

**EMPLOYEE EMPLOYER CONFLICT MANAGEMENT AND ORGANISATIONAL  
PERFORMANCE**

**BY**

**Elijah Darasimi OGUNWALE**

**MGS1908100**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**FACULTY OF MANAGEMENT SCIENCES**

**UNIVERSITY OF BENIN**

**BENIN CITY**

**April, 2024**

**EMPLOYEE EMPLOYER CONFLICT MANAGEMENT AND ORGANISATIONAL  
PERFORMANCE**

**BY**

**Elijah Darasimi OGUNWALE**

**MGS1908100**

**A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF BUSINESS  
ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES IN PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE(B.Sc) DEGREE IN  
BUSINESS ADMINISTRATION, OF THE UNIVERSITY OF BENIN, BENIN CITY.**

**April, 2024**

## DECLARATION

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

---

Elijah Darasimi OGUNWALE

---

Date

## CERTIFICATION

This is to certify that this project work was carried out by Elijah Darasimi OGUNWALE in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City, Edo State in partial fulfillment for the award of Business Administration (B.Sc.) degree in Business Administration.

---

**Dr. Joseph.E. Agbadudu**  
**(Project Supervisor)**

---

**Date**

---

**Dr. Omoregbe Omorodion**  
**(Head of Department)**

---

**Date**

---

**Dr. S.A. Adekunle**  
**(Project Coordinator)**

---

**Date**

## **DEDICATION**

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

## ACKNOWLEDGEMENTS

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

I wish to express my deepest gratitude to my project supervisor Dr. Joseph. E. Agbadudu for his empathy, kindness, corrections and accessibility throughout the duration of this work.

I wish to express my profound appreciation to a magnate; the channel of knowledge and value; he is not just the best professor in the University of Benin but one of the best Professors in the world, the person of Professor Ibrahim Ibn Shaibu.

My undiluted thanks goes to my parents, Mr. Ogunwale Olusola and Mrs Ogunwale Bolanle, my brothers (Opeyemi, Ezekiel, Ezra and Emmanuel), My Uncle and Aunt, Mr and Mrs Oguntayo, for their financial support, moral support, and continuous prayers throughout my programme.

I wish to express my sincere gratitude to my pastor and guardian, the person of Pastor James Sangodokun, for his guidance and prayers.

I appreciate my friends, among whom are I. Dave, O. Christian, O. Endurance, A.J. Etinosa, E.F. Daniel, N.O. Kelvin, E. Raymond, J. Victor, A. Timileyin.

My unadulterated appreciation goes to Onuekwutu Chioma Jasmine, Oshioshio Francis Sunday, Imoloame Michael, Bazuaye Wisdom, Omole Harrison, Akenbor Osazee Destiny, Adejare Toheeb Adekunle, and Olatunji Anuoluwapo, for their help and support.

Finally, a general thanks to all who may not be mentioned here, but has sincerely contributed to the success of this work, I say a very thank you to you all.

## TABLE OF CONTENTS

DECLARATION .....	iii
CERTIFICATION .....	iv
DEDICATION .....	v
ACKNOWLEDGEMENTS .....	vi
TABLE OF CONTENTS .....	vii
LIST OF TABLES .....	xi
ABSTRACT .....	xii
Chapter One .....	1
Introduction .....	1
1.1 Background to the Study .....	1
1.2 Statement of the Problem .....	2
1.3 Research Questions .....	3
1.4 Research Objectives .....	3
1.5 Research Hypotheses .....	4
1.6 Scope of the Study .....	4
1.7 Significance of the Study .....	4
1.8 Operational Definition of terms .....	5
Chapter Two .....	6

Literature Review .....	6
2.0 Introduction .....	6
2.1 Concept of Organizational Conflict .....	6
2.1.1 Causes of Conflict .....	7
2.1.2 Structural Factors .....	8
2.2 Sources of Organisational Conflict .....	9
2.3 Functional Versus Dysfunctional Conflict .....	10
2.4 Conflict Management .....	11
2.5 Concept of Organizational Performance .....	13
2.6 Employer- Employee Relations .....	14
2.7 Theories of Conflict .....	17
2.7.1 Marxist Theory of Conflict .....	17
2.7.2 Conflict Theory Model of Dahrendorf .....	17
2.7.3 Conflicts Process Theory proposed by Goldman (1966) .....	18
2.7.4 Conflicts Resolution Theory .....	19
2.7.5 Frustration- Aggression theory .....	20
2.8 Empirical Review .....	20
2.9 Summary of empirical review .....	25
2.10 Conceptual Framework .....	29
2.11 Research Gaps .....	30

Chapter Three .....	32
Research Methodology .....	32
3.0 Introduction .....	32
3.1 Research Design .....	32
3.2 The Population of the Study .....	32
3.3 Sample Size Determination and Sampling Techniques .....	32
3.4 Sampling Technique .....	33
3.5 The Research Instrument .....	34
3.6 Operationalisation of Variables .....	34
3.7 Reliability of the instrument .....	36
3.8 Validity of the Study .....	36
3.9 Model Specification .....	36
3.10 Method of Data Analysis .....	37
Chapter Four .....	38
Presentation of Data and Discussion of Findings .....	38
4.1 Introduction .....	38
4.2 Analysis of Demographic Results .....	38
4.3 Analysis of Research Question .....	40
4.4 Test of Hypothesis .....	43
4.5 Discussion of Findings .....	46

Chapter Five .....	48
Summary, Conclusion and Recommendation .....	48
5.1 Introduction .....	48
5.2 Summary of Findings .....	48
5.3 Conclusion .....	49
5.4 Recommendations .....	50
5.5 Suggestion for further Studies .....	50
REFERENCES .....	51
APPENDIX .....	56

## **LIST OF TABLES**

Table 4.1: Distribution of Sex

Table 4.2: Respondents' Age

Table 4.3: Respondents' Marital Status

Table 4.4: Respondents' Educational Level

Table 4.5: Respondents' View on how the presence of conflict between employee and employer and organizational performance

Table 4.6: Respondents' view on effective strategies for managing and resolving conflicts that arise between employees and employers

Table 4.7: Respondents' view on specific impacts of conflict resolution interventions targeting employee-employer relationships on organizational performance

## ABSTRACT

This study was carried out to examine employee employer conflict management and Organisational Performance, Adozzillion Homes And Realty, Lekki, Lagos. Specifically, the study aims to investigate the correlation between employee-employer conflicts and organizational performance, identify effective strategies for managing and resolving conflicts between employees and employers and evaluate the impact of conflict resolution interventions on organizational performance in the context of employee-employer relationships. The study employed the survey descriptive research design. A total of 83 responses were validated from the survey. From the responses obtained and analyzed, the findings revealed that there is significant correlation between the presence of conflicts between employees and employers and organizational performance. The findings of the study also revealed that implementing conflict resolution interventions targeting employee-employer relationships lead to significant improvements in organizational performance. The study thereby recommend that employers in the workplace must try to adopt an inclusive and collaborative strategies in conflict management. Both management and employees must resolve to work together amicably by formulating potent strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations. Credible channels of communication and open discussions of conflict in work relations must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies. Employee and employer must be provided with conflict resolution training and workshops so as to help them navigate and resolve conflict effectively.

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

In today's complicated and dynamic business environment, the relationship between employers and employees plays a critical role in determining the overall performance and profitability of the organization. Arguments about tasks or more severe issues like discrimination or unfair treatment are examples of conflicts between employers and employees that can have a big impact on the working environment. Poor handling of these conflicts can lead to decreased productivity, increased employee attrition, less work satisfaction, and a decline in organizational effectiveness.

An understanding of the nature, causes, and consequences of employee-employer conflicts is therefore necessary to preserve organizational success and foster a healthy work environment. These days, internal (intrapersonal) and interpersonal problems consume so much time and effort in many Nigerian organizations that it seems as though conflict is their main priority. Conflict is described as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempts to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationships, manifesting in disagreement and dissonance with and between individuals and groups in the work environment. In this context, workplace conflict is a fact of life in any organization if people compete for jobs, power, recognition and security (Adomie and Anie, 2005).

Conflict is typically defined by a breakdown in communication or understanding between the parties involved, regardless of the situation. Various dimensions to the causes of conflicts have been identified by writers. Namande (2008), citing Donelson (1999) asserts that any factor that creates dissatisfaction can increase the chances of conflicts among people and this may include struggle for resources, egocentrism, ethnocentrism, bigotry, assertion, struggle for recognition, ignorance, pride and fear. Despite the common belief that conflicts are beneficial for forming human beliefs and relationships, disputes almost always have adverse consequences. These outcomes frequently pose major risks to businesses and impede the accomplishment of their goals and objectives. As a result, organizations risk losing their financing, supporters, and access to essential resources. When a disagreement escalates without mediation, members of the organization may find themselves in uncomfortable circumstances.

Organizational conflicts unfortunately often result in violence among members, which can put the group and its members in legal hot water. Internal conflicts have negative consequences that are costly in terms of both money and human resources. Conflict can lead to a variety of negative effects, including stress, lack of confidence, low self-esteem, missed deadlines, poor communication, absenteeism, and even legal action. Thus, the development of workable conflict resolution techniques is essential. Hence, the study seeks to examine employee employer conflict management and organizational performance.

## **1.2 Statement of the Problem**

Managers are attempting to increase their understanding of conflict prevention and management at all levels, from middle to top. It appears that the majority of these businesses lack effective dispute resolution strategies. Workplaces, conflicts, and appropriate research and literature must all be studied in order to develop a small business dispute resolution system that functions. Researches carried out by Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) studied the effect of interpersonal conflict on organizational performance. Abolade (2014) and Ajike et al. (2015) examined The impact of conflict management on

employees performance. Ghafoor et al., (2015) and Uchendu et al., (2013) considered how conflict resolution significantly affect employee performance. However, to my understanding, all these scholars did not examined the effect of new technology on conflict resolution techniques and how effective conflict resolution practices contribute to employee job satisfaction, mental health, and their overall wellbeing. The board of directors and the top management work persistently to boost an organization's output by establishing objectives and offering incentives for reaching them. Many arguments contend that employee conflicts are one of the main causes of low employee productivity in businesses. There is a lot of unhealthy competition and employee rivalry in the workplace. Tribalism is demonstrated by feelings of envy and jealousy, rivalry for positions inside the organization, resistance to fellow employees' proposals for improving task management at work, and hostility toward another individual's tribe. It is against these backdrops that this research is conducted.

### **1.3 Research Questions**

1. How does the presence of conflicts between employees and employers correlate with organizational performance?
2. What are the most effective strategies for managing and resolving conflicts that arise between employees and employers?
3. What specific impacts do conflict resolution interventions targeting employee-employer relationships have on organizational performance?

### **1.4 Research Objectives**

The main objective of this study is to examine employee employer conflict management and organizational performance. Specifically, the study seeks.

1. To investigate the correlation between employee-employer conflicts and organizational performance.

2. To identify effective strategies for managing and resolving conflicts between employees and employers.
3. To evaluate the impact of conflict resolution interventions on organizational performance in the context of employee-employer relationships.

### **1.5 Research Hypotheses**

The hypotheses are stated in null form

1. There is no significant correlation between the presence of conflicts between employees and employers and organizational performance.
2. There is no significant difference in the effectiveness of various conflict management strategies in resolving conflicts between employees and employers.
3. Implementing conflict resolution interventions targeting employee-employer relationships does not lead to significant improvements in organizational performance.

### **1.6 Scope of the Study**

This research focuses on employee employer conflict management and organizational performance using Lagos State as a case study. The study we seek to examine conflict management and organizational performance in Adozzillion Homes And Realty, Lagos States. This research work will cover a period of a year

### **1.7 Significance of the Study**

The findings of the study will be beneficial to managers, employees, and business owners. The goal of the study is to inform managers about the need of implementing conflict management techniques that have been shown to be successful in settling disputes inside an organization. Workers believe that by participating in the study, they will be able to reduce conflict by doing their jobs well. Moreover, this study will act as a

resource for scholars and students conducting relevant research by adding to the body of existing literature, which will create new avenues for research in connected subjects.

### **1.8 Operational Definition of terms**

**Organizational Conflict:** Organizational conflict, or workplace conflict, is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together.

**Organizational performance:** Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard et al. organizational performance encompasses three specific areas of firm outcomes: financial performance; product market performance; and shareholder return.

**Employee-Employer conflict:** When a worker's compensation falls short of what is deemed to be their basic requirements, there will be conflict between the company and the employee.

## **Chapter Two**

### **Literature Review**

#### **2.0 Introduction**

In this chapter, we examine the body of literature on employee-employer conflict management and how it affects the performance of organizations. The review aims to provide a comprehensive understanding of conceptual frameworks, theories, empirical reviews, research gaps and theoretical framework related to the topic. The chapter intends to deepen the understanding of the study and close the perceived gaps.

#### **2.1 Concept of Organizational Conflict**

The degree of conflict that exists within an organization has a significant impact on both personnel and organizational performance. An organization's lack of conflict is frequently a symptom that managers value management above sound decision-making, value conformity over novel concepts, and are averse to change. Instead of being eradicated, conflict is a force that needs to be managed. Instead than attempting to completely eradicate conflict, managers should aim to maintain it at a manageable and functional level in order to support organizational reform initiatives. To manage conflict, managers must understand the types and sources of conflict and be familiar with certain strategies that can be effective in dealing with it Schramm – Nelson (2002).

Conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one of more members of the group are either resisted by or unacceptable to one or more members of another group. Intergroup conflict is a type of conflict that can involve violence, interpersonal strife, and psychological strain and can emerge between members of the same group or between two or more groups.

Group conflict frequently takes a certain path. An early conflict, which is frequently brought on by disagreements, differences in viewpoint, or a lack of resources, interrupts routine group engagement. At this point, the group is longer united, and may split into coalitions George (2003).

### **2.1.1 Causes of Conflict**

The impact and consequences of unattended conflict in the workplace on employees and the organization generally would argue for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict (Dijkstra, 2006). There is little to indicate that organizations actually attempt to establish the underlying causes of organizational conflict. Rather in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are, a key element in developing appropriate conflict resolution strategies (Havenga, 2004). Mayer (2000), in favor of the aforementioned, contends that a conflict map that could direct conflict resolution procedures can be created if the causes of conflict are recognized and understood. Comprehending the various factors that influence conflict behavior thus gives the manager or facilitator the ability to craft a more nuanced and targeted strategy for handling the particular conflict instance. Conflict can arise in different situations.

Deutch and Coleman (2006) identified some of the causes of conflict to include the following; differences in knowledge, beliefs and basic values; competition for position, power and recognition; a need for tension release; a drive for autonomy; personal dislike; and differing perception or attributes brought about by the organizational structure, different role structure, heterogeneity of the workforce, environmental changes, differences in goals, diverse economic interest, loyalties of groups, and value discrepancies, which were all considered at various stages as major causes of conflict in organizations. Havenga (2004) indicated that causes of conflict at the level of organization could also include resource availability; affirmative action programmes, the scope and content of workload, the introduction of new management techniques; and

differences of a cultural and racial nature. Robbins and Judge (2009) identified some sources and causes of conflict in organization to include: i) Scarce resources: Individual and groups in an organization competes for limited resources of organization, namely: machine, material, money and other welfare services all have their claims on the limited resources at the disposal of the organization. Hence, there is deprivation (relative or absolute) of the needs of all the groups within the system. The consequences of inadequate provision of financial resources to the organizational system are the decay of structures and the decline in services and functions. A few elements have been recognized as reasons for conflicts in associations.

### **2.1.2 Structural Factors**

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

**Common Resources:** We frequently have to share resources at work. The likelihood of a conflict situation increases with the scarcity of resources within the company. Conflict results from a shortage of resources since everyone who requires the same resources always undermines those who seek alternate objectives. Limited resources can be in the form of cash, goods, personnel, or knowledge. For example, The Redmond Washington based Software Company may dominate several markets, but its staff members still disagree over limited resources (Mcshare & Glinow, 2008).

**Goal Differences:** When organizational departments have conflicting or incompatible aims, there is sometimes a significant increase in the likelihood of conflict. For example, the objective of a computer

salesperson is to close as many deals as possible in a short amount of time. But the production plant might not be able to live up to the salesperson's expectations. Since two people in this situation have different goals, conflict may arise.

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

**Authority Relationships:** Because most individuals dislike being told what to do, there is often underlying tension between managers and employees in businesses. Managers have benefits in many firms, such as extended breaks, free long distance calls, and flexible scheduling. Extremely rigid bosses are known to frequently have disagreements with their staff.

**Roles and Expectations:** An employee's intended behavior is referred to as their role. Each person works for the company in one or more roles. These positions have components like a job title, a list of responsibilities, and an agreement between the employer and the worker. Manager– subordinate conflict can result when the subordinate's role is not clearly determined and each party has a different understanding of that role (Whitlam & Cameron, 2012).

## **2.2 Sources of Organisational Conflict**

Conflict can only arise when specific circumstances are met. Comprehending the fundamental factors that may give rise to conflict is therefore essential. In the words of Fajana (1995), conflicts can arise over a multiple of organizational experiences, such as incompatible goals, differences of values and philosophies or disputes over shared resources. Since conflict arises from perception, it starts when one person thinks another might impede their efforts. The employer's desire to maximize profit and the workers' representatives' goal of ensuring that their members always have better living conditions could lead to

conflict. Failure to uphold collective bargaining agreements could also lead to conflict. Damachi (1999) emphasises those workers rights and employers prerogatives which when trampled upon, could cause conflict. These include pay, condition of services etc. Armstrong (1990) sees changes as another cause of conflict. Changes according to him are always with us but it is not always welcome. Resistance to change is natural and it arises because of habit once established, fear of the unknown, conformity to customary expected ways of behaviour, misunderstanding of implications of change and individual differences. Unless, it is well managed, he said, it could lead to conflict or even crises. Other causes of organisational conflict are competition for scarce resources, status incongruity, win-lose situations, the need for change, ambiguous rules and communication problems among others.

### **2.3 Functional Versus Dysfunctional Conflict**

The ability to serve the interests of the organization determines whether a conflict is functional or dysfunctional. According Robbins (1978) some types of conflict support the goals of the organisation and improve performance; these are functional, constructive forms of conflict, they benefit the organisation. Functional conflict is commonly referred to in management circles as constructive or corporative conflict (Amason, 1986). Dysfunctional or destructive conflicts, on the other hand, are the type of conflict that hinders organisational performance. Schmidt (1974) conducted a study on a group of executives and came out with the following positive and negative outcomes of conflict. Positive outcomes of conflict are: Better ideas are produced, people were forced to search for new approvals, long standing problems surfaced were dealt with, people were forced to clarify their view, the tension stimulated interest and creativity, and that people had a chance to test their capacities. Negative outcomes of conflict include: Some people felt defeated, distance between people increased, a climate of suspicion and distrust developed, people and departments that needed to cooperate looked after only their own narrow interests, persistence-active or passive developed where team work was needed, and that some people left because of the turmoil.

## **2.4 Conflict Management**

According to Rahim (2002) conflict management involves designing effective strategies to minimize the dysfunctions of conflict and enhance the constructive functions in order to optimize learning and effectiveness of an organization. This implies that managing conflict does not necessarily connote avoidance or termination but the decrease of the odds of nonproductive escalation. As such, conflict management is the method by which organizations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making. As observed by Uchendu, Anijaobi and Odigwe (2013), since conflict is inevitable in organizations, its management determines whether it will generate positive or negative effect on the organizational performance. Effective management of conflict in the workplace depends on the prompt identification and explanation of the underlying tension before the conflict issues get out of hand. As a result, the conflict management orientation process is quite intrusive and may be applied in various ways within organizations. Ford (2007) posited a four-way process which includes assessment and inquiry, design, implementation and evaluation aimed at achieving efficacious and objective conflict decision in the workplace.

This integrative approach is often employed to encourage management to satisfy the needs of stakeholders in the resolution of conflict. Vigil and King (2000) observed that the use of integrative style of managing conflict is likely to create better result and higher commitment in individuals than teams using non-integrative conflict management. The integrative approach broadens the understanding of the conflict problem and increases resolution. In the same vein, collective bargaining strategy has been suggested as the approach for managing union-management conflict in organizations. The approach is internationally acclaimed as the legal instrument by which workers and management settle conflicts arising from employment contracts (Fajana and Shadare, 2012). Presently, faster rates of adoption of collective

bargaining strategies have been encouraged in Nigeria by the Trade Union Amendment Act (2000) and by the positive use of this machinery for resolving conflict by some multinational firms in the country. In order to obtain a collective agreement, this collaborative method to conflict management actually entails negotiation between the union and management through a process of meeting demands, discussing, offering counterdemands, bluffing, and occasionally threatening. Another conflict management approach for resolution of conflict in Nigeria is offered in the provision of the Trade Disputes Amendment Decree, 1988, No. 39 and Trade Dispute Act CAP 18, 2004 which provided five steps for legal management of conflict in organizations in the country. These are voluntary settlements of conflict using internal machinery of grievance procedures and the external machinery involving appointment of mediator, conciliator, reference of disputes to industrial arbitration panel, National Industrial Court and the constitution of a Board of Inquiry if such is considered necessary.

In conflict resolution, the award of the National Industrial Court is final and binding on the employees and employers from the date of the award in the country. The competition approach to conflict resolution is an attempt at complete victory (Saduna, 2012). It is a win-lose approach, a “winner takes all” position. Usually, the focus is on winning the conflict at all costs, rather than seeking the most appropriate solution for everyone concerned. The second strategy for handling conflict is accommodation, which is the antithesis of competition. It is a lose/win approach. The third method is avoidance, where both sides in the conflict withdraw. It is referred to as the lose/lose outcome in managing conflict because neither side is able even to deal with the issue, much less manage or resolve it. The fourth one is collaboration, which is usually considered the best method to cope with conflict. It is called a win/win approach. It does not require either side to give up a valued position. Rather, both sides honestly seek new and common higher grounds. This kind of problem-solving requires an atmosphere of trust and mutual respect, the surfacing of hidden agendas, and agenuine willingness on both sides to resolve the conflict. The fifth method is compromise-conflict

resolution. It involves negotiation and a high degree of flexibility. It is referred to as the win/lose-win/lose position since both parties in the conflict will get some of what they want, while at the same time giving up something in the process (Burnside, 2008). Hotepo (2010), quoted by Fatile and Adejuwon (2011) noted that conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes.

## **2.5 Concept of Organizational Performance**

It is challenging to define "performance" in a clear and conclusive way because it ultimately depends on the goals of the specific organization. Nevertheless, a wide range of performance indicators have been investigated in organizations, and, for the purposes of this review, we look at these under the headings of operational outcomes and financial outcomes. The former would include productivity (e.g. the number of hours to assemble a car), the quality of the product or service, innovation and customer satisfaction; the latter, value-added per employee and return on capital employed. To complicate matters, many of these indicators can be recorded at different levels within an organization. Productivity, for example, can be measured at department, workplace or company level. In addition, when one begins to consider the team-based literature, another set of 'performance' outcomes come to the fore (Cohen and Bailey 1997). A number of these studies are designed to show the outcomes for individual team members or the team itself. While some of these measures— job satisfaction, for example, or absenteeism – may not seem directly relevant to the present study, subsequent discussion will show that there are important links with organizational performance. A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focus on the effort and motivation of individual workers and claim that they work harder. Strategic HRM theory, for example, suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive

effect on an employee's job satisfaction, commitment and motivation, leading to behavioral changes that result in improved organizational performance (Becker et al. 1997).

Similarly, self-leadership theory focuses on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests these will lead to more committed employees who strive for greater efficiency and effectiveness (Sims and Manz 1996). Work design theory, however, tends to emphasize intra-group processes such as job design, task variety and interdependence (Wall and Martin 1987), while socio technical theory highlights changes in the structure of an organization and its processes as the main mechanism by which performance is enhanced (Van Hootegem 2000). It is apparent from this that the teamwork– performance link is related to the more general discussions surrounding HRM and performance, empowerment, self-leadership and so on. However, teamwork research should not be considered only within these contexts since a specific team working literature has emerged over the course of time (Salas et al. 2000).

## **2.6 Employer- Employee Relations**

According to Gennard & Judge (2005), “employee relations is a study of the rules, regulations, and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management. Therefore, it deals with how to persuade people over to the accomplishment of an organization's business goals and objectives in a variety of situations....” Appropriate employer-employee relationship practices in businesses are beneficial as they provide better solutions to conflicts, business process and performance issues (Vickers-Willis, 2008). Better working circumstances for productivity, contentment, engagement, retention, compliance, dedication, etc. are made possible by it, preventing needless employer-employee conflicts. Numerous studies have identified a number of drives for corporate organizations, including the need to build trusting relationships and accomplish organizational

growth. In his psychological contracts, Schein identified the existence of an implicit contractual relationship between employers and employees from a series of assumptions about the nature of their relationship. He assumed employees will be treated honestly today because they build stronger and successful relationships. A person who presents themselves professionally has a significant advantage over the competitors. Owners of businesses need to possess a variety of skills, including communication, competence, attitude, and manners. A polished executive image—knowing what to do, how to do it, and when to do it—amplifies these. The capacity to express and convey your ideas. Business owners with strong communication skills will be able to share crucial information that either directly or indirectly impacts the organization. They should always know what to say and never hesitate to speak it. the capacity to influence people's attitudes, beliefs, behaviors, and views. It is recommended that business leaders make use of their power and organizational structures to influence and persuade employees to perform productively and efficiently in order to meet corporate goals and preserve positive working relationships. The capacity to employ force. Although they have the ability to influence employees, business owners shouldn't behave in a frightening way. But authority must not be misused because absolute power corrupts absolutely and power corrupts power. In addition to hiring workers, employers also establish new connections. They collaborate closely, which fosters the development of partnerships.

Managing relationships is essential to the organization's success or failure. (Demirbag, Collings, Tatoglu, Mellahi, & Wood, 2014; Keeble-Ramsay & Armitage, 2014). Relationships between employers and employees typically have the potential to help organizations achieve their goals in a number of different ways (Atkinson & Sandiford, 2016; Boxall, Guthrie, & Paauwe, 2016). The type of relationship built in an organization may affect productivity negatively or positively. Even though maximizing profit is every organization's goal, the employer-employee relationship may get in the way of achieving those goals. Having strong relationships improves productivity, boosts employee happiness, and stimulates performance.

(Valizade, Ogbonnaya, Tre- gaskis, & Forde, 2016; Xesha, Gervase Iwu, Slabbert, & Nduna, 2014). In contrast, Employees that have weak relationships perform poorly, are more likely to experience tension and conflict, and are ineffective and unproductive.

The dynamics of employer-employee relationships must be central to management techniques in order to enhance performance. Business owners also need to be aware of the human element in their enterprises. Companies are urged to take on the role of social architects by collaborating across departments and levels to continuously enhance company procedures and create an environment that is conducive to taking risks, innovating, committing, providing high-quality work, improving oneself, and working as a self-directed team (Jansen, Curseu, Vermeulen, Geurts, & Gibcus, 2013; Kooij et al., 2013). Employers and business owners are urged to acquire and use the necessary human skills to inspire employees in their business cycles in order to survive and thrive in the competitive and demanding global market of today. (Khoreva, Vaiman, & Van Zalk, 2017; McDermott, Conway, Rousseau, & Flood, 2013). A positive working connection between an employer and employee fosters cooperation, trust, and frequently results in workplace satisfaction. Strong relationships contribute to an organization's success, and there is a favorable association between organizational performance and strong relationships, according to several studies (Acuff & Wood, 2004; Burns, 2012; Donaldson & O'Toole, 2007; Ford & McDowell, 1999; Håkansson & Ford, 2002). In order to share risks, best practices, and resources that can offer them an advantage, enterprises must prioritize building long-term relationships with their customers, employees, and other businesses. Relationships can be handled despite their inherent complexity and variety. (Anderson & Kerr, 2002; Boxall, 2013; Hart, 2004). Like any other connection, a business partnership needs to be mutually beneficial to all parties involved and requires a lot of work to sustain. Owners should be prepared to help, share, and offer in each business relationship—not simply take.

## **2.7 Theories of Conflict**

### **2.7.1 Marxist Theory of Conflict**

This theory examines the causes of conflict in society in great detail. According to Marx, the great social philosopher, the degree of inequality in resource distribution creates intrinsic conflicts of interest. He talks on how the contradictions in capitalism's modes of economic production would cause conflict processes, which would then lead to the proletariat's (the ruled) revolutionary activity, which would bring about communism. Karl Marx argued that there is a basic conflict of interest between the dominant and subordinate sectors of society the more the rate or degree of inequality in the distribution of society's relatively available or scarce resources. The proletariats, or subordinate portions, are more likely to challenge the legality of the current distribution or allocation of scarce resources the more they learn about their actual collective interests, which are the organization's revenue. Also the subordinates are more likely to become aware of their true collective interest when changes wrought by dominant segments disrupt existing relations among subordinates, practices of dominant segments create “alienative dispositions”, members of subordinate segments can communicate their grievances to one another, which, in turn, is facilitated by the ecological concentration among members of subordinate groups, and the expansion of educational opportunities for members of subordinate group. Marx also asserts that the more the subordinate segments at a system become aware of their collective interests and question the legitimacy of the distribution of scarce resources, the more the structure of the organization is likely to be restructured.

### **2.7.2 Conflict Theory Model of Dahrendorf**

Dahrendorf (1995) introduces to the theory of conflict the view of productive and constructive conflict. Dahrendorf agreed that conflict is a necessity for obtaining an end or goals in the society or organization. He opines that societal conflict produces alteration in the structure of organization, which is important and good. Dahrendorf's effort was to determine a systematic locus and a specific framework for a theory of conflict in

sociological analysis. He agrees to two different kinds of struggles in an organization. He named them “Exogenous” and “Endogenous” conflicts. The term "endogenous conflict" refers to conflict that arises within an organization, institution, or society. In this, he agreed with Marx that the current social system causes internal strife. He moved beyond internal conflict dynamics to include exogenous conflict, which he defined as conflict caused by external sources. This has an impact on social transformation as well. Exogenous conflict, in other terms, is externally imposed or introduced into a system. According to the thesis, certain conflicts are founded on specific social structural arrangements and will inevitably happen anytime such arrangements are made. For instance, the community where the organization is located has a great effect on the organization itself. No organization can thrive or be productive in a community that is bedeviled with violent.

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

This theory's main premise is that fundamental organizational structural elements are the source of and have an impact on the substantive conflicts. The theory offers a framework for categorizing the core concerns of social and political disputes and tracks the effects that conflict resolution and non-resolution have on organizations. In the end, it offers an empirical foundation for creating conflict resolution and avoidance techniques by documenting developmental trends linked to conflict cycles. The theory assumes that social and political conflicts between two or more (adversary) parties are initiated and concluded by events of a decisional character; the sequence of events from the initiating one to the concluding one may be referred to as a conflicts cycle. At least one of the three types of substantive topics may be found as issues in all social and political conflicts and such substantive topics include, disagreement about the ‘task expectation’ associated with a position or office; disagreement about the ‘role-performance’ of particular incumbents in the position; disagreements about the conditions of ‘incumbency’ of the person in the position (Duze, 2012).

The theory holds that conflicts cycles are resolved by decisions about one or more of these substantive topics. Sequences of resolving decisions about task-expectations produce a ‘formalization’ process. When the decisions are on role-performances, they produce a ‘socialization’ process, while the decisions on incumbency conditions produce an ‘investiture’ process. Formalization means that task-expectations should not be verbal or assumed but should be formally and clearly stated and presented to the officer in-charge of each position. Socialization requires that role-performances should declare the way and manner by which the officer should perform the duties assigned to the position including induction; while investiture should involve formal installation into and celebration of the officer’s position. These will ensure that the officer knows very well what to do, how to do it, where the limits come, all in a more conducive atmosphere.

#### **2.7.4 Conflicts Resolution Theory**

Conflicts resolution involves the reduction, elimination, or termination of all forms and types of conflicts. When people talk about conflicts resolution they tend to use terms like negotiation, bargaining, mediation or arbitration. Conflicts resolution minimizes the negative outcomes of conflicts and promotes the positive outcomes of conflicts with the goal of improving learning in an organization (Rahim, 2002). The resolution theorists reject this political view of conflicts, arguing that in communal and identity conflicts, people cannot compromise on their fundamental needs. They argued that it is possible to transcend conflicts if parties can be helped to explore, analyze, question and reframe their positions and interests. It emphasizes interaction by skilled but powerful third parties, working unofficially with the parties to foster new thinking and new relationships. They seek to explore what the roots of conflicts really are and to identify creative solution or measures of solutions that the parties may have missed in their commitment to entrenched positions. Conflicts resolution is about how parties can move from zero sum destructive patterns of conflicts to positive cum constructive xxxi outcomes. This aimed to develop processes of conflicts resolution that

appeared to be acceptable to parties in dispute (Azar & Burton, 1986, Kona, 1999; Mial, Oliver & Tom, 1999; Duze, 2012 & Behfar, Peterson, Mannis & Trochim , 2008).

### **2.7.5 Frustration- Aggression theory**

Like most pioneering theories, the innate theories gave way to more sophisticated and scientific hypotheses over time. One important development of this work was the evolution of the Frustration- Aggression theory. The basic assumption of the Frustration-Aggression theory is that all aggression, whether interpersonal or intergroup, has its root causes in the frustration of one or more actors' goal achievement. That is to say that conflict can be traced to the unfulfilment of personal or group objectives and the frustration that this breeds. Since the demand for basic human needs has always exceeded the supply, all human conflicts can be traced to an actor's failure to obtain what it needs. The Frustration-Aggression theory rests on the basic stimulus-response hypothesis. The questions that this theory raise are: does all frustration lead automatically to aggression, and can all aggression and conflict be traced to some catalytic frustration? These questions, as well as the challenge of insufficiency of causal link to aggression, and other insights into human behaviour, have led to the discrediting of the Frustration-Aggression theory and the subsequent development of other theories such as the Social Learning and Social Identity theories (Adams, 1995; Cash, 1996 & North, 1997).

### **2.8 Empirical Review**

Edwin (2015) exploring the effect of the three types of organizational conflict, namely the relationship, task, and process conflict, on the output of employees in the cement manufacturing sector in Nigeria using Dangote Cement Company, Gboko Plant as a case study. The study employed two estimation procedures; the Pearson correlation and the logit estimation method. The marginal effect extracted from the logit estimation exhibited that of the three types of conflict – only relationship conflict has a significant effect on the performance of employees. The Pearson correlation also revealed that whilst relationship conflict

adversely affects performance, both task and process conflicts have a positive influence on output of workers. The association between process conflict and performance was however, unanticipated. Lastly, the Pearson correlation method brought to view that there is a very weak linkage between all the three types of organizational conflict and the performance of workers in Dangote Cement Plc. The study therefore, suggest that the policy makers and the management of organizations should efficiently and effectively set up conflict resolution mechanism by eliminating all friction that may arise from the three types of organizational conflict if they want to achieve rapid growth in the enterprise. Those conflicts that affect performance positively should be encouraged.

Abolade (2017) investigated the impact of conflict management on employees' performance in a public sector organisation, a case of Power Holding Company of Nigeria (PHCN). This study adopted the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Questionnaire was used to collect primary data. Data collected were analyzed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization. It was recommended that organization should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflicting situations in the organization.

Isidore (2022) investigated organizational conflict and Employee job performance in Akwa Ibom State University. Survey research design was adopted for the study. Participants comprised 226 employees selected through the use of random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to

analyze data collected from the respondents. The results of the empirical tests showed a significantly positive relationship between Causes of organizational conflict (goal differences, common resources, task interdependence and specialization) and employee job performance. Also, the result of the Pearson product Moment Correlation indicated that specialization displayed the highest significant positive correlation with organizational harmony. In addition, the study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace. Moreso, the study recommend that management of Akwa Ibom State University should ensure a credible channels of communication and open discussion of conflict in work relation, must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies.

Akinsunmi (2021) investigate the impact of various types of conflict on employees' output in a study location in Lagos State. Employee productivity is the most essential and stressful issue in the organization, which is now a normal and natural component of the global competitiveness due to variations in culture, beliefs, and ethics. Because the world commerce operates under one cover and people from all origins and work styles are brought together for common business interests, conflict can arise in any sort of organization. Organizations try to get their employees to work together, but conflicts arise when people with various work styles, goals, motives, and processes collaborate with distinct priorities. Insults, non-cooperation, bullying, aggressiveness, and, in certain cases, fighting and physically harming others owing to ego classes are all possible outcomes of such confrontations. People who work in such environments may be stressed even if they are not involved in the conflict since such confrontations generate an undesirable working atmosphere.

The majority of people come up with the solution of avoiding putting those people in the same team who are causing issues, but this is the most common mistake made by organizations, because such decisions can lead to communication breakdowns, misunderstandings, and incorrect perceptions. We cannot separate people who are in dispute and force them to stop interacting with one another, nor can we abandon them because unresolved conflicts can lead to feelings of disrespect, hopelessness, dissatisfaction, and sadness, among other things. Workplace disruption, decreased productivity, project failure, absenteeism, turnover, and termination are all extreme outcomes of unresolved conflicts. However, if correctly resolved, it may lead to improved understanding, ideas, working conditions, and relationships, as well as an improvement in productivity and profitability. While relational conflict has a negative impact on performance, task and process conflicts have a favorable impact on worker productivity, according to the Pearson correlation. The link between process conflict and performance, on the other hand, was unexpected. The Pearson correlation approach revealed that there is a very weak relationship between all types of organizational conflict and worker performance in Akinrichway Industrial Services Limited.\

Ongori (2009) carried out a study on organizational conflict and its effects on organizational performance using survey design method and a sample size of 130 managers across government department, parastatal and private companies in Gaborone, found that conflict is an integral part of organizational life and that the major cause of organizational conflict is limited resources.

Nnabuike (2009) carried out an empirical study to assess industrial conflict and management in the local government system in Nigeria with particular reference to Anambra State. Adopting a descriptive research method and using key officials of local government system of Anambra State, the study revealed that organizational frame work for management of conflict and grievance is poor; That leadership ineffectiveness results always to dispute and strike actions. Another factor that lightens labour conflict in the

local government system is low participation of employees in taking key decisions especially in matters affecting them.

Ghafoor et al., (2015) conducted a study on conflict resolution and employee performance in Commercial Bank of Pakistan. The study used formal questionnaire to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation and variance, and factor analysis were applied to analyze and interpret the data. The major findings are that there is a significant effect of conflict on employees' performance. The study suggested that management should adopt conflict resolution strategies that improve the performance of the employees, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among coworkers to boost their morale

Uchendu et al., (2013) examined the relationship that exists between principals' conflict resolution and employee performance in Cross River State, Nigeria. The authors employed questionnaire to gather their data. The instrument was a 4-point liker's type scale consisting 32 items. Pearson Product Moment Correlation Coefficient Analysis was used in analyzing the data. The result of the analysis revealed that, there is a significant relationship between principals' conflict resolution in terms of teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and employee's performance.

Kinsley Lazarus (2014) investigated the effect of organizational conflict on employee performance in Nigeria. The study employed descriptive research design and used questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

Ilevbare, Ojeleye and Ilevbare (2012) conducted a study on influence of industrial conflict on perceived employee work performance in selected local government area in Osun State. Ex-post facto research design was used in the study. One hundred and fifty (150) workers were drawn from three selected Local Government Secretariats (Irewole, Isokan and Ayedaade) in Osun state, Nigeria. In all, eightyfive (85) were the total participants. The result obtained revealed that there was a significant relationship between industrial conflict and perceived work performance.

Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) investigated the effect of interpersonal conflict on organizational performance of selected hotels in Kisii town. The study employed both descriptive survey and explanatory research designs and targeted a population of 368 employees of purposively selected hotels. The data was analyzed using descriptive and inferential statistics while multiple regression was used to test the hypotheses. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively, while outcomes of interpersonal conflict does not significantly affect organizational performance.

Ajike et al. (2015) used Access Bank Plc as a case study to investigate the effect of conflict management on organizational performance in Nigerian banks. A total of eighty-one (81) questionnaires were distributed to the bank's various employees in three branches located in Lagos state. The association between conflict management and organizational performance was investigated using descriptive and regression analysis with SPSS. The study discovered a substantial positive association between conflict resolution and organizational performance. Because the study used simple regression, the significant influence of conflict management tactics was not demonstrated.

## 2.9 Summary of empirical review

S/N	Author and	Location	Methodology	Findings
-----	------------	----------	-------------	----------

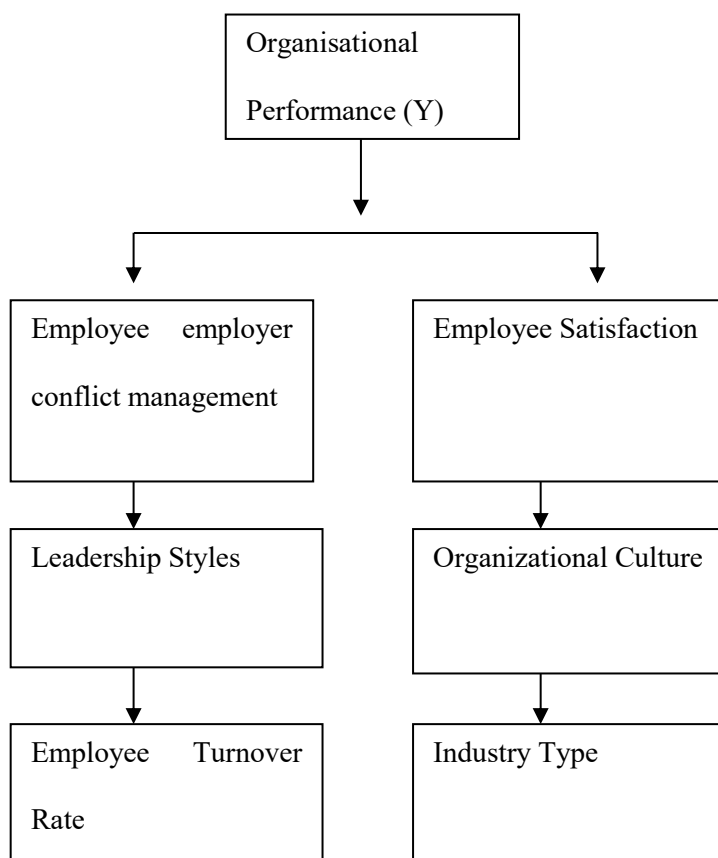
	year			
1	Edwin (2015)	Gboko, Benue State	The study employed two estimation procedures; the Pearson correlation and the logit estimation method.	<p>(1) Relationship conflict has a significant effect on the performance of employees</p> <p>(2) Pearson correlation also revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers</p> <p>(3) the Pearson correlation method brought to view that there is a very weak linkage between all the three types of organizational conflict and the performance of workers</p>
2	Abolade (2017)	Ondo State	Questionnaire was used to collect primary data. Data collected were analysed using descriptive statistics	The findings revealed that effective conflict management enhance employee's performance in an organisation and that organisation's conflict management system influences employee performance in the organisation.
3	Isidore	Akwa	Survey research design	The results of the empirical tests showed a

	(2022)	Ibom State University	was adopted for the study and data were generated through the use of validated structured questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to analyze data collected from the respondents	significantly positive relationship between Causes of organizational conflict (goal differences, common resources, task interdependence and specialization) and employee job performance. Also, the result of the Pearson product Moment Correlation indicated that specialization displayed the highest significant positive correlation with organizational harmony. In addition, the study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace.
4	Akinsunmi (2021)	Lagos State	Questionnaire was used to collect primary data. Pearson correlation were employed to analyse data.	The findings revealed that relational conflict has a negative impact on performance, and task and process conflicts have a favorable impact on worker productivity.
5	Ongori (2009)	Gaborone	survey design method was used	That conflict is an integral part of organizational life and that the major cause of organizational conflict is limited resources.

<b>6</b>	Nnabuike (2009)	Anambra State	A descriptive research method was used	The study revealed that organizational frame work for management of conflict and grievance is poor; That leadership ineffectiveness results always to dispute and strike actions.
<b>7</b>	Ghafoor et al., (2015)	Pakistan	Questionnaire was used to collect data	There is a significant effect of conflict on employees' performance
<b>8</b>	Uchendu et al., (2013)	Cross River State	Questionnaire was used to collect data	There is a significant relationship between principals' conflict resolution in terms of teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and employee's performance.
<b>9</b>	Kinsley Lazarus (2014)	Lagos State	.The study employed descriptive research design and used questionnaire to collect data	The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.
<b>10</b>	Ilevbare,	Osun State	Ex-post facto research	There was a significant relationship

	Ojeleye and Ilevbare (2012)		design was used in the study	between industrial conflict and perceived work performance.
11	Mukolwe, Korir, Eliza, Milka, and Musyoki (2014)	Kisii Town, Kenya	The study employed both descriptive survey and explanatory research designs	The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively
12	Ajike et al. (2015)	Lagos State	Questionnaire was used to collect primary data	There is a substantial positive association between conflict resolution and organizational performance.

## 2.10 Conceptual Framework



## **2.11 Research Gaps**

Researches carried out by Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) studied the effect of interpersonal conflict on organizational performance. Abolade (2014) and Ajike et al. (2015) examined The impact of conflict management on employees performance. Ghafoor et al., (2015) and Uchendu et al., (2013) considered how conflict resolution significantly affect employee performance. However, to my understanding, all these scholars did not examined the effect of new technology on conflict resolution techniques and how effective conflict resolution practices contribute to employee job satisfaction, mental health, and their overall wellbeing. This study is important as it looks further into how employee-employer conflict management affects performance in the organization.

## **2.12 The Theoretical Framework**

People frequently see conflict as a bad thing that prevents groups or common aims from being successfully completed. Depending on the nature of the dispute, conflict can have both beneficial and negative impacts for the group. The study depicts the impact of employee employer conflict management and organizational performance. Therefore, it is the responsibility of management to appropriately handle conflicts in order to improve organizational performance, as doing so will lead to improved cooperation, time management, communication, and performance. This study is founded on the conflicts process theory proposed by Goldman (1966) which opines that fundamental organizational structural elements are the source of and have an impact on the substantive conflicts. The theory offers a framework for categorizing the core concerns of social and political disputes and tracks the effects that conflict resolution and non-resolution have on organizations. In the end, it offers an empirical foundation for creating conflict resolution and avoidance techniques by documenting developmental trends linked to conflict cycles. The theory assumes that social and political conflicts between two or more (adversary) parties are initiated and concluded by

events of a decisional character; the sequence of events from the initiating one to the concluding one may be referred to as a conflicts cycle. At least one of the three types of substantive topics may be found as issues in all social and political conflicts and such substantive topics include, disagreement about the ‘task expectation’ associated with a position or office; disagreement about the ‘role-performance’ of particular incumbents in the position; disagreements about the conditions of ‘incumbency’ of the person in the position (Duze, 2012).

The theory holds that conflicts cycles are resolved by decisions about one or more of these substantive topics. Sequences of resolving decisions about task-expectations produce a ‘formalization’ process. When the decisions are on role-performances, they produce a ‘socialization’ process, while the decisions on incumbency conditions produce an ‘investiture’ process. Formalization means that task-expectations should not be verbal or assumed but should be formally and clearly stated and presented to the officer in-charge of each position. Socialization requires that role-performances should declare the way and manner by which the officer should perform the duties assigned to the position including induction; while investiture should involve formal installation into and celebration of the officer’s position. These will ensure that the officer knows very well what to do, how to do it, where the limits come, all in a more conducive atmosphere.

## Chapter Three

### Research Methodology

#### 3.0 Introduction

This chapter will discuss about the research design of the study, population of the study, the sample size determination and sampling techniques, the research instrument, operationalisation of variables, reliability of the instrument, validity of the study, model specification and method of data analysis.

#### 3.1 Research Design

This study applied a survey research design since it seeks to establish the impact of employee employer conflict management on organizational performance. The survey strategy was also used to collect quantitative data which was analyzed using descriptive statistical tools. The use of survey enables generalization to be conducted using findings generated from a sample size which is the representative of the whole population.

#### 3.2 The Population of the Study

The population of the study is the entire permanent staff of Adozzillion Homes And Realty, Lekki. The total population of 105 staff according to information from the firm's human resource department, (2023).

#### 3.3 Sample Size Determination and Sampling Techniques

For the study a Taro Yamane sample size determination was used.

The formula thus follows:  $n = \frac{N}{1+N(e)^2}$

Where n = sample size

N = population of the study

1 = constant

e<sup>2</sup> = the coefficient of degree of error (0.05)

$$n = \frac{105}{1+105(0.05)^2}$$

$$n = \frac{105}{1+105(0.0025)}$$

$$n = \frac{105}{1+0.2625}$$

$$n = \frac{105}{1.2625}$$

$$n = 83$$

### 3.4 Sampling Technique

The sample of 83 was selected from the population using cluster and simple random sampling technique. While cluster sampling was used to give a fair representation to the selected firms, Simple random sampling technique was used to select sample elements from the selected firms. This was adopted in order to give all employees of the selected firms an equal chance of being included in the study. Thus, this enables the researcher to adequately select its participants without any bias or interference.

### 3.5 The Research Instrument

The questionnaire will serve as the research instrument for the study. The enrolled individuals will be given a survey with series of questions. The questionnaire will be divided into 2 sections: Section A will address the demographic information of the respondents while Section B will contain the study's aims and will address the research questions. The questionnaire will be measured on a 4-point Likert scale response of Strongly Agree (SA), Agreed (A), Disagree (D), Strongly Disagreed (SD).

### 3.6 Operationalisation of Variables

This study will examine the relationship between employee employer conflict management (independent variable) and organizational performance (dependent variable). The independent variable and the independent variable will be measured by a 5-point scale.

Table: Measurement and Operationalisation of Variables

S/N	Variable	Operationalised definition	Measurement scale	Question number
1	Gender	Sex of respondents	2-point categorical scale	1
2	Age	The age of the respondents as at their ,last birthday	4-point interval scale	2
3	Marital status	The marital status of the respondents as at the time of filling the questionnaire	4-point categorical scale	3

4	Educational level	The highest qualification the respondents have acquired.	4-point scale	4
5	<b>OP=</b> Organizational performance	Organizational performance is measured for different level of hierarchy and can be assessed for individuals, groups, and the entire organisation as a whole (Knies, Jacobsen and Tummers 2016)	4-item scale, 4-point likert scale	5-8
6	<b>EECM=</b> Employee Employer Conflict Management	conflict management involves designing effective strategies to minimize the dysfunctions of conflict and enhance the constructive	4-item scale, 4-point likert scale	9-16

		functions in order to optimize learning and effectiveness of an organization Rahim (2002).		
--	--	--	--	--

**3.7 Reliability of the instrument**

The consistency of research instruments is measured by reliability. The Cronbach’s Alpha coefficient will be used to test the reliability of the research instrument (questionnaire). The reliability coefficient obtained will show if the instrument is reliable or not.

**3.8 Validity of the Study**

Validity will be determined to ensure that the instrument measures what it purported to measure. A check will be done by revising the questions to get rid of ambiguity and wrong phrasing of questions. The questions would convey the same meaning to all respondents. The instrument will be validated by the researcher’s supervisor by checking and comparing the responses with the objectives stated.

**3.9 Model Specification**

The effect of employee employer conflict management and organizational performance is represented below, with organizational performance as a function of employee employer conflict management characterized by employee satisfaction, leadership styles, organizational culture, employee turnover rate and industry type.

$$OP= f(EECM, ES, LS, OC, ETR, IT)$$

This can be written in explicit econometrics form as:

$$OP = \beta_0 + \beta_1 EECM + \beta_2 ES + \beta_3 LS + \beta_4 OC + \beta_5 ETR + \beta_{it}IT + C$$

Where;

OP= Organisational Performance

EECM= Employee Employer Conflict Management

ES= Employee Satisfaction

LS= Leadership Style

OC= Organisational Culture

ETR= Employee Turnover Rate

IT= Industry type

C= Constant

### **3.10 Method of Data Analysis**

Inferential statistics and descriptive statistics will be used to analyze the data from the distributed questionnaires. Frequency and percentage will be used in the descriptive method to describe the demography of respondents, and frequency count, simple percentage, mean and standard deviation will be used to answer research questions. Chi-Square will be used to test the study's hypotheses. The analysis will be carried out using the Statistical Packages for Social Sciences (SPSS version 20) econometric software.

## Chapter Four

### Presentation of Data and Discussion of Findings

#### 4.1 Introduction

This chapter deals with the presentation and the interpretation of data. This will include analysis of demographic results, the analysis of research questions, the test of hypothesis and the discussion of findings.

#### 4.2 Analysis of Demographic Results

**Table 4.1: Distribution of Sex**

Gender	Frequency	Percentage
Male	49	59%
Female	34	41%
<b>Total</b>	<b>83</b>	<b>100</b>

*Source: Researcher's Field survey, 2024*

From the table above, the total sample size was 83 of which 49 are male representing 59% of the total respondents while 34 are female representing 41% of the total respondents. Therefore, it can be inferred that majority of the respondents in the population under review are male.

**Table 4.2: Respondents' Age**

Age	Frequency	Percentage
25-30years	36	43.4%
31-35years	27	32.5%
36-40years	9	10.8%
41+	11	13.3%
<b>Total</b>	<b>83</b>	<b>100</b>

*Source: Researcher's Field survey, 2024*

From the table above, the total sample size was 83 respondents in total, of which 36 of the respondents are between the age of 25-30years representing 43.4% of the respondents, 27 of the respondents are between the age of 31-35years representing 32.5% of the respondents, 9 of the respondents are between the age of 36-

40years representing 10.8% of the respondents, while 11 of the respondents are between the age of 41years and above representing 13.3 of the respondents. Therefore, it can be inferred that majority of the respondents are between the age of 25-30years.

**Table 4.3: Respondents’ Marital Status**

Marital Status	No. of Respondents	Percentage
Single	43	51.8%
Married	39	47.0%
Widowed	1	1.2%
<b>Total</b>	<b>83</b>	<b>100.0</b>

*Source: Researcher’s Field survey, 2024*

From the table above, the total sample size was 83 in total out of which 43 of the respondents are single representing 51.8% of the respondents, 39 out of the respondents are married representing 47% of the respondents, while 1 out if the respondents is widowed representing 1.2% of the respondents. Therefore, it can be inferred majority of the respondents in the target population are single.

**Table 4.4: Respondents Educational Level**

Educational level	Frequency	Percentage
ND/HND	54	65.1%
BSc	22	26.5%
MSc	4	4.8%
Phd	3	3.6%
<b>Total</b>	<b>83</b>	<b>100.0</b>

*Source: Researcher’s Field survey, 2024*

From the above table, the total sample size was 83 of which 54 has an ND/HND qualification representing 65.1% of the total respondents, 22 has a BSc qualification representing 26.5% of the respondents, 4 has an MSc qualification representing 4.8% of the total respondents while 3 has a PHd qualification representing 3.6 of the total respondents. It can be inferred that majority of the respondents in the population under review has an ND/HND qualification.

### 4.3 Analysis of Research Question

**Research Question 1: How does the presence of conflicts between employees and employers correlate with organizational performance?**

**Table 4.5 Respondent on question 1**

S/N	ITEM	Total	Mean	SD	Remark
1	Conflicts between employees and employers often lead to decreased productivity and efficiency within the organization	83	3.64	.483	Accepted
2	Resolving conflicts between employees and employers positively impacts the overall morale and satisfaction of the workforce, consequently enhancing organizational performance	83	3.65	.480	Accepted
3	Organizations with frequent conflicts between employees and employers tend to experience higher rates of turnover and absenteeism.	83	3.57	.499	Accepted
4	Effective conflict resolution strategies can mitigate the negative effects of conflicts between employees and employers on organizational performance.	83	3.48	.503	Accepted

*Source: Researcher's Field survey, 2024*

Scale: Mean > 2.5 = Accepted

Mean < 2.5 = Rejected

Table 4.5 Respondents' view on the correlation of employee employer conflict and organizational performance. Responses shows the mean value ranging from 3.48 to 3.65. Item 1 was accepted which shows that conflicts between employees and employers often lead to decreased productivity and efficiency within the organization, having a mean of 3.64.

Item 2 was accepted which opined that resolving conflicts between employees and employers positively impacts the overall morale and satisfaction of the workforce, consequently enhancing organizational performance, with a mean of 3.65.

Item 3 was accepted which shows that organizations with frequent conflicts between employees and employers tend to experience higher rates of turnover and absenteeism, with a mean of 3.57.

Item 4 was accepted which shows that effective conflict resolution strategies can mitigate the negative effects of conflicts between employees and employers on organizational performance with a mean of 3.48

**Research Question 2: What are the most effective strategies for managing and resolving conflicts that arise between employees and employers?**

**Table 4.6 Respondent on question 2**

S/N	ITEM	Total	Mean	SD	Remark
5	Open communication channels and transparent policies are essential for preventing and resolving conflicts between employees and employers.	83	3.66	.476	Accepted
6	Implementing mediation and negotiation techniques can facilitate constructive dialogue and resolution of conflicts between employees and employers.	83	3.53	.502	Accepted
7	Providing conflict resolution training and workshops for both employees and managers can equip them with the skills necessary to navigate and resolve conflicts effectively	83	3.69	.467	Accepted
8	Encouraging a culture of respect, empathy, and understanding within the organization can help prevent conflicts and foster positive relationships between employees and employers.	83	3.49	.415	Accepted

*Source: Researcher's Field survey, 2024*

Scale: Mean > 2.5 = Accepted

Mean < 2.5 = Rejected

Table 4.6 Respondents' view on effective strategies for managing and resolving conflicts that arise between employees and employers. Responses shows the mean value ranging from 3.49 to 3.69. Item 5 was accepted which shows that open communication channels and transparent policies are essential for preventing and resolving conflicts between employees and employers, with a mean of 3.66.

Item 6 was accepted which shows that implementing mediation and negotiation techniques can facilitate constructive dialogue and resolution of conflicts between employees and employers with a mean of 3.53.

Item 7 was accepted which shows that providing conflict resolution training and workshops for both employees and managers can equip them with the skills necessary to navigate and resolve conflicts effectively, with a mean of 3.69.

Item 8 was accepted which shows that encouraging a culture of respect, empathy, and understanding within the organization can help prevent conflicts and foster positive relationships between employees and employers, with a mean of 3.49.

**Research Question 3: What specific impacts do conflict resolution interventions targeting employee-employer relationships have on organizational performance?**

**Table 4.7 Respondent on question 3**

S/N	ITEM	Total	Mean	SD	Remark
9	Investing in conflict resolution interventions leads to improved employee satisfaction, engagement, and retention, consequently enhancing organizational performance.	83	3.52	.503	Accepted
10	Conflict resolution interventions promote a more harmonious work environment, which fosters collaboration, innovation, and creativity among employees and employers.	83	3.49	.503	Accepted
11	Organizations that prioritize conflict resolution interventions experience fewer disruptions to workflow and operations, resulting in increased productivity and efficiency.	83	3.69	.467	Accepted
12	Implementing conflict resolution interventions demonstrates a commitment to fostering a healthy and inclusive workplace culture	83	3.43	.499	Accepted

*Source: Researcher’s Field survey, 2024*

Scale: Mean > 2.5 = Accepted

Mean < 2.5 = Rejected

Table 4.7 Respondents’ view on conflict resolution interventions targeting employee-employer relationships and organizational performance. Responses show the mean values ranging from 3.43 to 3.69. Item 9 was

accepted which shows that the investing in conflict resolution interventions leads to improved employee satisfaction, engagement, and retention, consequently enhancing organizational performance, with a mean of 3.52.

Item 10 was accepted which shows that conflict resolution interventions promote a more harmonious work environment, which fosters collaboration, innovation, and creativity among employees and employers, with a mean of 3.49.

Item 11 was accepted that organizations that prioritize conflict resolution interventions experience fewer disruptions to workflow and operations, resulting in increased productivity and efficiency, with a mean of 3.69

Item 12 was accepted which shows that implementing conflict resolution interventions demonstrates a commitment to fostering a healthy and inclusive workplace culture, with a mean of 3.43.

#### 4.4 Test of Hypothesis

*Hypothesis 1:* There is no significant correlation between the presence of conflicts between employees and employers and organizational performance

Options	F <sub>o</sub>	F <sub>e</sub>	F <sub>o</sub> -F <sub>e</sub>	(F <sub>o</sub> -F <sub>e</sub> ) <sup>2</sup>	$\frac{(F_o - fe)^2}{fe}$
Yes	83	41.5	41.5	1722.25	41.5
No	0	41.5	-41.5	1722.25	41.5
<b>Total</b>					<b>X<sup>2</sup>= 83</b>

**Source: Extract from Contingency Table**

$$\begin{aligned} \text{Degree of freedom} &= (r-1)(c-1) \\ &= (2-1)(2-1) \\ &= (1)(1) \\ &= 1 \end{aligned}$$

At 0.05 significant level and at a calculated degree of freedom(1), the critical table value is 3.841.

## Findings

The calculated  $X^2 = 83$  and is greater than the table value of  $X^2$  at 0.05 significant level which is 3.841.

## Decision

Since the  $X^2$  calculated value is greater than the critical table value that is 83 is greater than 3.841, the Null hypothesis is rejected and the alternative hypothesis which states that there is significant correlation between the presence of conflicts between employees and employers and organizational performance is accepted

**Hypothesis 2:** There is no significant difference in the effectiveness of various conflict management strategies in resolving conflicts between employees and employers.

Options	$F_o$	$F_e$	$F_o - F_e$	$(F_o - F_e)^2$	$\frac{(F_o - f_e)^2}{f_e}$
Yes	83	41.5	41.5	1722.25	41.5
No	0	41.5	-41.5	1722.25	41.5
<b>Total</b>					<b><math>X^2 = 83</math></b>

**Source: Extract from Contingency Table**

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

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

$$(1)(1)$$

$$= 1$$

At 0.05 significant level and at a calculated degree of freedom(1), the critical table value is 3.841.

## Findings

The calculated  $X^2 = 83$  and is greater than the table value of  $X^2$  at 0.05 significant level which is 3.841.

## Decision

Since the  $X^2$  calculated value is greater than the critical table value that is 83 is greater than 3.841, the Null hypothesis is rejected and the alternative hypothesis which states that there is significant difference in the effectiveness of various conflict management strategies in resolving conflicts between employees and employers is accepted

**Hypothesis 2:** Implementing conflict resolution interventions targeting employee-employer relationships does not lead to significant improvements in organizational performance.

Options	F <sub>o</sub>	F <sub>e</sub>	F <sub>o</sub> -F <sub>e</sub>	(F <sub>o</sub> -F <sub>e</sub> ) <sup>2</sup>	$\frac{(F_o - f_e)^2}{fe}$
Yes	83	41.5	41.5	1722.25	41.5
No	0	41.5	-41.5	1722.25	41.5
<b>Total</b>					<b>X<sup>2</sup>= 83</b>

**Source: Extract from Contingency Table**

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

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

$$(1)(1)$$

$$= 1$$

At 0.05 significant level and at a calculated degree of freedom (1), the critical table value is 3.841.

## Findings

The calculated  $X^2 = 83$  and is greater than the table value of  $X^2$  at 0.05 significant level which is 3.841.

## Decision

Since the  $X^2$  calculated value is greater than the critical table value that is 83 is greater than 3.841, the Null hypothesis is rejected and the alternative hypothesis which states that implementing conflict resolution

interventions targeting employee-employer relationships lead to significant improvements in organizational performance is accepted.

#### **4.5 Discussion of Findings**

From the research carried out, in assessing the correlation of the presence of conflict between the employees and employer with organizational performance, it was observed that conflicts between employees and employers often lead to decreased productivity and efficiency within the organization while resolving conflicts between employees and employers positively impacts the overall morale and satisfaction of the workforce consequently enhancing organizational performance. Also, organizations with frequent conflicts between employees tend to experience higher rates of turnover and absenteeism. This is in line with Leung(2010) who asserted that undesired level of conflict can be harmful and dysfunctional for the organization. Effective conflict resolution strategy can mitigate the negative effects of conflicts between employees and employers on organizational performance

Also, in assessing the effective strategies for managing and resolving conflicts that arise between employees and employers, it was observed that open communication channels and transparent policies are essential for preventing and resolving conflicts between employees and employers. This is in line with T.O. Adeyemi and S.O. Ademulia (2012) who investigated that communication gap between management and workers was the leading cause of conflict. Implementing mediation and negotiation techniques can also facilitate constructive dialogue and resolution of conflicts between employees and employers. Providing conflict resolution training and workshops for both employees and managers can equip them with the skills necessary to navigate and resolve conflicts effectively. Encouraging a culture of respect, empathy, and understanding within the organization can also help prevent conflicts and foster positive relationships between employees and employers.

Furthermore, in assessing specific impacts of conflict resolution interventions targeting employee-employer relationships on organizational performance, it was seen that investing in conflict resolution interventions leads to improved employee satisfaction, engagement, and retention, consequently enhancing organizational performance. This is in line with Bloomfield and Reilly (1998) who asserted that conflict management addresses the more realistic question of managing conflict, how to deal with it in a constructive way, how to bring opposing sides together in a cooperative process, and how to design a practically achievable, cooperative system for the constructive management of difference. It was also observed that conflict resolution interventions promote a more harmonious work environment, which fosters collaboration, innovation, and creativity among employees and employers. Organizations that prioritize conflict resolution interventions experience fewer disruptions to workflow and operations, resulting in increased productivity and efficiency. Therefore, implementing conflict resolution interventions demonstrates a commitment to fostering a healthy and inclusive workplace culture.

## **Chapter Five**

### **Summary, Conclusion and Recommendation**

#### **5.1 Introduction**

This chapter has to do with the summary of the analysis and findings on employee employer conflict management and organizational performance. The conclusion drawn from this research and recommendations were made based on findings

#### **5.2 Summary of Findings**

This study investigated employee employer conflict management and how it affects organizational performance, Adozzillion Homes and Realty, Lekki, Lagos as a case study. Three (3) objectives were raised for the study which are to: investigate the correlation between employee-employer conflicts and organizational performance in Adozzillion Homes and Realty, Lekki, Lagos; identify effective strategies for managing and resolving conflicts between employees and employers in Adozzillion Homes and Realty, Lekki, Lagos; evaluate the impact of conflict resolution interventions on organizational performance in the context of employee-employer relationships in Adozzillion Homes and Realty, Lekki, Lagos. The study adopted survey research design. The instrument for data collection was a questionnaire; it was built around the research question by the researcher and validated by the supervisor. Data collected were analysed using descriptive statistics by means of Means and Standard Deviation. The following findings were obtained from the study:

1. There is significant correlation between the presence of conflicts between employees and employers and organizational performance in Adozzillion Homes and Realty, Lekki, Lagos. This

is in line with Isidore (2022) who also affirmed that there is a relationship between organizational conflict and employee job performance.

2. There is significant difference in the effectiveness of various conflict management strategies in resolving conflicts between employees and employers in Adozzillion Homes and Realty, Lekki, Lagos. This is in agreement with Abolade (2017) who also confirmed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization.

3. Implementing conflict resolution interventions targeting employee-employer relationships lead to significant improvements in organizational performance in Adozzillion Homes and Realty, Lekki, Lagos. This is in correlation with Ghafoor et al., (2015), who also affirmed that there is a significant effect of conflict resolution on employees' performance.

### **5.3 Conclusion**

Based on the findings of the study, it was concluded that a good effective conflict management is of utmost importance to any organization. There are numerous causes of conflict which include goal incompatibility, limitation on resources, organizational structures, communication challenges etc. this result in less productivity and performance, lowered morale, less job satisfaction etc. So, conflicts in the organization must be effectively managed to negate the negative influence of conflict on organizational performance. Conflict resolution interventions targeting employee employer relationships must be put into motion to improve organizational performance. Different conflict management strategies in resolving conflicts between employee and employer must be executed so as to foster a harmonious relationship and enhance organizational performance. Open communication channels and transparent policies must be put in place so as to prevent and resolve conflict between employee and employer. Hence, encouraging a culture of respect, empathy, and

understanding within the organization can help prevent conflicts and foster positive relationships between employees and employers.

## **5.4 Recommendations**

From the research carried out, it was recommended that:

1. Management in the workplace must try to adopt an inclusive and collaborative strategy in conflict management.
2. Both management and employees must resolve to work together amicably by formulating potent strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations.
3. Credible channels of communication and open discussions of conflict in work relations must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies.
4. Employee and employer must be provided with conflict resolution training and workshops so as to help them navigate and resolve conflict effectively.

## **5.5 Suggestion for further Studies**

More research should be done on:

1. The effectiveness of mediation techniques in resolving employee employer conflicts and enhancing organizational performance.
2. Cultural influences on workplace conflict resolution and organizational performance
3. Impact of leadership styles and conflict resolution on organizational performance
4. Longitudinal effects of conflict management programs on organizational performance.

## REFERENCES

- Adomi, E., & Anie, S. (2005). Conflict management in Nigerian university libraries. *Journal of Library Management*, 27(8), 520-530.
- Akinsunmi, O. H. (2021). Effects of conflict on employees' productivity: A study of Akinrichway Industrial Services Limited in Lagos State.
- Alger, N. E., & Watson, K. (2006). *Conflict management introduction for individuals and organizations*. Bryan Publishers.
- Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39(1), 123-148.
- Ariani, I. (2015). Perspectives in workplace conflict management and new approaches for the twenty-first century. In A. I. O. Albert (Ed.), *Perspectives on peace and conflict in Africa: Essays in honor of Gen. Abdusalam Abubakar*. Ibadan: John Arches Publishers.
- Armstrong, M. (1990). *A handbook of paper resources*. Paperback Edition.
- Awan, A. G., & Anjum, K. (2015). Cost of high employees turnover rate in oil industry of Pakistan. *Information and Knowledge Management*, 5(2), 92-102.
- Azamosa, O. (2004). *Industrial conflict in Nigerian universities: The case of the Academic Staff Union of the University Teacher's Strike of December 2002 - June 2003*. Dept. of Sociology, Anthropology and Applied Social Sciences, Bristol University.
- Babin, S. J., & Boles, M. (2004). Determinants of organizational performance. *International Journal of Business and Social Science*, 1(3), 16-19.
- Barney, J. (2008). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Daft, R. L. (2009). *Organization theory and design* (11th ed.). South-Western College Publishers.
- Damachi, U. G. (1988). Creating industrial peace in Nigeria. In U. G. Damachi & F. Tayo Fashoyin (Eds.), *Contemporary problems in Nigerian industrial relations*.
- Deer, B. C. (2006). Managing organizational conflict. *California Management Review*, 21(5), 8-9.
- Deutsch, M., & Coleman, P. T. (Eds.). (2006). *The handbook of conflict resolution*. Jossey-Bass.

- Dijkstra, M. T. M. (2006). Workplace conflict and individual wellbeing. (Unpublished doctoral dissertation). University of Amsterdam, Netherlands.
- Doyle, P. (2005). Setting business objectives and measuring performance. *European Journal of Marketing*, 39(11/12), 1263-1276.
- Dreu, P. (2006). Setting business objectives and measuring performance. *European Management Journal*, 24(6), 530-541.
- Fajana, R., & Shadare, K. (2012). Impact of conflict management on corporate productivity: An evaluative study. *Australian Journal of Business and Management Research*, 1(5), 44-49.
- Fajana, S. (1995). *Industrial relations in Nigeria: Theories and features*. Lagos: Pamef Press Ltd.
- Fatile, G., & Adejuwon, O. (2011). Organizational conflict and its effects on organizational performance. *Research Journal of Business Management*, 21(8), 10-13.
- Ford, S. (2007). Empirical study of the effect of conflict on organizational performance in Nigeria. *Business and Economic Journal*, 15(1), 1-14.
- Gaskiya Corporation. (Year). Title. Publication Title, Volume(Issue), Page range.
- Havenga, W. (2004). Conflict management within a local government environment. (Unpublished master's thesis). Potchefstroom University.
- Henry, O. (2009). Organizational conflict and its effects on organizational performance. *Research Journal of Business Management*, 21(8), 10-13.
- Hotepo, O., Asokere, A., Abdul-Azeez, I., & Ajemuigbolohun, S. (2010). Empirical study of the effect of conflict on organizational performance in Nigeria. *Business and Economic Journal*, 15(1), 1-14.
- Jones, G. (2000). *Contemporary management*. McGraw-Hill.
- Kaplan, S., & Norton, J. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71-80.
- Kazimoto, K. (2006). *Conflict management introduction for individuals and organizations*. Bryan Publishers.
- Kotter, J. P., & Kesler, L. (2007). *Corporate culture and performance*. Free Press.
- Kreitner, R., & Kinicky, A. (2003). *Organizational behavior*. McGraw-Hill.
- Lyon, (2001). *Theorizing surveillance: The panopticon and beyond*. Willan Publishing.

- Martins, I. (2024). UNIPORT Journal of Business, Accounting & Finance Management Department of Accounting (Doctoral dissertation). University of Port Harcourt.
- Mayer, B. (2002). The dynamics of conflict resolution. Jossey-Bass.
- Min-chin, Ching, D. (2010). A review paper on organizational culture and organizational performance. *International Journal of Business and Social Science*, 1(3), 16-19.
- Mukolwe, O., & Chein, M. H. (2014). Industrial conflict in Nigerian universities: The case of the Academic Staff Union of the University Teacher Strike of December, 2002 - June, 2003. (Unpublished paper). Dept. of Sociology, Anthropology and Applied Sciences, Bristol University.
- Mullins, L. J. (2005). *Management and organisational behaviour* (7th ed.). Prentice Hall.
- Mwangi, C. N. (2010). Effect of conflict on workers performance in organization: A study of National Emergency Management Agency (NEMA), Abuja. (Unpublished master's thesis). University of Abuja.
- Ngu, S. M. (2008). *Management principles and workers motivation in Nigeria*. Obisi, C. (1996). *Industrial relations*. Freeman Productions.
- Ogaga, E. O. (2017). Impact of organizational conflict on employees performance: Evidence from Dangote Cement Plc, Gboko Plant. *Nigerian Journal of Management Sciences*, 6(1)
- Ojo, O. (2003). *Fundamentals of research methods*. Standard Publications.
- Olakunle, A. O. (2008). *Organizational dynamics*. Spectrum Books.
- Ongori, H. (2009). *Organizational conflict and its effects on organizational performance*.
- Otobo, D. (1987). Organised labour and structural adjustment policies in Nigeria. In D. Otobo (Ed.), *Further readings in Nigerian industrial relations*.
- Perez, S. F. (2011). *Conflict management in communication industry: A case of M.T.N. Lagos*. (Unpublished master's thesis). University of Lagos.
- Richard, R., & Wade, D. (2009). *Corporate performance management: How to build a better organization through measurement driven strategies alignment*. Butterworth Heinemann.
- Robbins, S. P. (1978). Conflict management and conflict resolution are not synonymous terms. *California Management Review*, 21(2), 67-71.
- Saduna, J. S. (2008). The changing basis of performance measurement. *International Journal of Operations Production Management*, 21(7), 24-26.
- Sapru, S. K. (2009). *Administrative theories and management thought*. Ghosh Publisher.

Schmidt, W. H. (1974). Conflict: A powerful process for (good or bad) change. *Management Review*, 63(12), 5.

Schramm-Nielsen, J. (2002). Conflict management in Scandinavia. Department of International Communication and Management, Copenhagen Business School, Denmark.

Uchendu, C. C., Anijaobi-Idem, F. N., & Odigwe, F. N. (2013). Conflict management and organizational performance in secondary schools in Cross River State: *Research Resources*, 2(2), 67-71.

Urry, J. (2003). *Sociology beyond societies*. Sage.

Venkatraman, N., & Ramanujam, V. (2008). Measurement of business performance in strategy research: A comparison approaches. *Academy of Management Review*, 11(4), 801-814.

Demirbag, M., Collings, D. G., Tatoglu, E., Mellahi, K., & Wood, G. (2014). High-performance work systems and organizational performance: The mediating role of internal social structure. *International Journal of Human Resource Management*, 25(1), 51-73.

Keeble-Ramsay, D., & Armitage, S. (2014). Knowledge transfer and learning in UK university business schools: The role of learning technology coordinators. *Studies in Higher Education*, 39(1), 118-136.

Usendok, I. G. (2022). Organizational conflict and employee job performance: A case study of Akwa Ibom State University. *European Journal of Business and Innovation Research*, 10(3), 10-25.

Francis, A. U., Enyinna, U. K., & Callista, O. U. (2021). Conflict Management and Organizational Performance in Nigeria. *Global Scientific Journal*, 9(4).

Khan, M. I., Shah, S. H. A., Haider, A., Aziz, S., & Kazmi, M. (2020). The role of supervisor support on work-family conflict and employee turnover intentions in the workplace with mediating effect of affective commitment in twin cities in the banking industry, Pakistan. *International Review of Management and Marketing*, 10(6), 42.

Offia, O. J., Ukaigwe, P. C., & Uche, C. M. (2024). Principals' conflict management styles as correlates of teachers' job productivity in Rivers State public secondary schools. *BW Academic Journal*, 10-10.

Lazarus, U. K. (2014). Conflict management strategies and employees' productivity in a Nigerian state civil service. *Journal of Business and Management Sciences*, 2(4), 90-93.

Elenwo, N. (2020). Industrial conflict and organisational performance: A study of oil companies in Rivers State, Nigeria. *Gusau International Journal of Management and Social Sciences*, 3(1), 15-15.

Eunice, M., Jacqueline, K., Buyeke, E., Wafula, M., & Musyoki, J. (2014). Effects of interpersonal conflict on organisational performance in selected hotels in Kisii town, Kenya. *African Journal of Hospitality, Tourism and Leisure*, 4(1).

Ajike, E. O., Akinlabi, B. H., Magaji, N., & Sonubi, A. O. (2015). Effect of conflict management on the performance of financial service organization in Nigeria: An empirical study of Access Bank Plc. *International Journal of Economics, Commerce and Management*, 3(7), 260-272.

Bloomfield, D., & Reilly, B. (1998). The changing nature of conflict and conflict management. In *Democracy and deep-rooted conflict: Options for negotiators* (pp. 7-28). Stockholm, Sweden: International Institute for Democracy and Electoral Assistance (International IDEA).

**APPENDIX**  
**QUESTIONNAIRE ON EMPLOYEE EMPLOYER CONFLICT MANAGEMENT AND**  
**ORGANISATIONAL PERFORMANCE.**

Department of Business Administration  
Faculty of Management Sciences  
University of Benin  
Benin City, Edo State.

Dear Respondent,

**APPEAL FOR THE COMPLETION OF QUESTIONNAIRE**

I am an undergraduate student in the above-named Department. As part of the requirement for the programme, I am conducting research on “Employee Employer Conflict Management And Organizational Performance”. Consequently, you have been selected at random to be included in the sample. Additionally, I want to reassure you that your answers will be kept strictly confidential and utilized exclusively for the intended academic purpose.

Thank you.

## QUESTIONNAIRE

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

### SECTION A

#### PERSONAL INFORMATION

**(1) Gender**

Male (  )

Female (  )

**(2) Age**

25-30(  )

31-35(  )

36-40 (  )

41+ (  )

**(3) Marital Status**

Single (  )

Married (  )

Separated (  )

Widowed (  )

**(4) Education Level**

ND/HND (  )

BS.c (  )

MS.c (  )

PH.d (  )

**SECTION B**

**How does the presence of conflicts between employees and employers correlate with organizational performance?**

<b>S/N</b>	<b>ITEM STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
5	Conflicts between employees and employers often lead to decreased productivity and efficiency within the organization.				
6	Resolving conflicts between employees and employers positively impacts the overall morale and satisfaction of the workforce, consequently enhancing organizational performance.				
7	Organizations with frequent conflicts between employees and employers tend to experience higher rates of turnover and absenteeism.				
8.	Effective conflict resolution strategies can mitigate the negative effects of conflicts between employees and employers on organizational performance.				

**What are the most effective strategies for managing and resolving conflicts that arise between employees and employers?**

<b>S/N</b>	<b>ITEM STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
9	Open communication channels and transparent policies are essential for preventing and resolving conflicts between employees and employers.				
10	Implementing mediation and negotiation techniques can facilitate constructive dialogue and resolution of conflicts between employees and employers.				
11	Providing conflict resolution training and workshops for both employees and managers can equip them with the skills necessary to navigate and resolve conflicts effectively				
12	Encouraging a culture of respect, empathy, and understanding within the organization can help prevent conflicts and foster positive relationships between employees and employers.				

**What specific impacts do conflict resolution interventions targeting employee-employer relationships have on organizational performance?**

<b>S/N</b>	<b>ITEM STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
13	Investing in conflict resolution interventions leads to improved employee satisfaction, engagement, and retention, consequently enhancing organizational performance.				
14	Conflict resolution interventions promote a more harmonious work environment, which fosters collaboration, innovation, and creativity among employees and employers.				
15	Organizations that prioritize conflict resolution interventions experience fewer disruptions to workflow and operations, resulting in increased productivity and efficiency.				
16	Implementing conflict resolution interventions demonstrates a commitment to fostering a healthy and inclusive workplace culture.				