

**TITLE PAGE**

**EFFECT OF CONFLICT RESOLUTION AMONG EMPLOYEES IN  
NIGERIAN TELEVISION AUTHORITY KADUNA.**

**BY**

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**KPT/CBMS/19/46723**

**BEING A RESEARCH PROJECT PROPOSAL SUBMITTED TO THE  
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MANAGEMENT.**

**KADUNA POLYTECHNIC, KADUNA.**

**JUNE 2022**

## **DECLARATION**

I John Chidubemu Okereke hereby declare that this project is written by me, without copying from anybody. With the help of the course I read in school Human Resource Management, I was able to put down my own, use some of my lecturer's textbooks and handout in schools and internet research.

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**Date**

## CERTIFICATION

This project report entitled “EFFECT OF CONFLICT RESOLUTION AMONG EMPLOYEES IN NIGERIAN TELEVISION AUTHORITY KADUNA” by **JOHN CHIDUBEMU OKEREKE** with registration number **KPT/CBMS/19/46723** meets the regulations governing the award of Higher National Diploma, and is approved for its’ contribution to knowledge and literacy presentation.

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## **DEDICATION**

This work is dedicated to GOD ALMIGHTY for his sufficient grace in my life and also to my most loving and most supportive parent and siblings.

## ACKNOWLEDGMENTS

I acknowledge this project work to GOD for giving me the strength to endure till the end.

My Special thanks also goes to my supervisor in person of Mal. Ibrahim Aliyu Suleiman who in his tight schedule still find time to guide and correct me on this project. May almighty God increase and reward you mightily.

My best and most sweetest parents Elder and Mrs. Solomon Okereke and my siblings: Mr. Chinaza, Engr. king, Success and Divine Solomon for your support prayerfully and financially.

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I want to sincerely thank and appreciate all staff and lecturers of Management Studies, may God reward you all.

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I will like to thank my friends and course mate of Human Resource Management for their support, I love you all Above all I give God the Glory the giver of life, excellent, knowledge and understanding.

## ABSTRACT

*The study examined the effect of conflict resolution among the employees of Nigerian Television Authority (NTA) Kaduna. Base on the above objectives, hypothesis were drawn. To identify the cause and consequences of conflict. Literature related to the study were extensively reviewed. A sample size of forty (40) individuals were selected for the study though roscoe 10% rules of thumb (1979). Data were collected through self-administer questionnaire. Simple percentage and tables were used to interpret respond collected from the respondent. While hypothesis were analyze using chi-square. The findings of the study shows that conflict resolution has significant effect among the employees of NTA performance. Having studied the opinions of the various stakeholders as far as this research is concerned, it should be noted that the employee's should be flexible and should direct their energy towards the achievement of organizational goals and objectives. The study recommend the 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.*

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

The assessment of conflict management on organization harmony can't be over-emphasized as it has become a virtual tool used in promoting organizational development. Certainly for organizational development to take place there must be proper conflict management as such, conflict management has become indispensable in any organization or managerial setting in order to succeed.

Conflict is inevitable. The dominant rum of management is to maximize profits, while labor's main concern is to secure and maintain the highest level of wages with the best condition". Obisi (2021) argued that despite this fact, peace forms one of the fundamental factors to enhance productivity with .resultant benefit both to 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.

Oxford Dictionary, (2020) sees conflict as a situation in which people, group or countries are involved in a serious disagreement or argument. Since industrial relations basically runs at the relationship among various actors in the workplace, it then becomes necessary to examine the causes and effects of conflict and to provide insights into how such relationship could be adequately performed.

Programmed or non-programmed decision, a programmed decision follows standard operating procedures. There is no need to explore alternatives solutions because the optimal solution has been identified and documented in the past. In contrast, new, complex, or ill-defined problems require non programmed decisions. In these cases, decision makers must search for alternatives and possibly develop a unique solution. As problems reappear, however, programmed decision routine is formed. In this respect, programmed decisions drive out non programmed decisions because we strive for predicable, routine situation. Conflict could arise because of the employee quest to maximize 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 (2020) emphasized that if those workers rights and employee prerogative are trampled upon, could also cause conflict. These include pay condition of service, etc.

Indirect participation is used to refer to those forms of participation where representatives or delegates to the main body of employees participate in a variety of ways in the decision making process within the organization. Indirect forms, such as joint consultation, widening the content of collective bargaining and worker; are associated with the boarder's notion of 'industrial democracy (Bullock, 2020).

## 1.2 **Statement of Problem**

Poor motivation of workers reduces their output, and these results in low profit to the organization, employees are also being affected. In the area of poor interpersonal relationship, loss of payment, and dismissal from employment or eventual loss of life and time constraint, the effect of such problem is like ill winds that blow nobody any good and it affects organizational performance. All organization stakeholders are usually affected.

Industrial conflict has the potency of social disorder; instability and mass unemployment could affect the government's ability to fulfill its obligation to the citizenry.

Otobo (2019) 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. The 'industrial relation climate in Nigerian Television Authority (NTA) will be the focus on this study.

### **1.3 Objectives of the Study**

The main objective of this research study is to identify and assess the effect of conflict resolution among employee in NTA the specific objectives are to:

1. To evaluate the impact of conflict management on employee performance in Nigerian Television Authority.
2. To examine the effect conflict management system have on reduction in labour turnover
3. Examine the influence of conflict resolution system on employee commitment in an organization.
4. To identify conflict resolution and management method that would minimize workers loss of interest on the job ,

#### 1.4 **Research Questions**

The study will attempt to proffer answer to the question as exhaustively as possible.

1. What is the impact of conflict management on employee performance in Nigerian Television Authority?
2. To what extent does conflicts management system have an effect on reduction in labor turnover?
3. To what extent does conflict management system influence employee commitment in an organization?
4. What type of conflict management method would minimize workers loss of interest on the job?

#### **Research Hypothesis**

**H<sub>0</sub>:** Conflict resolution and management do not have influence on organizational performance

**H<sub>1</sub>:** Conflict resolution and management have influence on organizational performance

#### 1.5 **Significance of the Study**

The important of an organization to achieve stated objectives depends on the quality of its workforce. It is therefore necessary to examine- “The effect of Conflict Resolution among employees in Nigerian Television Authority”.

The study is relevant and important because of the impression on both workers and management of a public organization usually have that "this is a government work" and as such anything goes. It is imperative to study how conflict is being handled now. It is hoped that the result of this study would be a reference point for other erstwhile public enterprises now commercialized or privatized to know how to handle conflict in their organizations so that their main objective of being in business will not be jeopardized. The study will also add to the existing literatures in the field. Furthermore, it is also a requirement in partial fulfillment for the award of Higher National Diploma in Human Resources Management of Kaduna Polytechnic.

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

The scope of this study is restricted to the Effect of Conflict Resolution among employees in Nigerian Television Authority Kaduna.

#### **1.7 Limitations of the Study**

In the course of this study many problems were encountered. Collection of relevant data was a problem because it is what the organization regarded to be their 'secrets'. Other limitations of the research included cost of visiting the organization to see the people necessary to get the relevant information. Sometimes, the staff concerned may not be on seat. Time was another limiting factor faced by the researcher. The researcher

had to share the limited time between the researcher and his lecturer and studies.

### 1.8 **Historical Background of Nigerian Television Authority (NTA)**

The Nigerian Television Authority - also known as NTA - is a Nigerian government-owned and partly commercial broadcaster that was inaugurated in 1977. At inauguration it had a monopoly on television broadcasting in the country. The NTA runs the biggest television network in Nigeria with stations in several parts of Nigeria. Formerly known as Nigerian Television (NTV), the network began with a takeover of regional television stations in 1976 by the then Nigerian military authorities, and is widely viewed as the authentic voice of the Nigerian government. NTA's monopoly was broken in the 1990s.

The first chairman of NTV was Olapade Obisesan, a lawyer trained in the United Kingdom and son of Akinpelu Obisesan, an Ibadan socialite and first President of Cooperative Bank, Nigeria. The first official director general was Vincent Maduka. A former engineer. Prior to his appointment, Maduka was General Manager-of Western Nigeria Television, Ibadan. which was Africa's first television station. The NTA has been criticized by performing artists such as Becky Umeh for pressuring artists to align their expression with government propaganda goals. The Guardian in its editorial of Sunday October 18, 2009 stated

"The federal government-owned television network, the Nigeria Television Authority, (NTA) is arguably the largest of its type in Africa, but it is yet to have the operational freedom required to maximize its potentials". However, the NTA's monopoly on Nigerian airspace was broken in the mid-1990s with the establishment of privately owned television stations and networks, notably Africa Independent Television.

### 1.9 **Definition of Terms**

**Conflict:** Conflict could be defined as an inevitable, struggle and fight, argument or opposition among individuals or groups of people, organization or government for continued improved condition of living or survival.

**Management:** The act or skill of dealing with a situation that needs to be controlled in some way.

**Conflict Management:** Methods, art or style of handling conflict. Usually by experts in industrial relations field human resource managers

**Conflict Resolution:** Is a way for two or more parties to find a peaceful solution to a disagreement among them.

**Industrial Relations:** Relationship, which exist between the workers, employers and government for the furtherance of peace, employees satisfaction and organizational growth.

**Employee Performance:** The process of employee performance should provide employee with the opportunity to influence and wherever possible take part in decision making on matters which affect their working lives.

**Collective Bargaining:** is the process that involves the negotiation, drafting, and administration and interpretation of a written agreement between employees of a union for a specific period of time.

**Trade Union:** Trade union is a group of workers with the ideology and believe who come together to negotiate with employers about wages, working conditions and other work related matters.

**Organizational Harmony:** This is the ideal state of peaceful existence and agreement between employers and employees in productivity.

**Labour/Management Relationship:** this refers to the process by which employers refers to the process by which employers and employees relate regarding the terms and conditions of employment

**Industrial Conflict:** This refers to a conflict or dispute or difference of opinion between management and involves or employees on the terms of employment or other work related factors.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 The Concept of Conflict**

The need for a new approach to workplace dispute resolution has become central focus of public employment policy (Gibbons, 2020). In particular, it has been argued that more emphasis needs to be placed on early responses to individual employment disputes and the increased use of Alternative Dispute Resolution (ADR) processes. Recent attention has centered on the promotion and use of workplace mediation. While there has been limited academic research into workplace mediation in Nigeria, there is a growing evidence base that points to its potential benefits (CIPD, 2021) Literature on organization and management has been a re-examination of internal conflict. It is perceived as inevitable, often legitimate and perhaps even desirable. Conflict between individual and between groups is a universal phenomenon. Areas of conflict will help management or manager to make necessary adjustment and changes so as to come up with a better way of correcting it. Conflict is one of the most prevalent issues in organization. It has been one of the tools the management uses to develop the relationship between manager and staff. It is in view of this that study looked at the causes of conflict and resolution in an organization.

Schramm-Nielsen (2020) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. According to Fajana (2019), conflict can be defined as a disagreement between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party. Conflict can be regarded as a reality of management and organizational behavior and can be related to power and politics.

Mullins (2019) sees conflict, as behavior to obstruct the achievement of some other person's goals. According to this author, conflict is based on the incompatibility of goals and arises from opposing behaviors. It can be viewed at the individual, group or organizational level.

Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party'. Conflict can arise over a multiple "of organizational experiences, such as incompatible goals, differences in the interpretation of facts, negative feelings, differences of values and philosophies, or disputes over shared resources. As defined above conflict tends to be associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences. But in some cases, it can

actually stimulate creative problem solving and improve the situation for all parties involved. In this article, we simply view organizational conflict as competition by the individuals and groups for organizational resources and organizational rewards. Since industrial relations basically aims at the relationship among various actors in the workplace, it then becomes necessary to examine the causes and effects of conflict and to provide insights into how such relationship could be adequately performed.

### **2.1.1 Sources of Organizational Conflict**

In order for conflict to occur, certain conditions must exist. It is thus imperative to understand the underlying conditions that can cause conflict. In the words of Fajana (2019), conflicts can arise over a multiple of organizational experiences, such as incompatible goals, differences of values and philosophies or disputes over shared resources. Conflict is perception, so it begins when someone believes that another might obstruct his or her efforts. Conflict could arise because of the employer's quest to maximize profit while the workers representative are out to ensure continuous improved condition of living for their member's conflict could also arise as a result of failure to honor agreed items on collective bargaining. Damachi (2020) emphasizes those workers rights and employers prerogatives which when trampled upon, could cause conflict. These include pay, condition of services etc. Armstrong (2018)

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 behavior, 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 organizational conflict are competition for scarce resources, status incongruity, win-lose situations, the need for change, ambiguous rules and communication problems among others.

### **2.1.2 Functional Versus Dysfunctional Conflict**

The distinction between functional conflict and dysfunctional conflict rests on whether the organization's interests are served. According to Robbins (2019) some types of conflict support the goals of the organization and improve performance; these are functional, constructive forms of conflict that benefit the organization. Functional conflict is commonly referred to in management circles as constructive or cooperative conflict (Amason, 2019). Dysfunctional or destructive conflicts, on the other hand, are the type of conflict that hinders organizational performance.

Schmidt (2019) 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 were team work was needed, and that some people left because of the turmoil.

## 2.2 Strategies for Conflict Management

A positive approach to organizational conflict is that it is absolutely necessary. Accordingly, opposition to ideas should be explicitly encouraged and both the stimulation and resolution of conflict should be encouraged. Even if this view is not hold by, management conflict in organizations is inevitable. This inevitability of conflict is caused by forces residing both inside and outside the organization. The external environments of the organization sometime change in ways that necessitate a reshuffling of priorities and resources allocation among internal subunits, and stimulate shifts in the balance of power and patterns of influence between them.

Therefore instead of avoiding conflict, organizations should endeavor to manage or reduce them to the benefit of the organization. There are several managerial strategies used in managing conflict, and essentially, they are directed at its cause, these include:

1. **Controlling the Context:** To minimize conflict that arises out of organizational design and layout strategies,; management must formulate sound procedural strategies to institutionalize and channel conflict, if conflicts are inevitable and normal in organizational life, then proper procedures for solving them must be established.
2. **Controlling the Issue in Dispute:** The attempt here is to issue in an attempt to resolve the dispute, this involves separating issues into their smallest components and dealing with them separately in attempt to make it easier to resolve major disputes, fractioning conflict issues help to avoid stalemate by making it possible for one party to concede on one issue without feeling it has lost the contest.
3. **Controlling the Relationship Directly:** In adapting this strategy, management hopes to change the attitudes of the group members or individuals toward each other, this approach is more functional in inter-group conflict. Management directly intervenes in the dispute by physically separating the unit involved on holding direct

negotiations between the units or individual or formally requiring intense interaction.

4. **Altering the Individual Involved:** Because altering the individual personality is much more difficult than altering his position in the organization, it may be feasible to swap the individuals in dispute.
5. **Develop a Common Set of Goal:** Much of the conflict between groups in any social organization arises because the subsystems have different goals. Most managers are rewarded through pay increases, promotions etc to the extent that they accomplish the goals and the objectives of their particular subsystem is concerned about making itself look good and is also concerned about working with other subsystems towards common goals and objectives; An approach known as the "The organizational confrontation meeting" is developed by Beckhard to encourage organizational subsystems to work towards establishing and striving for common goals.

### 2.3 **Conflict Resolution in Nigeria**

This is the focal point of this study. It could be defined as the tools, methods, art or style of handling conflict. A union leader PHCN once said the best way to manage conflict is to prevent crises. Other methods of conflict resolution are discussed below.

1. **Joint Consultation:** This is a powerful tool for resolving conflicts. Joint consultation could be defined as a meeting between the workers and their employers where the relationship is seen not as terms of bargaining strength but in terms of their worth and ability to contribute to the subject being discussed. Hence, discussions focus on mutual interest to both sides. Subjects like welfare, canteen, safety, productivity and so on are discussed. It is perhaps the joint benefit to be derived from such meeting that makes joint consultation suitable for discussing problems in industry.
2. **Mediation:** The Trade Disputes Act of 1976 and amended by the Trade Disputes (Amendment) Act of 1977. Section 3 of the Act provides a comprehensive process of dispute settlement aside the internal procedure. Under this Act, if the attempt to settle the disputes through enterprise's own machinery and procedures fails, the party shall within 7 days of failure meet together either by themselves or through their representatives under the presidency of a mediator to settle the disputes amicably.
3. **Collective Bargaining:** One important attribute of collective bargaining is that it is based on the principle of voluntarism. This means that both employees and management are expected to voluntarily iron out their differences.

4. **Conciliation:** A conciliator is appointed to look into the cases and circumstances of the disputes between employees and management and by negotiation with the parties attempt to bring about a settlement.
5. **Arbitration:** The arbitration procedure is generally time-consuming, but it has the advantage of encouraging parties. In the interim, the Head of State or the Minister of labour can make the arbitration obligatory and binding if the possibility of a strike action is considered familial to public order or against the general interest, as in cases involving essential service.

#### 2.4 **Industrial Conflict Resolution Techniques**

Disputes resolution techniques-conciliation arbitration, grievance procedures, negotiation, mediation, common law action, and business/division closure; many firms now try to develop a corporate in which disputes are minimized through collaboration working relationships, and by training staff in procedures and guidelines for managing disputes.

##### **Grievance Procedures**

The very step of negotiating any industrial relations issue starts in the workplace. A grievance procedure is a formal series of steps which are meant to be followed when a dispute arises. They usually start with the

first point of contact, such as a supervisor and then to senior levels of management.

### **Negotiation**

This involves a formal or informal discussion between the employee and employer level in which both parties agree to a mutual agreement to resolve the dispute. Under the process of negotiation parties do not require the assistance of union or other assistance.

### **Mediation**

Mediation follows if negotiation is unsuccessful, mediation occurs when a neutral third person is introduced who helps the parties to find a basis for an agreement that is acceptable to the disputing parties to reach a final agreement.

### **Conciliation**

Conciliation is the formal means of settling a dispute when it cannot be resolved and may be referred to a third party, such as the Area Consultative Forum (ACF) on the ASUU strike, usually an industrial commissioner with the necessary qualification and skills who encourages the parties to negotiate their own agreement and brings the parties together.

## **Arbitration**

If conciliation fails, the matter may be referred to arbitration, arbitration is very similar to the procedures of conciliation, where the independent third party again comes from the Industrial Relations Commission. The main difference here is that the arbitrator considers the arguments of both sides and makes the final decision, which is legally binding on the parties involved.

### **2.4.1 Employees Performance in Organization**

The traditional Human Resource Management approach to enhancing workers performance has centered on the assessment of past performance and the allocation of reward. That is, rewards were provided in exchange for performance. It is inevitable that workers performance improvement is something of direct interest only to management. Performance therefore becomes stereotyped as something of no intrinsic interest to the person doing the work. Performance is a reward. There are many small initiatives every day that help to improve workers performance. It is critical that the organization selects the most useful measure of performance for the organization as a whole and for the individuals within it. Single measures are unlikely to be sufficiently robust. Kaplan and Norton (2020) argue convincingly that the mix of measures which an

organization should use to assess its workers performance should be based around four different perspectives.

## 2.5 **Types of Conflicts**

### **Hierarchical Conflict**

There may be conflict between the various levels of the organization. The board of director may be in conflict with top management, middle management may be in conflict with supervisory personnel, or there may be general conflict between management and workers.

### **Functional Conflict**

There may be conflict between the various functional department of the organization conflict between the production and marketing department in an industrial organization is a classic example.

### **Line-Staff Conflict**

There may be conflict between line and staff. It often results from situations in which staff personnel do not formerly possess authority over line personnel.

### **Formal-Informal Conflict**

There may be conflict between the formal and informal organizations for example the informal organizations norms for performance may be incompatible with the formal organizations norms for performance.

Conflict can be viewed into five sequential stages which are; latent, perceived, felt, and manifest and conflict resolution stages.

### **Latent**

In this stage the basic conditions for potential conflict are resources, role conflict, drivers for autonomy, divergence of individual goal etc these conditions are lower suppressed for reasons not quite known to members or belong to the opposition on every issue.

### **Perceived**

At this stage focused anxieties are created between the anxiety and tension. Each party begins to develop negative feelings towards each other. As the parties in conflict argue and battle for their points of view the significance of the disputed issue is likely to be blown out of proportion.

### **Manifest**

This is the stage of open conflict, a stage when conflict behaviour is exhibited such overt behaviour includes sabotage.

### **Resolution and Aftermath**

This stage represents the condition that exists after the resolution or suppression of the conflict if the conflicts have been genuinely resolved, it can lead to an improved relationship and effective cooperation between

organizational members. But if not resolved adequately, it may lead to a new and more severe conflict than the first. In a similar vein conflict could be intrapersonal or interpersonal, inter-group or inter-organizational. Intrapersonal are conflict that are internal to individual i.e. mutually exclusive positive goal conflict, positive negative goal conflict and negative-conflict.

Interpersonal are conflict between two or more people in the organization. Intergroup are conflict between groups in the same organization. Inter-organizational conflicts are conflict between organizations.

## **2.6 Effect of Conflict Resolution among Employees in Nigerian Television Authority Kaduna.**

Rahim (2020) assert that conflict is not an evil phenomenon per say, its effect whether constructive or destructive depend on how it's being managed. Functional conflict is said to have occurred when the outcomes lead to improve organizational performances or effectiveness. The beneficial effects of functional conflict are very suitable and include the following;

- a. Conflict increases internal cohesiveness as members often increase their identification and loyal to the group.

- b. Conflict can highlight important problems in an organization disagreement between groups has the tendency of bringing problems to the surface to the notice of the management.
- c. Conflict between divergent views in the organization often result in higher quality decision or solution to the problem, because it cause dominant view point or favored of a group to be question.
- d. Conflict motivate group to classify their objectives and this increase group awareness of its purpose.
- e. Conflict energizes people. It tends to make organizational life more interesting as disagreement and arouse organizational members to test ideas and provides opportunity.
- f. Conflict may actually be an educational experience since participants may become more aware and more understanding of their opponents function and the problem that they must cope.

## **2.7 Causes of Conflict in Nigerian Public Organizations**

Non-Structural Causes Of Organizational Conflict: By non-structural factors we mean sources of conflict with the organization that are not a consequences of the organization that is causes of conflict not attributable to the way in which the set of work roles and administration arrangement determine the pattern of authority relationships among task activities and employees are formerly defined these; cause include. Differences in

Background: Luthons (2019) emphasized that people in the work place may differ in their background, age, education level attained, work experience and social relations.

Studies on conflict have revealed that general, the potential for interpersonal and inter-group conflict is highest when organization members differ markedly in the characteristic decrease the inter-personal report and collaboration between unit representatives in organization.

**Difference in Value:** Values are the very core of individual personalities and deeply affect people's thought and actions for example professionals such as medical doctors and teacher' value freedom and autonomy, but their subordinate believe in closely watching over their work as subordinates. This difference in value is often a source of conflict between professional and bureaucratic orientation within formal organization. (Bingham 2019)

**Difference in Personal Trait/behavior:** In an organization setting people differ in terms of such personality like authoritarianism, dogmatism, hostility, aggressiveness, self-esteem, reaction to provocation and predisposition to distrust and suspicion. Hampton (2020) for example recognizes individual personality is a source of conflict in organization when he asserts that most of us can think of someone we know who

seems to fight with others. There are some people who are predisposed to disagree on every issue or belong to the opposition on every issue.

**Difference in Perceptions:** Perception is the way people view issues differing perception over what constitutes reality between individuals and groups is also a major source of interpersonal or inter-group conflict. Differences in perception precipitates disagreement hinder inter-group report and make co-operation and joint decision making impossible. Communication problems, different goals status incongruent etc can result to difference in perception

**Poor Communication Skills:** People also differ in communication skills and ability simple misunderstanding that maybe a source of conflict between individuals or group may erupt from the inability to articulate ones position clearly to others. It could be due to semantics that is the same words or phrase may have different meaning to different individuals or groups, these differences in meaning may lead to communication breakdown which is a forerunner of harmful misunderstanding and consequently conflict between individuals or group in organization poor communication is not only a case but can be a result of conflict.

Differences in perception precipitates disagreement hinder inter-group report and make co-operation and joint decision making impossible. Communication problems, different goals status incongruent etc can result to difference in perception.

**Limited Resources:** Resources such as money, time, and equipment are often scarce. Competition among people or departments for limited resources is a frequent cause for conflict. For example, cutting-edge laptops and gadgets such as a BlackBerry or iPhone are expensive resources that may be allocated to employees on a need-to-have basis in some companies. When a group of employees have access to such resources while others do not, conflict may arise among employees or between employees and management. While technical employees may feel that these devices are crucial to their productivity, employees with customer contact such as sales representatives may make the point that these devices are important for them to make a good impression to clients. Because important resources are often limited, this is one source of conflict many companies have to live with.

## 2.8 **Structural Causes of Organization Conflict**

According to Aggyris (2020) organization structure refers to the formally defined framed work or task and authority relationship conflict that arise from the structural and designed features in the organization and its interrelated parts are what we call structural causes of conflict. Factors that influence the design and structure of an organization include the nature of its environment, it sizes and characteristic of its technology- Most conflict in an organization is based on the structural characteristics

of organization rather than personal disputes. He further stated the different types of conflicts to include;

**Work Interdependence:** One of the features of organization is division of labour and committed task specialization, which is the process of dividing jobs into more homogenous acts of task. This division of labour and specialization often creates a situation whereby two or more different unit must depend on one another to complete their respective task, this create interdependence among the organizational groups. A potential for conflict exist in such a situation of interdependence of work activities. The more interdependence, two or more departments or one another is more the potential for conflict to exist.

**Difference in Unit Orientation and Goals:** The division of labour and task specialization or differentiation on that often characterized units to formulate their goals or objectives and to develop a narrower orientation towards the goals and problems of the organization. The more the conflict between the two groups and orientation of two units, the more the conflict between the two groups.

**Difference in Performance Criteria and Reward System:** Conflict amongst unit can arise if work activities are evenly distributed, but the reward of reward system re dissimilar the more the evaluation and reward management emphasis the separate performance of each department rather their combined performance the greater the conflict.

**Mutual Dependence on Limited Resources:** One of the facts of organization life is that the resources that are personal, materials, equipment, operating funds, space etc limited. Management must decide at a particular point in time on how to allocate these scarce resources among the various departments in order to effectively attain the organizational goal and objectives. In allocation, some sub-units will be given priority attention and will therefore less than they would need. The dependency of limited resources is therefore a potential for conflict between units in an organization.

**Differences in Status:** Division of labour and task specialization often lead to a situation where some units come to be viewed as more important than others and therefore possess higher status. This will finally results too many status hierarchies within the organization. However, people in lower status units may not always recognize the greater importance or contribution of higher status units the relative status of the different departments.

## 2.8 **Strategies to Deal with Conflict in Nigeria Public Sectors**

Arnold (2020) summarized the strategies that can be employed to reduce conflict into four major types below. Our observation of the type of problems which each type could unfold is included.

**Avoidance:** This type of strategy attempt to keep the conflict from surfacing at all. Examples would be to simply ignore the conflict or impose a solution. This may be appropriate if the conflict is trivial or if quick action is needed to prevent the conflict from occurring. The major problem with this technique is that the problem which has been avoided can still surface again. If a similar situation occurs what happens? Certainly, it is likely to be avoided. We end up avoiding issues until everything explodes.

**Diffusion:** Under this strategy, an attempt is made to deactivate the conflict and cool off the emotions and hostilities of the groups involved. Examples would include trying to "Smooth things over" by playing down the importance and magnitude of the conflict or of established super-ordinate goals that need the cooperation of the conflicting groups in order to be accomplished. This strategy is appropriate where a stop-gap measure is needed or when the groups have a mutually important goal. The major problem with this technique is that when a problem is defused (passed under the carpet), it could gather steam and escalates into a major crisis.

**Containment:** Under this strategy, some conflict is allowed to surface, but it is carefully contained "by spelling out which issues are to be discussed and how they are to be resolved. To carry out this strategy, the problems and procedure may be structured, and representative from the

conflicting parties may be allowed to negotiate and bargain within the structure established. This is appropriate where open discussions have failed and the conflicting groups are of equal power. The problem with containment is that one group may still end up being the underdog even when a problem has been seen to have been solved.

**Confrontation:** Under this strategy, which is at the other of the continuum from avoidance, all the issues are brought into the open and the conflicting groups directly confront the issues are each other in an attempt to reach a mutually satisfactory solution. This may involve mutual problem solving or even formally redesigning jobs or responsibilities in order to resolve the conflict. This is most appropriate when there is a minimum level of trust, when time is not critical, and when the groups need to cooperate to get the job done effectively.

## 2.9 **Conflict Resolution and Conflict Management in Public Sector Organization**

As the name would suggest, conflict resolution involves the reduction, elimination, or termination of all forms and types of conflict. In practice, when people talk about conflict resolution they tend to use terms like negotiation, bargaining, mediation, or arbitration.

Conflict management does not necessarily imply -conflict resolution. "Conflict management involves designing effective macro-level strategies

to minimize the dysfunctions of conflict and enhancing the constructive functions of conflict in order to enhance learning and effectiveness in an organization" (Rahim, 2019). Learning is essential for the longevity of any group. This is especially true for organizations; Organizational learning is essential for any company to remain in the market. Properly managed conflict increases learning through increasing the degree to which groups ask questions and challenge the status quo (Luthans, Rubach, & Marsnik, 2020).

#### Conflict Management and Resolution in Nigerian Public Sector: The Way Forward

1. Workers should be more involved in decision -making process in Nigeria Public Service so as to reduce to its lowest minimum the rate of conflict in Nigeria Public Service. Also,
2. There should be effective communication links in Nigeria Public Service. There should be sufficient and adequate information flow. Communication gap breeds conflict.
3. Good leadership structure should be put in place that would ensure that every worker would be carried along.
4. Policies of the organization should be well spelt out. People should understand their management, and those of their co-worker roles and rules should be in black and white,

5. Management must encourage workers to workers to work as a team rather than a group. Workers welfare should not be toil with. They should be remunerated as at when due.
6. The organizational policy on promotion and remuneration should, as a matter of necessity, be strictly adhered to. Management should also ensure that they work hand in hand with the various unions in the established so as to have a cordial industrial relationship.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

The researcher chooses to use survey method in the study. This is considered appropriate because survey design generally can be used to effectively investigate problem in realistic setting. The method will also allow the researcher to examine several variables and use multi-variant statistic to analyze the data.

#### **3.2 Research Population**

The population of the study refers total number of staff in Nigeria television authority Kaduna, the size of the population is said to be 400 employees including senior and junior staff.

#### **3.3 Sample Size and Sampling Technique**

The sample size will be one hundred and ninety six (196), using Krejcie and Morgan (1970) table to determine the sample size in order to have a reliable response and also to be sure that the above population has equal chance of being selected in the study. Therefore, the sample size of the research will be one hundred and ninety six (196) staff. The sampling technique to be used in this work will be stratified sampling technique because of its probability nature in the sense that everybody will have equal chance of being selected.

### 3.4 **Method of Gathering Data**

The researcher used the primary and secondary sources of data. The primary sources include raw data gathered from the organization (NTA) Kaduna by using 1 questionnaire that were administered by the researcher.

The secondary sources of data collected; via published and unpublished materials, e.g. internet down loads, relevant textbooks, journals and other publishing work to supplement the primary data.

### 3.5 **Justification of Method Used**

The instrument used for data collection is questionnaire method. Questionnaire is simply a formalized schedule to obtain and records specified and relevant information with tolerable accuracy and completeness However, its advantages are as follows:

1. It permits wide average at minimum cost
2. It can be documented and kept for reference-purpose
3. It provides much time for thought and carefully of questions before answering the question.
4. It has possible way of getting the truth most especially from the employees

**The disadvantages considered are as follows:**

1. Problem to retune of questionnaire
2. It is difficult for the researcher to follow up the greater insight from replies

### 3.6 Method of Data Analysis

The researcher used percentage ration method to analyze and tabulate the data. Having collected data for instigation, a statistical tabulation was used to present the data, using simple percentage, methods. It is easy to understand more appropriate in analyzing this data and presenting manners for easy understanding.

The researcher work makes use of simple percentage in the presentation analysis of data, also the researcher employed Chi-square for the test of hypotheses; this is because the study aims to measure the effect of conflict resolution among employees in public sector (NTA). The Chi-square (non-paramic inferential) is a statistical calculation used to test how well the distribution of a set of observed data matches a theoretical probability distribution in the formular:

$$X^2 = \frac{\sum (O-E)^2}{E}$$

Where:

$X^2$  = Chi- Square

$O$  = Observation Frequency

$E$  = Summation

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

Where R = Row

C = Column

### 3.7 **Justification for the Instrument Used**

The Chi-square statistical technique employed in analyzing the collected data is the qualitative procedure using tables and simple percentages to illustrate and analyze the data collected. This technique is more convenient and appropriate to enable the readers to comprehend the finding of this study.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

The researcher designed and distribution one hundred and ninety six (196) questionnaire but only one hundred and ninety (190) was returned collected as presented in the table.

**Table 1 (one)**

<b>Total no. of Questionnaire</b>	<b>Total No. of Return</b>	<b>Percentage of Response</b>	<b>Percentage of Non-Return</b>
196	190	96.9%	3.06%

**Source: Field Survey, 2022**

Source of information from the data collected through interview method from the interview, the researcher confirmed that the Nigeria television authority was established in 1962.

The researcher also discovered that there is cordial relationship between the management and the worker as the manger administration was interviewed, some of the workers union members called "RATTAWU" also confirmed that trade union official is not sponsored in any way by the management.

This implied that they tend to be effective in collective bargaining and other union decision that affect the workers.

The union leader asserted that though they must conflict achieve their aim such as strike, lock out when necessary. It was also discovered that the procedure used in recovering losses that might have occurred during industrial action were determined by the management and the government which if it is against the collective agreement may not go well with the workers.

Some of the workers when interviewed were of the opinion that they are not satisfied with the wages and salaries review procedure and it should be done through joint consultation with the workers: representative according to collective agreement or terms of condition of service, also gathered that promotion and advancement from one grade level which is not supposed to be so according to rule and regulation governing the public service.

They also complaints that their allowance was drastically reduced by the management especially the traveling and night allowance compared to that have been paid before while that of the management was not effective. This implies that the management tries to make profit expense of the workers benefits.

#### **4.1 Data Analysis**

Analysis of the data collected for this researcher is presented in this form

**Question 1:** What is the impact of conflict management on employee performance in Nigerian Television Authority?

<b>Alternative</b>	<b>No. of Response</b>	<b>Percentage (%)</b>
Cordial	150	76.94
Hostile	40	23.06
<b>Total</b>	<b>190</b>	<b>100</b>

**Source: Field Survey, 2022**

From the above table it can be seen that 76.94% of the respondents agreed to the relationship between the management and the employees to be cordial while the remaining 23.06% disagree to relationship been hostile since the majority always carried the vote, it means that the organization climate is cordial, should any misunderstanding arise, it is called amicably.

**Question 2:** To what extent does conflicts management system have an effect on reduction in labor turnover?

<b>Alternative</b>	<b>No. of Response</b>	<b>Percentage (%)</b>
Cordial	80	42.11
Hostile	110	57.89
<b>Total</b>	<b>190</b>	<b>100</b>

**Source: Field Survey, 2022**

By analyzing the above question 42.11% representing 80 respondents were of the opinion that the trade union activities and officials are sponsored by the management that is why they are not militants in their

approach to achieve their corporate objective. While 57.89% representing 120 respondents agreed that the trade union activities and officials are not anyway sponsored by the management. This is responsible for the effectiveness of the union in terms of collective bargaining in the organization.

**Question 3:** To what extent does conflict management system influence employee commitment in an organization?

Alternative	No. of Response	Percentage
Yes	180	95
No	10	5
<b>Total</b>	<b>190</b>	<b>100</b>

**Source: Field Survey, 2022**

The table above shows that "Yes" responses of 180 agreed that there has been industrial conflict in the organization while 10 respondents gave a negative view; therefore conflict is endemic in any organization setup as explained by the system approach of effective labor management relation theory.

**Question 4:** What type of conflict management method would minimize workers loss of interest on the job?

<b>Alternative</b>	<b>No. of Response</b>	<b>Percentage (%)</b>
Wages & salary	150	79
Nationwide	20	10.5
Staff neglect	20	10.5
<b>Total</b>	<b>190</b>	<b>100</b>

**Source: Field Survey, 2022**

The respondents who supported that conflicts occurred as a result of the inability of the management to fulfill their promised on salary increment numbered 79% while existence on the ground that trade union activities has not whooped any impact in the organization. 10.5% of respondents mentioned that it was due to the nationwide strike that affected the entire sector and lastly 10.5% supported that the conflict was caused as a result of staff neglect by the management in line with promotion and safety allowance was delayed. All together means that conflict cannot occur in an organization without a cause either by the management or the employees.

### 4.3 Testing of Hypothesis/Questionnaires

To test the earlier formulated hypothesis in chapter one (1) of this research project, the researcher utilized respondent's responses on assertion statements questions 1, 2, 3 and 4.

Hence the analysis in tabular form expressed in the contingency table below:

<b>Table</b>	<b>Questions</b>	<b>Favourable</b>	<b>Unfavourable</b>	<b>Total</b>
1	1	150(76.94)	40(23.06)	190
2	2	80(42.11)	110(57.89)	190
3	3	180(95.0)	10(5.0)	190
4	4	150(79.0)	40(21.0)	190
		<b>560</b>	<b>200</b>	<b>760</b>

#### **Hypotheses**

H<sub>0</sub>: Conflict resolution and management do not have significant influence on organizational performance

H<sub>1</sub>: Conflict resolution and management have significant influence on organizational performance

#### **Level of Significance:**

The level of significance is 0.05

Degree of freedom (df):

$$Df = (c-1) \times (r-1)$$

**Where:**

C = Columns

R = Rows

1 = Constant

Degree of freedom (df) will be

$$Df = (4-1) \times (4-1)$$

$$= 3 \times 3$$

$$= \underline{9}$$

Therefore at 0.05 level of significance and 16 (df) degree of freedom, table value is 26.296.

The decision rule will be to accept null hypothesis ( $H_0$ ) if calculated  $X^2 < 26.296$ . However, we calculated Chi-square ( $X^2$ ) is  $> 26.296$  embraced Alternate/positive hypothesis ( $H_i$ ) which states that "Conflict resolution and management have significant influence on organizational performance."

**Chi- Square Computation**

$$X^2 = \frac{E(O-E)^2}{E}$$

E

**Where:**

$X^2$  = Chi-Square

$\Sigma$  = Summation

$E$  = Expectation

**Decision Rule accepts  $X^2 < 12.59$**

<b>O</b>	<b>E</b>	<b>(O-E)</b>	<b>(O-E)<sup>2</sup></b>	<b><u>E (O-E)<sup>2</sup></u></b>
63	61.29	0.71	0.50	0.01
30	38.71	-39.73	157.47	40.78
30	61.29	-31.29	979.06	15.98
70	38.71	31.29	979.06	25.29
82	61.29	-20.71	424.90	6.93
18	38.71	-20.71	424.90	10.98
61	61.29	0.71	0.50	0.01
30	38.71	0.29	0.08	0.00

$X^2 = 99.98$

### **Decision Rule**

$X^2 = 99.98$ ; since  $X^2$  is greater than critical value, we now accept alternative hypotheses.

$H_p$  Conflict resolution and management have significant influence on organizational performance

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Summary of Findings**

This study has established the following findings;

The conflict management impact on organization performance is cordial.

Establishing the connection between organizational performance and conflict management strategies necessitated a detailed analysis of each strategy while considering the role of situational factor at any given time.

The study shows that the employees lack the requisite knowledge to resolve conflict in an organization.

The study also establish that the organization lack the proper communication skill which has affect the performance of the organization

The study also discovered that conflict management system have an effect on reduction in labor turnover cordially, findings reveal that conflict management system influence employee commitment in an organization, finally, the study revealed that wages and salary is a type of conflict management method that would minimize workers loss of interest on the job.

**5.2 Conclusion**

For an organization to grow effectively and efficiently it depends on the way it manages the conflict within its organization. Having studied the opinions of the various stakeholders as far as this research is concerned, it should be noted that the employee's should be flexible and should direct their energy towards the achievement of organizational goals and objectives. It should be more than a target, against which performance is routinely assessed, in viable and vibrant plan for success of the organization. This research work has effectively addressed the effect of conflict resolution among employees in Nigerian Television Authority (NTA) Kaduna, that the existence of the organization can be threatened by conflict among the different level of management in the organization. This research work analysis the clear picture of important role which conflict management play on employee performance and the entire organization in NTA. In view of this, the researchers rightly conclude that if the organization can effectively and efficiently manage conflict within its operation, this will lead to high level of organizational performance which will result into achievement of the organizational goals and objectives. Successfully managing conflict has a domino effect, allowing managers to create a workplace where employees can thrive.

To enhance the performance of private commercial banks, it is imperative to improve harmony, develop favorable relationship and alleviate organizational conflict among the employees. This study has undertaken

to examine the antecedents of organizational conflict and the circumstances under which the organizational conflict affects employees' performance. The research has investigated the relationships between employee performance and conflict attributes that significantly impact on employees' performance in Nigerian Television Authority (NTA). The study has been conducted to investigate the types of conflict that has effect on employees ' performance and how proper strategies can mitigate the conflict to improve employees' performance.

### **5.3 Recommendations**

Based on the findings of this research, the researches make the following recommendations:

1. Since conflict is indispensable in an organization, management should not take it with kids' glove as it can influence the employee performance, and this can either mar or make the organization in achieving its stipulated objectives from time to time.
2. The organization should embark on training and retraining of its employees in area of conflict management and resolution so as to create a conducive working environment for the employees.
3. There should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflictual situations in the organization.

4. Problems of shared resources among the employees by the management should be dealt with before it affects the performance of the organization.
5. Management should formulate policies that will ensure that conflicts that may occur within the organization are quickly resolved.

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## **APPENDIX 1: QUESTIONNAIRE**

Department Of Management Studies,

College of Business and Management Studies,

Kaduna Polytechnic, Kaduna.

10<sup>th</sup> June, 2022

Dear Respondents,

I am a HND II STUDENT of the above institution conducting research on the above topic in partial fulfillment of the award of Higher National Diploma (HND) in Human Resource Management.

In view of this, I am in utmost need of your objective response to the following statement questions to enable me achieve the aim of this study. I am assuring you that all information provided will only be used for academic purpose only. Please tick where appropriate in the square boxes space provided.

Thank you in anticipation of your favourable cooperation.

Yours faithfully,

**John Chidubemu Okereke**

**KPT/CBMS/19/46723**

Researcher

## APPENDIX II: QUESTIONNAIRE

### RESPONDENTS BIODATA

1. Sex:

(a) Male [    ]

(b) Female [    ]

2. Position Occupied:

(a) Management Staff [    ]

(b) Senior Staff [    ]

(c) Junior Staff [    ]

3. Year of service spent

(a) 1-4 years [    ]

(b) 5-10 years [    ]

(c) 10 years and above [    ]

## SURVEY STATEMENT QUESTION

1. What is the impact of conflict resolution on employee performance in Nigerian Television Authority?
  - (a) Cordial
  - (b) Hostile
  
2. To what extent does conflicts resolution and management system have an effect on reduction in labour turnover?
  - (a) Cordial
  - (b) Hostile
  
3. To what extent does conflict resolution system influence employee commitment in an organisation?
  - (a) Yes
  - (b) No
  
4. What type of conflict resolution method would minimise workers loss of interest on the Job?
  - (a) Wages & salaries
  - (b) Nationwide strike
  - (c) Staff neglect
  
5. What is the cause of conflict in your organisation?
  - (a) Lack of conducive working environment
  - (b) lack of good leadership

(c) Poor pay package

(d) All of the above

6. What are the effects of conflict on your organisation?

(a) Positive

(b) Negative

(c) Both

(d) No comment

7. Conflict in your organisation can be between?

(a) management and union

(b) Workers and workers

(c) Union and workers

(d) All of the above

8. Who suffers mostly in conflict situation in NTA?

(a) Management

(b) Employees

(c) None of the above

(d) All of the above

9. Do you think that conflict has impact on the performance of your organisation?

(a) Yes

(b) No

10. Do you agree that there is need for cordial labour management relation in your organisation?

(a) Yes

(b) No

11. What are the ways unions in your organisation uses to express their grievance?

(a) Demonstrating

(b) Picketing

(c) Go-slow

(d) All of the above

(e) None of the above