**BENIN CITY**

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**A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF BUSINESS  
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## DECLARATION

I, Oshioshio Francis Sunday, 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 been previously submitted for the award of any other degree. All references made to works of other persons have been duly acknowledged.

sign

Oshioshio Francis Sunday

Date

## **CERTIFICATION**

This is to certify that the research study entitled "Impact of Employee-Employer Conflict on the Performance of the Organization" was conducted under the supervision of Miss Oiza Dimowo, in partial fulfillment of the requirements for the Bachelor of Science (BS.c) at University of Benin. The research adhered to ethical guidelines and standards, and all findings presented are the original work of the undersigned.

**Miss Oiza Dimowo**

**Date**

**(Project supervisor)**

**Dr. Omorodion**

**Date**

**(Head of Department)**

**Dr. S.A. Adekunle**

**Date**

**(Project Coordinator)**

## **Dedication**

I dedicate this research endeavor to all the individuals who have experienced and persevered through workplace conflicts. Your resilience and determination inspire me to delve deeper into understanding the complexities of employee-employer dynamics, aiming for positive change and betterment in organizational environments.

## ACKNOWLEDGMENTS

My sincere gratitude goes to almighty God for his unending love that has kept me throughout my programme and for the success of this work.

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Finally, I am most indebted to my school father, the person of Enogieru Zion Osaro(Mr Positive Energy).

Oshioshio Francis Sunday, Bs.c.

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## ABSTRACT

In today's dynamic work environment, the relationship between employees and employers stands as a critical determinant of organizational success. This study aims to explore the impacts of conflicts between employees and employers on the performance of organizations. Through an extensive literature review and empirical analysis, the survey generated 141 validated replies. The results of the analysis of the replies gathered indicate that organizational conflicts have a significant impact on employee performance.

Furthermore, this research delves into the ramifications of such conflicts on organizational performance metrics, including productivity, employee morale, retention rates, and overall efficiency. It seeks to identify how these conflicts disrupt workflow, hinder collaboration, and impede the attainment of strategic objectives. Moreover, by shedding light on the intricate interplay between employee-employer conflict and organizational performance, this research provides valuable insights for both scholars and practitioners. It offers actionable recommendations for cultivating a harmonious work environment, fostering constructive communication channels, and implementing effective conflict resolution mechanisms to mitigate the detrimental impact of conflicts on organizational performance. Ultimately, this study contributes to a deeper understanding of the dynamics within contemporary workplaces and underscores the imperative of fostering positive employee-employer relations for sustainable organizational success.

In order to effectively manage conflict in organisations on a continual basis, management and staff must make a concerted effort to collaborate amicably by developing strong strategies and upholding appropriate regulations.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The relationship between employers and employees is crucial in determining the overall performance and success of the organization in the complex and dynamic world of modern enterprises. Conflicts between employers and employees can range from arguments about tasks to more serious problems like discrimination or unfair treatment, and they can have a significant effect on the working environment. Ineffective management of these conflicts can result in a drop in organizational performance, higher turnover rates, reduced productivity, and less job satisfaction. Therefore, maintaining organizational success and promoting a positive work environment requires an awareness of the nature, causes, and effects of employee-employer conflicts. Internal (intrapersonal) and interpersonal conflicts are taking up so much time and energy in many Nigerian organizations these days that it is beginning to appear as though conflict is their focus. Conflict is described as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempts to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationships, manifesting in disagreement and dissonance with and between individuals and groups in the work environment. In this context, workplace conflict is a fact of life in any organization if people compete for jobs, power, recognition and security (Adomie and Anie, 2005).

In either case, conflict is generally characterized by a breach of peace or understanding among parties involved. Various dimensions to the causes of conflicts have been identified by writers.

Namande (2008), citing Donelson (1999) asserts that any factor that creates dissatisfaction can increase the chances of conflicts among people and this may include struggle for resources, egocentrism, ethnocentrism, bigotry, assertion, struggle for recognition, ignorance, pride and fear. Though it is often said that conflicts are desirable in shaping human ideologies and relationships, they never occur without negative consequences. Very often such consequences constitute serious threats to organizations and undermine the achievement of organization objectives and goals. Organizations may thus lose funding, donors, and access to necessary resources. Members of an organization may find themselves in heated circumstances when dispute grows without mediation. Regrettably, disputes within organizations can lead to violence among members, which could land the group and its members in hot water legally. Unresolved disagreement inside the company has detrimental effects that are expensive both in terms of money and human resources. Frustration, tension, low morale, missing deadlines, low self-esteem, low trust, communication issues, absenteeism, and legal actions are all possible outcomes of conflict.

There is therefore the need to design effective measures for resolving conflicts. Hence, the study seeks to examine the impact of employee-employer conflict on the performance of the organizations.

## **1.2 Statement of the Problem**

Managers at all levels, from middle to top, are trying to expand their comprehension of conflict management and prevention. It seems that most of these companies lack efficient procedures for resolving conflicts at work. To create a small business dispute resolution system that works, it is necessary to study workplaces, conflicts, and relevant research and literature. Top management

and the board of directors make every effort to increase an organization's productivity by setting goals and rewarding achievement of those goals. Conflicts among employees are one of the primary factors of low productivity among employees in firms, according to numerous arguments. In work environment, employee rivalry and unhealthy competition prevail. Envy and jealousy, competition for positions inside the company, unwillingness to accept suggestions from co-workers on how to manage tasks more effectively at work, and animosity toward the tribe of someone else are examples of tribalism. All this must be investigated.

### **1.3 Objective of the Study**

The main objective of this study is to examine the impact of employee-employer conflict on the performance of the organizations. Specifically, the study seeks:

1. To evaluate the influence of conflicts on team dynamics and collaboration within the organization
2. To propose recommendations and strategies for improving conflict management and resolution within the organization.
3. To compare the organization's performance before and after the implementation of conflict resolution interventions to quantify improvements.

### **1.4 Research Question**

1. To what extent do conflicts between employees and employers influence team dynamics and collaboration?
2. What is the relationship between employee-employer conflicts and employee turnover rates?

3. How does the occurrence and management of employee-employer conflicts influences overall performance?

### **1.5 Research Hypotheses**

The research is guided by the following hypothesis:

**HO<sub>1</sub>:** The presence of conflicts within an organization does not influence team dynamics and collaboration among employees.

**HO<sub>2</sub>:** There will be a statistically significant difference in the organization's performance metrics before and after the implementation of conflict resolution interventions, indicating improvements in productivity, employee morale, and overall organizational outcomes following the interventions.

### **1.6 Significance of the Study**

The findings of the study will be beneficial to executives, employees, and business owners. The study aims to educate managers on the significance of enacting conflict management strategies that have been found to be effective in resolving conflicts within an organization. Employees think that by engaging in the study, they will be able to minimize conflict by performing effectively while on the job. Furthermore, by adding to the body of existing literature, this study will open fresh opportunities for research in related fields and serve as a resource for academics and students doing related research.

### **1.7 Scope of the Study**

The impact of employee-employer conflict on the performance of the organizations. The study is however limited to selected company in Lagos, Nigeria.

## CHAPTER TWO

### INTRODUCTION

Basically, our focus in this chapter is to examine relevant literature that would assist explanatorily the research problem and furthermore recognize efforts of scholars who had previously contributed so much to similar research. The chapter tends to deepen understanding of the study and close the perceived gaps.

**Specifically, the chapter will be divided into three sections:**

Conceptual Framework

Theoretical Framework

Empirical framework

#### **Concept of Organization**

The term "organization" traces its origin to the Greek word "organon," which encompasses meanings such as tool, musical instrument, or organ. Humans exhibit organization when they come together to pursue a shared goal, whether through planned activities, spontaneous collaboration, or a combination of both. The coordination of efforts becomes essential, illustrated by the example of moving a massive stone where effective teamwork is necessary. Organization is fundamentally linked to people collaborating towards common objectives, forming a collective of individuals working together with a unified purpose. As Louis & Allen (1995) describe it, organization involves defining and dividing tasks, allocating responsibilities and authority, and establishing connections to optimize collaborative efforts for goal achievement.

Examining the realm of employer-employee relations, Gennard & Judge (2005) define it as the study of rules, regulations, and agreements governing the management of employees, both as individuals and as a collective group. The priority given to individual versus collective relationships varies among companies, depending on management values. Fostering a positive employer-employee relationship is crucial, offering solutions to conflicts, enhancing business processes, and improving overall performance (Vickers-Willis, 2008). The psychological contracts, as identified by Schein, imply an implicit contractual relationship between employers and employees based on assumptions about the nature of their association. These assumptions, centered on honesty and mutual commitment, contribute to stronger and more successful relationships.

In the context of communication, business owners are encouraged to possess a combination of confidence, competence, attitude, manners, and effective communication. Strong communication skills enable the sharing of crucial information impacting the organization directly or indirectly.

Employers are advised to use their power and organizational structures positively to influence and persuade employees towards productive and efficient work, aligning with corporate goals while preserving positive working relationships.

In terms of relationships, managing employer-employee relationships is critical for organizational success. Different studies emphasize the impact of these relationships on productivity and efficiency, and their role in achieving organizational goals. While strong relationships stimulate performance and lead to employee happiness, poor communication can result in low productivity, inefficiency, increased tensions, and conflicts. The dynamics of

employer-employee relationships must be central to management techniques aimed at improving performance.

To survive and thrive in today's competitive global market, employers are advised to learn and apply appropriate human skills to motivate employees throughout business cycles. Strong employer-employee relationships build trust, coordination, and job satisfaction, contributing to organizational success. Recognizing the complexity of relationships, organizations should focus on long-term relationships with employees, customers, and other businesses to share risks, best practices, and resources.

In essence, relationships in the business realm, like any other, require effort to maintain and should be mutually beneficial to all stakeholders involved. The emphasis is on supporting, sharing, and giving within the business relationship rather than merely receiving.

### **Meaning of Organizational Conflict**

Organizational conflict, also referred to as workplace conflict, encompasses disagreements or discord that arises within an organization due to perceived or actual conflicts among its members' values, interests, or goals. This discord may manifest in various forms, such as disputes between management and staff or interpersonal conflicts among coworkers. It's essential to recognize that conflict is a natural force that should be managed rather than entirely eliminated. Managers should aim to maintain conflict at a moderate and functional level, fostering change efforts that benefit the organization rather than attempting to eradicate all conflict. To effectively manage conflict, managers need to comprehend the types and sources of conflict and be acquainted with strategies that prove effective in addressing it (Schramm-Nelson, 2002)

Conflict, at its core, involves friction, disagreement, or discord within a group when the beliefs or actions of one or more members are resisted or deemed unacceptable by others in the group.

This can occur within the same group or between members of two or more groups, leading to violence, interpersonal discord, and psychological tension, which is termed intergroup conflict.

In group settings, conflict often follows a specific course. Routine group interaction may be disrupted by an initial conflict triggered by differences of opinion, disagreements among members, or resource scarcity. At this point, the group becomes divided and may form coalitions (George, 2003),

### **Causes of Conflict**

The impact and consequences of unattended conflict in the workplace on employees and the organization generally would argue for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict (Dijkstra, 2006). There is little to indicate that organizations attempt to establish the underlying causes of organizational conflict. Rather to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are, a key element in developing appropriate conflict resolution strategies (Havenga, 2004). Mayer (2000), in support of the above, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the various factors that influence conflict behaviour thus gives the manager or facilitator the ability to craft a more detailed and targeted

strategy for handling the conflict instance. Different circumstances can lead to conflict. Deutch and Coleman (2006) identified some of the causes of conflict to include the following; differences in knowledge, beliefs and basic values; competition for position, power and recognition; a need for tension release; a drive for autonomy; personal dislike; and differing perception or attributes brought about by the organizational structure, different role structure, heterogeneity of the workforce, environmental changes, differences in goals, diverse economic interest, loyalties of groups, and value discrepancies, which were all considered at various stages as major causes of conflict in organizations. Havenga (2004) indicated that causes of conflict at the level of organization could also include resource availability; affirmative action programmers, the scope and content of workload, the introduction of new management techniques; and differences of a cultural and racial nature. Robbins and Judge (2009) identified some sources and causes of conflict in organization to include: I) Scarce resources: Individual and groups in an organization competes for limited resources of organization, namely: machine, material, money and other welfare services all have their claims on the limited resources at the disposal of the organization. Hence, within the system, there is relative or total deprivation of each group's requirements. The disintegration of services and functions and the deterioration of organizational structures are the results of insufficient financial resources being provided to the system. Several factors have been identified as contributing factors to conflicts within associations.

## **Structural Factors**

### **1. Specialization.**

Employees usually acquire a broad understanding of multiple tasks or specialize in a particular area of work. Because they are unaware of one other's work duties, disputes may arise in an organization where most of the staff members are experts. For example, even if a camera repair will take a week, a camera repair store receptionist may claim that the camera can be fixed in an hour. The receptionist shouldn't set an arbitrary deadline for when the camera will be ready because she doesn't know much about the technician's profession. Conflict between the technician and the receptionist may result from this circumstance.

### **2. Common Resources.**

We frequently must share resources at work. The likelihood of a conflict situation increases with the scarcity of resources within the company. Conflict results from a shortage of resources since everyone who requires the same resources always undermines those who seek alternate objectives. Limited resources can be in the form of cash, goods, personnel, or knowledge. The Redmond Washington based Software Company may dominate several markets, but its staff members still disagree over limited resources (Meshare & Glinow, 2008), support for sartorial Spending time on computers may increase conflict. There is initially an abundance of computer time and space for both administrative and research purposes, given that the corporation installs new computers for both purposes. But if both sides use the computer more and more, access becomes an issue and this is when conflict could start.

### **3. Goal Differences.**

When organizational departments have conflicting or incompatible aims, there is sometimes a significant increase in the likelihood of conflict. For example, the objective of a computer salesperson is to close as many deals as possible in a short period of time. But the production plant might not be able to live up to the salesperson's expectations. Since two people in this situation have different goals, conflict may arise.

#### **4. Interdependence.**

The extent of interdependence between tasks often tends to enhance the possibility of conflict. It is simpler to place the responsibility for a mistake on a coworker when one is dependent on another person to finish a task. Interdependence typically occurs when team members are required to be interested in the work process and obtain results that are contingent on the effort of others.

#### **5. Roles and Expectations.**

A role is a behaviour that is expected from an employee. Every employee has one or more roles in the organization. These roles include such elements as job title, description of duties, and agreement between the employee and the organization. Manager- subordinate conflict can result when the subordinate's role is not clearly determined, and each party has a different understanding of that role (Whitlam & Cameron, 2012).

### **Sources of Organizational Conflict**

For conflict to occur, certain conditions must exist. It is thus imperative to understand the underlying conditions that can cause conflict. In the words of Fajana (1995), Conflicts can emerge because of a variety of organizational situations, including conflicting goals, differences in beliefs and ideologies, or disagreements over shared resources. Since conflict arises from perception, it starts when one person thinks another might impede their efforts. The employer's desire to maximize profit and the workers' representatives' goal of ensuring that their members always have better living conditions could lead to conflict. Failure to uphold collective bargaining agreements could also lead to conflict. Armstrong (1990) sees changes as another cause of conflict. Changes according to him are always with us but it is not always welcome. Resistance to change is natural and it arises because of habit once established, few of the unknown, conformity to customary expected ways of behavior, misunderstanding of implications of change and individual differences. Unless it is well managed, he said, it could lead to conflict or even crises. Competition for limited resources, status incongruity, win-lose scenarios, the desire for change, unclear regulations, and communication issues are additional factors that contribute to organizational conflict.

### **Functional Versus Dysfunctional Conflict**

The distinction between functional conflict and dysfunctional conflict rests on whether the organization's interests are served. According to Robbins (1978) some types of conflict support the goals of the organization and improve performance; these are functional, constructive forms of conflict, they benefit the organization. Functional conflict is commonly referred to in management circles as constructive or corporative conflict (Amason, 1986). Dysfunctional or destructive conflicts, on the other hand, are the type of conflict that hinders organizational performance. Schmidt (1974) conducted a study on a group of executives and came out with the

following positive and negative outcomes of conflict. Better ideas are generated, people are compelled to look for new approvals, long-standing issues are addressed, people are compelled to clarify their positions, tension inspires creativity and interest, and people get the opportunity to put their abilities to the test. These are some of the positive outcomes of conflict. Conflict can have negative effects such as making some people feel defeated, increasing distance between people, creating a climate of suspicion and distrust, people and departments that should be corporate looking out only for their own narrow interests, developing persistence—either active or passive—when teamwork was required, and some people leaving because of the unrest.

### **Conflict Management**

According to Rahim (2002) conflict management involves creating effective plans to minimize the negative impacts of conflict and amplify the positive contributions, aiming to enhance the learning and efficiency of an organization. This means that managing conflict is more about decreasing the chances of unproductive outcomes rather than simply avoiding or terminating it altogether. In essence, conflict management is the mechanism through which both groups and individuals address complaints or disagreements, aiming to improve resolution, seek consensus, and demonstrate a genuine commitment to decision-making. According to Uchendu, Anijaobi, and Odigwe (2013), as conflicts are inevitable in organizations, how they are managed plays a crucial role in determining whether they will have a positive or negative impact on organizational performance. Recognizing and addressing underlying tensions promptly before conflicts escalate is vital for effective conflict management in the workplace.

In this context, conflict management orientation becomes a prominent process that can be implemented in various ways within organizations. Ford (2007) proposed a four-step process,

encompassing assessment and inquiry, design, implementation, and evaluation, all geared toward achieving effective and unbiased conflict resolution in the workplace. This holistic approach is often employed to encourage management to meet the needs of stakeholders in conflict resolution. Vigil and King (2000) noted that the use of an integrative style of managing conflict is likely to yield better results and higher commitment from individuals compared to teams using non-integrative conflict management. The integrative approach broadens the understanding of conflict issues, leading to improved resolution.

Similarly, the collective bargaining strategy has been recommended as an approach for managing union-management conflicts in organizations. This strategy is internationally recognized as the legal means by which workers and management settle conflicts arising from employment contracts (Fajana and Shadare, 2012). In Nigeria, the Trade Union Amendment Act (2000) and the positive use of this mechanism by some multinational firms have contributed to the increased adoption of collective bargaining strategies for conflict resolution.. In practice, this collaborative approach of managing conflict, involves negotiation between union and management in a process of meeting demands, discussing, presenting counter demands, bluffing and sometimes threatening all in a bid to reach collective agreement. Another conflict management approach for resolution of conflict in Nigeria is offered in the provision of the Trade Disputes Amendment Decree, 1988, No. 39 and Trade Dispute Act CAP 18, 2004 which provided five steps for legal management of conflict in organizations in the country. These are voluntary resolutions of disputes using internal grievance procedures and external mechanisms, such as the appointment of a mediator or conciliator, the referral of disputes to a panel of industrial arbitrators, the National Industrial Court, and, if deemed necessary, the formation of a Board of Inquiry. The National Industrial Court's decision in a dispute is definitive and enforceable nationwide as of

the award date for both employers and employees. The competitive approach to conflict resolution is an attempt at complete victory (Saduna, 2012). It is a win-lose approach, a "winner takes all" position. In dealing with conflicts, the common tendency is to prioritize winning the dispute regardless of the implications, rather than finding an optimal solution that benefits all parties involved. Another approach to handling conflicts is accommodation, which contrasts with competition and adopts a lose/win mind-set. The third method is avoidance, where conflicting parties disengage, resulting in a lose/lose scenario as the issue remains unaddressed and unresolved. The fourth method, collaboration, is often regarded as the most effective way to manage conflicts, embracing a win/win philosophy. This approach encourages both sides to explore new and shared perspectives without relinquishing their valued positions. Successful conflict resolution through collaboration relies on trust, mutual respect, the identification of hidden agendas, and a genuine commitment from both parties to resolve the issue. The fifth method, compromise-conflict resolution, involves negotiation and a considerable degree of flexibility, leading to a win/lose-win/lose outcome as both parties achieve some of their desires while making concessions in the process (Burnside, 2008). Hotepo (2010), as cited by Fatile and Adejuwon (2011), observed that conflicts can be managed through various means, with some focusing on interpersonal relationships and others on structural changes.

## **Team Dynamics**

Team dynamics refers to the complex interplay of relationships, interactions, and behaviors among individuals within a team. It encompasses how team members communicate, collaborate, resolve conflicts, build trust, and make decisions to achieve shared goals. Kozlowski, S. W. J., & Ilgen, D. R. (2006). These include;

Communication: This is the efficiency with which members of a team exchange ideas, information, and criticism.

Conflict resolution: The method by which members of a team resolve disputes and overcome obstacles amicably.

Mutual trust and respect: The degree to which team members hold each other in high regard.

Roles and duties for each team member individually: a clear understanding of each person's position and how it fits into the bigger picture.

### **Key Elements of Effective Teamwork:**

1. Trust: The cornerstone of any successful group. Open communication, vulnerability, and a readiness to rely on one another are all facilitated by mutual trust. It enables group members to experiment, think creatively, and help one another overcome obstacles.

2. Communication: The foundation of any team effort. Teams that communicate clearly, often, and honestly succeed. Effective problem-solving and mutual understanding are facilitated by courteous idea sharing, prompt feedback, and active listening.

3. Common Objectives: The team's compass. A captivating vision inspires people to work together to achieve a common goal. Having a clear understanding of one's place within the larger objective promotes accountability and ownership.

4. Conflict Resolution Skills: The abilities to handle controversies that inevitably arise. Teams that have effective conflict resolution techniques can resolve disagreements amicably, identify points of agreement, and come out stronger. The essential components are willingness to compromise, empathy, and active listening.

5. Appreciation and respect: The team's binding agent. A respectful and appreciative culture honours accomplishments, values individual contributions, and promotes a feeling of community. Being appreciated inspires, boosts self-esteem, and fortifies teamwork.

### **Collaboration within the Organization:**

Building upon this basis of team dynamics is called collaboration. Collaboration is the process of cooperating to accomplish a shared goal by utilizing unique viewpoints and strengths. Effective collaboration includes:

Teamwork: Every team member actively contributes their knowledge and abilities.

Shared objectives: A team is motivated and brought together when everyone knows the purpose and its significance.

Synergy: When a team works together, they can accomplish more than they could alone.

Open communication is the exchange of ideas, problems, and progress on a regular and transparent basis.

Mutual responsibility and support: Members of a team encourage one another to overcome challenges and hold each other accountable for their accomplishment.

### **Team dynamic and collaboration**

Team dynamics and collaboration are at the heart of any successful organization. They are more than just catchphrases; they are the complex and dynamic dynamics that control how members of a team engage, communicate, and ultimately accomplish common objectives.

### **Importance of team dynamic and collaboration**

**Increased Productivity:** Better communication, quicker problem-solving, and better decision-making are the results of strong team dynamics and productive teamwork. In the end, this results in higher output and efficiency.

**Innovation and Creativity:** New ideas and creative solutions are born in collaborative teams with a diversity of opinions. They are better able to overcome obstacles and adjust to shifting surroundings.

**Employee Motivation and Engagement:** Positive team dynamics and a feeling of purpose are associated with higher levels of motivation and engagement. Workers are more satisfied and likely to stay on the job when they feel appreciated and invested in it.

**Better Customer Experience:** Teams that work well together provides customers with a more seamless and consistent experience. This increases loyalty and trust, which boosts commercial success.

### **Challenges that Hinder Team Dynamics and Collaboration:**

1. **Ineffective Communication:** Inadequate information flow, conflicting communication styles, ambiguous messaging, and a lack of active listening can all lead to communication failures.

Collaboration is hampered and misconceptions and animosity result from this.

2. **Personality conflicts:** While having a diverse range of personalities can be advantageous, conflicting work methods, contrasting moral philosophies, and unresolved personal issues can strain relationships and undermine teamwork. It's critical to create bridges by communicating clearly and showing empathy.
3. **Unresolved Conflicts:** Unresolved disputes linger and poison the atmosphere. Team cohesion is undermined and development is hampered by a lack of trust, a fear of confronting problems, and inadequate conflict resolution techniques. Establishing a secure environment for candid dialogue and resolving disputes amicably are essential.
4. **Lack of Shared Goals:** Ambiguous or incompatible objectives impede cooperation and cause misunderstandings. People tend to focus on their own goals and lose sight of the wider picture, which causes misalignment and missed opportunities. It's critical to communicate clearly and match personal objectives with the shared vision.
5. **Lack of Appreciation and Trust:** A lack of appreciation leads to mistrust and reluctance to exchange ideas. A feeling of disconnection and demotivation arises from inadequate recognition. Teamwork is strengthened when trust is established via openness, sincerity, and acknowledging individual efforts.

## **Organizational Performance**

It is challenging to define "performance" in a clear and comprehensive way because it ultimately depends on the goals of the specific business. However, many different performance indicators have been studied in companies; for the purpose of this analysis, we will examine these under the

categories of financial and operational results. The former would include productivity (e.g. the number of hours it takes to assemble a car), the quality of the product or service, innovation and customer satisfaction; the latter, value-added per employee and return on capital employed. To make matters more complicated, several of these indicators can be recorded at different levels within an organization. For instance, productivity can be quantified. Productivity, for example, can be measured at department, workplace or company level. In addition, when one begins to consider team-based literature, another set of 'performance' outcomes come to the fore (Cohen and Bailey 1997). A number of these studies aim to show the results for specific members of the team or the team. Even though some of these metrics-like job satisfaction or absenteeism, for instance—might not seem immediately related to the current study, further discussion will demonstrate that there are significant connections with organizational performance. Several theoretical justifications have been put out to clarify why teamwork could result in better organizational performance. Some concepts focus on individual workers' effort and motivation, claiming that they work harder. Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioral changes that result in improved organizational performance (Becker et al. 1997). Similarly, self-leadership theory emphasizes teamwork, individual judgment, and participatory decision-making as crucial motivators and contends that they will produce more dedicated workers who aim for increased productivity and effectiveness (Sims and Manz 1996). A problem technique on the other hand, work design theory has tended to stress intra-group processes such as job design, task variety and interdependence (Wall and Martin 1987) whereas sociotechnical theory emphasizes changes in the structure of an organisation and its processes as the principal mechanism through

which performance is improved (Van Hootegem 2000). This is apparent in the fact that the teamwork- performance link relates with general discussions on HRM and performance, empowerment, self-leadership and so forth.. However, teamwork research should not be considered only within these contexts since a specific team working literature has emerged over the course of time (Salas et al. 2000).

### **Marxist Theory of Conflict**

This theory examines the causes of conflict in society in detail. According to Marx, the great social philosopher, the degree of inequality in resource distribution creates intrinsic conflicts of interest. He discusses how the contradictions in capitalism forms of economic production would lead to conflict processes that would usher in communism through revolutionary action by the proletariat (the ruled). According to Karl Marx, the greater the rate or degree of inequality in the allocation of society's comparatively available or scarce resources, the larger the fundamental conflict of interest between the society's dominant and subordinate sectors. Workers, or subordinate segments, are more likely to challenge the legality of the current distribution or allocation of scarce resources the more they learn about their actual collective interests, which are the organization's revenue. In addition, when dominant segments create "alienate dispositions" through their actions, when subordinate segments' members can communicate their grievances to one another—a process made possible by the ecological concentration among subordinate group members—and when subordinate group members have more educational opportunities, the subordinates are more likely to realize their true collective interest. Marx further suggests that an organization's structure is likely to change the more its subordinate

segments become conscious of their shared interests and begin to doubt the propriety of how limited resources are distributed. According to Karl Max's above perspective, one consequence of the unequal allocation of resources on worker productivity is conflict. When compared to the income of the company, the salary paid by the bourgeois owners of the company to their workers, or the proletariat, may not be sufficient or may be extremely low for effort put into production. This can lead to doubts about the employees' commitment to their jobs, which ultimately leads to low productivity. Additionally, when workers' salaries (resources) are not paid on time or in full, while having a heavy workload, they may rebel against their employers by becoming less committed to their jobs, which will have a negative impact on their productivity

### **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 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 with two different kinds of conflicts within an organization. He named the disputes "Endogenous" and "Exogenous." "Endogenous conflict" is the phrase used to describe conflict that emerges within a society, institution, or organization. He concurred with Marx that internal conflict is a result of the current social structure. He expanded on the dynamics of internal conflict to encompass exogenous conflict, which he described as conflict brought on by outside forces. 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 30 inevitably happen anytime such arrangements are made.

### **Conflicts Process Theory proposed by Goldman (1966).**

This theory's main assumption is that fundamental organizational structural elements are the source of and have an impact on the essential conflicts. The theory offers a framework for categorizing the core concerns of social and political disputes and tracks the effects that conflict resolution and non-resolution have on organizations. In the end, it offers an empirical foundation for creating conflict resolution and avoidance techniques by documenting developmental trends linked to conflict cycles. The theory assumes that social and political conflicts between two or more (adversary) parties are initiated and concluded by events of a decisional character; the sequence of events from the initiating one to the concluding one may be referred to as a conflicts cycle. All social and political conflicts involve at least one of the three categories of substantive themes, which include disagreements over the "task expectation' associated with a position or office; disagreement about the role-performance' of incumbents in the position; disagreements about the conditions of 'incumbency' of the person in the position (Duze, 2012). The theory holds that conflicts cycles are resolved by decisions about one or more of these substantive topics. The process of 'formalization' is the result of decision-making sequences about work expectations. When the decisions are on role-performances, they produce a 'socialization' process, while the decisions on incumbency conditions produce an 'investiture' process. Formalization entails presenting task expectations to the officer in charge of each job in a formal, clear, and concise manner rather than verbally or implicitly. While investiture should comprise the official installation of the officer and celebration of their position, socialization necessitates that role-performances specify how the officer is to carry out the duties given to the position, including

induction. These will guarantee that the officer operates in a more favorable environment and is fully aware of what to do, how to do it, and when to set boundaries. The Conflicts Process Theory also states that the observation of conflicts pertaining to major organizational offices is a reliable procedure for sampling the developmental tendencies of the organization. Therefore, when secondary schools experience positive/non-destructive role conflicts, innovations and creativity should emerge, which will further lead to better conflicts resolutions and conflicts avoidance, thus improving the administrators' effectiveness and xxvii efficiency in accomplishing set aims and objectives of the secondary schools (NPE, 2004). The theory postulates that individuals will normally adjust to a given structure in an organization but any change in the structure of the organization causes conflicts and destabilizes the organization. Conflicts should be minimized by minimizing structural changes to maintain stability with both the individuals as well as the institutions (Duze, 2012). It indicates that secondary schools ought to be cautious when making modifications to their organizational charts that could not be well-received by the student body. The theory is based on a systems approach, in which every component has a job to do. In secondary schools, this is typically the case with academic administrators who serve as both administrators and instructors. Roles comprise sub-systems called institutions, and each role has a certain set of expectations attached to it. Individuals with their own personalities, perceptions, orientations, and need dispositions fill roles in institutions, but to accomplish the aims and objectives of the organization, they must act in accordance with the expectations that come with their jobs. It follows that in an environment as diverse as secondary schools, people or groups may disagree on matters that directly or indirectly affect them, often intensely as they carry out their different tasks. These arguments become destructive if they are not settled. However, this theory sees conflicts as dysfunctional, abnormal, and as a

disease which can be endemic to schools if not properly managed. This suggests that if handled properly in companies, role disputes may even be beneficial. Thus, the idea supports initiatives that will keep an organization's equilibrium and teamwork strong. This study therefore examined the types, causes and influence of conflicts that exist between school principals and classroom teachers as well as proffered strategies for effective management of conflicts in public secondary schools (Duze, 2012). Conclusively, it is obvious that no meaningful development can be accomplished in an atmosphere of crisis in any organization, and as such, in secondary school system, the principals and teachers should be mindful of their organizational charts. There should be proper explanation of the various responsibilities and proper definition of roles assigned to individuals and groups to avoid crises in the discharge of responsibilities.

### **Conflicts Resolution Theory**

Conflicts resolution involves addressing conflicts by reducing, eliminating, or terminating various forms of discord. Terms like negotiation, bargaining, mediation, and arbitration are commonly employed in discussions about conflict resolution. The primary aim is to minimize the negative outcomes of conflicts and enhance positive results, ultimately contributing to organizational improvement (Rahim, 2002). Advocates of conflict resolution reject a political view of conflicts, asserting that in communal and identity conflicts, compromising on fundamental needs is challenging. They argue for transcending conflicts by helping parties explore, analyse, question, and reframe their positions and interests. The approach emphasizes the involvement of knowledgeable outsiders who work discreetly with the parties to introduce fresh perspectives and connections, seeking innovative solutions that may have been overlooked.

Additionally, a focus is placed on investigating the true causes of conflicts. The overarching goal of conflict resolution is to guide parties away from destructive zero-sum conflict patterns toward constructive positive outcomes, aiming for processes that are acceptable to disputing parties (Azar & Burton, 1986; Kona, 1999; Mial, Oliver & Tom, 1999; Duze, 2012; Behfar, Peterson, Mannis & Trochim, 2008).

### **2.3 EMPIRICAL REVIEW**

In the empirical review, Edwin (2015) studied the impact of relationship, task, and process conflicts on employee performance in the Nigerian cement manufacturing sector. The study revealed that relational conflict had a significant negative effect on performance, while there was an unexpected positive link between process conflict and performance. Another study by Abolade (2017) focused on conflict management's impact on employee performance in the Power Holding Company of Nigeria (PHCN). The results suggested that the effectiveness of an organization's conflict management system influences employee performance, emphasizing the need for staff training in conflict resolution and effective communication to decrease contentious situations. Isidore (2022) investigated employee job performance at Akwa Ibom State University in relation to organizational conflict. The study found a statistically significant positive correlation between worker job performance and organizational conflict causes, such as goal disparities, shared resources, task interdependence, and specialization. The study highlighted the importance of communication channels and candid conversations about workplace conflict.

Akinsanmi (2021) explored the impact of various conflict types on employee output in Lagos State, emphasizing the challenges arising from diverse cultures and work styles. The study

revealed that task and process conflicts had a positive effect on employee productivity, while relational conflict had a negative impact. The study suggested using collective bargaining for successful management and reduction of workplace problems.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

## **INTRODUCTION**

This chapter described the research procedure for this study. A research methodology is a technique that is used to deliver study results to the research audience, or study beneficiaries, in a systematic and scientific manner.

## **RESEARCH DESIGN**

Research design is a frame work of the research method and techniques chosen by the researcher to evaluate the purpose of the study (Switala, 2003). The survey design used in the study was descriptive. This design was adopted for the study because the design facilitates the utilization of questionnaires which provides basic information about the characteristics of the samples used (Zikmund, 2003). The questionnaire helped in gathering important information on the viewpoints, attitudes, and actions of potential respondents.

## **THE POPULATION OF THE STUDY**

The population of this study consists of employees-employers of selected companies in Festac town, Lagos. This study was carried out to examine the impact of employee-employer conflict on the performance of the organization using selected company in Lagos as a case study. The population of the study was formed by staff of the selected companies.

## **SAMPLE SIZE AND SAMPLING TECHNIQUES**

Sampling techniques are considered to be the strategies used by researchers in the statistical sampling process (Cooper & Schindler, 2001). The researcher adopted the convenience sampling technique. Units chosen for the sample based on ease of access for the researcher are included in this non-probability sampling procedure. As a result, the researcher provided copies of the questionnaires to participants who were within his reach.

### **DETERMINATION OF THE SAMPLE SIZE**

Taro Yamane's statistical formula was used to determine the adequate sample size, which is the population of the study

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

In the formula above;

n is the required sample size from the population under study

N is the whole population that is under study

e is the precision or sampling error which is usually 0.10, 0.05 or 0.01

### **THE RESEARCH INSTRUMENT**

The questionnaire served as the research instrument for the study. The enrolled individuals were given a survey with series of questions. The questionnaire was divided into 2 sections: Section A addressed the demographic information of the respondents while Section B contained the study's aims and addressed the researched questions. The questionnaire was measured on a 4-point

Likert scale response of Strongly Agree (SA), Agreed (A), Disagree (D), and Strongly Disagreed (SD).

## **RELIABILITY OF THE INSTRUMENT**

Reliable instruments consistently measure the intended constructs and produce similar results when used repeatedly. The first instrument that was used on the questionnaire was a Likert scale (S.D, A, D, S.D). The Cronbach's Alpha coefficient was also used to test the reliability of the researched instrument.

Cronbach's Alpha is a reliability coefficient that shows how well things in a set are decidedly connected to each other (Sekaran, 2003). The reliability of data pertaining to the variables was designated through Cronbach's Alpha ( $\alpha$ ) coefficient which has a value between 0 and 1 (Bayram, 2004).

## **VALIDITY OF THE STUDY**

Validity here refers to the well-founded and accuracy of something, like a claim, argument, measurement, or method. An instrument is considered valid to the extent that it can be tailored to meet the goals of the research. The project supervisor utilized her intellectual expertise to critically, analytically, and logically assess the instrument's relevance of the contents and statements after the researcher created the questionnaire for the study and presented it to her. This made the instrument valid for the study.

## **METHOD OF DATA ANALYSIS**

Inferential statistics and descriptive statistics were used to analyse the data from the distributed questionnaires. Frequency and percentage were used in the descriptive method to describe the demography of respondents, and frequency count, simple percentage, mean 0, and standard deviation were also used to answer researched questions.

The Pearson moment correlation matrix was used to analyse the close relationship between variables, and linear regression analysis was used to test the study's hypotheses. The analysis was carried out using the Statistical Packages for Social Sciences (SPSS version 20) econometric software.

## **CHAPTER FOUR**

## DATA PRESENTATION AND ANALYSIS

### INTRODUCTION

The data analysis from the key informant interview and online questionnaire that were conducted with study participants is presented in this chapter. The study's conclusions served as the basis for the analysis and interpretation. The data analysis shows the respondents' simple frequency and percentage in addition to the information gathered. A total of one hundred and forty-seven (147) responses were gotten from the online questionnaire that was distributed, of which only one hundred and forty-one (141) were verified. This was owing to irregular, partial, and improper answers to various questionnaires.

### DATA PRESENTATION

Demographic information	Frequency	Percent
<b>Gender</b>		
Male	86	61%
Female	55	39%
<b>Age</b>		
25-30	96	68.1%
31-35	24	17%
36-40	11	7.8%

41+	10	7.1%
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Educational level	Frequency	Percent
A-Level	42	29.8%
BS.c	73	51.8%
MS.c	11	10.6%
Others	15	7.8%

Marital Status	Frequency	Percent
Single	96	68.1%
Married	38	27.0%
Separated	5	3.5%
Widowed	2	1.4%

## ANALYSIS OF RESEARCH QUESTION

### Findings

**Table 4.2:** Respondent on question 1

S/N	ITEM STATEMENT	SA	A	D	SD	X	S.D	DECISION
		4	3	2	1			
1	Negative Impact on Groupthink	67	55	19	00	3.34	.705	Accepted
2	Reduced Team Satisfaction and Performance	78	43	14	06	3.29	.682	Accepted
3	Reduced Creativity and Innovation	86	15	26	14	3.26	.693	Accepted
4.	Potential for Positive Outcomes	99	21	12	09	3.50	.529	Accepted

From the responses derived as indicated in table 4.2 on the causes of conflict in organizations, all items (items 1–4) were accepted. The corresponding items (item1-item4) had mean scores of 2.50 and above.

**Table 4.3:** Responses on question 2

S/N	ITEM STATEMENT	SA	A	D	SD	X	S.D	DECISION
		4	3	2	1			
1	Impact on Job Satisfaction	60	72	8	1	3.35	.623	Accepted
2	Negative Impact on Employer Brand	73	63	5	00	3.48	.568	Accepted
3	Cost of Turnover	73	63	5	00	3.48	.568	Accepted
4	Increased Turnover	67	55	19	00	3.50	.623	Accepted

In table 4.3 above, on the effect of organizational conflict on employee productivity, the table shows that all the items (item1-item4) are accepted. This is because all the respective items (item1-item4) have the mean scores of above 2.50.

**Table 4.4:** Respondent on question 3

S/N	ITEM STATEMENT	SA	A	D	SD	X	S.D	DECISION
		4	3	2	1			
1	Negative Impact on Productivity	60	72	8	1	3.35	.623	Accepted
2	Reduced Creativity and Innovation	73	63	5	00	3.48	.568	Accepted

3	Increased Absenteeism and Turnover	73	63	05	00	3.48	.568	Accepted
4	Improved Performance with Effective Resolution diverted to dealing with the conflict	67	55	19	00	3.34	.705	Accepted

In table 4.4 above, on the effect of organizational conflict on employee productivity, the table shows that all the items (item1-item4) are accepted. This is because all the respective items (item1-item4) have the mean scores of above 2.50.

## TEST OF HYPOTHESES

**HO<sub>1</sub>:** The presence of conflicts within an organization does not influence team dynamics and collaboration among employees.

**HO<sub>2</sub>:** There will not be a statistically significant difference in the organization's performance metrics before and after the implementation of conflict resolution interventions, indicating improvements in productivity, employee morale, and overall organizational outcomes following the interventions.

### *Hypotheses one*

**Table 4.5:** The presence of conflicts within an organization does not influence team dynamics and collaboration among employees

Options	Fo	Fe	Fo - Fe	(Fo - Fe) <sup>2</sup>	(Fo-Fe) <sup>2</sup> /Fe
Yes	75	52	23	529	10.17
No	41	52	-11	121	2.33
Undecided	25	37	-12	144	3.89
<b>Total</b>	<b>141</b>	<b>141</b>			<b>16.39</b>

**Source: Extracted from Contingency Table**

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

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

$$(2) (1)$$

$$= 2$$

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

### **Findings**

The calculated  $X^2 = 16.39$  is greater than the tabulated value of  $X^2$  at 0.05 level of significant which is 5.991.

### **Decision**

Since the  $X^2$  calculated value is greater than the tabulated value, i.e. 16.39 is greater than 5.991, the Null hypothesis is rejected and the alternate hypothesis which states that the presence of conflicts within an organization does influence team dynamics and collaboration among employees is accepted.

**Table 4.6: There will not be a statistically significant difference in the organization's performance metrics before and after the implementation of conflict resolution interventions, indicating improvements in productivity, employee morale, and overall organizational outcomes following the interventions.**

Options	Fo	Fe	Fo – Fe	(Fo - Fe) <sup>2</sup>	(Fo--Fe) <sup>2</sup> /Fe
Yes	80	52	28	784	15.08
No	35	52	-17	289	5.56
Undecided	31	37	-11	121	3.27
<b>Total</b>	<b>141</b>	<b>141</b>			<b>23.91</b>

**Source: Extracted from Contingency Table**

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

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

$$(2) (1)$$

$$= 2$$

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

## **Findings**

The calculated  $X^2 = 23.91$  is greater than the tabulated value of  $X^2$  at 0.05 level of significant which is 5.991.

## **Decision**

Since the  $X^2$  calculated value is greater than the tabulated value, i.e. 23.91 is greater than 5.991, the Null hypothesis is rejected and the alternate hypothesis which states that there will be a statistically significant difference in the organization's performance metrics before and after the implementation of conflict resolution interventions, indicating improvements in productivity, employee morale, and overall organizational outcomes following the interventions is accepted.

## **SUMMARY, CONCLUSION AND RECOMMENDATION**

### **SUMMARY**

In this final chapter, the culmination of the research findings regarding the impact of employee-employer conflict on organizational performance is presented. This chapter provides a comprehensive summary of the study's outcomes, discusses their implications, and offers recommendations for future research and practical application. A total of 141 responses were validated from the enrolled participants, with all respondents being drawn from staff selected companies in Lagos.

During the course of the research, the following findings were further revealed.

- 1. Conflicts between employees and employers influence on team dynamics and collaboration will bring about;**
  - I. Negative Impact on Groupthink
  - II. Reduced Team Satisfaction and Performance
  - III. Reduced Creativity and Innovation
  - IV. Potential for Positive Outcomes
  
- 2. The occurrence and management of employee-employer conflicts will influence overall performance through;**
  - I. Negative Impact on Productivity
  - II. Educated Creativity and Innovation
  - III. Increased Absenteeism and Turnover
  - IV. Improved Performance with Effective Resolution diverted to dealing with the conflict

## **CONCLUSION**

In this study, we have explored the multifaceted relationship between employee-employer conflict and organizational performance. Through a comprehensive analysis of empirical research, we have gained valuable insights into the dynamics of conflict within the workplace and its ramifications for organizational effectiveness.

Our findings indicate that employee-employer conflict can have significant implications for various aspects of organizational performance, including productivity, employee engagement, job satisfaction, turnover rates, and overall workplace morale. When left unaddressed, conflicts between employees and employers can escalate, leading to detrimental outcomes for both individuals and the organization as a whole.

One of the key findings of this study is the detrimental impact of unresolved conflict on employee morale and job satisfaction. Employees who experience ongoing conflict with their employers are more likely to experience stress, burnout, and disengagement, which can ultimately impede their performance and productivity. Moreover, unresolved conflicts can contribute to higher turnover rates as employees seek alternative work environments where they feel valued and supported.

Additionally, our study underscores the need for organizational leaders to adopt a proactive approach to conflict resolution, rather than allowing conflicts to escalate and fester. By promoting a culture of collaboration, transparency, and mutual respect, employers can create an environment where conflicts are viewed as opportunities for growth and innovation, rather than obstacles to productivity.

In conclusion, the findings of this study underscore the critical importance of addressing employee-employer conflict in promoting organizational performance and employee well-being. By recognizing the impact of conflict on organizational effectiveness and implementing proactive conflict resolution strategies, employers can create a more positive and productive work environment for all stakeholders involved.

## **RECOMMENDATION**

Based on the responses, management in the workplace needs to make an effort to implement inclusive and cooperative dispute resolution techniques while also making an effort to incorporate union leadership or employee representatives in critical decisions that have an impact on the workforce. In order to effectively manage conflict in organizations on a continual basis, management and staff must make a concerted effort to collaborate amicably by developing strong strategies and upholding appropriate regulations. As a means of managing conflicts, it is important to promote open dialogue about conflict in the workplace and trustworthy channels of communication while attempting to steer clear of dominance, competition, and confrontation. Employee and employer survival in an industrial work environment is based on maintaining optimal organizational performance, which is the mutual aim.

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## **APPENDIX**

### **QUESTIONNAIRE ON IMPACT OF EMPLOYEE-EMPLOYER CONFLICT ON THE PERFORMANCE OF THE ORGANIZATION.**

Department of Business Administration

Faculty of Management Sciences

University of Benin

Benin City, Edo State.

Dear Respondent,

### **APPEAL FOR THE COMPLETION OF QUESTIONNAIRE**

I am an undergraduate student in the above-named Department. As part of the requirement for the program, I am conducting research on “Impact of Employee-Employer Conflict on the Performance of the Organization”. On that end, you have been chosen at random to be a part of the sample. Additionally, I want to reassure you that your answers will be kept strictly confidential and utilized exclusively for the intended academic purpose.

Thank you.

### **SECTION A: PERSONAL INFORMATION**

**PLEASE TICK [√] YOUR MOST PREFERRED CHOICE(S) ON A QUESTION.**

**Gender**

Male

Female

**Age**

25-30

31-35

36-40

41+

**Marital Status**

Single

Married

Separated

Widowed

**Education Level**

BS.c

MS.c

PH.d

## SECTION B

To what extent do conflicts between employees and employers influence team dynamics and collaboration?

S/N	ITEM STATEMENT	SA	A	D	SD
1	Negative Impact on Groupthink				
2	Reduced Team Satisfaction and Performance				
3	Reduced Creativity and Innovation				
4.	Potential for Positive Outcomes.				

What is the relationship between employee-employer conflicts and employee turnover rates?

S/N	ITEM STATEMENT	SA	A	D	SD
1	Impact on Job Satisfaction				
2	Negative Impact on Employer Brand				

3	Cost of Turnover				
4	Increased Turnover				

**How does the occurrence and management of employee-employer conflicts influence overall performance?**

S/N	ITEM STATEMENT	SA	A	D	SD
1	Negative Impact on Productivity				
2	Reduced Creativity and Innovation				
3	Increased Absenteeism and Turnover				
4	Improved Performance with Effective Resolution				