

TITLE PAGE

**CAUSES AND EFFECTS OF CONFLICT ON THE PERFORMANCE OF
OFFICE PROFESSIONAL'S IN SELECTED ORGANIZATION IN
KADUNA METROPOLIS**

BY

**AISHA IBRAHIM
KPT/CBMS/18/50736**

**BEING A RESEARCH PROJECT SUBMITTED TO THE
DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES
KADUNA POLYTECHNIC, KADUNA.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN OFFICE
TECHNOLOGY AND MANAGEMENT STUDIES**

JULY, 2022

DECLARATION

I hereby declare that this research work was undertaken by me under the supervision of Dr. Victor Ojetokun of the Department of Office Technology and Management, College of Business and Management Studies, Kaduna Polytechnic. No part of this work has been lifted from any other research work without due credit given to the authors.

AISHA IBRAHIM
KPT/CBMS/18/50736

Signature/Date

APPROVAL PAGE

This is to certify that this research project titled “Causes and effects of conflict on the performance of office professionals in selected organization in Kaduna Metropolis” is an original work undertaken and written by **AISHA IBRAHIM (KPT/CBMS/18/50736)** and has been prepared in accordance with the regulations governing the preparation and presentation of project in Kaduna Polytechnic and approved as meeting the requirements for the award of Higher National Diploma (HND) in Office Technology and Management.

Dr. Victor Ojetokun
(Project Supervisor)

Date

Mrs. M.N Okonkwo
(Head of Department)

Date

External Examiner

Date

DEDICATION

This project work is dedicated to God Almighty

ACKNOWLEDGEMENTS

I acknowledge the supremacy of God the Almighty for His divine preservation all through the course of my study.

I would like to express my gratitude to my supervisor, Dr. Victor Ojetokun who worked tirelessly for the success of this research work, by giving me advice, constructive criticism and useful suggestions throughout the stages of this work, Sir, I feel privileged.

Also my appreciation goes to all lecturers of Office Technology and Management. Thank you God bless you all. I will also like to acknowledge my lecturers Mrs. M. N. Okwonkwo (HOD) Mrs. T.L Ruuwan, Mr. M. Nte, Mrs., Mrs. A. Jimoh, Mrs. C.A Aku, Mrs. J. Adaji, Mrs. H. Musa, Mrs. B.I. Ojoh, Mrs. Betty Nwokocha, Mrs. Balami, Mrs. L. Samaila, Mrs. E. Mathew, Mr. Barry Omale, Mrs. A Musa, and Mrs. B. Chidi. And to non teaching staff Mr. Aliyu, Mr. Emmanuel, Mr. Ado Yalo, Mrs. Ruth, Mrs. Comfort, Mrs. Gbolokun, Mr. Hassan and Mr. Mohammed

I want to appreciate my Husband Yaqub Shuaibu Yusif for his support and prayer over my period of study and to my children Fatima, Maryam, Shuaibu, Hassana, Aminatu, and Ibrahim for their understanding I Love you all

Finally to my friends, course mate Atika Garba Ahmed, Aishatu Abdulkadir and colleagues, I say thank you and God bless you for your support.

TABLE OF CONTENTS

Title Page	i
Declaration	ii
Approval Page	iii
Dedication	iv
Acknowledgement	v
Table of Contents	vi
List of Tables	vii
Abstract	viii

CHAPTER ONE: INTRODUCTION

1.1	Background to the Study	1
1.2	Statement of the Problem	4
1.3	Objectives of the Study	4
1.4	Research Questions	5
1.5	Significance of the Study	5
1.6	Scope of the Study	6
1.7	Limitation of the Study	6
1.8	Definition of Terms	7

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1	Conceptual Framework	8
2.2	Influence of Conflict on the Performance of Office Professional in the Organization	12
2.3	Problems associated with managing Conflict among Office Professional in the Organization.	14
2.4	Effect of Conflict Management Strategies on Performance of Office Professional in an Organization.	19
2.5	Strategies to be adopted in managing Conflict in an Organization	20
2.6	Summary of the Review	21

CHAPTER THREE: RESEARCH METHODOLOGY

3.1	Research Design	23
3.2	Area of Study	23
3.3	Population of the Study	24
3.4	Sample size and Sampling Technique	24
3.5	Instrument for Data Collection	25
3.6	Validation of the Instrument	25
3.7	Administration of the Instrument	25
3.8	Data Analysis Techniques	25

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1	Answering the Research Questions	27
4.2	Major Findings	33
4.3	Discussion of Findings	35

CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1	Summary	38
5.2	Conclusion	39
5.3	Recommendations	40
5.4	Areas for Further Studies	41
	References	42
	Appendix A: Introduction Letter	44
	Appendix B: Questionnaire	44

LIST OF TABLE

TABLE	TITLE	PAGE
Table 3.1	Populations Distribution	24
Table 4.1	Types of conflict affecting the performance of Office Professionals	27
Table 4.2	Causes of conflict affecting the performance of office professionals	
	For manage conflict for effective performance of office professionals	29
Table 4.3	Types of conflict management strategies that can be used	30
Table 4.4	Management strategies for managing conflict to enhance office	
	Professional	32

ABSTRACT

This study seeks to find out Causes and effects of conflict on the performance of office professionals in selected organization in Kaduna Metropolis Review of related literature were made to provide a theoretical frame work for the study. Four research questions were raised to guide study which includes what are the types of conflict management used by office professionals in organizations? what are the effects of various types of conflict management strategies on the performance of office professional, what are the causes of conflict among office professionals, what are the strategies conflict management that can be used to improve the performance of office professionals. The population for the study was one hundred and one (101) and the whole of (100) questionnaires were distributed and eighty eight (88) were collected for analysis and interpretation. The statistical method used is mean statistic for the analysis. The findings revealed that poor communication and misunderstanding can cause conflict. Avoidance, compromise, accommodation and collaboration which are conflict management can help control conflict in their own separate ways. The findings also revealed that team building is an effective tool in conflict management where people are grouped together in carrying out a specific task. Finally, the study recommended among others, that open communication is one of the ways to tackle conflict, and that organization and office professionals should adopt it.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Conflict has been observed to be in existence and inevitable in all human organizations. While conflict occurrences have been observed to be inevitable and ubiquitous in human organizations, the strategies for managing it have remained topical issues for scholars (National Open University of Nigeria, 2009).

Conflict among workers in an organization is inevitable. If it is managed properly, however, it will bring a catalyst for change and can have a positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable.

Ejiogu define conflict (2014) as a form of behavior mutual interference that escalated hostilities. A conflict situation is therefore one that is characterized by the inability of those concerned to iron out their differences. It is the perceived incompatibility of goals, actions and outcomes between two or more people.(Ejiogu, 2012). It could be describes as all forms of opposition, disagreement, friction between two or more parties and it manifest in the forms of arguments, protest, demonstration, aggression and other destructive behaviours.

According to Dana (2014). conflict is not just an annoyance, it costs money and that cost can be calculated, in terms of wasted time, bad decision, and lost of Office

Professionals. Awan and Ibrahim (2015) opine that if individuals do not have the communication or interpersonal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict. In organization a serious problem can be conflicts that are very serious. This is the bad practice that will be impossible for the workers at the same place of time

Bens (2010) reported that conflict is the tension that is experienced when a group of people feels that their needs or desire are likely to be denied. His argument was in consonance with the contention made by Deutsch (2013) who postulated that conflict occurs whenever incompatible activities occurs while Abdu-Raheem (2014) argued that it could mean strife, controversy, disorder of action and antagonism. Thus, in a related survey, Adeyemi (2010) found that in Nigerian organizations, conflict occurs from time to time. He argued that conflict is the art of coming into collusion, clash or be in opposition with one another. His argument was in agreement with the argument made by Monahan (2012) who asserted that conflict situation is one in which the parties involved are unable to iron out their differences. A number of research findings showed that various form of conflict also occur at varying degrees and proportion in organizations.

Conflicts are inevitable. Conflicts are an everyday phenomenon in each organization. There is growing recognition of the importance of conflict in an organization. A recent survey indicated that managers spend a considerable portion of their time dealing with conflict and that conflict management becomes increasingly important to their effectiveness.

Obisi (2014) argues that despite this fact peace forms one of the fundamental factors for enhanced productivity with resultant benefits to both the labour and management as well as for the economic development of the country. It will not be out of place therefore, to consider conflict as an inevitable and desirable factor in the work place. Conflict could be viewed as a situation of competition in which the parties are aware of the incomparability of potential future position in which each party wishes to occupy a position that is incompatible with the wishes of the other. Conflict could arise because of the employee quest to maximise profit while workers representatives are out to ensure continuous improved condition of living for their member. Conflict could also arise as a result of failure to honour agreed items on collective bargaining.

Damachi (2014) emphasizes that if those workers rights and employee prerogative are trampled upon, could also cause conflict. These include pay, condition of service, and fringe benefits among others. Azamosa (2015) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

Otobo (2010) writing on effects of strikes and lockouts examined resultant effects of industrial conflict at three levels namely psychological, political and economic. In all, every party to industrial action is affected. The need for an effective conflict management to ameliorate the problems emanating from conflict and assist organization in their struggle for the attainment of corporate objective cannot be over emphasized.

1.2 Statement of the problem

Although conflict is inevitable given the wide range of goals existing in organizations. It is not necessarily bad itself when managed effectively; it can actually impact positively on the performance of the office professionals and productivity of an office professionals and the productivity of an organization

However, it has been observed over the years that some organizations, has not been able to manage conflicts despite it occurrence and this has resulted into low performance on the part of the workers and management. Other problem created by inability to managed conflict includes misunderstanding between workers and management, industrial disharmony and total closure of the organization as a result of strike actions.

1.3 Objectives of the Study

The main objective of this study is to examine the impact of conflict management strategies on the performance of office professional in selected organization in Kaduna Metropolis, specifically the study is seeks to:

1. Identify the types of conflict affecting the performance of office professional in the organization
2. Identify the causes of conflict affecting the performance of office professionals in an organization
3. Ascertain type of conflict management strategies that can be use to manage conflict for effective performance in an organization
4. Suggest management strategies for managing conflict to enhance performance in an organization

1.4 Research Questions

The following are the research questions were raised to guide the study.

1. What are the types of conflict affecting the performance of office professional in the organization
2. What are the causes of conflict affecting the performance of office professionals in an organization
3. What are the type of conflict management strategies that can be use to manage conflict for effective performance in an organization
4. What are the management strategies for managing conflict to enhance performance in an organization

1.5 Significance of the Study

Finding from the study will be of benefit to the following:

Managers/Supervisor: Managers are expected to benefit by knowing how to tackle conflict among Office Professionals.

Office professionals: Finding of the study are expected to enlighten office professionals on the strategies to manage conflict in organizations.

Other Office Professionals: it is hope that findings of the study of that would assist Office Professionals to know the dangers involve in conflict and will serve as guide to them on how to manage them should they occur.

Future Researcher: For future researcher it is also expected that the findings would serve as reference materials

1.6 Scope of the Study

This study looks at the impact of conflict management strategies on the performance of office professional in selected organization with a view of Concept of Conflict, Causes of Conflict, Concept of Performance, Concept of Office professionals types of conflict affecting the performance of office professional in the organization, causes of conflict affecting the performance of office professionals in an organization, type of conflict management strategies that can be use to manage conflict for effective performance in an organization and management strategies for managing conflict to enhance performance in an organization, which include Nigeria National petroleum corporation (NNPC), Peugeot Automobile of Nigeria (PAN), Chinese Construction Company (CCC) and Nigeria Breweries Limited.

1.7 Limitation of the study

In the course of the research work, the researcher encounters some challenges which are as follows:

Irregular Power Supply: this has slow down this research work as the production of work strictly depends on it.

Inaccurate Data: due to the confidentiality of the organization, certain information which would have been of great help to this research work may be falsified to protect the organizational integrity.

1.8 Definitions of Terms

The following term were defined as used in this study

Conflict:	To compete in other to win something
Contend:	A method or plan chosen to bring a desire future, such as Achievement of goal or solution to a problem
Professionals:	Person formally certified by a professional body belonging to a specific profession by a virtue of having complete a required course of studies and practice
Strategy:	A method or plan chosen to bring a desire future, such as Achievement of a goal or solution to a problem.
Conflict resolution:	is the process by which two or more parties engaged in disagreement, dispute, or debate reach an agreement resolving it.
Conflict Management:	conflict management is the ability to be able to identify And handle conflicts sensibly, fairly, and effectively.
Organization:	is an entity comprising multiple people, such as an institution or an association that has a collective goals and is linked to an external environment.
Office professionals:	are high skilled office worker who carry out a broad range of tasks that involved dealing with finance business, and Administrative work

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter reviews of related literature in order to provide a theoretical based for the study. The review centre on the following:

2.3 Conceptual Definition

2.3.1 Concept of Conflict

2.3.2 Concept of Performance

2.1.3 Concept of Office professionals

2.2 Types of conflict affecting the performance of office professional

2.3 Causes of conflict affecting the performance of office professionals

2.4 Type of conflict management strategies that can be use to manage conflict for effective performance

2.5 Management strategies for managing conflict to enhance performance

2.6 Summary of the Review

2.1 Conceptual Definition

2.1.1 Concept of Conflict

Several authors have defined conflict in different ways. It could be defined as a state of discord caused by the actual or perceived opposition of needs, value and interest between people working together, (Guetzkov and Gyr, 2014). The author further suggested two dimensions of conflict which are useful for management. One consists of

disagreements relating to task issues and the other consists of emotional or interpersonal issues which lead to conflict. These two dimensions of conflict have been given a variety of labels for example, substantive and affective conflicts, task and relationship conflicts, cognitive and effective conflicts, task and emotional conflict.

Conflict is often defined as a form of behavior- mutual interference escalated hostilities. A conflict situation is therefore one that is characterized by the inability of those concerned to iron out their differences. It is the perceived incompatibility of goals, actions and outcomes between two or more people. Conflict means different things to different people. Dubrin 2016 (cited in Ejiogu, 2012) saw conflict as "opposite of persons or forces that gives rise to some tension ". As long as we have more than an individual in interaction, there is bound to be conflict. Thus conflict is an inevitable element in any labor management relationship.

However, conflict is not necessarily a bad thing. According to Anih (2010), conflict is a part of life, but it becomes unhealthy when it is between people rather than about idea. Conflict is bound to occur as long as there are people dealing with fellow people, making decision or having meeting. Conflict, therefore is a direct opposition, a clash or disagreement between people. Ekpu (2011) opined that conflict is neither positive nor negative as it is the result of diverse characteristics of our thoughts, beliefs, perceptions, attitudes at social systems and structure. Thus, Ekpu explained that it is the way one handles, manages conflict that will determine its effects.

These definition and contribution indicate that conflict could be seen as an energizer of development if properly managed by people and the conflicting parties involved. It also shows that when poorly managed, conflict could defeat demoralization; it could result in

negative outcome that are capable of demoralizing performance. Also when better ideas are produced, they force people to clarify views.

2.1.2 Concept of Performance

Actually, Samsonowa seems to present a strong and simple definition of the concept. However, if we are to relate the term performance with managerial concepts, we don't fully agree with Samsonowa. On the one hand, because a level/degree of goal achievement doesn't mean achieving the goal totally and 100%, in the Oxford English Dictionary the degree means the amount or extent to which something happens or is present. From our point of view the degree/level of goal achievement only means the ongoing process to the final step that is attaining the goal. For example, 0 degrees of achievement or level 3/5 of achievement are only the steps towards achieving the goal of 360 degrees or level 5/5 of the goal. In fact, we believe that Grüning (2012) confirms our idea when he defines performance as the ability of a company to achieve goals, so for him a company should be able to achieve goals, not just to be able to reach a level of the goal achievement. We assent Grüning and believe that performance is about achieving the goal entirely, while the level/degree of goal attainment is just the progress carried out by the organization towards its final aim, and we take this level of goal attainment to be a level of performance. In fact, Samsonowa (2012) stated that performance to Grüning (2012) depends on the one hand from the results (over or under performance) and on the other hand from the goal setting, in the light of Grüning's ideas we define three levels of performance: level (-1) is the under-performance level; at which the company is going through a process to achieve its pre-defined goals and trying to reach them, level (0) is the performance level; in other words the goal achievement level,

it's the stage where the company successfully achieves it's pre-determined goals, the level (1) is the over-performance level, which we like to name as the excellence level; at this level the company is beyond its expectations of only achieving it's goals, it exceeded expected results and got better results.

2.1.3 Concept of Office Professionals

There is no universally accepted definition of the "office professional". Different individuals, scholars, associations and office professional students have given diverse definitions based on their understanding and belief, organizational circumstances and other compelling factors. It could also be attributed to the dynamic nature of the profession occasioned by educational and technological advancement.

Oliverio (2017) Says office professional is "an executive assistance who possess a mastery of office skills who demonstrate the ability to assume responsibilities without supervision who exercise initiative and judgment and who makes decisions within the scope of assigned duties.

Adewumi (2016) defines office professional as individuals who are being trained to become qualified professional, usually attached to an executive possessing mastery of office and ability to assume responsibilities without direct supervision, whose display initiatives, exercises judgments and makes decisions within the scope of her authority.

Scattergood (2013) defines an office professional as "any member of the organization whose responsibility and functions is to facilitate communication both within and outside the organization and it customer. An office professional is a warm helpful

and understanding individual whose sole aim is to alleviate, solve, prevent or soften the problems, workload and upsets for executives. The office professional is also the executive helper, handles and completes a project (Winter, 2012).

An office professional is one who has basic intelligence, appropriate educational qualifications, initiates, undependability and who could cope with all stress and demand in the office. Oguniya (2015) agrees with this view when he says, “the office professional is the elixir and panacea of all office crisis and problems”

Finally, the office profession is dynamic in nature and the office professional is a person who interwoven with the work of the other persons in the organization. This explains the reasons for the diversified definition since they are expected to fit into almost all the different types of executives in the organization and are trained to work in any field of human endeavor.

2.2 Types of Conflict Affecting the Performance of Office Professional

According to Igbokwe (2013), there are eight common causes of conflict in the workplace. These are listed as follows:

Conflicting Resources: Office Professionals in an organization need access to certain resources whether these are office supplies, help colleagues, or even a meeting room to do their job well. When more than one person or group needs access to a particular resource, conflict can occur.

Conflicting Styles: Every worker in an organization works differently, according to their individual needs and personality. For instance, some workers love the thrill of getting things done at the last minute, while others need the structure of strict deadlines to perform. However, when working style clash, conflict can often occur.

Conflict Perceptions: Office Professionals in organization sees the world through their own lens, and differences in perceptions of events can cause , conflict, particularly where one employee knows something that the other person doesn't realize this. Additionally, negative performance reviews or customer complaints can also result from this type of conflict

Conflict goals: Sometime staffs of organization have conflict goals in their work. For instance, one of the managers might prioritize speed as most important goals with customers. Another manager might say that in-depth high-quality service the top priority. It's sometimes quite difficult to reconcile the two.

Conflict pressures: Sometime Office Professionals may often have to depend on their colleagues to get their work done. However, what happens when you need a report for someone else by that same deadline. Conflicting pressures are similar to conflicting goals; the only difference is that conflicting pressure usually involve urgent task, while conflicting goals typically involve projects with longer timelines.

Conflicting Role: Sometimes organizational workers have to perform a task that's outside their normal role or responsibilities. If this causes them to step into someone else's "territory", then conflict and power struggles can occur. The same can happen in reverse - sometime they may feel that a particular task should be complete by someone else. Conflicting roles are similar to conflicting perceptions. After all, one team member may view a task as his or her responsibility or territory. But when someone else comes in to take over that task, conflict occurs.

Different personal values: This occurs when managers of the establishment asked Office Professionals to perform a task that conflicts with the worker ethical standards.

When our work conflicts with our personal value like this, conflict can quickly arise.

Unpredictable policies: At time policies may change in the organization, when rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occurs. In addition, if the team to apply workplace policies consistently with members of the team, the disparity in treatment can also become a source Of they communicate exactly what will be done differently and, more importantly, why the policy is changed (Igbokwe, 2013).

2.3 Causes of Conflict Affecting the Performance of Office Professionals

As there are different forms of conflict in organizations so also is the need for different techniques for handling them. Pruitt and Rubin (2012), and Robinson (2013) suggest several ways that people commonly use to resolve conflict, of these strategies include:

- **Passive-aggressive style:** People with passive-aggressive style do and say things indirectly, act powerless to form hostility and then complain to others act out in subversive ways, for example, forgetting to bring important data to a meeting when it is promised (Katz and Kahn, 2012).
- **Advance avoidance style:** People who always stay away from conflict. For example, they pretend that everything is okay to the point that if they are openly asked, "Do you have worry that you want to convey?" they usually say "No". people who favour the avoidance style tend to ignore conflict (Rahim, 2010). Avoidance style is prevalent in organization main concern in maintaining relationship among office professional. They usually use this style to maintain situation (Huang, 2015).
- **Compromising style:** This involves a give and take situation in which both parties will

give up something after negotiation in order to reach an agreement. It will create I win or I loss section to compromise. These people change their own opinion either because they found sufficient reason to do so or simply to avoid continued confrontation (Currall and Tsia, 2010).

- **Forcing style:** People who use intervention of other parties to resolve the conflict. These people are not assertive but cooperative Igbokwe, (2013). Office professional in selected organizations sometimes applied the avoidance style, collaborating and accommodating style. This is because sometime managers of organization stay away from the employee knowing fully that there are grievances while on the other hand they attend to the issue openly, frankly and neutrally by communicating with the other party.
- **Evaluate and Understand the Emotional Responses of People:** Whenever someone has a strong emotional response to something, they typically fall back to their default setting, which is to seek a fight or flight response. They won't be able to reason in the heat of the moment and so their actions may not be rational and they may utter words they don't mean at all and are likely to regret later. The last thing you want to do in such a situation is to try and argue with such a person. You should wait for the anger or other strong emotion to first dissipate before you can try to communicate with them. Emotionally triggered people aren't very easy to reason with.

- **Self-Awareness Is Key:** What kind of person are you when a conflict arises? Do you tend to avoid conflict or are you the aggressive type that takes the bull by the horns? It's important to have a very good understanding of how you deal with conflict. Not everyone will respond especially well to your conflict resolution style. Sometimes you can use your method on the right people and at other times you need to take a step back and either adapt your style to the person and the situation or call in a different person who is better equipped to deal with the situation. Either way, understanding yourself is the first step to understanding others.
- **Listen to Everyone Involved and Hear Their Views:** No one likes to be wrong and so no one ever wants to hear someone else telling them that they are wrong. Of course, you can argue on the one hand that people should be gracious enough to accept that they will not always be right. However, on the other hand, you also cannot expect everyone to be as enlightened about the intricacies of conflict resolution as you.
- One of the things that cause conflicts is when one party explicitly tells the other party that they are wrong and the accused party gets defensive. If you feel like this is the situation in your organization then you need to nip it in the bud. Get to hear everyone's side of the story without judging, and then resolve the issue objectively, with a good understanding of where everyone is coming from.

- **Solve the Issue From its Roots:** Sometimes the conflict you see on the surface isn't really what's wrong. Sometimes there is a deeper issue simmering beneath the surface, either on the ground or on the management level. Try to find out what is really going on in a situation and take steps to solve that problem.
- **Accept People for Everything They Are (and Are Not):** People are different, and so they will retain, interpret, and process information in very different ways. Similarly, they will typically use very different decision-making processes to arrive at their decisions. Knowing how your team members work is very important to knowing how to assign duties to them in such a way that their strengths are useful. You will also be more enlightened and less likely to discount their habits or work styles.
- **Don't Forget About Regular Feedback:** Conflict typically happens when an issue isn't addressed while it is still small. It festers like a wound and grows too big and complicated to be solved quickly. To avoid this from happening, you can hold regular meetings where the whole team gives feedback about what is working and what isn't and brainstorms on what to do going forward. That way, you deal with issues while they are still minor.
- **Collaborate With the Team to Create Conflict Resolution Protocols:** People tend to cooperate with rules when they had a hand in creating the rules. You can ask your team to get together and come up with some conflict resolution protocols that they are buying into. Whatever they come up with, it is likely to work in the long term because everyone had a hand in creating it.

- **Collaborate With the Team to Create Guidelines for Communication:** Not all kinds of communication are helpful or productive in an organization. It could be that much of the conflict in your organization is caused by people communicating in the wrong way. You can, therefore, invite your team to come up with some guidelines for the kinds of communication that are allowed in the workplace. They should be guidelines that everyone buys into, just like the conflict resolution protocols.

You should also be part of this exercise because you might be communicating with your team in the wrong way. Either they find your tone overbearing and dismissive or they find that it discourages them from openly communicating themselves. This may be a cause for much of the conflict in your organization and should, therefore, be dealt with.

- **Enforce the Measures Adopted by the Team:** No one likes to be the disciplinarian that has to reprimand people or resolve conflict. However, you and your team got together and developed some guidelines for how you will communicate with each other and some protocols to resolve conflicts with. These may all be good on paper, but they will never mean anything if they are not implemented.

It is, therefore, your duty to ensure the strategies your team came up with are implemented and to monitor them to make sure they are being followed. If you figure some employees are simply being stubborn, even after there are such clear protocols for dealing with things, then you may need to take disciplinary measures against them to show that you are serious about adopting these protocols.

- **Ensure That You Have the Right People:** One of the most effective ways of managing conflict in an organization is to make sure you have the right person to begin with. Sometimes it's not about the conflict. Sometimes the issue isn't the issue; the person is the issue. You may have tried everything you know to deal with conflict and even got the team to come together and contribute ideas to deal with conflict, but find that one or more employees are always at the center of major conflicts. They are either constantly aggrieved or constantly the aggressor.

In such situations, you should evaluate whether the skills of that particular employee would be better suited in a different team or department altogether. Perhaps you should consider giving them a different position within the company. If you find that they don't fit anywhere, even when you consider putting them in a different position or team, then you should think about whether that person is the right match for your organization. Losing an employee is an expensive affair for a business and should be the last option. However, sometimes, the benefits of letting an employee go can far outweigh the costs.

2.4 Type of Conflict Management Strategies that can be use to manage Conflict for Effective Performance

Office professional's effectiveness according to Todd (2012) is the total input of their duties. It involves the overall dexterity of office professional in his duties to achieve the organizational goals. This includes the conduct of staff, their skills, expertise, moral, interpersonal relationships with colleagues and their ability to abide with management policies without stress. The work environment generally is a collectivity of various individuals and groups from different culture, social, political and economic

backgrounds. Given this scenario, the interests and expectations of Office Professionals in the organization is bound to differ (Igbaji, 2010). These are:

- Enhance employability
- 'Affirmation of an independence voice for workers, and
- 'Input into a range of workplace issues.

2.5 Management Strategies for Managing Conflict to Enhance Performance

The indispensability of human resource in an organization stresses the absolute necessity of conflict for a group to perform effectively. Anih (2014), conflict is a part of life, but it becomes unhealthy when it is between people rather than about idea. Conflict is an inevitable occurrence in any organization. The interaction recognized the absolute necessity of conflict, explicitly encourages oppositions, and defines conflict management to include stimulation. They have expanded the term "conflict management "through recognition that it is a two-side coin. According to Ajayi (2010) view, conflict has a potential to be a positive force determining group performance depending on how it's effectively managed correctly, disagreement and different in perspective can be valuable source of organization creativity and renewal (Mannix and Loewenstein, 2012).

Poorly managed conflict creates enormous cost in the form of higher turnover, law suits and the like. It can also cover productivity. When workers in the organization are engaged in destructive conflict, they begin to pull back, stop sharing information, and take fewer risks. The result can be poorer quality decision making. Lowered moral and strained working relationships and at the extreme organizational demise (Loewenstein, 2010)

Recently studies indicate that the quality of management is the key to increasing

organizational productivity which involves changing the way things are done. Desired changes must be communicated through office professionals and among the Office Professionals in organizations, this involves distribution of power and privilege to all workers. However, an effective managed conflict creates good mechanism for higher morale, better decision making, long tenure as a result of lower turnover and an overall positive workplace atmosphere (Pinkley, 2011).

In addition, the overall impact for poorly managed conflict can be staggering at the expense of lower level of productivity. Whereas, the increased contribution that higher productivity has on organizational growth is largely due to the relatively minimized affective conflict and the sources of conflict. As well as using the various styles of handling conflict depending upon the conflicting situation in organization

2.6 Summary of the Review

Conflict takes many forms in organization. According to Guetzkov and Gyr (2015), there are two dimension of conflict which is useful for managing conflict. One consisting of disagreements relating to task issues and the other consisting of emotional or interpersonal issues which lead to conflict.

Generally, the outcome or resultant effect of organizational conflict can be positive or negative. According to Ubaku, (2010), conflict is always pregnant, which will deliver either good or bad output and may be an eye opener or a goal getter. The positive effect of conflict management if functionally managed sometimes produces a differences of opinion which is the first step in getting rid of outdated rules and regulations and creatively managed conflict can shake people out of their mental ruts and give them new framework, new assumptions, and new point of view. On the order hand, if an

organization and its employee have no effective method of managing conflict, it can lead to undermine of employee morale and divert energy from important tasks.

In order for conflict management strategies to be effective, they should satisfy certain criteria. These have been derived from the diverse literature on organization theory and organizational behavior

Existing literature on conflict management is deficient on strategies needed to manage conflict at macro-level, which can satisfy the above criteria. An effective conflict management strategy should minimize affective conflict at various levels. Effective conflict management involves changes at the macro-level in the organization so that substantive conflict is encourages and affective conflict is minimized at the individual, group, intergroup, and organizational levels.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter gives detailed description of the various research procedures to be adopted in the collection of data and its analysis. The areas to be covered are follows:

- 3.1 Research Design
- 3.2 Area of the Study
- 3.3 Population of the Study
- 3.4 Sample size and Sampling Techniques
- 3.5 Instrument for Data Collection
- 3.6 Validation of the Instrument
- 3.7 Administration of Instrument
- 3.8 Methods of Data Analysis

3.1 Research Design

This study adopted a survey design and its purpose is to collect detailed information on conflict management strategies among office professionals. This survey design according to Osuala (2014) it is preferable when developing vital information

3.2 Area of Study

The area of the study covers four selected organization in Kaduna Metropolis including: Nigerian National Petroleum Corporation (NNPC), Chinese Construction Company (CCC), Peugeot Automobile of Nigeria (PAN) and Nigeria Breweries Plc

3.3 Population of the study

The population for this study (101) comprising executives (52) and office professional (49) in Nigerian National Petroleum Corporation (NNPC), Chinese Construction Company (CCC), Peugeot Automobile of Nigeria (PAN) and Nigeria Breweries Plc based on the data available from the organizations.

Table 3.1 Population Disrtibution

A breakdown of the Population is given in table 3.1 below:

Organization	Executives	Office Professionals	Total
Nigeria National Petroleum Corporation	18	27	45
Chinese Construction Company (CCC)	12	6	18
Peugeot Automobile of Nigeria (PAN)	10	8	18
Nigeria Breweries Plc	12	8	20
Total	52	49	101

3.4 Sample size and Sampling Techniques

Due to the small number of the population, the researcher used the entire population of 101 of the Executive and office professionals for the study. Justice (2011) opined that the whole population is to be used where the population is less than three hundred (300).

3.5 Instrument for Data Collection

A set of questionnaire shall be used for the collection of data. The questionnaire was divided into four sections: Section “A” seeks the personnel characteristics of the respondents, Section “B” seeks to know the causes of conflict management, Section “C” seeks responses the effect of conflict management Section “D” focuses on problems associated with managing conflict while Section “E” seeks to know strategies are necessary to handle conflict in an organization

3.6 Validation of the Instrument

A draft copy of the questionnaire was subjected to face validation by the project supervisor and two other lectures in the department of Office Technology and Management. After correction, final copies was produced and distributed to the respondents.

3.7 Administration of the Instrument

The researcher was personally administer the questionnaires to the respondents in the various organizations and allow five (5) days before collecting them back for analysis. A repeat visit would be made to collect more in the event that an inadequate number is retrieved in the first instance.

3.8 Data Analysis Techniques

The researcher would use the four point Likert Scale. The use of values allocated to the four-point scale is as follows:

SA	-	Strongly Agreed	=	4 points
A	-	Agreed	=	3 points
D	-	Disagreed	=	2 points
SD	-	Strongly Disagreed	=	1 point

To obtain the cut off point for the decision, the following formula is applicable thus:

$$X = \frac{\sum FX}{\sum f} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$$

The cut-off point will be 2.5 The mean scores is calculated by multiplying each variable by the value allocated to each of the four (4) points and summed up to get the summed frequency ($\sum fx$) which is divided by the number of the sample size (N) to get the mean score. Any mean score that is equal to 2.5 or greater than is agreed while on the other hand, any mean score calculated which is less than 2.5 would be disagreed.

Interpretation of the Formular is as Follows:

X = Mean core

\sum = summation

N = score

Fx = Frequency of variables multiplied by value of scale

$\sum Fx$ = Summation of Fx

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter is concerned with the analysis and interpretation of data collected in the course of the research, as well as outline of major findings in relation to the research questions formulated to guide the study.

A total of one hundred and one (101) questionnaire were distributed to the respondents but only eighty eight (88) were completed and returned. The completed and returned questionnaire were analyzed using statistical techniques of simple mean

4.1 Answering the Research Question

Research Question 1: What are the types of conflict affecting the performance of office professional ?

Table 4.3: Mean rating of respondents on the types of conflict affecting the performance of office professional in an organization?

S/No	VARIABLE	SA	A	D	SD	$\sum FX$	X	Remark
1.	When more than one person or group needs access to a particular resources at the same time, conflict can occur	60	20	8	-	316	3.6	Agreed
2	Every worker in an organization works differently, when working style clashed conflict can often occur	70	10	5	3	323	3.6	Agreed
3	Different in perception of events can cause conflict	50	20	10	5	285	3.3	Agreed
4.	When an employees has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict	30	50	8	-	286	3.1	Agreed
5.	When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur	60	25	3	-	321	3.6	Agreed

Source : Field Survey, 2022

N= 88

Cut-off point = 2.5

Interpretation

As it can be seen from the table 1, which is agreed, as it scored a mean of 3.6, which is above the cut-off point. This mean that the respondents agreed that When more than one person or group needs access to a particular resources at the same time, conflict can occur.

Table 1,items (2) scored a mean of 3.6 which is above the cut-off point and was Agreed, meaning that the respondents are in support that Every worker in an organization works differently, when working style clashed conflict can often occur

The mean score of table 1 item (3) is 3.3, which is above the cut-off point. Meaning that the respondents agreed that Different in perception of events can cause conflict.

Tables 1,item (4) with the mean score of 3.1 which is Agreed. This indicates that When an employees has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict.

The last variables 1, (5) on the table has a mean score of 3.6, which is above the cut-off point, 2.5 and is agreed. This shows that When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur

Research Question 2: What are the Causes of conflict affecting the performance of office professionals?

Table 4.2: Mean rating of respondents to causes of conflict affecting the performance of office professionals

S/No	VARIABLE	SA	A	D	SD	$\sum FX$	X	Remark
6.	Passive – aggressive style are used for office professionals in organization to handle conflict	40	35	3	-	271	3.0	Agreed
7	Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional	50	30	8	-	306	3.4	Agreed
8	Negotiation is used to manage conflict among office professionals in order to reach an agreement	30	40	10	8	268	3.0	Agreed
9.	A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals	50	35	-	3	308	3.5	Agreed
10.	The application of secrecy and confidentiality among office professionals can eliminate conflict	30	50	5	3	283	3.3	Agreed

Source : Field Survey, 2021

N= 88

Cut-off point = 2.5

Interpretation

The first variable on the above table 2 (6) indicates a mean score of 3.0 which are above the cutoff point 2.5. This means, Agreed; it also shows that Passive – aggressive style are used for office professionals in organization to handle conflict

The second variable on the table 2(7) scored a mean of 3.4 accepted. This interpret that Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional

The variable on the table 2 (8) scored a mean of 3.0 which is agreed because it is above the cutoff point 2.5 This mean that Negotiation is used to manage conflict among office professionals in order to reach an agreement

The variable on the table 2(9)shows a mean score 3.5 which is greater than the cut off point 2.5. This shows a mean that A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals

Lastly, variable on the table 2 (10) with score 3.3 is higher than the cu off mark 2.5 this Agreed The application of secrecy and confidentiality among office professionals can eliminate conflict.

Research Question 3: What is the type of conflict management strategies that can be use to manage conflict for effective performance in an organization?

Table 4.4: Mean rating of respondents on type of conflict management strategies that can be use to manage conflict for effective performance in an organization?

S/No	VARIABLE	SA	A	D	SD	∑FX	X	Remark
11.	Passive aggressive style creates opportunities for efficiency on the job	30	50	3	5	281	3.1	Agreed
12	Advance avoidance style enhance office professional/executive relations	40	40	8	-	296	3.3	Agreed
13	Avoidance, collaboration and accommodating style create potentials for better bottom line	50	38	-	-	314	3.5	Agreed
14	Negotiation style enables office professional participate on the decision making process	55	30	-	-	313	3.5	Agreed
15.	The application of secrecy and confidentiality among office professionals gives office professional opportunity to make input in a range of workplace issues	45	25	15	3	288	3.2	Agreed

Source : Field Survey, 2022 N= 88 Cut-off point = 2.5

Interpretation

In the table 3 (11) above the first variable indicates a mean score of 3.1, which is above the cutoff point 2.5. this shows that Passive aggressive style creates opportunities for efficiency on the job.

However, variable 3 (12) shows a mean score 3.3, which is greater than the cutoff point 2.5. this shows that Advance avoidance style enhance office professional/executive relations

The variable on the table 3 (13) which is agreed by the respondent because the mean score is above the cutoff point 3.5. This mean that Avoidance, collaboration and accommodating style create potentials for better bottom line

Also the variable table 3 (14) shows a mean score of 3.5 which is higher than the cut off mark. This indicates Negotiation style enables office professional participate on the decision making process

Lastly, the variable on the table 3 (15) shows a mean score of 3.2 which is above the cut of point 2.5 it shows accepted. This is because that The application of secrecy and confidentiality among office professionals gives office professional opportunity to make input in a range of workplace issues

Research Question 4: What are the Management strategies for managing conflict to enhance performance?

Table 4.6: Mean rating of respondents on Management strategies for managing conflict to enhance performance?

No	VARIABLE	SA	A	D	SD	$\sum FX$	X	Remark
16.	Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance	40	30	10	8	318	3.6	Agreed
17	Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity	50	28	10	-	304	3.4	Agreed
18	When management decisions and policies are effectively communicated to all categories of workers, it aids in improving performance	30	50	8	-	286	3.2	Agreed
19	Promoting team work and team sprit can eliminate conflict and facilitate higher productivity	30	40	12	6	270	3.0	Agreed

Source : Field Survey, 2022

N= 88

Cut-off point = 2.5

Interpretation

From the respondents in table 4 (16) on the above table with the mean score of 3.6 shows Agreed since the cut of point is 2.5 this shows that Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance

Similarly, it could be observe that variable 4(17) two on the table with a mean score of 3.4 is above the cut of point of 2.5. This means that Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity

The respondents of variables 4 (18) on the table with mean score of 2.6 shows Disagreed since the cut –off point is 2.5 this shows that When management decisions and policies are effectively communicated to all categories of workers, it aids in improving performance

Also a variables 4 (19) are Agreed as it score a mean of 3.6 which shows that the cut-off point. 2.5 this shows that Promoting team work and team sprit can eliminate conflict and facilitate higher productivity

4.2 Major Findings

Research Question 1: What are the types of conflict affecting the performance of office professional? Based on the data analyzed on the above research question, it was discovered that:

1. When more than one person or group needs access to a particular resources at the same time, conflict can occur
2. Every worker in an organization works differently, when working style clashed conflict can often occur
3. Different in perception of events can cause conflict
4. When an employee's has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict
5. When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur

Research Question 2: What are the Causes of conflict affecting the performance of office professionals? Based on the analysis, it was discovered that problems associated with managing conflict in an organization include;

1. Passive – aggressive style are used for office professionals in organization to handle conflict
2. Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional
3. Negotiation is used to manage conflict among office professionals in order to reach an agreement
4. A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals
5. The application of secrecy and confidentiality among office professionals can eliminate conflict

Research Question 3: What is the Type of conflict management strategies that can be use to manage conflict for effective performance? It was discovered that the following are the effect of conflict management on performance of office professional in an organization;

1. Passive aggressive style creates opportunities for efficiency on the job
2. Advance avoidance style enhance office professional/executive relations
3. Avoidance, collaboration and accommodating style create potentials for better bottom line
4. Negotiation style enables office professional participate on the decision making process

5. The application of secrecy and confidentiality among office professionals gives office professional opportunity to make input in a range of workplace issues

Research Question 4: What are the Management strategies for managing conflict to enhance performance? It was discovered strategies are necessary to handle problems of managing conflict in an organization are;

1. Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance
2. Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity
3. When management decisions and policies are effectively communicated to all categories of workers, it aids in improving performance
4. Promoting team work and team sprit can eliminate conflict and facilitate higher productivity

4.3 Discussion of Findings

Based on the major findings, the study discovered that the task that the types of conflict management in an organization include; When more than one person or group needs access to a particular resources at the same time, conflict can occur, Every worker in an organization works differently, when working style clashed conflict can often occur, Different in perception of events can cause conflict, When an employees has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict, These are all in line with Sambrook (2012) who stated

that “and When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur

The study further discovered the effect of conflict management on performance of office professional in an organization include; Passive aggressive style creates opportunities for efficiency on the job, Advance avoidance style enhance office professional/executive relations, Avoidance, collaboration and accommodating style create potentials for better bottom line, Negotiation style enables office professional participate on the decision making process, This is in line with Porter (2010) who stated that The application of secrecy and confidentiality among office professionals gives office professional opportunity to make input in a range of workplace issues

The study discovered the problems associated with managing conflict in an organization include; Passive – aggressive style are used for office professionals in organization to handle conflict, Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional, Negotiation is used to manage conflict among office professionals in order to reach an agreement, A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals, this agrees with Adewumi (2014) who stated The application of secrecy and confidentiality among office professionals can eliminate conflict

The study further discovered the strategies are necessary to handle problems of managing conflict in an organization Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance, Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity, When management decisions and

policies are effectively communicated to all categories of workers, This is in agreement with Ekpo (2007) who stated that it aids in improving performance, Promoting team work and team sprit can eliminate conflict and facilitate higher productivity

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the study, conclusions arrived at and accommodations made based on the findings. It also presents areas for further study could not be tackled.

5.1 Summary

Conflict which is inevitable in any relationship has the potential to destroy relationships. Pull down companies, and ruin careers, its negative consequences are believed to arise from the failure of managers to handle conflict constructively. The purpose of this study was therefore intended to investigate the effect and causes of conflict management in to performance of office professional in an organization. In order to guide the study, four research questions were raised addressing the objectives.

Literature related to the topic under study was received in order to give a theoretical base, including the concept of Conflict, Types of Conflict, Causes of Conflict, Concept of Performance, Concept of Office professionals, What Conflict Management, Causes of conflict management in an organization, Effect of conflict management on performance of office professional in an organization, Problems involved in conflict management and Strategies for handling conflict in organization

A set of 101 questionnaire was administered to the respondents and only 88 was filled and return and addressing the four research questions. The data derived from their responses were analyzed using mean score and grand mean obtained from the analyzed

data. Contingency table were constructed to compute the opinions of the respondents as well as to analyze the research questions developed for this research

The forth chapter was able to analyzed the data collection from the respondents through the questionnaire by using four point Likert scale. The chapter ended with discussion of findings, however, findings from the analysis of chapter four revealed that most of the task of office professionals.

5.2 Conclusions

Based on the findings of the study on the causes of conflict among office professionals, the researcher concludes When more than one person or group needs access to a particular resources at the same time, conflict can occur, Every worker in an organization works differently, when working style clashed conflict can often occur, Different in perception of events can cause conflict, When an employees has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict and When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur

From the findings of the effect of conflict management on performance of office professional in an organization; Passive aggressive style creates opportunities for efficiency on the job, Advance avoidance style enhance office professional/executive relations, Avoidance, collaboration and accommodating style create potentials for better bottom line, Negotiation style enables office professional participate on the decision making process and The application of secrecy and confidentiality among office

professionals gives office professional opportunity to make input in a range of workplace issues

Furthermore, the problems associated with managing conflict in an organization; Passive – aggressive style are used for office professionals in organization to handle conflict, Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional, Negotiation is used to manage conflict among office professionals in order to reach an agreement, A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals, and The application of secrecy and confidentiality among office professionals can eliminate conflict

Finally, the researcher made conclusion from the finding on the strategies are necessary to handle problems of managing conflict in an organization; Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance, Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity, When management decisions and policies are effectively communicated to all categories of workers, it aids in improving performance and Promoting team work and team spirit can eliminate conflict and facilitate higher productivity

5.3 Recommendation

Based on the findings of this study, the following recommendations have been put forward by the researcher:

1. The management of the organizations should make use of the possession of conflict

management skills by staff as a major requirement for their promotion

2. Management staff of the organization should use a variety of methods including seminars, lectures, and interactive sessions to unravel and share ideas on strategies for conflict management.
3. The management of the organization should make it a policy to clearly state their line of authority and channels of communication and information at levels to minimize unnecessary conflict
4. The management of the organization under study should ensure that promotions are made by exams passed rather than by mere seniority; and such exams should be done openly by professionals.
5. Office professionals should be given equal information at all times to avoid communication and information problems

5.4 Area for Further Studies

The researcher suggest as follows:

1. Role of job satisfaction in curbing office professionals/management conflict in an organization
2. Manager and conflict management: the dichotomy of success and failure of an organization
3. Impact of conflict management strategies on the performance of office professionals in selected organizational using another state.
4. Replication of this study.

REFERENCES

- Abdu-Raheem, B. & Adison, A. (2004). Organization change and development. *Annual Review of psychology journal*, 38, 349-351.
- Adewumi, G. (2003). Source of occupational Stress among teachers of Handicapped Children in Selected. *Journal of human resource and development in Nigeria*. 12(2), 35-2001.
- Adeyemi, T. (2010). *Organizational communication and conflict management*. *Management*, Vol.18, 1, pp. 103-118.
- Ajibade, j (2014). *The International journal of conflict management* Vol.13, No.3 PP 200-235.
- Amason, A. C. (2016). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of management journal*, 39, 123-148.
- Awan T. & Anjun, A. (2016). *Conflict resolution classroom management*. Retrieved May 2009, from http://search.yahoo.com/search?fr=greentree_ff&ei=utf8&type=937811&p=EPSY46
- Anih, S. (2008). *Conflict frames of reference: Implication for dispute processes*. A paper presented at Center for management Development workshop, Lagos.
- Anih, O. (2018). *Organizational Learning II*, Reading M.A: Addison Wesley.
- Anih, O. (2008). *The changing role of the neutral in dispute resolution* Kingstone, ON: IRC Press, Industrial relations center, Queen's University.
- Argyris, C. (2014). *On Organizational Learning*. Cambridge, M.A. Blackwell.
- Argyris, C. & Schon, D.A (2006). *Organizational learning II: Theory, Method and practice*. Read, Mass: Addison-Wesley.
- Awan, B. & Anjum, N. (2015). Conceptualizing the construct of interpersonal conflict", *International journal of conflict management*, Vol. 15, pp. 216-44.
- Bens, J. B. (2007). *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.
- Betcherman, G. Ikeda, A.A; Veludo-ode-Oliveira, Campomar, M.C. (2009). Organizational conflicts perceived by marketing executives. *Electronic Journal of Business and Organization Studies*, 10 (1): 22-28.
- Brodtker, S. & James, K. (2016). *Managing Conflict at Organizational Interfaces*. Reading MA: Addison Wesley.
- Brodtker, L.M & Asongo, S.P. (2015). *Tools for analyzing conflict*. A paper presented at center for the changing role of the neutral in dispute resolution.

- Brookins, G. Baron, R. A. (2014). Conflict in organization. In K. R. Ruphy & F. E. Saal (Eds.). *Psychology in Organization: Integrating Science and practice*. Hillsdale, NJ: Erlbaum.
- Callister (2005). *Solving costly organizational conflicts*. San Francisco: Jossey-Boss Publishers.
- Carter, D. (2009). *Conflict Management*. The Project Management Institute Project Management Handbook, Ed, Jeffrey Pinto.
- Chukwumaeze, O. O. (2018). *Culture and conflict management and resolution*. A paper presented at center for management development workshop, Lagos.
- Conflict on strategic decision making: Resolving a Paradox for top management Teams. *Academy of management journal*, pp. 123-148.
- Currall, D. R. & Tsia, (2000). Reflections on organizational conflict. *Journal of organizational behavior*, vol.13 (2) pp257-261; and Tjosvold (2006). "Defining conflicting choices about its management: Lighting the dark side of organizational life," *journal of conflict management Vol 17 (2) pp. 87-95*.
- Dana, U. G. (2000). *Creating industrial peace in Nigeria* " in Damachi U.G and Tayo Fashoyin (eds.) *Contemporary Problems in Nigerian Industrial Relations*.
- Ejiogu, A. M. (2002). *Human resource management: towards greater productivity*. Lagos University of lagos Press. (Nigeria).
- Ekpu, U. R. (2008). *Conflict management and resolution: An overview: A paper*.
- Fajana, S. (2000). *Industrial relation in Nigeria. Theory and features*. Lagos: Panaf Press Ltd.
- Garrentt, G. & Buntzman, K. B. (2002). Organizational conflicts perceived by marketing executives. *Electronic journal of Business and Organization Studies*, 10 (1): 22-28.
- Gaustad, J. (2005). School Discipline Erick Digest from: <http://www.dradn.org/organization/handout%2001-html> (retrieved May 5, 2012).
- Guetzkov, H. & Gyr, J. (2004). An analysis of conflict in decision-making groups. *Human relations*, 7, pp. 367-382.
- Huang, K. W. (2009). Conflict and Conflict Management. In M. D. (Ed.) *Handbook in Industrial and organizational Psychology* (889-935). Chicago: Rand McNally.
- Hughes, D. I. (2014). Conflict Management and conflict Resolution are not presented at centre for management development.
- Igbaji, P. (2009). *Conflict in tertiary institutions in cross river state, Nigeria*.
- Igbokwe, O. (2009). "A Twelve Steps recovery Program for oil addiction: Turning Africa's Sleeping Giant into a Roaring African Economy" in *communication Reform, Vol.3 International Communication and Management, Copenhagen. Business School, Denmark*.

- Jehn, K. A. North craft, G. & Neale, H. C. (2015).“Intragroup conflict in organizations: a contingency perspective on the conflict-outcome relationship”, *Research in Organizational Behavior journal*, Vol. 25, pp. 187-242.
- Katz, D. & Kahn, R. L. (2009).The social psychology of organizations 2ed. New York City: John Wiley.
- Kazan, J. &Ergin, h. (2014). Sociology 7th Canadian Ed. Toronto, Ontario: Pearson Canada Inc. pp. 129.
- Luthans, H. & Tompkins, G. I. (2005).*Classroom Management that works*. Alexandria, V A: ssociation for Supervision and Curriculum Development.
- Malekzadah, K. (2007). *Smart thinking for crazy times: the art of solving the right problems*. San Francisco: Berret-Koehler.
- Mitroff, R. (2008). *Some ideas about working with people individually and in groups*.Ohio Cooperative Extension Service.
- Odiagbe, S. (2008). Power balance and staff conflict in corectional institution.
- Ongori, H. (2009). Organizational conflict and its effects on organizational performance.*ResearchJournal of Business Management*, 3, 16-24.
- Osibo, C. (2002). *Industrial Relations*. Ibadan: Freeman Production.
- Osuala, G. (2000). *Management Styles in Nigerian Universities under Military Rule and the Challenges of Democracy: How Democratic Can University Be?*
- Owens, G. O. (2005). Systems theory of organizational conflict.*Academy of Management Journal*, 9:246-53.
- Pascale,R. S. (2009). The dynamic Relationship performance and feedback, Trust, and Conflict in Group; A Longitudinal study, *Organizational Behaviour and Decision Press* vol192,[1-2pp.102-112.
- Psychology journal of behavior*,9,70-02
- Putnan, K. B. (2005). Classroom management That works. Alexandria, VA: Association for supervision and curriculum Development.
- Rahim, M,A,.. Garret J.E &Buntzman, G. F. (2002).Ethnic of managing interpersonal conflict in organization, *journal of Business Ethnic*, 11, 87-96.
- Robbins, S, P, (2007).*organization behavior (14ed) Person Education ,prentice Hall, UPPER Saddle, NJ synonymous Term . California management Review, (Winter) p.70.*
- Robbins, S, P (2014). Conflict management and conflict Resolution “are not synonymous Terms. *California management Review*,21(2), 67,-75.

- Roloff, M. (2014) *Managing Organizational* (3rd Ed). Westport, CT ;Quorum Books.
- Rubin, H, & Sung. (2014). *Managing Organizational conflict. A Model for Diagnosis and Intervention. Psychological Report*, 44.1323-1344.
- Scott, A. (2011). *Styles of managing Organizational Conflict: A critical Review and Synthesis of theory and research*. In M. A. R ahim, R. T. Golembieswski, & L.E. Pate (Eds). *Current Topics in management* (Vol.2 pp, 61-77). C. T. Jai Press.
- Stephen, G. (2008). *Conflict: A Powerful Process for (good or Bad) Change. Management Review journal, (December) p. 5 (Pascale, 2009)*.
- Todd, J. M. (2009). *Mediation and the dynamics for collective bargaining*. Washington: Bureau of National Affairs.
- Ubaku, O. (2005) ASUU strike: South-East Governors to meet. Retrieved June.
- Whitlam, A. W. & Cameroun, M. D. (2014). *An Assessment and Refinement of Jehns Intra group conflict Scale. International Journal of conflict management*.
- Zubaida, H. (2009). *Industrial Relations in Nigeria: Theories and Features*. Lagos: Pamef Press Ltd.

APPENDIX

Department of office Technology &Mgt.
College of business &Mgt studies
Kaduna Polytechnic, Kaduna
P.M.B

Dear Respondents,

I am a final year student of the above named institution, currently conducting a research on “Causes and Effect of Conflict on the Performance of office professionals in selected organization”

Please kindly assist in filling the questionnaire with sincere responses, your response would be treated in strict confidence. The questionnaire is designed for academic purpose only.

Thanks for your Co-operation

Yours faithfully

Aisha Ibrahim
Researcher

SECTION A: PERSONAL DATA

1. Name of organization:.....

2. Profession:

Executive []

Office Professional []

3. Sex:

Male []

Female []

Please answer the questions that follows using the acronyms below.

SA = Strongly Agreed 4 Point

A = Agreed 3 Point

D = Disagreed 2 Point

SD = Strongly Disagreed 1 Point

Section A: What are the Types of conflict affecting the performance of office professional in the Organization?

Indicate the extent to which you agree with the following variable are the types of conflict affecting the performance of office professional in the Organization?

S/No	VARIABLE	SA	A	D	SD
1.	When more than one person or group needs access to a particular resources at the same time, conflict can occur				
2.	Every worker in an organization works differently, when working style clashed conflict can often occur				
3.	Different in perception of events can cause conflict				
4.	When an employees has to depend on another employee to get their work done, such as the office professional and an executive, this can lead to conflict				
5.	When rules and policies change at work and it is not communicated clearly to the team, confusion and conflict can occur				

Section B: What are the Causes of conflict affecting the performance of office professionals?

Indicate the extent to which you agree with the following variables as Causes of conflict affecting the performance of office professionals in the organization?

S/No	VARIABLE	SA	A	D	SD
6	Passive – aggressive style are used for office professionals in organization to handle conflict				
7	Advance avoidance style which tend to ignore conflict is used in setting conflict for office professional				
8	Negotiation is used to manage conflict among office professionals in order to reach an agreement				
9.	A combination of avoidance, collaboration and accommodating style is used to resolve conflict among office professionals				
10.	The application of secrecy and confidentiality among office professionals can eliminate conflict				

Section C: What is the type of conflict management strategies that can be use to manage conflict for effective performance in an Organization?

Indicate the extent to which you agree with the following variables as type of conflict management strategies that can be use to manage conflict for effective performance in an Organization?

S/No	VARIABLE	SA	A	D	SD
11.	Passive aggressive style creates opportunities for efficiency on the job				
12	Advance avoidance style enhance office professional/executive relations				
13	Avoidance, collaboration and accommodating style create potentials for better bottom line				
14	Negotiation style enables office professional participate on the decision making process				
15.	The application of secrecy and confidentiality among office professionals gives office professional opportunity to make input in a range of workplace issues				

Section E: What are the Management strategies for managing conflict to enhance performance?

Indicate the extent to which you agree with the following variables Management strategies for managing conflict to enhance performance?

S/No	VARIABLE	SA	A	D	SD
16.	Effective management of conflict among office professionals can reduce the frequency of future conflict and enhance performance				
17	Proper job specification among various categories of office professionals can minimize conflict among them and enhance their productivity				
18	When management decisions and policies are effectively communicated to all categories of workers, it aids in improving performance				
19.	Promoting team work and team sprit can eliminate conflict and facilitate higher productivity				