

**INDUSTRIAL CONFLICT MANAGEMENT ON EMPLOYEES
PERFORMANCE. (A CASE STUDY OF NON - ACADEMIC STAFF OF
UNIVERSITY OF BENIN, BENIN CITY, EDO STATE, NIGERIA).**

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BENIN CITY**

DECEMBER, 2022.

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF INDUSTRIAL
RELATIONS AND PERSONNEL MANAGEMENT, FACULTY OF
MANAGEMENT SCIENCES.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
OF BACHELOR OF SCIENCE (B.SC) IN INDUSTRIAL RELATIONS AND
PERSONNEL MANAGEMENT IN UNIVERSITY OF BENIN, BENIN CITY**

DECEMBER, 2022.

DECLARATION

I, **Dibia Richard Chukwuekwu**, do hereby declare that this project has been written by me and that it is entirely my own work and composition. The work has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree, to the best of my knowledge. All sources of information collected and materials used have been duly acknowledged by means of reference.

Dibia Richard Chukwuekwu
Researcher

Date

CERTIFICATION

We certify that the research was carried out by **DIBIA RICHARD CHUKWUEKWU** in the Department of Industrial Relations and Personnel Management and that the work is adequate in scope and qualify for the requirements for the award of B.Sc Honours in Industrial Relations and Personnel Management.

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DEDICATION

Firstly, to almighty God who gave me wisdom and knowledge, strength and direction to successfully complete this project.

ACKNOWLEDGEMENTS

Firstly, I give all the glory to Almighty God for seeing me through my undergraduate years. For a dream turned reality, I am indebted to the few people who contributed towards the successful completion of education.

My profound gratitude goes to my supervisor, Omofowa M. S. (Mrs.) whose direction, constructive criticism, encouragement and invaluable insight played critical role in the shape and content of my project/research work. Thank you very much Ma.

I will never fail to appreciate my parents for their prayers, morals and financial supports.

My sincere appreciation goes to all my lecturers who made my study in Department of Industrial Relations and Personnel Management a memorable and valuable experience.

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ABSTRACT

Conflict is inevitable in every organization. This paper aims to determine the effect of industrial conflict management on employees' performance. The study was seeking to fulfill the objectives which was to determine the effect of organizational culture as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria; the effect of organizational structure as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria, the effect of training and development as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, and to determine the effect of organizational leadership style as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria. The population of the study was comprised of employees in the Non - Academic Staff of University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria. The focus was on 135 Non - academic staffs of the University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria. Data was collected using the questionnaire which the researcher administered face to face to the respondents. 100 copies of questionnaire was administered to the respondents. The analysis was based on the data obtained from response to the questionnaire administered. The findings found out that organizational culture increases employee job satisfaction which made organizational culture a major explanatory variable of worker's morale, satisfaction and productivity. It was also concluded that training allows employees to acquire new skills and sharpen existing ones. Training and development reduces the cost of money to be spent on recruitment as a result of Improved productivity. Financial incentives are important as it affects employee's performance as it ensures employees have a relatively higher productivity level so as to boost their morale for higher productivity. The study also concluded that Industrial conflict management boosts employee's performance and better position employees to be more productive thereby achieving organizational goals faster and smarter. And recommends that for a calm and peaceful organizational atmosphere, there

should be good and healthy working relationships between management and employees to prevent and resolve conflicts. Conflicts should not be allowed to spiral out of control as it can be managed easily to prevent disagreements that will negatively affect decision making and employee performance. It was also recommended that organizations and their management to ensure they adequately pay their employees with incentive packages and bonuses to promote smooth operation and improved performance by employee.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Industrial Conflict Management plays a key role in the organization especially when it comes to conflicts and resolutions. Managing conflict has become an essential managerial capability because of the diversity-driven nature of the environment and workplaces whereby employees from different divides in positions of gender, religion, profession, generational class, age, personality, values and so on, come together to achieve a set goal (Thomas M. Thomson, 2007). Given the enormity of surface and deep diversities in individuals, employees are bound to behave and respond to matters and events differently even in conducts that may likely affect other people, leading to conflict. Sims (2002) stated that conflicts within organizations usually emanate as a result of incompatible objectives or disagreement among individuals and groups. Also, Mullins and Christy (2013) posit that conflict is performance projected to obstruct the

achievement of some other persons plans. However, Kreitner and Kinicki (2010) emphasizes conflict as a progression in which one party perceives that its importance is being threatened. Moreover, Osabuohien and Ogunrinola (2007) linked industrial conflict to absence of industrial peace or dispute in workplace. This includes dissatisfaction which manifest in high turnover, strike, absenteeism, sabotage, amongst others.

Salami (2009) opined that the acceptance of strategic alliance in management of conflict situation grades high on both assertiveness and cooperativeness. More so, Burnside (2008) revealed to the adoption of compromise as making of an atmosphere of win – lose outcome between the parties in conflict. This is so because it is likely that for parties to reach an agreeable resolution, each party must give up something. The strategy seeks to provide result to conflict situation by ignoring one’s own private demand or interest just to satisfy the demand of the other party. Vigil - King (2000) asserted that the acceptance of the strategy in managing conflict is probable to enhance higher commitment in teams in non-integrative conflict management method.

Conflict can arise in different situations; according to Deutch and Coleman (2006), some causes can be differences in hierarchy, beliefs, knowledge and basic values; a drive for autonomy; power and recognition; differing perception or attributes brought about by the organizational structure, heterogeneity of the workforce, environmental changes, different role structure, diverse economic interest, differences in goals, loyalties of groups, and value discrepancies; which were all considered at various stages as major causes of

conflict in organizations. Arguably, Havenga (2004) showed that the causes of conflict in organization level could also comprise resource unavailability; the scope and content of change management. Recently, business functioning pattern and strike is geared towards passing a strong message to the management on employee welfare schemes. Yusuf-Habeeb and Kazeem (2017) admitted that workers may dispute against the events of their organization if they observe any form of unfair treatment or unethical conduct against labor law. Amadi (2001) stated Industrial disputes may manifest as work to rule, gherao, go slow, picketing and so on.

Given the nature of conflict among humans, Olakunle (2008) identified different levels of conflict. Intra-personal conflict occurs when an individual is not at peace with himself, often involves some form of goals conflict or cognitive conflict. For instance, goal conflict occurs in individual when their behavioural outcomes are mutually exclusive or are incompatible. It is also a manifestation of a person's inability to understand role expectations especially, in an ambiguous situation. Inter-personal conflict refers to conflict between two or more individuals of the same or different group at the same or different level within an organization as a result of discrepancies in personality, beliefs, incompatibility of interest, violation of territory etc. Intra-group conflict focuses on conflict within the group as a whole as well as the individual members (Olakunle, 2008). The Intergroup conflict focuses on conflict between two or more groups such as conflict between line and staff positions, between work groups or indeed collective conflict between labor and management (Wehrich, Cannice & Koontz, 2011). However,

intergroup conflict can have negative impacts, which can persist long after the competition is over. Managers must minimize any intergroup conflicts; and if possible, handle any conflict presence with great care.

From the perspective of the traditionalist, conflict is believed to be a threat to organizational survival. In the same view, conflict has a negative impact on performance as the level of conflict rises (Ajike, Akinlabi, Magaji & Sonubi,2015). Therefore, they hold that conflict should be evaded at all cost as it represents a problem (Robbins, Judge, &Vohra, 2011). Contrary, the traditionalist theorists got it all mistaken in their total trusts that all conflicts are precarious in Mother Nature. This is because beyond dysfunctional or destructive conflict, organizations directly and indirectly benefit from functional conflict as it brings out the best in teams and groups for optimum performance. In fact, organizations build strong competitive advantage through this kind of conflict because of its tendency to instill innovation and creativity within a group or team. Managers working within the purview of the conservative approach, may end up leading their organization into early entropy due to inflexibility and absence of constructive suggestions.

Industrial conflict management has received increasing attention in the organization because of a shift in attitudes towards conflict in organizations (Prentice, 2006). Many benefits such as improved employee performance, increasing of work time, ability to control one's behaviour in conflict situations, enhancing of interpersonal communication skills, reduction of suspensions, prevention of violence and improving

the ability to respect the different perspectives or opinions of individuals at workplace are achieved as a result of conflict management variables that affect the functionality of the organization. In this study we adopt organizational culture, organizational structure, training and development, and leadership style as variables of conflict management that affect employee performance. The organizational culture is an important variable in determining employee performance. Similar organization culture with different backgrounds has common set of values and beliefs to be effected by organization systems. (Robbins & Sanghi, 2007) discovered that attraction of organization norms, values and beliefs have strong effect upon performance and sustainability. The norms of employees impact upon sustainable performance and management of organization culture as it leads to attainment of profitability (Stewart, 2010). The organizational structure as an aspect of conflict management also has an effect on employee performance. Organizations need good employees and appropriate structure that will enhance their performance. Williams (1997) confirms a positive relationship between organizational structure and employee performance. When people are placed in the right places and job functions it helps in coordination and encourages maximum employee performance. The close alignment of Training with development of skills and competencies that are strategically important to the business seems to enhance the value of the training (Coony, Terzioski and Samson, 2002). The adequate training of employees and development of skills needed on the job is important as it helps coordination thereby managing conflict and importantly influencing employee performance. Employee development is a major factor in the creation of

employee human capital, which determines the long-term productivity of an employee's behaviour (Nel et al., 2004:145). Leadership style is a very important variable that affects employee performance. The behaviour that leaders use to interact with and lead their followers is developed over a period of time, depending on the experiences, education and training. Effective leadership is important in maintaining employee organizational performance (Cummings and Schwab, 1973; Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen, 2004). In a competitive business environment, conflict management is reduced as organizations rely on their leaders to facilitate the changes and innovations required to maintain competitive advantage.

1.2 STATEMENT OF THE RESEARCH PROBLEM

Organizations do not place emphasis on the position of understanding and relating various proper conflict management methods and strategies in designing and creating an environment for performance leading to efficiency and improved performance.

This research work problem is to discover how industrial conflict management can affect employee performance in an organization. On the basis of information on past and recent considerations which I have found out, I will make recommendations for the problems. In the University of Benin, Benin city, Edo State, Nigeria, the Non-Academic Staff have not gotten the best strategy for resolving conflicts between themselves which leads to unorganized organizational culture and structure which makes their performance to be very poor. Obasan (2011), acknowledged that conflict in an organization is as a

result of group members having diverse perception towards one another, bringing different values to their work, insufficient resources, diversity in attitude that leads to different goals, variation in perspective leading to different clarification of the same information, frustration based on inability to achieve set out goals and objectives. The problem organisations are faced with is mixed performance. Evidences from the past research confirm that quite a number of firms are performing very poorly as a result of disputes between workers, in some cases, they go into liquidation, while few others are performing excellently well using all known performance indicators, like good organizational structure and culture, efficient policies and so on which helps maximize performance. I align with the view of Obasan (2011) about the causes problem associated with conflict in an organization as it is for a known fact that conflict is inevitable in every organization and if not adequately managed can escalate leading to hindrances that will affect the organizational growth and performance. The essence of this study is to determine the effect of industrial conflict management on the performance of employees.

1.3 RESEARCH QUESTIONS

The following research questions were raised to guide this study. They are as follows:

1. To what extent is the effect of organizational culture on employees' performance in the Non-academic Staff of University of Benin, Benin City, Edo State, Nigeria?

2. To what extent is the effect of organizational structure on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria?
3. To what extent is the effect of training and development on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria??
4. To what extent is the effect of organizational leadership style on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria?

1.4 OBJECTIVES OF THE STUDY

The main objective of this study is to determine the effect of industrial conflict management on employee's performance. However, the specific objectives are as follows:

1. To determine the effect of organizational culture as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.
2. To determine the effect of organizational structure as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

3. To determine the effect of training and development as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.
4. To determine the effect of organizational leadership style as an aspect of conflict management on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

1.5 RESEARCH HYPOTHESES

These are stated in their null forms below:

H₁ There is no significant relationship between organizational culture and employee's performance of Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

H₂ There is no significant relationship between organizational structure and employee's performance of Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

H₃ There is no significant relationship between training and development and employee's performance of Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

H4. There is no significant relationship between organizational leadership style and employee performance of Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria.

1.6 SCOPE OF STUDY

The study will attempt to examine the conflict management situation in Non-Academic Staff of University of Benin, Benin City, Edo State, Nigeria. There will be a general review of the theoretical foundation of the study. The area of study is University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria.

1.7 SIGNIFICANCE OF THE STUDY

The importance of an organization to achieve stated objectives depends on the quality of its workforce. It is therefore necessary and relevant to study and examine the effect and impact of Industrial conflict management on employee performance. This study will be of immense benefits to individuals, management and government.

To Individuals: This study will enlighten individuals on learning how to handle conflict especially in their daily and personal lives thereby breeding good and healthy interpersonal relationships in the organization and world at large. Fall out between family members, friends, fellow employees are prevented thereby making life peaceful and stress free. No idea can ever be implemented if the individuals fight among themselves.

To Management: This study will also be useful to managers who are key participants in the organization and conflict process. It would enable management experts in the making of informed decisions based on observed changes in the business environment as well as in the formulation and implementation of policies internally; it will benefit the

management and staff as well as the shareholders. Through this study, managers will be informed of various motivational factors that are helpful in obtaining improved work performance by the employees. It also help in the handling and resolution of conflict in the organization thereby breeding healthy relationships between employers and their employees.

To Government: This study will also be useful to government and it's agencies as it will help in the analysis of strategies in industrial conflict management and aid it's involvement. The significance are beneficial to government in its policy formulation and review of existing laws, regulations and bye laws for achieving maximum efficiency and productivity. The organization is interested in improved work performance of her employees as a way of enhancing profitability. Thus it would attain growth through improving the workers motivational factors of efficiency. The government as the director of the several activities of the state has clear aims in industrial relations. The governments goal in industrial relations are the maximisation of social benefits, and ensuring economic growth and development. This study will therefore ensure that government understand conflict management thereby aiding in the achievement of these goals.

1.8 LIMITATION OF THE STUDY

This study was constrained by a number of factors which are as follows:

just like any other research, ranging from unavailability of needed accurate materials on the topic under study, inability to get data.

Financial constraint was faced by the researcher in getting relevant materials and in printing and collation of questionnaires. Time factor: time factor pose another constraint since having to shuttle between writing of the research and also engaging in other academic work making it uneasy for the researcher.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 INTRODUCTION

Our main emphasis in this chapter is to censoriously examine relevant empirical literatures that would give us insight in clarifying the research problem and more importantly acknowledge the efforts of scholars who had previously contributed to similar research. The chapter intends to deepen the understanding of the study and close the perceived gaps. It is on this basis that this chapter will be developed. Specifically, the chapter will be considered in two sub-headings:

Conceptual Framework

Theoretical Framework

2.1 CONCEPTUAL FRAMEWORK

2.1.1 The Concept of Conflict

The expression "Conflict" has no single clear definition. Disarrays has been brought by different researchers up in various disciplines who are interested in the study of conflict. A survey of the writing shows a reasonable compassion toward, however little underwriting of any broad acknowledged meaning of conflict. Rahim (2015), makes sense of that "There is enormous change in conflict definitions that incorporate a scope of

definition for explicit interest and various general definitions that endeavor to be comprehensive".

While there are no single meaning of conflict, most definitions should comprise of the accompanying: there are at least two free groups included, the groups differ on different regions in this manner making them contradictory, and the groups have different interactive meetings with one another. Akinmayowa (1996) believed that "conflict is a social phenomenon and whether at home or at work, a singular's necessities and values continually and constantly come into resistance with those of others". Wall and Callister (1995) gave two OK meanings of conflict which are, "it is a cycle where one party sees that its interests are being against or adversely impacted or is going to influence something that the principal party thinks often about" and "the interactive cycle appeared in conflict or disharmony inside or between at least two social elements adversely". C. A. Constantino & C. Merchant-Sickles (1996) also stated that in the organizational context, "conflict is an expression of dissatisfaction or disagreement with an interaction, process, product or service". Rahim (2015) likewise made sense of that organizational conflict is presently being viewed as typical and genuine; it might try and be a positive sign of a powerful organizational management as conflict is unavoidable and can be supposed to be useful or useful. Conflict might prompt answers for issues, accomplishment of objectives and goals, inventiveness, and advancement. Conversely, practically no conflict in associations might prompt sluggish navigation and insufficiency. Conflict is undoubtedly inescapable among people. A characteristic result of human interaction

starts when at least two social substances draw in each other while endeavoring to satisfy their day to day needs and needs. This work is exclusively centered around industrial conflict trying to delineate the effect and impact of industrial conflict on employees' performance in an association. It is likewise qualified to take note of that conflict can shift and may likewise comprise the sorts as well as reasons for conflicts in association. Akanji (2005) believed that useful conflict prompts a positive performance when productively made due, while disastrously oversaw conflict or broken conflict influences the workplace in this way achieving separation and polarization of the whole group with decrease in productivity and job performance. Conflict is a battle or conflict over values, status, power and assets where the points of the adversaries are to kill or dispense with the opponents. Work environment conflict is depicted as the presence of strife that happens when objectives, interests or upsides of various people or groups are contrary and disappoint each other's endeavor to accomplish goals in an association. A. Heinz-Jürgen, A. Milososki & O. Schwarz, (2006) emphasized that Conflict is the clashing of interests or positional differences on national values of some duration and magnitude between at least two parties, either organized groups, states, groups of states, organizations and so on, that are determined to pursue their interests and win their cases. Conflict is said to be positive when it is constructively discussed by the parties and amicable terms for settlement reached. Furthermore, Adomie and Annie (2005) expressed that it is a correspondence cycle which brings about an unavoidable outcome of relationship appearing in conflict and disharmony with and among people and groups in

the workplace. In this unique circumstance, work environment conflict is without a doubt an unavoidable truth in any association insofar as individuals will vie for jobs, power, acknowledgment and security. M. Nicholson (1992) opined that "A conflict exists when two or more people wish to carry out acts which are mutually inconsistent. They may both want to do the same thing or they may want to do different things where the different things are mutually incompatible". S.P. Robbins & T.A. Judge (2008), also gave his view on conflict as a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about.

A conflict is resolved when some mutually compatible set of actions is worked out. The definition of conflict can be extended from individuals to groups (such as states or nations), and more than two parties can be involved in the conflict. The principles remain the same. Conflict in every organization arises from inconsistencies between two or more employees either individually and collectively which has an effect on the organization as a whole. According to M.A Rahim (2001), Conflict is an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities i.e. individuals, groups, organizations and so on. Due to immense social interaction that arises in an organization, conflict is unavoidable so it is therefore important that it is managed constructively. Emphasis has been laid that constructively managed conflict in organizations leads to a positive employee performance while poorly managed conflict lowers employees morale, reduces employees productivity, increase

employee absenteeism, and may lead to an increase in the number of defective products produced due to reduced employee performance and lack of commitment to work. “Conflict was seen as a process in which one party perceives that its interests are being opposed or negatively affected by another party or opposition” (R. Kreitner & A. Kinicki, 2004). B. Mayer (2012), insisted based on research that as a set of perceptions, conflict is a belief or understanding that one’s own needs, interests, wants, or values are incompatible with someone else’s. Conflict also involves an emotional reaction to a situation or interaction that signals a disagreement of some kind. Conflict also consists of the actions that we take to express our feelings, articulate our perceptions, and get our needs met in a way that has the potential for interfering with someone else’s ability to get his or her needs met. Organizations who experience conflict is as a result of the differences in personal culture and values of employees and managers. The management of employee is important in every aspect as it will definitely affect the functionality and performance of the organization. People want their views to be heard in the organizational hierarchy and conflict management is very essential in the fulfilment of this initiative. Peace and coordination is needed to ensure a functional organization which entails increased employee performance, good employee-employer relationship, high rate of productivity and so on. Conflict is the process by which people or groups perceive that others have taken some action that has a negative effect on their interest (D. J. Levi, 2013).

Giving the social nature of conflict, A.P. Schmid (1998) described conflict as “a social factual situation in which at least two parties either individuals, groups or states are involved, and who strive for goals which are incompatible to begin with or strive for the same goal, which can only be attained by one party; and/or want to employ incompatible means to attain that certain goal”. The university environment as an organization and a social environment, it is known for a fact that conflict exists either individually or collectively between individuals or groups. Conflict management is essential as it is important for the smooth running of the organization. Where there is disagreement for instance between employees and employers as a result of incompetence, inability to pay wages and salaries, inability to meet the demands of both parties or come to a collective agreement, unfavorable working conditions and so on. It affects the system as a whole thereby leading to stagnant and dysfunctional conflict which indirectly affects the employee performance as productive efforts will be reduced, increased employee turnover, absenteeism and so on. According to L.S. Kahn (1988), "Conflict is the opposition of forces." The concept of conflict still digs deep into the threshold of conflict management as conflict management is very important to enable any organization thrive. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever, since, everyone is striving to show how valuable they are to their employers and at times can escalate to disagreements with other members of the team in play.

2.1.2 Sources of Organizational Conflict

Conflict doesn't simply occur, it has a source which comprises of specific circumstances that should be met. It is in this way basic to comprehend the fundamental circumstances that can cause conflict. In the expressions of Fajana (1995), conflicts can emerge over a numerous of organizational encounters, like conflict in objectives, contrasts of values and ways of thinking or disagreements regarding shared assets. Conflict is insight, so it starts when one party accepts that another could adversely influence their endeavors. Conflict could emerge because of inability to respect concurred terms engaged with aggregate haggling, conflict could emerge because of Sporadic cutback and conservation of laborers, conflict could likewise emerge because of benefit boost with respect to the business while the employees agents ensure there are further developed states of work for their part. Damachi (1999) underscored on specialists' privileges and managers' rights which when stomped all over, could cause conflict in the association. These incorporate wages, pay rates, state of administrations, workplace, security, imperfect enlistment approaches, etc. Changes as per Armstrong (1990) additionally cause conflict. Protection from change is normal and it emerges as a result of propensity once settled, feeling of dread toward the obscure, misconception of ramifications of progress and individual contrasts. Except if, it is enough made due, he said, it could prompt conflict. Different reasons for organizational conflict are rivalry for scant assets, status contrasts, win-lose circumstances, vague standards and correspondence issues among others. There can be positive results of conflict, for

example, collection of better possible thoughts, individuals had to look for new endorsements, issues surfaced were managed, individuals being constrained to explain their view, innovativeness because of strain stimulated interest subsequently giving opportunities to individuals to test their abilities. In inverse, pessimistic results of conflict can include: Certain individuals felt dampened, distance between individuals expanded, an environment of doubt and doubt created, individuals and divisions that expected to collaborate cared for just their own limited interests, detached responses towards navigation and that certain individuals left the association because of strike.

2.1.3 Types of conflicts in organization

There are two principal kinds of conflict in associations. These are individual conflicts which can emerge because of one representative having a distressed outlook on a circumstance or choice and aggregate conflict which might start from a singular worker or numerous which subsequently results to a conflict between the association and management. at times, a conflict that starts as a singular conflict can form into an aggregate conflict. Aggregate conflicts are concerned predominantly with monetary issues besides in cases of individual conflicts. The conflict might emerge either due to a separate in aggregate understanding, misinterpretation of aggregate arrangement came to or in different cases non-execution of the entire or portions of the understanding. As needs be, individual conflict emerges when a worker thinks about that he has been abused or denied something that he is authentically qualified for or that a few rights of his has been penetrated. Out of line disciplinary measure taken against the individual, absence of

advancement amazing open doors or deprivation of yearly additions, etc can result to individual conflict in the working environment. This type of conflict should be appropriately explored on the grounds that it can affect the representative concerned. Then again, aggregate conflict emerges either from misinterpretation of aggregate understanding, non-execution of the entire or portions of the arrangement and even from separate of the aggregate haggling process. Dunlop (2002), comments that organizational conflicts that emerge from aggregate complaints may likewise be the aftereffect of non-recognition of states of an individual or disciplinary measure. A lot of conflicts in the association is likewise because of powerlessness to implement satisfactory disciplinary measures to handle these foes. Such conflicts began exclusively from individual specialists and this might be because of supposed sick therapy of the laborers by his chief or the aftereffect of some guaranteed right. There are additionally different types of conflict which include: process conflict, task conflict, relationship conflict, etc. As per Rahim (2015), organizational conflict might be delegated intra organizational which involves conflict that occurs inside an association and inter-association which includes conflict that emerge because of conflict or contrasts between at least two association. Intra-organizational conflict might be arranged to personal, interpersonal, intra group and inter group conflict.

2.1.3.1 Intra-personal conflict

This kind of conflict alludes to an internal debate and includes just a single person. This conflict emerges out of your own considerations, feelings, thoughts, values and inclinations. Intrapersonal conflict happens inside an individual and is many times portrayed by some type of objective conflict or mental conflict. It happens when an organizational part is expected to play out specific assignments and jobs that don't match their ability, interests, objectives and values. As per Kelly (2015), intra-personal conflict happens when the singular encounters internal conflict in picking between contrary jobs.

2.1.3.2 Inter-personal conflict

It alludes to conflict between at least two organizational individuals from the equivalent or different progressive levels or units. It is between at least two individuals in a bigger association. This type of conflict might happen without one party truly acknowledging there was at any point conflict. Contrasts in people's discernments, personalities contrasts, conflict of values and status, etc can be reasons for interpersonal conflicts (Kelly 2015).

2.1.3.3 Intra-group conflict

This is known as intra-departmental; conflict. It alludes to conflict among or between individuals from a solitary group. It happens when there are various individuals with differing sentiments, foundations, and encounters making progress toward a shared objective, undertaking or methodology. Despite the fact that they may all need to accomplish similar objective, they might differ about how to arrive at it. Such conflict

might happen because of contradictions or conflicts between some or every one of the individuals from a group and its chiefs. James and Jones (2005), saw that departmentalization in associations establish a climate that expanded unpredictability because of fierce opposition of scant asset or because of absence of successful portrayal and acknowledgment as far as the worth they add to the business. Likewise, Ogboma and wilkinson (1990) underlined on unfortunate administration as it prompts elevated degree of lack of concern among worker and this is appeared in an assortment of negative way of behaving for example fretfulness and disturbance of conveyance.

2.1.3.4 Inter-group conflict:

This is otherwise called interdepartmental conflict. It alludes to conflict between at least two groups inside a bigger association or those the people who don't have the equivalent general objectives. The outcome of the association overall relies on the harmonial relations among every single interdependent group, despite the fact that some intergroup conflicts in associations is unavoidable. Conflict among line and staff and creation and promoting are instances of this sort of conflict. One exceptional kind of inter group conflict is between work for example laborers and management.

2.1.3.5 Inter-organizational conflict

This conflict is among associations and it is marked as inter-organizational conflict. This emerged when there is elevated degree of contest between two firms or associations. Swedburg (2003), expressed that inter organizational conflicts frequently happen among management and laborers associations when they contrast in the execution

of vital approaches and projects of their particular association. Gross and Guenerro (2000), were likewise of the view that these sorts of conflicts should be dealt with in a positive manner to make it useful to the employees and the association. As per Robins (2003), inter organizational conflicts happen when individuals take part in exercises that are not in resonance with those of their associates inside their organization.

2.1.4 Causes of Industrial conflict

At the point when individuals cooperate, conflict becomes unavoidable as a piece of carrying on with work, it's a typical event in any work environment or association. Quite, directors invest their quality energy resolving conflict in the work environment. In any association, there are many reasons for conflicts. As indicated by Henry (2009), conflict inside an individual emerges when an individual is dubious about what task he is supposed to do. While possibly not obviously characterized by the boss or the individual in control. What's more, in the event that the undertakings of people filling in as a group are not plainly characterized by the management they will prompt conflict. Basically, management set undertakings that are vague and luxurious and this generally result to conflict as laborers are not exactly certain of what to do. Conflicts between people could likewise be because of tension from related working jobs. Conflicts could likewise happen among people and groups on the off chance that the objectives are not determined for the people inside the group (Duke, 1999). This, shows that each person in a group or group should be educated regarding the objectives and goals set for an undertaking in the event that not there is most certainly going to be conflict of interests.

Fashina (2001), likewise credited the reasons for industrial conflict to irregularity in approach making and wrong data of the associations needs this shortcoming is with respect to the management. At the point when businesses put higher premium on deals yield far over the specialists without perceiving that laborers make the businesses productive, it would result to industrial noxiousness. This hence qualifies to the way that unfortunate compensation and oversight might be areas of strength for an of industrial conflict. Low level of laborers' inspiration has been a bone of dispute between the specialists and the businesses. This hence expressed the way that conflict happens in view of the unbalanced level of interdependence that influences the degree of trust and responsibility of the group. That is, in one same group people can rely upon individuals that thusly show autonomy according to them. Obasan, (2011) recognized unsuitable terms of business, unfortunate human relations among management and laborers, non-discussion with employees prior to settling on key choice influencing laborers, hostile to association stance of management and absence of powerful system for avoidance of conflict as different reasons for conflict in an association. Fashoyin (2007), distinguished that lacking dynamic power, management arrangements, intra-organizational strategies, interpersonal and personal sources and procedural sources as various characterizing reasons for conflict in the association.

2.1.5 Reasons for Conflicts

There are different expressed reasons why there is conflict in each organizational. Jung (2003) expressed that conflict is most times obviously connected with power and can arise when objective accomplishment of an association is stayed away from. It is additionally accepted that individuals are particularly mindful of the variables that achieve conflicts in our regular day to day existence like shortage, conflict, disharmony and contrary interests or objectives. He believed that it is likely that the reasons for conflicts are not exceptionally connected with objective and objective accomplishment in circumstances of routine way of behaving where systems are obviously characterized and climate is steady. In these cases, conflict factors are presumably more connected with personality contrasts, independence reasons, practical interdependence, status and power or acknowledgment. A portion of the reasons that legitimize conflict heightening as per Ikeda et al (2005) are: as divisions and groups develop, individuals lose contact with different divisions, or yet, individuals from an office begin to think uniquely in contrast to different regions; the increment of accentuation in the monetary measures as a device for inspiration for directors and the foundation of various benefit places inside a coordinated business framework wind up making many conflicts; the rising ascent of accentuation in practical specialization, governmental issues of advancement and enlisting support the separation of divisions, producing conflicts; today there is more space for laborers to show analysis among one another, while this right to speak freely can be gainful for the general public all in all, in organizational setting can be changed

into conflicts and customers request lower costs, better quality in items and administrations, making pressures so offices work all the more successfully which can bring about conflicts among divisions. One more explanation expressed by Kumar et al (1995), the event of conflicts is the topsy-turvy level of interdependence that influences the degree of trust and responsibility of the groups in an association. Hilter kilter interdependence happens when gatherings have various degrees of reliance among one another consequently depending on themselves for different significant reasons. That is, in one same group a few people can rely upon individuals that, thusly, show freedom corresponding to them. In all out interdependence, then again, people are absolutely reliant upon each other. It was likewise expressed that those associations with all out interdependence have diminished pace of conflict than the ones with unbalanced interdependence since there is a more significant level of trust and participation between themselves. For Jung, (2003) conflict is more modest in profoundly subordinate connections in light of the fact that, by and large, the reliant party adjusts itself that it can't imperil what is happening and acknowledge the pioneer's power. Workmanship Chime and Brett Hart recognized that opposition for assets, or the need to reasonably appropriate what is accessible are reasons why individuals participate in conflicts. Various styles and points of view additionally become an integral factor as staff and management approach handle circumstances with various ways of behaving and see them through various systems. Any perspective on conflict management would likewise be

deficient without a conversation of conflicting objectives or people working experiencing some miscommunication since they are interested in accomplishing dissimilar results.

2.1.6 Settlement of Conflict

Conflict in each association genuinely must ought to be gotten comfortable request to keep away from a very declining and unfortunate air or climate which would influence the association in general. The techniques for settlement of conflicts are as per the following:

Exchange: this is the most fundamental method for settling contrasts. It is to and fro correspondence between the gatherings of the conflict determined to attempt to track down an answer. You might haggle straightforwardly with the other individual. You might enlist a lawyer to haggle straightforwardly with the opposite side for your benefit. There are no particular systems to follow - you can decide your own - however it works best on the off chance that all gatherings consent to keep quiet and not talk simultaneously. Contingent upon your circumstance, you can haggle in the board room of a major organization, in an office or even in your own lounge. Discussion permits you to take part straightforwardly in choices that influence you. In the best dealings, the necessities of the two players are thought of. An arranged understanding can turn into an agreement and be enforceable.

Intercession: One more significant method for resolving question is intervention. In this strategy, an untouchable helps the gatherings in their exchange. It happens with the assent of the two players. Intervention is a deliberate cycle wherein a fair individual (the middle

person) assists with correspondence and advances compromise between the gatherings which will permit them to arrive at a commonly satisfactory understanding. Intervention frequently is the subsequent stage assuming exchange demonstrates ineffective. The arbiter deals with the interaction and works with discussion between the gatherings. A go between doesn't pursue a choice nor force an understanding. The gatherings straightforwardly partake and are answerable for arranging their own settlement or understanding. Intercession assists each side better with figuring out the other's perspective.

Mollification: this includes an elective question resolution (ADR) process by which the gatherings to a debate utilize a conciliator, who meets with the gatherings both independently and together trying to determine their disparities. They do this by bringing down strains, further developing correspondences, interpreting issues, empowering gatherings to investigate possible arrangements and helping parties in finding a commonly satisfactory outcome. The fundamental goal of a placation is to rejoin the two-conflicting group in the business or association to keep away from divergence in the working environment.

Intervention: this is the accommodation of a contested make a difference to an unprejudiced individual (the judge) for choice. Discretion is regularly an out-of-court strategy for settling a question. The referee controls the interaction, will pay attention to the two sides and pursue a choice. Like a preliminary, just a single side will win. Not at all like a preliminary, request freedoms are restricted. On the off chance that the two

gatherings included neglect to come to an understanding, either without help from anyone else or with the assistance of a middle person, conciliator, who consents to present the question to an unprejudiced power, whose choices, they are prepared to acknowledge. Where the worker's guilds are frail to resolve the debate, the strategy for obligatory assertion or settlement becomes an integral factor.

2.1.7 Conflict resolution approaches

The capacity to determine conflicts is a significant asset. The requirement for compelling conflict resolution processes is available in every aspect of any general public. Organizations, legislatures, personal life all need a specific degree of participation and confidence to successfully work. Conflict management methodologies ought to be made accessible to guarantee quiet concurrence among laborers and their bosses, advancement of strength and performance development in the association. Lathan (1994) concurred that conflict resolution includes decrease, disposal or end of conflict. Discussion, intervention, case, mollification and mediation are conflict resolution component used to cut down the impact of conflict in each association. Management should be proactive in the management of conflict to forestall steady event of conflict. This can be accomplished through essential preparation. It needs series of long haul methodologies and approaches whose effect will forestall the development of conditions that lead to conflict in an association in this manner affecting on employees' performance. Those pertinent well defined courses of action and strategies are fundamental to all associations. Lyon (2001) expressed that there are conflict on the most proficient method to characterize the extent

of preventive strategy and utility of different apparatuses and techniques that might be utilized to oversee conflicts. All things considered, it was demanded that preventive discretion, assertion, exchange, appeasement and intervention are ideal preventive estimates that ought to be most certainly used for directing conflicts in the work environment and society at large. Furthermore, Wenner (2001) made sense of that predominant and aversion conflict approaches makes more conflict among administrators explicitly during corporate gatherings and general conversations on an association's business objectives and targets. The phenomenon likewise happens by which helpful and significant choices are at the last option stage. For instance, during organizational rebuilding, scaling down and revamping of business tasks. Gavin (2005) and Gerzon (2006) agreed that conflict management system has acquired its essential pertinence in present day associations than any time in recent memory because of its esteemed significance in the association. Armstrong, avowed that since individuals are the wellsprings of key choices, makers of advancement and answers for business issues and difficulties not at all like other association assets; they ought to generally critically be upheld by work place rehearses which will guarantee sufficient representative performance. Jones and George (2003) expressed that there are many wellsprings of organizational conflicts very much like on account of our public activity where conflicts do happen. While conflicts in the general public are overseen by relatives, kin, companions and family members, associations ought to likewise have the will, inspiration and ability to do the very same. In each association, conflicts should be settled by

management to guarantee employees don't go amiss from their work and in this manner enhancing the association. Sadly, it has been seen that conflicts are seldom settled effectively (Cook et al. 1987). This multitude of types of conflicts and resolution approaches are intertwined and can't be isolated while studying work place conflicts and questions. To be sure, this is the principal justification for why moderate associations and enterprises have changed their masterful courses of action and approach from conflict management to conflict resolution (Brian et al, 2001). The thought is to decisively oversee conflicts and guarantee that a favorable work space is made accessible for work. Jones and George (2003), confirmed to the end that work environment conflicts have both negative and positive results to the singular representative and the association all in all. It can happen inside groups or among associations and both generally influence worker performance. What's more, the damaging capability of conflict has been offered a ton of consideration and there has been little consideration given to the potential open doors that are made from intra-group and inter organizational conflict. Thus, we don't have a total image of the manner in which new work place conflicts resolution methods are to be created.

2.1.8 employee's performance in the Organization

The conventional human asset management way to deal with improving specialists performance has focused on the appraisal and investigation of past performance and the assignment and conveyance of remuneration. The conventional methodology toward human asset management likewise centers around laying out

strategies, systems, agreements and rules, and endeavors to drive representative performance and accomplish organizational objectives by causing employees with comply to such painstakingly made records. This makes sense of that they were given in return to performance. Exceptionally fundamental laborers' performance improvement and improvement is something that ought to likewise irritate the management in general. Performance consequently becomes generalized as something of no inherent interest to the specialist. It is important that the association chooses the most utilitarian proportion of performance for the association overall and for the people inside it. Measures ought to be set up as a solitary estimates won't be satisfactorily enough. Kaplan and Norton (1992), additionally contended convincingly that the utilization of series of measures by an association would help in evaluating its laborers performance. These actions ought to be based around four unique regions:

I. Client Measures: This region has to do with the investigation of how fulfilled clients are with your association's items and additionally benefits which sees; conveyance time, cost-viability, administration quality, time reserve funds, item quality.

ii. Monetary Measures, for example, expanded portion of the overall industry income from activities, working pay, or income from tasks can be utilized, as well as complete unit deals.

iii. Internal Business Measures: they incorporate; Process duration, hardware use, set up times, work in progress levels, lines productivity representative abilities, work turnover.

iv. Advancement and Learning Point of view: Including such components as capacity to make new enduring tasks, develop and get to the next level. The primary spotlight should be on what is accomplished: results matters.

On the fundamental level an individual can separate the different cycle part of performance. The conduct one displays indicate the activity individuals will generally show to satisfy an errand or job, while the result part of performance discusses the consequences of a singular's job conduct (Campbell 1990). Obviously, in a work environment, the conduct rehearses and expected result are to some degree connected with one another (Borman, and Motowidlo, 1993), however the exhaustive interplay between both critical perspectives are not as yet clear, as the normal result is impacted by various factors like inspiration, administration and mental capacities than the social viewpoint. Performance as undertaking performance hence contains job ways of behaving which includes pertinent utilitarian job liabilities relegated as a piece of job portrayal. Task performance requires more mental capacity which includes mind work and thinking and it is basically worked with through specialized information or rules that guarantees high job performance consequently having a capacity to deal with and tackle numerous tasks, use of specialized information to achieve different errands effectively without heaps of management and control and a required capacity to answer relegated job jobs that either improve or diminish the job performance (Conway, 1999). This thusly arrives at the resolution that the basic role of assignment performance includes the capacity to deal with job jobs and related involvements. In an organizational setting, task

performance portrays the center job liabilities of a representative. It is additionally called "in-job endorsed conduct" (Koopmans et al. 2011) and is reflected in unambiguous work results and expectations as well as their quality and amount. Task performance can be credited to the viability with which job occupants do exercises that add to the association's "specialized center" either straight by executing a piece of its specialized cycle or in a roundabout way by giving it required materials or administrations (W.C. Borman and Motowidlo, 1993). Job performance involving arranging, coordinating and managing the everyday work through one's specialized capacity, business judgment, etc are alluded to as specialized regulatory errand performance while Administration task performance is portrayed by defining vital objectives, maintaining the fundamental performance principles, rousing and guiding subordinates to achieve the job through acknowledgment, and productive reactions (Borman, and Brush, 1993; Tripathy, 2014). In expansion, Werner (1994) has consolidated the prior recommendations of undertaking performance by relating it to organizational proper prize expressing it as "an exhibited expertise and conduct that impacts the immediate creation of products or administration, or any sort of exercises that in a roundabout way supports to association's center specialized cycles and obligations." A singular's capacity to adjust and offer significant help to the job profile in a powerful work circumstance is called a versatile performance (Hesketh, and Neal, 1999). Prior researches have presumed that once the employees determine a specific measure of flawlessness and fulfillment in their favored errands, they attempt to adjust their disposition and conduct to the shifted requests of their job

jobs (Huang et al. 2014; Pulakos et al. 2000). A successful and effective versatile performance guarantees employees' capacity to productively manage shaky work conditions (Baard, Rench, and Kozlowski, 2014), for instance, mechanical changes, changes in one's job and obligations, rebuilding and position of the organizational assets, etc. The development of different new occupations as an outgrowth of mechanical advancement need employees to participate in crisp learning and get oneself top to bottom with changes in a proficient manner (Griffin, Parker, and Bricklayer, 2010; Hollenbeck, LePine, and Ilgen, 1996). The employees interpersonal conduct in such changed conditions must be remodified for laborers to work effectively with a great many friends and subordinates. With regards to powerfully sound work performance, Griffin, Neal, and Parker (2007) referred to that job capability may generally most certainly be expected to aid task performance, however versatility and pro-activeness to one's job means quite a bit to deal with shaky business conditions. Alongside the errand and versatility, endeavors have likewise been done toward figuring out the significance of non-job parts of performance to make a superior work environment for the two specialists and managers. Industrial therapists have demanded that such non-job parts like organizational citizenship conduct or logical performance are purposeful activities of workers) that benefit managers theoretically (Bateman, and Organ, 1983). Relevant performance is hence a part of prosocial conduct exhibited by people in a working environment. Such ways of behaving are required from a representative since they assist with helping great comprehension in the association in this manner reproducing a steady

and solid workplace yet they are not clearly referenced in one's job portrayal. These sort of implicit assumptions are called prosocial conduct or additional job conduct. Logical performance hence comprises of exercises that add to the social and mental center of the association and is starting to be seen as similarly critical to task performance. By reinforcing the reasonability of informal organizations, these exercises are placed to upgrade the mental environment in which the specialized center is settled.

2.2 THEORETICAL FRAMEWORK

2.2.1 Traditionalist theory of conflict

The Traditional perspective on conflict; in this way of thinking on conflict, the conviction is that all conflict is hurtful and should be stayed away from. This perspective on conflict was steady with the mentalities that won about group conduct during the 1930s and 1940s. Conflict here is viewed as a broken result emerging from unfortunate correspondence, an absence of receptiveness and trust among individuals and the disappointment of directors to be receptive to the requirements and yearnings of their employees. In this way of thinking on conflict, where all conflict is to stayed away from, endeavors would be equipped towards the reasons for conflict and amendment of glitches to further develop group and organizational performance. Research has anyway shown that this way to deal with conflict doesn't bring about elite performance. It is an obsolete norm of assessing conflict circumstances in associations. As per the traditional perspective on conflict, it should be forestalled by perceiving the issue in the framework.

This perspective on conflict is the earliest form of the hypotheses in regards to the conflict. This theory was having the most straightforward and direct way towards conflict. This view recommends that any organizational conflict is endlessly out awful, unsafe, and negative. Conflicts can be of various kinds, however this approach just perspectives conflict as damaging and broken.

The traditional perspective on conflict perceives conflict, unfortunate correspondence, absence of trust, and transparency among people, and the directors' inability to answer the necessities of their employees as the central reasons for organizational conflict. This view is the earliest methodology in regards to conflict which believed all conflicts to be awful and to be forestalled. The traditionalists accepted that conflict was without a doubt a danger to organizational endurance and has a gigantic adverse consequence and prompts extreme fall and diminishing in the performance of laborers as the degree of conflict increments. Traditional view expects conflict as something awful for the association, the variable that unfavorably impacts organizational performance. Associations are viewed as straight and normal frameworks that are guaranteed through arranging and control. Subsequently, conflict is seen with regards to management as disappointment, obliteration, nonsensicalness, brokenness, "breakdown" and brutality. Accordingly, conflict ought to be controlled, stayed away from or mitigated. Traditional conflict theory is thusly arranged toward arrangements or advancing toward circumstances where conflict is absent. The negative view of conflicts have altogether added to the foundation of worker's guilds as instruments to determine conflicts.

Organizations will generally configure conflict management approaches and methods that are in consistence with the general organization's system, like enrollment of ability, consolation of advancement and imagination (Lipsky and Avgar, 2010). Using the traditionalist view of conflict, it can be said that if all conflict is regarded as bad and dysfunctional, it would affect employee performance negatively. Conflict under this view should be avoided at all cost as it will bring about unstable management of conflict by managers and employees thereby leading to unproductive and reduced employee performance which will definitely affect the fluidity and sustainability of the organization in the long run. According to Anderson (2009), the manager should try to reduce, suppress or eliminate it. The manager is allowed to take authoritative approach to rid the organization of conflicts as employee performance will be gravely disturbed and negatively affected. This view of conflict should be managed constructively and authoritatively. i.e. as soon as possible. Conflict management skills are important and available at all times to prevent and resolve conflict immediately so as it will not spread to other employees thereby affecting the functionality of the employee and organization. Zartman and Drolet & Morris (2000) visualized that "the traditional triad of individual, group and organisational goals and objectives remains constant and in an inviolate relationship. This essentially purports that dysfunctional conflict between individuals will impact negatively on employee performance". When behaviour intends to obstruct employee performance, the achievement of goals and conflict management, it is easy to understand the belief about this view of conflict and that a healthy organisational climate

should reflect complete harmony and foster growth (Mullins, 1993). Vijay K. Verma in review of conflict states the conflict management is important as organizations need good employee performance to be able to foster in their work. Bobbins, S.P. (1974) stated in his research that violent or disruptive confrontations between workers and management led people to conclude that conflict was always detrimental and should therefore be avoided as it affects employee performance. So it is therefore important that organizations with the traditional view of conflict ensure that conflict is managed and resolved effectively to prevent it from eating deep in the organization which will definitely affect employee performance, organizational profitability, growth and development.

The concept of organizational culture helps in improving organizational employee performance. The survival of culture in an organization lies upon national and foreign culture differentiation in culture management. (Schein, 1990) The culture of organization has been affected by attitudes, norms and beliefs that lead to strong communication between employees which brings about the measurement and management of employee performance. Industrial conflict management is essential in this sense as communication and exchange between employees give basis for conflict resolution and effective employee performance. Culture and performance were considered interrelated to each other by forceful management. The nature and scope of culture based upon theoretical point of view have been presented more appropriately. While strong association between management practices, performance and culture management have been moderated so

that culture establishment takes place effectively. The competitive advantage of an organization is achieved through strong cultural association and establishment. Rousseau (1990) emphasizes that the organization culture helps in measuring limitation to overcome performance measurement. Lim. (1995) opined that limitations shows that culture and employee performance shows adequate correlation as employee performance is affected by it. The methodologies and findings of researches shows that culture and performance were considered interrelated. Organizational culture is measured based on power distance, individualism, uncertainty avoidance and masculinity or femininity as each aspect affect the performance of employees in the organization at large. When the job performance of organization has a strong impact of strong organization culture, it leads to enhance productivity. The norms and values of organization based upon different cultures influence on work force management serving as a way of reducing clashes withing the organization. In an organization strong culture enables effective and efficient management of employees.

Organizational structure is how a job is formally divided, grouped and coordinated (Sablynski 2003). It is the anatomy of the organization, providing a foundation within which organizations function. However, Nnabuife (2009) visualizes organizational structure as the setting up a structure or mending an already existing one to suit the organizational environment and the demands of technology. The basic and fundamental goal of every organization is performance, survival and growth. However, the surest means of maintaining quality performance, survival and growth of

organizations is having the right human resources in terms of size and quality. i.e. ensuring that the organization has quality employees who are focused on maintaining increased employee performance. In relation to conflict management, it is important that the right human resources. i.e. employee is directly related to the structure in which organization operates, this will help make them feel involved in various areas of the organization and reduce the possibility of conflict in the organization and as a result ensuring focus in organization goals and objectives thereby affecting employee and organizational performance. There is significant relationships between industrial conflict management, organizational structure as a dimension and employee's performance. This supports the claim that the firms that reduce hierarchy layers, have blurred internal boundaries and infiltrated external boundaries, have lower degree of formalization, and adopt appropriate technology that suits its structure would have higher employees' performance and reduced conflict. Conflict management is therefore needed in organizations as part of the organizational structure to affect employee performance.

Leaders who provide effective leadership display the behaviors of self- sacrifice to their subordinates by demonstrating the willingness to serve; these leaders have a profound impact on people. Other traits in "effective" leaders include engagement, trust, effective communication, conflict management, and interrelationships with employees (Scott, 2009; Shelton (2010); Goleman, 2012). Several studies in the past have reported the effect of various leadership styles and approaches on the subordinates and organizational performance. For example, Kaur (1993) reports that the autocratic style

prevails among Indian managers. The findings shows that employees in the investigated organisations are highly committed to their organisations, highly satisfied with their jobs, and their performance is high, indicating that these employees perceive their superiors as adopting consultative or participative leadership behaviour. When leadership style is favourable, employee performance will be at it's peak and conflict will be reduced as a result of efficient and effective management and vice versa. Quality development through training is a major factor determining long term profitability and optimum performance of the organization (Laing, 2009). For the sake of learning and, employees should participate in many other activities such as seminars, workshops and other training sessions, either on the job or off the job. This will definitely lead to employee development which will lead to better employee performance (Hameed and Waheed, 2011). Conflict management helps depict insights in training and development of employees as if employees are adequately trained they will be able to handle conflict in the organization thereby developing conflict management skills that will help settle differences amicably between the parties involved. Conflict affects employee performance do it is important that conflict is resolved at all costs. Employee performance can be increased by effective management because human resource has been vital for sustained performance (Pfeffer, 1998). Employee performance is affected by performance management in certain organizations but not in all (Azmi, Ahmad and Zainuddin, 2009). Quality development through training is a major factor determining long term profitability and optimum employee performance of the organization (Laing,

2009). Employee performance has been increased by training and development which enhances job satisfaction and productivity of the organization (Saleem, Shahid & Naseem, 2011). Training and development have positive impact on employee performance (Ghafoor, Ahmed and Aslam 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

In this section, the study procedure is described for this research. The aim of this chapter is to deliberate the approaches adopted by the researcher in carrying out this study work. A research methodology is a research process adopted or used to systematically and technically present the results of a study to the research work.

3.1 RESEARCH DESIGN

Having visibly stated the main purpose of the study, the survey method has been expressed as the systematic gathering of information from respondents for the purpose of identifying some aspects of the population being used. The intention is to interpret activities of view of the population under study and to acquire information relating to the effect of industrial conflict management on employee performance. Primary data was used in the research design. A questionnaire which is made up of well framed series of questions relating to the research topic is the core data collection instrument.

Research designs are seen to be a general procedure embraced by the researcher by which there are various parts of the study coordinated in a coherent way to address a research issue really. It is utilized as an aide in gathering and dissecting the information for a study. In this study, the researcher utilized the overview research plan because of the idea of the study by which the assessment and perspectives on individuals are tested.

Singleton and Waterways (2009) expressed that a study research can utilize quantitative research techniques (e.g., utilizing surveys with mathematically evaluated things), subjective research methodologies (e.g., utilizing inquiries without a right or wrong answer), or the two procedures consolidated. As it is frequently used to portray and investigate human way of behaving, studies are in this manner habitually utilized in friendly and mental research.

3.2 POPULATION OF THE STUDY

As indicated by Udoyen (2019), a study population is a group of components or people by and large, who share comparative distinguished qualities. These comparative elements can incorporate area, orientation, age, sex or explicit interest. A research population alludes to the number from which an example is drawn. A research population can likewise be an enormous assortment of people or items that is the primary focal point of a logical inquiry.

This research work was carried out to examine impact of industrial conflict management on employee's performance in Benin, Edo state. The research population or the population of the study will comprise of employees in the Non - Academic Staff of University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria. We would focus on 135 Non - academic staffs of the University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria.

3.3 SAMPLE SIZE DETERMINATION

The population sample is finite as it can be counted. A study test should be visible or characterized as a piece, or part or a subset of the population of intersects. A study test is hence a deliberate chosen piece of a population that induces its outcome on the population. Generally, it is that piece of an entire that addresses the entire and its individuals share comparable qualities (Udoyen, 2019). It is characterized as a more modest arrangement of information that a researcher picks or chooses from a bigger population by utilizing a pre-characterized determination technique. In this study, the researcher embraced the advantageous examining technique to decide the example size. A total sample size of 100 respondents was determined.

3.4 SAMPLE SIZE SELECTION TECHNIQUE AND PROCEDURE

According to Nwana (2005), examining strategies are methods embraced to methodically and logically select the picked test in a predefined way under controls. This research work took on the comfort examining method in choosing the respondents from the absolute population.

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire population of the Non - Academic Staff of University of Benin, Benin City, Edo State Nigeria, the researcher conveniently selected 100 out of the overall population as the sample size for this study. Terty (2021), an

example of comfort is the wording used to expand on an example in which components have been chosen from the objective population based on their openness or comfort to the researcher. From the population of over 135 Non - academic staffs of the University of Benin, Ugbowo Campus, Benin City, Edo State, Nigeria, the sample size was determined using the Taro Yamane (1967) sample size determination technique, which is;

$$n = N/1 + N(e)^2$$

Where; N= Population size

n= Sample size ,

1 is constant

e= Error of Margin (0.05)

$$n = 135/1 + 135 (0.05)^2 = 100.93$$

Thus, the sample size for this study is seen as 100.93

OPERATIONALIZATION AND MEASUREMENT OF VARIABLES

S/N	VARIABLES	OPERATIONALIZATION	MEASUREMENT	QUESTION/NUMBER
PERSONAL DATA				
1.	Gender/Sex	Male Female	2 point scale	Q1
2.	Marital Status	Single Married Divorced Widowed	4 point scale	Q2
3.	Educational Qualification	Primary school Junior Secondary Certificate Diploma (ND,HND) Degree (BSC) MSC PHD	7 point scale	Q3
4.	Age	22-34 years 35-44 years 45-54 years 55 and above	4 point scale	Q4
DEPENDENT AND INDEPENDENT VARIABLE				
5.	Organizational culture on employee performance	Strongly Agree Agree Undecided Disagree Strongly Disagree	5 point scale	Q5 - Q9
6.	Organizational structure on employee performance	Strongly Agree Agree Undecided Disagree Strongly Disagree	5 point scale	Q10

7.	Training and Development on employee performance	Strongly Agree Agree Undecided Disagree Strongly Disagree	5 point scale	Q11 - Q12
8.	Leadership style on employee performance	Positive Negative Undecided	3 point scale	Q13
9.	Industrial conflict management	Collaborating style Accommodating style Compromising style Avoiding style	4 point scale	Q14
10.	Industrial conflict management and employee performance	No Yes	2 point scale	Q15 - Q16

3.5 RESEARCH INSTRUMENT AND ADMINISTRATION

The primary data that was involved is the use of questionnaire. A questionnaire is a review containing series of inquiries that is managed to the enlisted members. The questionnaire was isolated into two segments, Area an and Area B. The main area enquired about the reactions segment or personal information while the subsequent areas were built to figure out insights, feelings and mentalities of representative and their study

targets, pointed toward giving responses to the research questions. Members were expected to answer by setting a tick at the fitting segment. The questionnaire was personally directed by the researcher.

3.6 METHOD OF DATA COLLECTION

The data collection method is the source and means used in gathering relevant information about the research. There are two methods of data collection which include, primary source and secondary source. They were both used to collect data. The primary sources was the use of questionnaires, while the secondary sources include textbooks, internet, journals, published and unpublished articles and government publications. The questionnaire will be personally administered by the researcher who will visit the various workstations at different times.

3.7 METHOD OF DATA ANALYSIS

The responses of respondents were analysed using the frequency tables, which provided answers to the research questions. The hypothesis test was conducted using the pearson correlation statistical tool, SPSS v.23.

3.8 VALIDITY OF THE STUDY

Validity alluded here is the degree or extent to which an instrument really gauges what is planned to quantify. An instrument is substantial to the degree that accomplishing the research objectives has been inspected. The researcher developed the questionnaire for the study and submitted to the Department of management science, comprising of seasonal research, who developed and adapted the question from previous studies of the effect of industrial conflict management on employee performance.

3.9 RELIABILITY OF THE STUDY

The reliability of the research instrument was determined. The Pearson Correlation Coefficient was used to determine the reliability of the instrument. The research instrument was relatively reliable as it retained a co-efficient value of 0.833. (Taber, 2017) once stated the range of a reasonable reliability between 0.67 and 0.87.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSIONS
OF FINDINGS

4.1 Introduction

This chapter is mainly concerned with the interpretation of data. In this studies, a total of 100 questionnaires were distributed to respondents and all the 100 questionnaires were retrieved, making it with 100% completion rate. The analysis of the data collected from the respondents would be done using statistical tools like descriptive statistics, correlation matrix, analysis of variance, F-Statistics, R^2 and ordinary least squares regression analysis to get the level of impact on the variable of interest by the independent variables thus the impact of industrial conflict management on employee's performance.

Analysis of data and pertinent information collected for this research will be grouped as follows:

4.2 Demographic Characteristics of the Respondents

This section concentrates on the information relating to the demographic (personal) characteristics of individual respondents as answered in Section A of the questionnaires.

Frequency Table

TABLE 1: SEX OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	68	68.0	68.0	68.0
	FEMALE	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

Source: Author's computation

Table 1 above indicates that out of the 100 respondents, the males are 68 (representing 68.0%), while the females are 32 (representing 32.0%). The analysis presented above shows that majority of the sampled respondents are males as it has the highest frequency score.

TABLE 2: DISTRIBUTION OF RESPONDENTS BY THEIR MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	47	47.0	47.0	47.0
	MARRIED	42	42.0	42.0	89.0
	DIVORCED	8	8.0	8.0	97.0
	WIDOWED	3	3.0	3.0	100.0
	TOTAL	100	100	100	

Source: Author's computation

Table 2 above indicate that out of the 100 respondents, 47 (representing 47.0%) are singles, 42 (representing 42.0%) are married, while 8 (representing 8%) are divorced and

3 (representing 3.0%) are widowed. The analysis indicates that majority of the respondents are single as it has the highest frequency and percentage.

TABLE 3: DISTRIBUTION OF RESPONDENTS BY THEIR EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PRIMARY SCHOOL(Form four)	1	1.0	1.0	1.0
	JUNIOR SECONDARY SCHOOL(Form six)	1	1.0	1.0	2.0
	CERTIFICATE	5	5.0	5.0	7.0
	DIPLOMA(ND/HND)	6	6.0	6.0	13.0
	DEGREE (BSC)	32	32.0	32.0	45.0
	MSC	42	42.0	42.0	87.0
	PHD	13	13.0	13.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

Table 3 above showed that out of the 100 respondents, 1 (representing 1.0%) have a maximum of primary organization certification; 1 (representing 1.0%) have a maximum of secondary organization certification; 5 (representing 5.0%) have SSC certificate; 6 (representing 6.0%) have a maximum of ND/HND certification respectively, while 32 (representing 32.0%) have BSc; 42 (representing 42.0%) have MSc degree while 13(representing 13.0%) have PhD Certification.

TABLE 4: DISTRIBUTION OF RESPONDENTS BY THEIR AGE

AGE	Frequency	Valid percent	Cumulative percent
22-34 years	38	38.0%	38.0%
35-44 years	44	44.0%	82.0%
45-54 years	13	13.0%	95.0%
55yrs and above	5	5.0%	100.0%
TOTAL	100	100%	

Source: Author's computation

From the table above, 38 (representing 38.0%) of the respondent falls within the age of 22-34 years; 44 (representing 44.0%) fall within 35 to 44years, 13(representing 13% of the respondent) falls within the ages of 45 to 54 years while 5 (representing 5%) of the respondents are 55 years and above. Thus, the analysis indicates that majority of the respondents fall within the ages of 35 to 44 years, as it has the highest frequency and percentage.

4.3 Data Analysis on the Impact of Industrial Conflict Management on Employee Performance in an Organization.

Research Objective One: To determine the effect of organizational culture on employee performance among University of Benin non-academic staff

Research Question: To what extent is the effect of organizational culture on employees' performance?

H1. There is no significant relationship between organizational culture and employee's performance

TABLE 5: ORGANIZATIONAL CULTURE INCREASES EMPLOYEE JOB SATISFACTION.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	61	61.0	61.0	61.0
	A	26	26.0	26.0	26.0
	U	8	8.0	8.0	8.0
	D	4	4.0	4.0	4.0
	SD	1	1.0	1.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

In table 4 above, 61.0% of the respondents strongly agree that Organizational culture increases employee job satisfaction, 26.0% of the respondents agree that Organizational culture increases employee job satisfaction, while 8.0% of the respondent are undecided if Organizational culture increases employee job satisfaction. 4% disagree and 1% strongly disagree that Organizational culture increases employee job satisfaction. Thus, the analysis indicates that majority of the respondents agree that Organizational culture increases employee job satisfaction, hence making Organizational culture a major explanatory variable of worker's morale, satisfaction and productivity, as it has the highest frequency and percentage.

TABLE 6: FINANCIAL INCENTIVES ARE AWARDED TO THE EMPLOYEES PERFORMING WELL AS MOTIVATIONAL STRATEGIES/CULTURE PRACTICED BY THE CORPORATION.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	4.0	4.0	4.0
	U	9	9.0	9.0	13.0
	A	26	26.0	26.0	39.0
	SA	61	61.0	61.0	100.0
	Total	100	100.0	100.0	

Source: Author's computation

In table 5 above, 61.0% of the respondents strongly agree that Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation, 26.0% of the respondents agree that Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation.

9.0% of the respondent are undecided if Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation, while 4.0% of the respondent disagree to the assertion, that financial incentives are given to the employees performing well as motivational strategies practiced by the corporation. Since majority agree to this assertion, thus we can conclude that financial incentives are given

to employees with relatively higher productivity levels so as to boost their morale for higher productivity.

TABLE 7: EMPLOYEES RECOGNITION IS PRACTICED IN THE CORPORATION AS A CULTURE OF THE ORGANIZATION.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	1	1.0	1.0	1.0
	D	6	6.0	6.0	7.0
	U	8	8.0	8.0	15.0
	A	36	36.0	36.0	51.0
	SA	49	49.0	49.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

In table 7 above, 49.0% of the respondents strongly agree that Employees recognition is practiced in the corporation, 36.0% of the respondents agree that employees recognition is practiced in the corporation, 8.0% of the respondents remain undecided if employees recognition is practiced in the corporation, 6.0% of the respondents disagree to the assertion that Employees recognition is practiced in the corporation.

while 1.0% of the respondent strongly disagree that Employees recognition is practiced in the corporation.

TABLE 8: GOOD ORGANIZATIONAL CULTURE ATTRACT THE BEST TALENT AND INCREASES HEALTHY COMPETITION.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	1.0	1.0	1.0
	SD	3	3.0	3.0	4.0
	U	4	4.0	4.0	8.0
	A	37	37.0	37.0	45.0
	SA	55	55.0	55.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

In table 8 above, 55.0% of the respondents strongly agree that Good organizational culture attract the best talent and increases healthy competition, 37.0% of the respondents agree that Good organizational culture attract the best talent and increases healthy competition. 10.0% of the respondents remain undecided if Good organizational culture attract the best talent and increases healthy competition, while 3.0% of the respondent disagree to the assertion that Good organizational culture attract the best talent and increases healthy competition. 1% strongly disagree with the assertion.

TABLE 9: TURNOVER RATES DECREASES AS A RESULT OF ORGANIZATIONAL CULTURE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	1	1.0	1.0	1.0
	D	6	6.0	6.0	7.0
	U	8	8.0	8.0	15.0
	A	36	36.0	36.0	51.0
	SA	49	49.0	49.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

In table 7 above, 49.0% of the respondents strongly agree that Turnover rates decreases as a result of organizational culture, 36.0% of the respondents agree that Turnover rates decreases as a result of organizational culture, 8.0% of the respondents remain undecided if Turnover rates decreases as a result of organizational culture. 6.0% of the respondents disagree to the assertion that Turnover rates decreases as a result of organizational culture. while 1.0% of the respondent strongly disagree that Turnover rates decreases as a result of organizational culture.

Research Question Two: To what extent is the effect of organizational structure on employee performance in the Non-Academic Staff of University of Benin, Benin city, Edo State, Nigeria?

Table 10: Respondent on industrial conflict management

Options	Strongly agree	Agree	Disagree	Strongly disagree	Total
Decision making positively impacts on employee performance as a result of good organizational structure.	50 (50%)	27 (27%)	13 (13%)	10 (10%)	100
Organizational structure helps staff members understand their role in the decision making and management process.	53 (53%)	17 (17%)	23 (23%)	7 (7%)	100
Improved organizational structure reduces the risk of job insecurity and increases employee efficiency.	50 (50%)	30 (30%)	13 (13%)	7 (7%)	100

Field Survey, 2022

From the responses obtained as expressed in the table 4.4 above, 50% of the respondents strongly agreed that decision making positively impacts on employee performance as a result of good organizational structure, 27% agree while 13% disagree and 10% strongly disagree. On the second item, 53% strongly agree that organizational structure helps staff members understand their role in the decision making and management process, 17% agree, 23% disagree while 7% strongly disagree. On the third item on the table 50%

strongly agree that Improved organizational structure reduces the risk of job insecurity and increases employee efficiency, 30% agree, 13% disagree while 7% strongly disagree.

Research Question Three: To what extent is the effect of training and development on employee performance?

Ho3: There is no significant relationship between training and development and employee's performance.

TABLE 11: TRAINING PRACTICED BY THE CORPORATION IS AN ADDITIONAL MOTIVATOR TO THE EMPLOYEES.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	3	3.0	3.0	3.0
	U	8	8.0	8.0	11.0
	A	33	33.0	33.0	44.0
	SA	56	56.0	56.0	100.0
	TOTAL	100	100.0	100.0	

Source: Author's computation

In table 8 above, 56.0% of the respondents strongly agree that an increase in Training practices by the corporation is an additional motivator to the employees, 33.0% of the respondents agree that training practiced by the corporation is an additional motivator to the employees, 8.0% of the respondents remain undecided if an increase in training practices by the corporation is an additional motivator to the employees, while 3.0% of

the respondent disagree that training practiced by the corporation is an additional motivator to the employees.

Table 12: Respondent on industrial conflict management

Options	Strongly agree	Agree	Disagree	Strongly disagree	Total
Training allows employees to acquire new skills and sharpen existing ones.	67 (66.67%)	10 (10%)	13 (13.33%)	10 (10%)	100
Reduces the cost of money to be spent on recruitment as a result of Improved productivity.	50 (50%)	20 (20%)	17 (16.67%)	13 (13.33%)	100
Training and development of employee increases task completion	67 (66.67%)	13 (13.33%)	13 (13.33%)	7 (6.67%)	100

Field Survey, 2022

From the responses obtained as expressed in the table 4.5 above, 66.67% of the respondents strongly agreed that training allows employees to acquire new skills and sharpen existing ones, 10% agree while 13.33% disagree and 10% strongly disagree. On the second item 50% strongly agree that it reduces the cost of money to be spent on recruitment as a result of Improved productivity, 20% agree, 16.67% disagree while 13.33% strongly disagree. On the third item on the table 66.67% strongly agree that

training and development of employee increases task completion, 13.33% agree, 13.33% disagree while 6.67% strongly disagree.

To what extent is the effect of organizational leadership style on employee performance?

H4. There is no significant relationship between organizational leadership style and employee performance.

Table 13: Respondent on industrial conflict management

Options	Frequency	Percentage
Positive	53	53
Negative	17	17
Undecided	30	30
Total	100	100

Field Survey, 2022

From the responses obtained as expressed in the table above, 53% said positive 17% said negative, while the remaining 30% were undecided.

TABLE 14: WHICH OF THE FOLLOWING TYPES OF INDUSTRIAL CONFLICT MANAGEMENT STRATEGIES ARE COMMONLY PRACTICED IN THE CORPORATION?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Collaborating Style	82	82.0	82.0	82.0
	Accommodating Style	7	7.0	7.0	89.0
	Compromising Style	5	5.0	5.0	94.0
	Avoiding Style	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Source: Author's computation

In table 10 above, 82.0% of the respondents strongly agree that Collaborating Style is used which motivate them to perform better in their job, 7.0% of the respondents agree that Accommodating Style is often used, while 5.0% of the respondents says compromising style is practiced, 6.0% of the respondents says avoiding style is normally practiced.

TABLE 15: DO INDUSTRIAL CONFLICT MANAGEMENT ENCOURAGE YOUR PERFORMANCE AND EFFECTIVENESS IN THE CORPORATION?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	3	3.0	3.0	3.0
	Yes	97	97.0	97.0	100.0
	Total	100	100.0	100.0	

Source: Author's computation

In table 12 above, 3.0% of the respondents don't agree that financial incentives encourage performance and effectiveness in the Corporation, while 97.0% absolutely agree that financial incentives encourage performance and effectiveness in the Corporation.

TABLE 16: ARE THERE ANY RECENT CHANGES IN THE CORPORATION THAT RESULTED FROM INDUSTRIAL CONFLICT MANAGEMENT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	20	20.0	20.0	20.0
	Yes	80	80.0	80.0	100.0
	Total	100	100.0	100.0	

Source: Author's computation

In table 14 above, 20.0% of the respondents do not agree that any recent changes in the corporation resulted from provision of financial incentives, while 80.0% absolutely agree any recent changes in the corporation resulted from provision of financial incentives?

Table 17a: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Decision making positively impacts on employee performance as a result of good organizational structure.	100	1	5	4.42	.878
Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation.	100	2	5	4.44	.820
Employees'™ recognition is practiced in the corporation.	100	1	5	4.26	.917
Organizational structure helps staff members understand their role in the decision making and management process	100	1	5	4.42	.794

Training practiced by the corporation is an additional motivator to the employees.	100	2	5	4.42	.768
Training allows employees to acquire new skills and sharpen existing ones.	100	1	4	1.35	.833
organizational leadership style impacts tremendously on employee performance.	100	1	4	1.26	.705
Improved organizational structure reduces the risk of job insecurity and increases employee efficiency.	100	0	1	.97	.171
Do you believe that your corporation will help you to attain your career goals?	100	0	1	.86	.349
Are there any recent changes in the corporation resulted from provision of financial incentives?	100	0	1	.80	.402
Valid N (listwise)	100				

Source: Author's computation using SPSS V16

Table 17 b: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.500	.561
a. Predictors: (Constant), Employees' recognition is practiced in the corporation. , Are there any recent changes in the corporation resulted...				

Source: Author's computation using SPSS V16

Pearson product moment correlation coefficient is 0.728 implying that there's strong positive relationship between industrial conflict management and workers' performance. R-square shows that 53% of the systematic variations in our dependent variable (employee's performance) is captured by the joint variations in our independent variables.

ANOVA^b						
Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	33.081	6	5.513	17.513	.000 ^a
	Residual	29.279	93	.315		
	Total	62.360	99			

Source: Author's computation using SPSS V16

The F-statistics which is 17.513 signals that there's an overall significance of our model

MODEL ESTIMATION

TABLE 19: OLS Estimates

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.833	.528		1.577	.118
	Decision making positively impacts on employee performance as a result of good organizational structure. (ORGS)	.161	.079	.167	2.038	.044
	Organizational leadership style and financial incentives encourage your performance and effectiveness in the Corporation? (ICMG)	.333	.351	.072	.951	.344
	Are there any recent changes in the corporation resulted from industrial conflict mgt (ΔCORP)	-.372	.149	-.188	-2.488	.015
	Organizational structure helps staff members understand their role in the decision making and management process(MFIN)	-.075	.086	-.067	-.872	.385

Training practiced by the corporation is an additional motivator to the employees. (TAME)	.400	.085	.387	4.690	.000
Employeesâ€™™ recognition is practiced in the corporation. (ORGC)	.275	.076	.318	3.615	.000
a. Dependent Variable: Industrial Conflict management practiced by the corporation facilitate and encourage workers' performance or morale(WMOR).					

Source: Author's computation using SPSS V16

Model Specification

$$ICMG = F (FINC, \Delta CORP, MFIN, EMPR, TAME)$$

Where;

Dependent Variable(EMPE), Employee's Performance and Effectiveness is proxied with "Organizational leadership style and financial incentives encourage your performance and effectiveness in the Corporation?"

Independent Variables which is jointly proxied by Industrial Conflict Management is represented by the following variables:

Organizational Structure(**ORGS**), Is proxied with Decision making positively impacts on employee performance as a result of good organizational structure.

Δ CORP- Are there any recent changes in the corporation resulted from industrial conflict management?

TAME- Training practiced by the corporation is an additional motivator to the employees.

ORGC- Employeesâ€™™ recognition is practiced in the corporation as a culture.

$$\text{ICMG} = 0.833 + 0.161\text{ORGS} - 0.372\Delta\text{CORP} - 0.075\text{MFIN} + 0.4\text{TAME} + 0.275\text{ORGC}$$

4.4 RESEARCH HYPOTHESIS

Ho1: There is no significant relationship between organizational culture and employee's performance.

Ho2: There is no significant relationship between organizational structure and employee's performance.

Ho3: There is no significant relationship between training and development and employee's performance.

Ho4: There is no significant relationship between organizational leadership style and employee performance.

Level of significance: 0.05

Decision Rule:

In taking decision for "r", the following rules shall be observed;

If the value of "r" tabulated is greater than "r" calculated, accept the alternative hypothesis (H_1) and reject the null hypothesis (H_0).

If the "r" calculated is greater than the "r" tabulated, accept the null hypothesis (H_0) while the alternative hypothesis is rejected

INTERPRETATION

From table 16 above it can be seen that the model has an intercept value of 0.833. The results show that *Industrial Conflict Management* have a positive impact on workers' performance, such that when *Organizational Structure* improves by one unit, workers' performance increases by 0.161 units. It further shows that there is a significant relationship between *Organizational Structure* and worker's performance at 0.05 significant level, since the probability value of the independent variable is 0.044 which is below the significant level. Hence, we are to accept the alternative hypothesis and fail to accept the null hypothesis. We accept the alternative hypothesis that there is a significant relationship between organizational structure and employee's performance. Also, in table 16 above, the regression result shows that increased Organizational leadership style and financial incentives encourage performance and effectiveness in the Corporation? (ICMG). The table reveals that on one unit increase in that increased employees pay through financial incentives would increase organizational goal by 0.333 units in boosting employee morale and worker's effectiveness. The findings further show that there is no significant relationship between increased employees pay via financial incentives and organizational goal or worker's effectiveness at 0.05 significant level, since the probability value of the independent variable is 0.344 which is above the significant level. We are to reject the alternative hypothesis and accept or fail to reject the null hypothesis that there is no significant relationship between increased employees pay via financial incentives and workers' effectiveness.

Also, the model above result shows that there is a negative relationship between changes prompted by industrial conflict management and Employee's performance. In other words, one unit increase in this change would decrease worker's performance by 0.372 units. The findings further show that there is a significant relationship between the change and employee's performance at 0.05 significant level, since the probability value of the independent variable is 0.015 which is below the significant level. We are to accept the alternative hypothesis and reject/fail to accept the null hypothesis that there is a significant relationship between changes in organization as a result of conflict management and workers performance. Furthermore, there's a negative relationship between MFIN and Employee's performance but it's not statistically significant, there's a significant positive relationship between training practiced by the corporation and worker's performance. Moreover, there's a significant positive relationship between Training practiced by the corporation and employee morale. Finally, Employees recognition practiced in the corporation has significant positive impact on workers performance.

4.5 DISCUSSION OF FINDINGS

In deciding the relationship between industrial conflict management and laborer's or alternately Representative's performance it was seen that larger part of the respondents concur that industrial conflict management helps representative's performance and better position employees to be more useful in this way accomplishing organizational goals

quicker and more astute, 55% of the respondents unequivocally concur that Monetary motivators rehearsed by the company as a culture work with and support laborers' performance or spirit, 37.0% of the respondents concur that monetary impetuses will achieve proficiency and viability in work performance and organizational objective accomplishment. In relapse table 16 over the invalid speculation was dismissed and the elective speculation was acknowledged that there is a critical positive relationship between organizational design/preparing and worker's performance and organizational objective. This finding is in perception with the finding of Susan and Heathfield (2008), that the right preparation, advancement and motivators brilliantly gives enormous adjustments to the business in improved productivity and commitments.

In determining the relationship between expanded employees' compensation through monetary motivators and organizational objective by means of different inspiration systems, 56% of the respondents firmly concur that an expansion in employees' compensation by means of monetary impetuses will offer more to the outcome of your organizational objective accomplishment, 33% of the respondent concur that an expansion in employees' motivators will offer more to the progress of your organizational objective accomplishment, just 8% of the respondents differ that the recurrence of pay motivations doesn't correspond with viability and specialist's resolve. The relapse examination finished up by dismissing the elective speculation and tolerating the invalid theory. It acknowledged that there is a huge positive relationship between expanded employees' impetuses and laborer's performance and organizational objective.

Subsequently This finding is reliable with the discoveries of Campell (2007), that people are normally disposed to perform better when they see that they will get adequate installment or gets back from their endeavors. Waren (1994), additionally differentiated that Frederick Taylor and logical management partner depicted cash as the main figure spurring the industrial laborers to accomplish more noteworthy productivity. The study results showed that there is a positive relationship between progress in industrial conflict Management and laborers resolve/organizational objective accomplishment/worker performance.

In assessing the relationship between Capable worker enrollment and organizational goals, the study shows that larger part of the respondents with 97% of the respondents emphatically concur that preparation and right administration works on their Skill and effectuate organizational goals in the most limited time conceivable, greater part of the respondents unequivocally concurred that customary giving of monetary industrial conflict management can further develop quick objective accomplishment. In the relapse table 16 over, the elective speculation was dismissed and the invalid theory was acknowledged that there is a positive and immaterial relationship between organizational design and worker viability/performance. The finding is conversely, with crafted by Savaneviciene et al.(2008), which that the performance of a representative as well as the organization's performance and achievement rely upon the capability of employees. Their study results showed that there is a positive relationship between Skilled worker preparing/enrollment and organizational goals. Contracted Foundation of

Staff and Improvement, CIPD (2009): Enrollment and ability management, likewise differentiated underlined that having the perfect individuals, perfectly located, with impeccable timing, is basic to organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

In this study, our focus was to determine the impact of industrial conflict management on employee's performance using University of Benin, Benin City, Edo State, Nigeria as a case study. The study specifically was aimed at highlighting the effect of organizational culture as an aspect of conflict management on employee's performance, determining the effect of organizational structure on employee's performance, to determine whether training and development as an aspect of conflict management will have impact on employee's performance and it was also aimed at finding out if organizational leadership style will affect employee's performance. The study adopted the survey research design and randomly enrolled participants in the study. A total of 100 responses were validated from the enrolled participants, where most respondents are drawn from staff of University of Benin.

In deciding the relationship between industrial conflict management and Representative's performance, it was seen that greater part of the respondents concur that industrial conflict management helps worker's performance and better position employees to be more useful in this manner accomplishing organizational goals quicker and more intelligent. This finding is in comprehension with the finding of Susan and Heathfield

(2008), that the right preparation, advancement and impetuses brilliantly gives colossal adjustments to the business in improved productivity and commitments.

In discovering the relationship between expanded employees' compensation through monetary motivators and organizational objective by means of different inspiration systems, as per the relapse examination finished up by dismissing the elective speculation and tolerating the invalid speculation. It acknowledged that there is a critical positive relationship between expanded employees' motivators and laborer's performance and organizational objective. The study results likewise showed that there is a positive relationship between progress in industrial conflict Management and laborers spirit/organizational objective accomplishment/worker performance.

In assessing the relationship between Able worker enlistment and organizational goals, the study demonstrates that greater part of the respondents emphatically concurs that preparation and right authority works on their Capability and effectuate organizational goals in the briefest time conceivable, larger part of the respondents firmly concurred that ordinary giving of monetary industrial conflict management can further develop fast objective accomplishment. Their study results showed that there is a positive relationship between Able representative preparation/enlistment and organizational goals. It was likewise underscored that having the ideal individuals, perfectly located, with flawless timing, is basic to organizational performance.

5.2 CONCLUSION

Based on the finding of this study, the following conclusions were made:

1. Organizational culture increases employee job satisfaction, hence making Organizational culture a major explanatory variable of worker's morale, satisfaction and productivity, as it has the highest frequency and percentage.
2. Training allows employees to acquire new skills and sharpen existing ones.
3. Training and development reduces the cost of money to be spent on recruitment as a result of Improved productivity.
4. Training and development of employee increases task completion.
5. Financial incentives are given to employees with relatively higher productivity levels so as to boost their morale for higher productivity.
6. Industrial conflict management boosts employee's performance and better position employees to be more productive thereby achieving organizational goals faster and smarter.

5.3 RECOMMENDATION

5.3.1 MANAGERIAL IMPLICATION

Based on the responses obtained, the researcher proffers the following recommendations:

1. That for a calm and peaceful organizational atmosphere, there should be good and healthy working relationships between superior (management) and subordinates (workers) as well as the Non-Academic Staff of University of Benin, thereby resolving conflicts adequately using these tools.
2. That when giving out letter of appointments employers should try to consider the employee in the agreement to be signed.
3. Conflicts should not be allowed to spiral out of control as it can be managed easily to prevent disagreements that will negatively affect decision making and employee performance.
4. Training and development of employees is needed in an organization as it helps reduce a lot of cost that should be spent on recruitment.
5. It is necessary for organizations and their management to ensure they adequately pay their employees with incentive packages and bonuses.

5.4 CONTRIBUTION TO KNOWLEDGE

This study makes contributions to the human resource management literature. It is among the very few empirical studies in Nigeria that have determined the effect of industrial conflict management on employee's performance in the Non-Academic Staff of University of Benin.

This research has also contributed to the human resource literature by determining the relationship among components of industrial conflict management and employee performance in the Non-Academic Staff of University of Benin, Benin City, Edo State, Nigeria. This will help management in specifying areas to monitor to prevent and reduce industrial conflict and promote employee performance.

5.5 RECOMMENDATIONS FOR FURTHER STUDIES

Despite the contributions and implications of this work, it has some limitations and therefore offers opportunity for further research. First, the study was restricted to the Non-Academic Staff of University of Benin, Benin City, Edo State, Nigeria. We recommend that future studies of this kind should be undertaken in other states of the Federation thereby giving deeper insights into the subject matter. Also, further studies investigate the factors affecting industrial conflict management in the Non-Academic Staff of University of Benin, Benin City, Edo State, Nigeria.

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APPENDIX

**DEPARTMENT OF INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN**

Dear Respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am a student at the University of Benin pursuing a Degree of Bachelor of Science in Industrial Relations And Personnel Management. As a requirement of this degree, I am undertaking a research study on “ the effect of industrial conflict management on employee performance ”. Please assist in filling and returning this questionnaire to aid the above research. All respondents information will be treated with confidence and used for the research purpose only.

QUESTIONNAIRE

SECTION A: PERSONAL DATA

Please tick *V* in the appropriate box and give answers where necessary.

1. Gender a. Male [] b. Female []
2. Marital Status a. Single [] b. Married [] c. Divorced [] d. Widowed []
3. Educational qualification a. Primary school (Form four) [] b. Junior Secondary School (Form six) [] c. Certificate [] d. Diploma (ND/HND) [] e. Degree (BSC) [] f. MSC [] g. PHD []

4. Age a. 22 - 34 [] b. 35 - 44 [] c. 45 - 54 [] d. 55 and above []

SECTION B: GENERAL

Please tick in the appropriate box after each question as an indication of your choice using likert scale: Strongly Agree=SA; A= Agree; Undecided=U; Disagree= D; Strongly Disagree= SD.

S/N	PARTICULARS					
*	ORGANIZATIONAL CULTURE	SD	D	U	A	SA
5	Organizational culture increases employee job satisfaction.					
6	Financial incentives are awarded to the employees performing well as motivational strategies/culture practiced by the corporation.					
7	Employees recognition is practiced in the corporation as a culture of the organization.					
8	Good organizational culture attract the best talent and increases healthy competition.					
9	Turnover rates decreases as a result of organizational culture.					
*	ORGANIZATIONAL STRUCTURE	SD	D	U	A	SA
10	Decision making positively impacts on employee performance as a					

	result of good organizational structure.					
11	Organizational structure helps staff members understand their role in the decision making and management process.					
12	Improved organizational structure reduces the risk of job insecurity and increases employee efficiency.					
*	TRAINING AND DEVELOPMENT	SD	D	U	A	SA
13	Training practiced by the corporation is an additional motivator to the employees.					
14	Training allows employees to acquire new skills and sharpen existing ones.					
15	Training and Development reduces the cost of money to be spent on recruitment as a result of Improved productivity.					
16	Training and development of employee increases task completion.					

Please tick in the appropriate box and give answers where necessary.

ORGANIZATIONAL LEADERSHIP STYLE

17. To what extent is the effect of organizational leadership style on employee performance? a. Positive [] b. Negative [] c. Undecided []

SECTION C: GENERAL

Please tick in the appropriate box and give answers where necessary.

18. Which of the following types of industrial conflict management strategies are commonly practiced in the corporation?

a. Collaborating Style [] b. Accommodating Style [] c. Compromising Style [] d. Avoiding Style []

19. Do industrial conflict management encourage your performance and effectiveness in the corporation? a. No [] b. Yes []

20. Are there any recent changes in the corporation that resulted from industrial conflict management? a. No [] b. Yes []