

**CONFLICT MANAGEMENT STRATEGIES AND ORGANISATIONAL  
GROWTH  
(A CASE STUDY OF NIGERIA BOTTLING COMPANY PLC BENIN CITY)**

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**A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**CERTIFICATION**

We the undersigned, certify that this project titled “Conflict Management Strategies and Organisational Growth (A Case study of Nigeria Bottling Company Benin City was carried out by **ODIBO GIFT** with MAT NO **SBS/2042060759** of the department of Business Administration and Management, School of Business Studies, Auchi Polytechnic Auchi, under our supervision

We therefore certify that the project is adequate in scope and quality in partial fulfillment of the requirement for the award of Higher National Diploma (HND) in Business Administration and Management.

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.....  
**Date**

## **DEDICATION**

This Project work is dedicated to God Almighty the source of my wisdom, strength and blessed me with companions of adequate human resources.

## ACKNOWLEDGEMENT

I give thanks to God almighty for his enablement, mercies, care and strength he bestowed on me throughout the years of our studies.

I wish to express my sincere gratitude to my Supervisor **Dr. Musah Ishaq** who gave adequate attention, and motivation to ensure the success and completion of this project work.

My immense gratitude goes to lovely parents Mr & Mrs Odibo for their Love and inspiration during my academic programme. I pray for God's continuous protection over them,

Also worthy of my appreciation is Pastor Influence and my lovely siblings and my lovely friends. I love you all.

## **ABSTRACT**

*This study titled “Conflict Management and Organisational Growth. A study of Nigeria Bottling Company Plc Benin City is aimed at investigating the types, causes and effects of organizational conflicts in the organization as well as the strategies adopted in managing the conflicts in the bank. The objectives of this study is to identify if conflict arise from poor superior-subordinate relationship, to examine if Poor managerial decision culminate in conflict in an organization and to determine if ineffective reward system can bring about organizational conflict. The survey research method was adopted for the study. Primary data were collected from selected staff of the bank using questionnaire and interview techniques. Secondary data were collected from published works. Data were presented in tables as frequency distribution and analyzed with percentage and frequency. The chi square technique was applied in testing the hypotheses. The major findings of the study were as follows; - Conflicts regularly occur in the organisation . These include intrapersonal, inter-personal and group-management conflict - The causes range from personal trait and goals, organizational policies to poor communication and reward system. the study concluded that Conflict of interest can result to industrial unrest and industrial action such as strike, work to rule, picketing go-slow, excessive absenteeism, continuous breaking of rules. The study further recommended that Adequate care should be taken in handling differences in goals among individuals between subordinates and management to avoid conflicts in an organization. Management should make provision for good social welfare service and good salary structure along side with fringe benefits so that workers can put in their best.*

## TABLE OF CONTENTS

	<b>Pages</b>
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of contents	vi

### **CHAPTER ONE: INTRODUCTION**

1.1 Background to the Study	1
1.2 Statement of the Problem	3
1.3 Objective of the Study	3
1.4 Research Questions	4
1.5 Statement of Hypothesis (es)	4
1.6 Scope of the Study	4
1.7 Significance of the Study	6
1.8 Limitation of the Study	6
1.9 Definition of Terms	7

### **CHAPTER TWO: LITERATURE REVIEW**

2.1 Conceptual Review	9
2.2 Concept of Industrial Conflict	9
2.3 Theories of Industrial Conflict	11
2.4 Types of Industrial Conflict	13
2.5 Causes of Industrial Conflict	14
2.6 Types of Industrial Conflict Actions	17
2.7 Effects of Industrial Conflict	18
2.8 Conflict Management Techniques	19
2.9 Conflict Resolution Techniques	22
2.10 Attitude to Conflict Resolution	25
2.11 Empirical Review	26
2.12 Summary of the Review	32

### **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1 Research Design	34
3.2 Population of the Study	34
3.3 Sample/ Sampling Techniques	35
3.4 Instrumentation	35
3.5 Method of Data Collection	35
3.6 Method of Data Analysis	37

### **CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

4.1 Presentation of Data /Analysis	39
4.2 Interpretation/Hypothesis	55
4.3 Discussion of findings	63

### **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

5.1 Summary of Findings	64
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5.2 Conclusion	64
5.3 Recommendation	65
5.4 Suggestion for further Research	66
<b>References</b>	<b>53</b>
<b>Appendices</b>	<b>54</b>

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

Conflict is a regular feature of formal organizations which results from divergences in interests of individual workers and management. Because individuals differ in their values, attitudes and goals, conflict among them becomes unavoidable. Conflict occurs at both individual and collective levels, personality and other structural factors coming into play. Obisi (2005) observes that there is intra-management conflict just as conflict situations do occur between and among groups of workers and their organizations as well as between individuals.

Two types of conflicts at work have been distinguished. These are organized and unorganized conflicts. Ootobo (2005) expresses that organized conflict forms part of a conscious strategy to change the situation which is identified as source of discontent. This type of conflict is thus a group activity, involving deliberate decisions taken at a mass meeting or by selected representatives of affected staff. In unorganized conflict, the worker responds to the situation in the only way open to him as an individual, that is, by with drawing from the source of discontent, or in reaction engaging in sabotage and

rudeness Agwu (2006) argues that such reaction rarely derives from any real calculative strategy. Indeed, unorganized expression of conflict are often, not regarded as conflict by the persons in the situation. This is why most people may not ordinarily associate acts of rudeness with being in a state of conflict. Quite often such rude behaviour may be attributed to “bad mood” and similar psychological states of mind. Conflicts in organizations, whether organized or unorganized individual or group, need to be managed effectively because of their effects on the organization.

Conflict situations affect the overall effectiveness of co-operate organizations in the sense that they cause disharmony among organizational participants impacting negatively on organizational performance. This is because useful time and resources are wasted during conflicts in organizations. Nevertheless, we have to bear in mind that no organization is immune to conflict within itself since every organization is made up of different individuals with diverse interests, goals, ideas and temperaments and it is very difficult to harmonize these divergences. As a corollary, interests and goals usually conflict between the individuals and the management team as well as within the management team members.

Conflict management techniques is an important aspect of corporate management. Ugbaja (2002) notes that the aim of conflict management is not to create an ideal corporate situation since that is not attainable given the divergences in the individuals goals, etc. However, conflict management systematically uses the available conflict resolution strategies to build an effective mechanism for conflict management in corporate organizations. Although there may be existing mechanism and procedures already in place to deal with conflicts whenever they occur, some organizations with

reactive managers rise to the situation when it occurs. Dunlop (2002) expresses that the virtues of organizational harmony underscores effective conflict management which is indisputable to effective organization's performance. For this reason every corporate organization strives to ensure good work environment in which relationships among workers on the one hand, and workers and management on the other are cordial and appreciated by all the organization's participants. The manufacturing industry is one such sector where conflict management is not only essential but should be effective given the institutions' vulnerability to huge financial losses whenever there is conflict. Against this background, therefore, this study is set to examine conflict management strategies and Organizational growth in Nigeria Bottling Company Benin City Edo State

### **1.2 Statement of the Problem**

Conflict arises in an organization when an individual perceives that his goals are threatened or hindered by another person's activities (Agwu, 2013). As most organizations have devoted a greater part of economic time and effort to settle conflict related issues, such situation has continued unabated, hence posing a negative challenge to industrial and economic growth of an organisation. Although, management scholars believe that conflict cannot be completely ruled out in any organization but then, incessant occurrence of organizational conflict could have an adverse effect on the organization. Most conflicts in the Organization, arise from the inability of the management to fulfil its collective agreement as stipulated in its terms of employment with its employees resulting in employees embarking on industrial action. Employees' industrial action usually results in loss of man-hours, machine-hours, output, skilled personnel, employees' morale and organizational reputation etc (Okotoni, 2002; Agwu,

2013). One of the most fundamental problems currently destabilizing the survival of many organizations is the issue of industrial conflicts that arise between management and employees. Chukwu (2008) posited that most of the workers in an organization are very often restless and confrontational in their approach to issues which affect them as a group. Most managers of organization perceive the workers as lazy, uncooperative individual, who always hold secret labour meetings and plan drastic actions against the organization, they constitute a threat to the labour interest, while workers in turn perceive the management as exploiting them (Ezema, 2007). It is this perception arising from the management and the workers that sometimes result in conflict.

The problem of incessant industrial conflicts, disputes, strikes, lockouts, and boycotts have generated much concern not only among employers of labour but also employees themselves and other stakeholders as well. The magnitude of the adverse effects can well be understood when one considers the huge losses in productivity, reduced profits, damages to organization's assets. The negative impact of such event is like "ill wind that does nobody good". All parties are usually affected, employees in the areas of poor interpersonal relationship between them and the management, and among themselves, loss of pay, termination and dismissal from employment; for the society, potency for social disorder, instability of jobs and mass unemployment which could affect the fulfillment of its obligation.

Given the reality as described above, it behooves on management to seek ways of coping and minimizing undesirable tensions and conflicts, and its unpleasant consequences for this reason.

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

The main objective of this study is to examine conflict management strategies and organizational growth using Nigeria Bottling Company Plc Benin City. The specific objectives are:

- i. To identify if conflict arise from poor superior-subordinate relationship
- ii. To examine if Poor managerial decision culminate in conflict in an organization
- iii. To determine if ineffective reward system can bring about organizational conflict

#### **1.4 Research Questions**

This research is poised towards providing answer to the following questions i. Does Organization conflict arise from poor superior-subordinate relationship?

- i. Does poor Managerial Decision culminate in conflict in an organization?
- ii. Does ineffective reward system bring about conflict in an Organization?

#### **1.5 Statement OF Hypotheses**

The following hypotheses are postulated for this study;

##### **Hypothesis one**

**H<sub>0</sub>**: Organizational conflict does not arise from poor superior-subordinate relationship.

**H<sub>1</sub>**: Organizational conflict arises from poor superior-subordinate relationship

##### **Hypothesis Two**

**H<sub>0</sub>**: There is no significant relationship between managerial decision and organizational Conflict

**H<sub>1</sub>**: There is significant relationship between Poor managerial decision and organizational Conflict

##### **Hypothesis Three**

H<sub>0</sub>: There is no significant relationship between Ineffective reward system and organizational conflict.

H<sub>0</sub>: There is significant relationship between Ineffective reward system and organizational conflict.

**H<sub>1</sub>**: Effective conflict management enhances organizational performance.

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

This study is very important in several respects.

Firstly, it will be beneficial to management in all corporate organizations. This is because conflict has become a regular and frequent feature of corporate organizations.

By investigating the causes of organizational conflicts the study will be able to find out how the conflicts will be minimized since they cannot be completely avoided. Besides, in examining the causes of conflicts, the study will be able to determine why they re-occur.

Furthermore, by examining how conflicts are managed, the study will be able to find out the limitation of the strategies. All these will provide the basis on which recommendations will be made for the benefit of management. Secondly the government will also benefit from the study. As conflicts occur at organizational level so do they occur in the public sector level. The findings of this study will be very useful to the government in formulating effective strategies for managing conflicts in the public sector.

Thirdly, employees in both the private public sector organizations will also benefit from this study. This is because it will show how their intra and inter-relationships bring about conflict and how they can accommodate one another or what approach to adoption order to avoid conflicts. Fourthly, union leaders will also benefit from the study. This is

because the findings will show how they can use their positions in helping to ensure sustained harmony in corporate organizations.

Finally, the study will be useful for academic purpose. This is because students who will carryout related studies will use this project report as a reference material.

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

This study focuses on conflict management strategies and organizational growth No doubt, it will be practically difficult to cover all organizations in this study. Hence, the scope of the study is restricted to Nigeria Bottling Company Plc Benin City Edo State

### **1.8 Limitations of the Study**

The following are the limitations of the study;

Uncooperative attitude of some of the staff of Nigeria Bottling Company Plc Benin City who refused to complete the questionnaires given to them or to be interviewed for fear of official reprisal. Their refusal to cooperate adversely affected the amount of data collected through primary sources.

### **1.9 Operational Definition of Terms**

**Employer:** This is a person or group that owns an organization and pay people work for them that their aims and objectives would be realized.

**Employee(s):** Is any person or a person who is/are paid for the services the rider to an organization.

**Organization:** This is a place where business activities are carried out, and it has people who manage its affairs and those who work for it.

**Divergent:** These are differences in opinions, ideas, though and interests .seen people.

**Goals:** These are things which a person or group hopes to achieve.

**Objective:** These are aims, purpose, desire that a person or group wants to achieve.

**Motivation:** This is something someone does to make another person behave in a favourable way.

**Trade Union:** Is an organization of workers formed for the purpose of enhancing their terms and conditions of employment.

**Trade Dispute:** This includes all disagreement between employers and employees arising out of terms and conditions of employment.

**Effective Communication:** Is one in which the parties in communication accurately decode the transmitted message and put it into desired use.

**Leadership Style:** This is a consistent behaviour pattern of a leader as perceived by those around him.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Conceptual Review**

Conflict has hindered, most organizational growth useless, it has also hinder the communication channel in a well lubricative organization.

However this project topic, “Industrial Conflict and its impact on Organisational Outcome would profound solutions and ways of avoiding conflict.

Industrial conflict can be defined as a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together.

#### **2.2 Concept of Industrial Conflict**

According to Oxford Advanced Learners Dictionary (2000) conflict is a situation in which people, groups or countries are involved in a serious disagreement or argument.

Theodore (2015) defined conflict as ‘a group of with incompatible goals’ implicit in Theodore’s definition is the fact that there is an interaction between groups and an attempt by a group to meet its goals may be resisted by another group and such resistance can lead to conflict.

Industrial conflict as a concept was defined by the industrial dispute Act 1947, (Section 2) “as any dispute or difference between employers and employees or between employers and workmen, or between workmen and workwomen, which is connected with the employment or non-employment or terms of employment or with the condition of labour of any person”.

Stoner (2012) also defined industrial conflict as a disagreement between two or more members of organization or group arising from the fact that they share scarce

resources or work activities from the fact that they have different status, goals, value or perceptions.

To the researcher's own understanding, industrial conflict could be defined as the range of behaviour and attitude that expresses opposition and divergent orientation between individual owners and manager on one hand and workers on the other.

### **2.3 Nature of Industrial Conflicts**

Primarily, the nature of industrial conflict is usually due to divergent interest between employees and employers. While the employers are interested in maximizing profit, and the employees are interested in profit sharing.

Nowadays, however, some conflicts are total devoid of cost benefits, in most cases, it appears that the objective of the struggle is to cause damage to the employers rather than benefits for the labour.

Another significant trend seen in those conflicts is the frequency with which management labour pressure.

Most of the strikes are political strikes, that is, they are not caused by any individual dispute as such examples are salary difference, welfare packages, incentive, undue punishment. Go-slow, work to rule, overtime ban, sit and so on.

### **2.4 Types of Conflict**

Thomas (2018) identified four types of conflict they are:

- (a) Intra-personal conflict
- (b) Inter-person conflict
- (c) Individual group conflict
- (d) Inter-group conflict

**(a) Intra-Personal Conflict:** This type of conflict relates to the internal aspect of an individual's well being. It is very difficult to analyze because it takes place in the inside of an individual. It relates to the needs, drive and motivation of the individual.

**(b) Inter-Personal Conflict:** This conflict between individual or works in an organization and the major cause of it prejudice, stereotypes jealousy and envy.

Prejudice, as mention earlier, is a kind of belief, opinion or disposition to behave while stereotype is the over generalization of motive of a person or group. It is a biased perception of an individual. These causes are common in the work place because of difference in sex, religion and race among workers.

**(c) Individual Group Conflict:** According to Robbins (2010) this types of conflict do occur when individuals in a group pursue a course of action that is different from the entire goal of the group.

This can be seen in a situation where the boss or leader of a group pursues a course of action that is contingent or contrary to the belief and aspiration of the group.

**(D) Inter-Group Conflict:** This type of conflict exist between groups in the same organization it occurs either because one group has seen the attainment of its goals as being dependent on another group's performance or difference in value, attitude and perception.

## **2.5 Causes of Conflict**

There are several causes of individual conflicts in an organization. Below are the causes:

**(a) Leadership Style:** Leadership refers to the typical way in which leader behaves towards his group members it is defined as the consistent, behaviour pattern of a leader as perceived by those around him.

The leadership style of a leader can generate conflict. In a participatory style of leadership, there is decentralized authority and responsibility as a result of which the employees are carried along: hence they do not feel alienated.

But in the case of autocratic leadership style, the leader imposes himself on the employees and has regard subordinate. He expects conformity and obedience always while accommodating no idea or feelings of the employees, which leads to conflict.

**(b) Lack of Adequate Motivation:** Abraham Maslow in 1954 postulated the Need Hierarchy Theory which believes in two broad premises, first is that a human being is a “wanting animal” motivated by his desire to satisfy certain specified needs. The need include: Psychological, safety, belongingness/social esteems and self-actualization needs which individuals pursue are universal across most populations and are arranged sequentially in hierarchical form.

Maslow identified that managers have responsibility to create a proper climate in which employees can develop to their fullest potentials failure to provide such climate increases frustration and it result in acrimony and conflict among employees in an organization.

**(c) Confrontation:** This is a situation in which an aggrieved person approaches the other party over contentious issue thereby provoking unpleasant reaction. Each party engages each other in harsh language and threat instead of attending to the problem objectively.

**(d) Un-resolved Grievance:** As a result of difference in personality interest and goals, one is bound to feel offended by another. The individual or group grievance when left unsettled over a period of time breeds acrimony, hatred in a place of work. This can at the end lead to industrial conflict.

**(e) Victimization and Discrimination:** These are other major factors that can lead to industrial conflict. There have often been reported cases where employees who partake in trade unionism are victimized and discriminated against in promotion, pay increment, fringe benefits and unlawfully terminating their appointment. These incidents cause industrial conflict.

**(f) Non-Challant Attitude of Management towards the Employees:**

Where the management neglects or disregards the well being of the employees or their protest over issues of concern to them or dishonour the invitation for dialogue, the employees have no option than to down tools. By then, industrial conflict would have taken over the place of compromise.

**(g) Lack of Effective Communication:** Little (2010) defined communication as a process by which information is. passed between individuals and/or organizations by means of previously agreed symbols. Researchers have found out that an important distinction between a successful manager and a failed one is that the former has tremendous ability to communicate while the latter woefully lack it. This because; communication serves many vital purposes within and outside an organization such as increasing employee's cooperation, encouraging greater productivity, motivation and job satisfaction.

To ensure the success of any organization, effective communication is necessary to pass information from management to the subordinates for them to achieve the desired goals; effective communication is achieved when the receiver accurately decodes the transmitted message and puts it into the desired use. In the absence of this, what happens is breakdown in communication, which the researcher believes to be one of the causes of industrial conflict.

## **2.6 Types of Conflict Actions**

There are two types of industrial actions they are:

Employee's manifestation and management/employer manifestation

**(a) Employee Manifestations:** This is also of two types: the organized and UN-organized employee manifestations.

a. **Organized Form:** Actions under this are strikes, Going slow (normally) taken to be action in breach (contract), and working to Rule, Overtime Bans.

b. **Un-organized Form:** These include High labour turnover, Bad time-keeping, excessive absenteeism, continuous breaking of rules.

(c) Management/Employer Manifestations

d. **Organized/Collection Actions** under this by management are: withdrawal of overtime, mass suspension, lockout and closure/transfer of plant.

e. **Unorganized/UnC00rdilate** These include stronger discipline. Demotions layoffs etc.

## **2.7 Effects of Conflict**

The effects of conflict in an organization can be into two categories namely: the positive or function effects land the negative or dysfunction effects.

(a) Positive or Functional Effect: Conflict as a concept is not all bad or detrimental to the organization, it has some positive or functional effects on the organization. Walter (2017) states that “though conflict may be seen as a destructive force within the organization, yet it would seem better for a manager to allow a certain degree of open conflict. The exchange of opposing views may be a valuable source of new ideas and procedures, which are sometimes necessary to make the manager understand individual’s differences and relations in issues of the organization”.

Conflict can bring about unity and cohesiveness. The existence of ‘inter-group conflicts in an organization will make the various groups advocate for unity among themselves in order to be able to cope with conflict with the external group.

Conflict could be regarded as a means in which radical changes can be brought about into the organization, the existence of conflict in the organization may bring about the need to overhaul. The entire organization system and introduce some changes in the organization that will enhance better working relations.

(b) Negative or Dysfunction Effect: In spite of the positive side of conflict, it still has some negative or dysfunctional effect on the organization. It is a typical human reaction to feel hostile towards someone who is disturbing one’s attempt to reach a goal. Aggression either physical or verbal is a common behavior associated with hostility. This can result in a situation where the groups in conflict will be unable to accomplish their goals to the detriment of the organization.

## **2.8 Conflict Management Techniques**

These are methods that need to be adopted in order to keep an already existing conflict at controllable level to the end that it will not cause disruption of industrial activities.

(a) Collective Bargaining: In Nigeria individual bargaining started to give way for collective bargaining in 1942 with the appointment of whitely council and its introduction into the public sector of the Nigeria economy.

In the view of Nigeria Employers Consultative Association (NECA), collective bargaining is a process of decision-making whose dyer-riding purpose is the negotiation of an agreed set of rules to govern the substantive and procedural terms of the employment relationship.

Collective bargaining and trade unionism has repeatedly shown themselves to be interred dependent. There cannot be collective bargaining without trade union especially in the contemporary Nigeria society. This is because, it is the rally point from which employees press home their demands and obtain them.

The end product of collect bargaining is collective agreement, understanding and industrial harmony which makes a good approach to manage conflict in a work place.

(b) Good Leadership Style: Conflict can be effectively managed by a good leader in an organization. When the employees are carried along and their opinion and feeling respected, their grievances can easily be resolved. By so doing, an already existing conflict can be controlled to its barest minimum.

(c) Motivation with a good hob design and analysis, there suppose to be a systematic and rational relationship between someone's job advancement and his rates of pay. In a

situation whereby there are other non-objective factors that attract promotion and recognition in an organization, making those who deserve recognition as reward for their productivity or excellence are denied, conflict abounds there.

Not until justice is done, that is granting recognition to the deserving employees; peace does not reign in such organizations. Recognition as an effective approach of managing industrial conflict will no longer acrimony into others.

(d) Joint Consultation: This is generally understood to mean the discussion between the management and employees in an organization on matters of joint concern, which are not Subjected to negotiation with trade union. ii typical traditional joint consultations, management seeks the views, feelings ideas of employees through .heir representatives prior to negotiation or making a decision.

Joint consultation has two main characteristics. First is that, it is institutionally separated from the process of joint negotiation and focuses attention on the common interest rather than divergent goals of management and employees. Secondly, it remains the responsibility of the management to implement the decision taken during the joint consultation.

It is worthy to note that, there is integrated or modern approach to joint consultation in organization nowadays. It uses trade union to promote the principles of industrial democracy at work. Farnman and Pimlott (1995) opined that modern approach to joint consultation enlarge the areas of joint decision making between management and union representative in an organization. Here, it helps to manage or control conflict in an organization.

## **2.9 Conflict Resolution Techniques**

Conflict resolution is the process of resolving a dispute or a conflict, by providing each side needs, and adequately addressing their interests so that they are satisfied with the outcome. Conflict resolution aims to end conflicts before they start or lead to physical fighting.

In Nigeria, two machineries are used in resolving conflict in an organization. These are the internal machinery that is collectively negotiated b. the union and management (grievance procedures) and the external machinery that us established by law of the nation (statutory). The statutory takes over where the internal one fails.

Momoh (2014) indicated that industrial conflict could be resolved through the following techniques or methods:

(a) Mediation: It is a system of negotiation whereby an informed party is called into the process. It is an alternative dispute resolution method of attaining justice.

Mediation can re-open old business friendship and establish fresh ones by separating issues of business in dispute from sentimental ones. A mediator can easily make both parties see each others as friends and nor enemies.

(b) Conciliation: This is the method where the minister appoints at fit person to act in reconciling a dispute. The people appointed are normally from the Ministry of Labour. The Ministry send guide to al such persons to help them perform well. The guide is divided into two parts. It covers basic attitudes arid approaches of meeting and before agreement.

With regards to basic attitude, the conciliator is advised to maintain always a strictly impartial attitude towards the parties to the dispute. He should try to establish his acceptability to the parties.

As far as the search for agreement is concerned, the conciliator must be patient and systematically guide the parties to the dispute.

The conciliator sends his report to the minister of labour within 14 days when agreements are reached.

(C) Arbitration: According to Farnman and Pimlott (2015), arbitration can be defined as “the intervention of third party to obtain a settlement acceptable to the parties in conflict, either by bringing them together to resolve their differences or by suggesting the basis for the settlement, or with participants consent, make an arbitration award”.

The realities of endemic industrial conflict have compelled the government to provide permanent system of third party intervention in industrial dispute. In Nigeria, the Trade Dispute (Arbitration and Enquiry) Act was enacted in 1941.

The statutory procedures for the resolution of industrial conflict are contained in the Trade Dispute Act of 1976. Under the law, if the parties to the dispute in writing, state that they exhausted all other procedures of voluntary machinery (internal machinery), the minister of labour may:

- i. Appoint a mediator to resolve the problem within the organization.
- ii. Constitute a board of enquiry to look into the matter.
- iii. Where the above fail, they may refer the matter to industrial arbitration panel or National industrial court.

(d)Negotiation: Negotiation is a process of personal interaction by which representatives of management and trade unions make decisions on matters of joint interest.

Every negotiation is unique. It also has both strategic and tactical dimensions. The strategies have to do with the long-term aims and directions of the parties. Then, tactics if well designed enables the negotiators to win the negotiation on behalf of the party, which they present.

Joint negotiation itself is basically a power relationship itself is basically a power relationship. This is because, there are varieties of institutional behavioral and negotiating factors which determine the bargaining climate, it is an effective approach to resolve industrial conflict as fit provides interactive forum during which the parties expresses grievances, and reach agreement.

## **2.10 Attitude to Conflict Resolution**

(a) Define What the Conflict is About: Studies on spousal disputes have showed that about 75% of the time, partners fighting about issues. Ask the other party what is the issue: them what is your concern here. Eventually ask, “What do you want to accomplish” and how can we work this out.

(b) Identify Your Shared Concerns against your One Share Separation:

Deal with the conflict from where the relationship is strongest (where you agree), not weakest. It’s easier and thus more likely to be effective if you much from areas of agreement to areas of disagreement, than the other way round.

(c) Sort out Interpretations from Facts: Never ask who have been in a fight what happened. You will get their interpretation, their opinion; sand their version of what occurred. Instead ask, “What did you do or say”? Then you get perceptions that are much

closer to facts, not merely opinions. Facts help clarify perceptions, which is basic to conflict resolution.

(d) Develop a Sense of Forgiveness: reconciliation is impossible without forgiveness, which means giving up all hope of a better past. Many people are willing to bury the hatchet, but they insist on remembering exactly where they buried it.

(e) Learn to Listen Actively: Listen with the intent to understand not with the intent to respond.

### **2.11 Cost and Effect of Industrial Conflict on Organizational Output.**

Cost and effect of industrial conflict in most cases are difficult to measure. Nevertheless, they can be grouped into two;

- i. Negative cost and effect
  - ii. Positive cost and effect
- i. Negative cost and effect of industrial conflict has serious negative consequences upon organizations and firms like in Nigeria Bottling Company Plc Edo State. This negative cost and effect includes:-

#### **a. Financial Cost and Effect:-**

Fashoyin (2010), maintained that industrial action embarked upon by workers could result to loss of both income to workers and management. This includes; loss of production and reduced productivity due to loss of wages for the employer of dispute which could result to cutting down production and work.

#### **b. Social Cost and Effect**

Yesufu (2012), stated that, where there is an industrial conflict whether in form of strike or go-slow, the company's image is tarnished. He pointed out that the

reputation of every organization is very important as it determines the degree of confidence that the public has on it. Also, tension and dissatisfaction at work can lead to breakdown at home, even domestic violence; employers could suffer from vandalism of the work place and conflict in the community.

**c. Personal Cost and Effect**

Industrial conflict could affect the personal build up, the ability of both employers and employees to adopt to industrial changes due to unstable mastering of job. This includes; High level of stress for employer and employee and reduce job satisfaction and could result to increase absenteeism from work. Furthermore, employees will be unable to build up their skills and talent to contribute to the society at large.

**d. International Cost and Effect:-**

A strike prone country is likely to attract foreign investment from individual industrialist. The nations reputations for stability can be lost in all countries; strike propensity has become a very important input in the computation of international credit rating. Industrial conflict do not occur in isolation but come into despair of the industrial cycle via the following:-

**i. Poor Communication**

Idakoji (2002), sees communication as a life, where communication enable one to pass relevant information to the people who need such information to carry out their duties. Failure to communicate is usually a constant sources friction between individuals and the department in work situation. The communication gap betweenlabour

and management create room for grapevine. They should be free flow of communication in an upward and downward level to avert crisis. When there is poor communication channel, workers and superior will be in a confused state not really knowing your stand and latest development which could even lead to job displacement.

## **ii. Working Condition**

Denger (2010), identified poor working condition as another reason for workers embarking on industrial action. Disputes often arise over issues of working condition and safety at work place. Denger contended that money is only a partial motivation. The environment in which the workers work must be taken into consideration. This includes: -Good ventilation, Good physical layout of the work place, Compensation, Hours of work etc.

Employers should monitor physical working condition and provide adequate protective clothing and requirement, first aid amenities such as lunchrooms, change rooms, and toilet facilities, employees sick bay etc. Failure to provide adequate measure for the welfare and safety of workers both inside and outside the establishment especially factories, mines industries (production industries) when the environment is not conducive for the worker, it will lead to conflict thereby workers will need a good working environment to enable them work effectively and also to stay sound healthy.

## **iii. Management Policy**

If management policies fail to go in line with what workers want it will arise to conflict. Even policies that tend to benefit both parties if those policies do not come at the right time it will encourage conflict this includes; concern over leave entitlement such as sick leave, holiday leave, promotion and redundancy.

#### **iv. Political Cause**

Cormic and Tiffin (2011), asserted that industrial conflict could result in total cessation of work by workers thereby retarding progress. It could also lead to wastage, high level of scrap variation, set standard which could lead to poor quality of output. Industrial conflict has a negative effect on Obajana Cement Company plc and other organization as well. These are related to union solidarity, trade union jurisdiction and demarcation of functions in terms of employment, wrongful termination of employers appointment, non recognition of the union etc.

Industrial conflict grossly disrupt the activities of the organization, slowing down productivity and making them not to meet the set objectives of the organization to meet up the standard as well as the need of the mass.

#### **Economic Cause**

Cormic and Tiffin (2007) Maintained that the major cause of industrial conflict are salaries and wages issues, system of reward of labour, working hours, hourly pay, fringe benefits etc. will determine the cost or standard of living of the employee. Labour demand for higher wages always occur due to non conducive economic situation in the country which place salary earners as beggars since the salary they earn can no longer meet their basic needs. Demand for higher wages and pressure on the employers is as a result of the unstable economy.

#### **ii. Positive Cost and Effect**

Despite the negative cost and effect of industrial conflict on the output of an organization, there is still positive effect in which most organization employers or workers derived or gain from conflict strike.

- In the salary and wages determination of employees or in the civil service commission, most increment in salaries is as a result of strike and conflict embarked by labour/worker.
- The quest for the reduction of the price of cement yielded positively this year as various cement companies in the country agreed to reduce the cost of cement from two thousand naira (N2000) to one thousand five hundred naira (N1500) in view that it will still reduce due to complaint from the masses.
- The national strike embarked upon by Nigerian Labour Congress for the reduction of fuel price last year, result to the positive answer by the federal government as a liter of fuel is now sold at the rate of eighty seven naira(N87) only instead of one hundred and thirty naira (N130) .
- Crisis has also help to increase working condition of work such as better health occupation, safety and more effective production process for workers in Nigeria Bottling Company PlcPlc Edo State, industrial democracy, involvement and motivation etc.
- Industrial conflict help the political leaders who are policy makers to come up with policies that will suit the industrial sector and other organizations and firms.
- After the strike embarked upon by the Polytechnics, Universities and Doctors in the year 2003 in Nigeria, the attention of the government has been drawn to this sector rather than just focusing on policies.

Industrial conflict improves business international competitiveness, presenting opportunity for international expansion and improve productivity. This will in turn call for foreign investors. BUA Cement Company Plc Edo State has attracted more foreign investors as the company is growing into

### 2.13 Theories of Industrial Conflict

The following theories will guide this study

- i. Unitarist Theory
- ii. Pluralistic Theory
- iii. Marxist Theory

This study will be anchored on Pluralistic Theory because it believes that conflicts are resolved through collective bargaining carried out by trade unions and employers and that sacking and outlawing trade unions will not help solve conflict.

**(a) Unitarist Theory:** This theory which was proposed by Reddich (2016) Farnharn et al (2015) believes on the validity on conflict at work place whether between management and employees, between management and unions or even between the organization and its customers. It believes that conflict occur in the workplace where there are:

- a. Mere, friction, for example, due to incompatible personalities or things going wrong or,
- b. Causes by faulty communication such as misunderstanding about aims or methods or,
- c. The result of stupidity in the form of failure to grasp the communality of interest or,
- d. The work of agitators inciting the supine majority who would otherwise be content.

**(b) Pluralist Theory:** This theory is also referred to as Oxford theory. It evolved from the thinking of a small group of University of Oxford academics led by Allan Flanders. It believes that conflicts are resolved through collective bargaining carried out by trade unions and employers and that sacking and outlawing trade unions will not help solve conflict. Some other believes of this theory are:

- a. Some strike activities are normal and can serve a useful purpose as an indicator of difficulties that have to be resolved.

b. Incidence of strikes tends to be good indicator the suitability of current collective bargaining system.

### **Relevance of Pluralistic Theory to this study**

This theory believes that conflicts are resolved through collective bargaining carried out by trade unions and employers and that sacking and outlawing trade unions will not help solve conflict

**(c) Marxist Theory:** This theory focuses on class conflict it believe that:

- a. Trade unions are sources and medium of power for employees.
- b. That there is no balance of power
- c. State operates in the interest of the economically dominant class.
- d. The belief that there is a fundamental and irreconcilable conflict between labour and capital.
- e. The requirements of profit maximization and human needs.

### **2.13 Empirical Review**

Dispute resolution constitutes an important managerial responsibility and activity, and has a crucial impact on the well being of the organization. Managers often serve as third parties to a conflict resolution process. Organizations develop many constructive conflict resolution strategies at various levels of the organization. Many researchers have documented that protagonists who emphasize their cooperative, positively related goals where they believe that as one moves toward goal attainment the others do too are prepared to engage in open-minded discussions; they express their various views directly, try to understand each other, and combine their ideas to solve the underlying problem for mutual benefit. In contrast to this theory on the approach that is likely to result in positive

outcomes, the definition of constructive conflict is not so clearly operationalized. Deutsch (2013) argued that conflicts are constructive to the extent that participants consider that overall they have gained more benefits than costs.

Assessing these benefits and comparing them with the costs though involve a complex calculus. Conflicts can have wide-ranging effects and it seems likely that actors typically experience different effects and that consequences valuable in the short-term are not necessarily valuable in the long-term.

According to a study conducted by Etty Liberman, Yael Foux Levy and Pertz Segal (2009), it has been accepted that there is a notion that an internal Conflict Management System for workplace disputes must be designed to promote a positive work environment. This article discusses the design and implementation of Conflict Management System for an Israeli municipality. It assesses how effective the Conflict Management System has been from the perspective of users on improving interpersonal relationships and creating a positive workplace atmosphere.

Linda Putnam (2007), discussed on organizational conflict management systems - the early dispute models such as Adjudication and Arbitration which are replaced by the Non-union environments characterized by team-based work systems, co-operative partnerships and joint ventures, participatory and collaborative management systems.

In a study made by Steve Alper, dean Tjosvold, Kenneth S. Law, (2010), it was discussed that co-operative approach to conflict leads to conflict efficacy that in turn results in effective performance as measured by managers.

Dean Tjosvold (2017) states that co-operative relationships exist in an

organization when skills to discuss diverse and conflicting views open-mindedly, combine energy, ideas and knowledge of diverse people in an highly constructive manner takes place.

In various studies conducted by Carten and De Dreu (2017) and many researchers, it is discussed that workplace conflict is quite desirable, should be welcomed and, where possible, stimulated Pondy (212). In fact, this is exactly what George and Jones (2015) note in a book the view on conflict, although unavoidable, it can often increase organizational performance, if it is carefully managed and negotiated.

The major finding of the study by Jose M. Guerra, Ines Martinez, Lourdes Munduate and Francisco Medina (2015) is that the role of organizational culture is more in influencing the nature of conflicts that occur in the workplace. It is found that Task conflicts take place in private organizations with a high goal oriented culture compared to public organizations with a low goal oriented culture.

Angela Greenwald (2007), the major findings were quite attention drawing.

The study is to investigate the degree to which the Six Sigma leadership training program prepares leaders to resolve organization conflict, a major source of stressrelated illness. A qualitative case study approach was utilized. Twenty-three Black Belt leaders in three Six Sigma roles of one Fortune 100 company were interviewed from five strategic business units to determine if improvements may be made to reduce unresolved conflict and enhance leader effectiveness. Leaders reported to be ill equipped to manage conflict, negatively impacting productivity, rendering them less effective and unable to meet personal and organizational goals. The results confirmed that no training in the area of conflict resolution was included in the curriculum. To compensate, the leaders sought

training outside of the curriculum, ignored conflicts, or worked alone. Adequate recognition, a supportive leader and peer network, judicious project selection and a conflict-receptive culture were positive influences.

Recommendations for promoting positive social change by reduction of harmful workplace conflict include conflict resolution training, the initiation of a peer network, clearer role definition, and more thorough project selection.

According to Ruth Sirman (2008), Collaborative Leadership is a sound solution to complex problems at workplace. The study explains the Management style that was ripe for conflict. Collaborative leadership changes the dynamics and re-establishing a functional workplace, assessing the damage, soliciting inputs from employees, having a collaborative plan and moving beyond the politics of work.

Patrick Lencoini (2008) stated five critical success factors to build trust among the team members at workplace. By building trust conflicts can be managed in a constructive and productive manner.

According to a survey conducted by George Kohlrieser (2007), there are six essential skills for managing conflict. The researcher enumerated the benefits of conflicts to a company and how to manage conflict for high performance.

According to Janice L Dreachslin, Dane Kiddy (2006), there are six main causes of conflict. Viz., unclear expectations, Ineffective or poor communication, lack of clear jurisdiction, interpersonal styles or attitudes, conflicts of interests, and organizational change. She also stated the resolving styles of conflicts such as collaborating, competing, compromising, accommodating, and avoiding. The researcher suggested the best

technique to manage conflict by developing emotional intelligence among the members of the team or group at workplace.

A study is conducted by Debra Lynn Ravanheimo Casey (2007), on managing conflicts through organizational ombudsmen programs. This study found that for that period of study, these programs exist as informal conflict management mechanisms with different types and conflict management contexts. This study focused on ombudsmen at the level of the programs and organization that use them in dealing with the world of workplace conflicts.

Kelly Blayne Warren (2004), according to this study, the dominating style of conflict management is a style that forces behavior to win one's position at any cost.

Constance Barrow – Green (2004) in his study focused on the relationship between the styles of conflict management and the quality of the dyadic relationship between leader and follower. The study states that effective leadership is critical to organizational success which influences the styles of leadership and the relationships exchanged by a leader and a member.

Jennifer Clarke (2003), the study explains the experiential learning as an enabler to improve conflict management in a work team. The experiential learning program affects the ability of a work team to effectively manage conflict. Linda Berens (2010), discusses the essential characteristics of the interaction styles from the view point of positives, dialogue, differences discussions, decisions, dexterity, unfinished business discussions. All these characteristics are important for constructive conflict management at work environment.

## **2.12 Summary of the Review**

This chapter deals with the introduction theories of industrial conflicts, causes, types, effects, conflict management techniques and resolutions.

According to “Esquivel and Kleiner (1997), Conflict is generally seen as disagreement concerning interests or ideas.

While Jones et al (2000) cited Henry (2009) argue that conflicts are inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible.

Leadership style, lack of adequate motivation, diversity, incompatible goals, unequal reward structure, poor communication are some major causes of industrial conflicts.

There are two types of industrial conflict according to “(Ohbuchi, 2002) and Ohbuchi & Robbins, 1983)”, which are vertical and horizontal. While there are two industrial conflict actions:

1. Employee Manifestation and
2. Management / employer manifestation.

In fact, when industrial conflict is handled well, it forces us to be creative problem solvers, to avoid mistakes, and how to benefit from our differences, all while challenging us to broaden our skill.

Industrial conflict is evitable hence avoidance, collective bargaining, good leadership style e.t.c are ways of managing conflicts.

There are two machines used in conflict resolution which are internal machine i.e. collective negotiation by union and management and the external machinery which is established by law of nation (statutory)

**CHAPTER THREE**  
**RESEARCH METHOD**

**3.1 Research Design**

A survey research design was used to find out the nature of industrial conflicts in organization, and how to effectively resolve it.

**3.2 Population of the Study**

The population of this study was made up of 60 employees i.e. Management staff, senior staff, junior staff and union members of Nigeria Bottling Company Plc .

**3.3 Sample and Sampling Technique**

A sample size of 52 respondents was used for the study.

Yamen's formula as follows.

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

Where n = sample size

N = the total population

e = Error margins

1 = constant

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

$$n = \frac{60}{1 + 60(0.05)^2}$$

$$n = \frac{60}{1.15}$$

$$n = 52$$

### **3.4 Instrumentation**

To ensure the accuracy and consistency of the instrument used for the study, the researcher administered the questionnaires to the respective respondents in a way and manner that they were not embarrassed or unduly influenced. Ambiguous questions were avoided, which helped the researcher to get unbiased, accurate, reliable, relevant and objective responses, opinion, criticism and information that were formidable for the actualization of a good and comprehensive work.

Most significantly, the question were tested and validated by my findings.

### **3.5 Method of Data Collection**

Primary and secondary sources were the two main sources used in collecting data for the study.

**Primary Source:** This involves the gathering of information from respondents through the use of questionnaire. The questionnaire consists of two sections:

Section A and B section A is concerned with the background information's,

Section B dealt with questions relating to the respondents job working conditions.

**Secondary source:** These involved information from published text books/  
Questionnaires design

According to Zaithan and Burges is defined as a self administered process where the respondent himself reads the question is minimal when questionnaire are employed, this therefore reduces the element of bias to a minimum.

In designing the questionnaire used in collecting data for this study some basic concepts were considered. These include post writers suggestions of goals and effecting

questionnaire design especially those suggestion made up by zalthan and burges in their discussion of questionnaire construction.

The questionnaire must not merely ask the respondent for information, he must help him provide the correct information, in appropriate context and in proper unit of measure so that the researcher will be able to explain or predict the specific phenomenon, the researcher must create a means by which it can be communicated. He must decide on the specific words to be used in the question to make it precise in meaning, the form of response he want the question to elicit and the sequence that facilitate the communication of two over-riding consideration in these decision are :

- (1) The objective of the research
- (2) The respondent point of view

The purpose of designing the questionnaire in this form is to allow for the application of statistical methods in analyzing the data collected.

It is necessary to note that the questionnaire is based on certain assumption.

- (1) That the questionnaire is an effective means of gathering data in this study.
- (2) The introduction letter of the questionnaire will help to secure the respondents confidence and as a result answering the questions as objectively as possible and without bias.
- (3) That the respondent understands the question from the research point of view.

### **3.6 Method of Data Analysis**

The analysis of data in this study shall take the form of hypothesis testing. In testing the hypothesis of this study, the chi-square statistic will be used. The chi-square is

used to analyze the data for the study. The simply percentage is used because it can aid the researcher to know the relative important of the various items used for the analysis.

Formula for data analysis

Total number of response

Number of population

$$\frac{F}{N} \times \frac{100}{1}$$

$$N$$

$$X^2 = \sum (fo - fe)$$

Fe

When f = number of respondent

N = total number of population

Chi- square

$$X^2 = \sum (fo - fe)^2$$

When  $\sum$  = summation

Fo = observed frequency

Fe = expected frequency

## CHAPTER FOUR

### PRESENTATION OF DATA, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

#### 4.1 Presentation of data/Analysis

Fifty two questionnaires were administered out to which 40 were retrieved. This is 70% of the total questionnaire administered. Also social demographic features of the respondent, such as sex, age, qualification and working experience were analyzed.

Social Demographic Features

**Table 4.1 : Sex Distribution of the respondents**

Sex	No of respondent	Percentage%
Male	25	62.5%
Female	15	37.5%
Total	40	100

Source field: 2022

From table 4.1 above, 25 respondent representing 62.5% are male while 15 respondents representing 37.51% are females. Therefore, majority of the respondents are male.

**Table 4.2: Age Distribution of the respondents**

Age	NO of respondent	Percentage%
19 – 29	10	25%
30 – 39 years	14	35%
40 – 49 years	8	20%
50 years and above	8	20%

Total	40	100%
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Source field: 2022

From table 4.2 above, those in age bracket of 19-29 years are 10 (representing 25%), those in the age bracket of 30-39 years are 14 (representing 35%), those in the age bracket of 40-49 years are 8 representing 20% while those in the age bracket of 50 and above are 8 in number (representing 20%). Therefore, the age distribution of respondents age 30-39 are more in response.

**Table 4.3: Academic Qualification of the Respondents**

Qualification	No of respondent	Percentage%
M.sc and above	2	5%
B.SC	12	30%
HND	14	35%
ND	12	30%
Total	40	100%

Source field: 2022

Table 4.3 above show that two (2) of the respondents are master degree holders and above (representing 5%) 12 of the respondents are B.Sc holders (representing 30%) 14 of the respondents are HND holders (representing 35) while 12 of them are ND holders which (representing 30%). In conclusion the academic qualification of respondents of HND holder are more in the respondents.

**Table 4.4: Working Experience of the Respondents.**

<b>Sex</b>	<b>No of respondent</b>	<b>Percentage%</b>
1 – 5 years	8	20%
6 – 10 years	11	27.5%
11 – 15 years	10	25%
16 – 20 years	7	17.5%
21 – years and above	4	10%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source field: 2022

Table 4.4 above, shows that 8 respondents who have worked between 1 – 5 years which represents 20%, respondents who have worked between 6 – 10 years which represents 27.5%, 11 respondents who have worked between 11 – 15 years represents 10%, 7 of the respondents who have worked between 16 – 20 years represent 17.5% while those who have worked between 4 years and above are in number 10% used in the study. Therefore, the work experience of 17.5% is more.

**Table 4.5: Does Conflict arise from poor superior-subordinate relationship?**

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	17	42.5
Agreed	13	32.5
Disagreed	6	15
Strongly disagreed	4	10
Total	40	100

**Source: Field Survey, 2022**

From the table 4.5 above, respondents representing 75% strongly agreed, 13 respondents representing 32.5% agreed, while 6 respondents representing 15% disagreed and 4 respondents representing 10% strongly disagreed. Therefore, majority are of the respondents are on the opinion that conflict arise from poor superior subordinate relationship.

**Table 4.6:** Does Poor managerial decision culminate in conflict in an organization?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	14	35
Agreed	11	27.5
Disagreed	9	22.5
Strongly disagreed	5	12.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.6 above, 14 respondents representing 35% Strongly agreed, 11 respondents representing 27.5% agreed, 9 respondents representing 22.5% disagreed while 5 respondents representing 12.5% strongly disagreed that conflict arise from poor superior-subordinate relationship. Therefore, majority are of the respondents are on the opinion that Poor managerial decision culminate in conflict in an organization

**Table 4.7** Does ineffective reward system bring about organizational conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	16	40
Agreed	12	30
Disagreed	9	22.5
Strongly disagreed	3	7.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.7 above, 16 respondents representing 40% strongly agreed, 12 respondents representing 30% agreed, while 9 respondents representing 22.5% disagreed and 3 respondents representing 7.5% strongly disagreed that conflict arise from poor superior-subordinate relationship. Therefore, majority are of the respondents are on the opinion that ineffective reward system bring about organizational conflict

**Table 4.8:** Does poor remuneration causes conflict in organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	19	47.5
Agreed	8	20
Disagreed	7	17.5
Strongly disagreed	6	15
Total	40	100

**Source: Field Survey, 2022**

From the table 4.8 above, 19 respondents representing 47.5% strongly agreed, 8 respondents representing 20% agreed, and 7 respondents representing 17.5% disagreed while 6 respondents representing 15% strongly disagreed that poor remuneration causes conflict in organization. Therefore, majority are of the respondents are on the opinion that poor remuneration causes conflict in organization

**Table 4.9:** Does low motivation of employees culminate in conflict in an organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	23	57.5
Agreed	11	27.5
Disagreed	5	12.5
Strongly disagreed	1	2.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.9 above, 23 respondents representing 57.5% strongly agreed, 11 respondents representing 27.5% agreed, while 5 respondents representing 12.5% disagreed and 1 respondent representing 2.5% strongly disagreed to the opinion that low motivation of employees culminate in conflict in an organization. Therefore, majority are of the respondents are on the opinion that low motivation of employees culminate in conflict in an organization

**Table 4.10:** Do you agree that differences between divergent goals of management and labour result in industrial conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	25	62.5
Agreed	8	20
Disagreed	4	10
Strongly disagreed	3	7.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.10 above, 25 respondents representing 62.5% strongly agreed, 8 respondents representing 20% agreed, while 4 respondents representing 10% disagreed and 3 respondents representing 7.5% strongly disagreed that differences between divergent goals of management and labour result in industrial conflict. Therefore, majority are of the respondents are on the opinion that differences between divergent goals of management and labour result in industrial conflict

**Table 4.11:** Does the maximization of profit by the management at the expense of workers welfare lead to industrial conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	7	17.5
Agreed	15	37.5
Disagreed	9	22.5
Strongly disagreed	9	22.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.11 above, 7 respondents representing 17.5% strongly agreed, 15 respondents representing 37.5% agreed, while 9 respondents representing 22.5% disagreed and 9 respondents representing 22.5% strongly disagreed that maximization of profit by the management at the expense of workers welfare lead to industrial conflict. Therefore, 17.5 are in a disagreement to the option of that minimizing profit at the expense of workers welfare lead to industrial conflict.

**Table 4.12:** Can workers agitation for better wages lead to industrial conflict in an organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	22	55
Agreed	13	32.5
Disagreed	3	7.5
Strongly disagreed	2	5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.12 above, 22 respondents representing 55% strongly agreed, 13 respondents representing 32.5% agreed, while 3 respondents representing 7.5% disagreed and 2 respondents representing 5% strongly disagreed that workers agitation can lead to better wages lead to industrial conflict in an organization. Therefore, majority are of the respondents are on the opinion that workers agitation for better wages lead to industrial conflict in an organization

**Table 4.13:** Do lack of meaningful dialogue in time of crisis between management and employees a factor in industrial conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	14	35
Agreed	12	30
Disagreed	11	27.5
Strongly disagreed	2	5
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey, 2022**

From the table 4.13 above, 14 respondents representing 35% strongly agreed, 12 respondents representing 30% agreed, while 11 respondents representing 27.5% disagreed and 2 respondents representing 5% strongly disagreed that lack of meaningful dialogue in time of crisis between management and employees a factor in industrial conflict. Therefore, majority are of the respondents are on the opinion that lack of meaningful dialogue in time of crisis between management and employees a factor in industrial conflict

**Table 4.14:** If answer to question above is “yes” how often does it become a factor in industrial conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
All the time	11	27.5
Sometime	9	22.5
Not always	7	17.5
Uncertain	7	17.5
No	6	15
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey, 2022**

From the table 4.14 above, 11 respondents representing 27.5% answered all the time, 9 respondents representing 22.5% answered sometimes, the 7 respondents representing 17.5% answered not always and 7 respondents representing 17.5% answered uncertain while 6 respondents representing 15% answered no. therefore

27.5% are agreed to the option to be all the time. Therefore, majority of the respondents answered at all times

**Table 4.15:** Could lack of conflict between management and employees be a factor of conflict in an organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	29	72.5
Agreed	9	22.5
Disagreed	2	5
Strongly disagreed	-	-
Total	40	100

**Source: Field Survey, 2022**

From the table 4.15 above, 29 respondents representing 72.5% strongly agreed, 9 respondents representing 22.5% agreed, while 2 respondents representing 5% disagreed and there is no respondent to the opinion to strongly disagreed, therefore 72.5% are on the opinion that lack of conflict between management and employees can leads to conflict in an organization. Therefore, majority are of the respondents are on the opinion that lack of conflict between management and employees be a factor of conflict in an organization

**Table 4.16:** Can the passing of industrial information through the wrong channel result in conflict in an organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	18	45
Agreed	11	27.5
Disagreed	7	17.5
Strongly disagreed	4	10
Total	40	100

**Source: Field Survey, 2022**

From the table 4.16 above, 18 respondents representing 45% strongly agreed, 11 respondents representing 27.5% agreed, while 7 respondents representing 17.5%

disagreed and 4 respondents representing 10% strongly disagreed. Therefore, majority respondents are of the opinion that passing of industrial information through the wrong channel result in conflict in an organization

**Table 4.17:** Do you believe that negative perception of the ways grievances are handled can cause conflict in an organization?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly believe	13	32.5
Believe	11	27.5
Uncertain	9	22.5
Do not believe	7	17.5
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey, 2022**

From the table 4.17 above, 13 respondents representing 32.5% strongly believe, 11 respondents representing 27.5% believed, and 9 respondents representing 22.5% are uncertain while 7 respondents representing 17.5% do not believe that negative perception of the ways grievances are handled can cause conflict in an organization. Therefore, majority respondents are of the opinion that passing of industrial information through the wrong channel result in conflict in an organization. Therefore, majority are of the respondents are on the opinion that believe that negative perception of the ways grievances are handled can cause conflict in an organization

**Table 4.18:** Do you agree that difference between divergent goals of management and employees results in industrial conflict?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	17	42.5
Agreed	16	40
Disagreed	5	12.5
Strongly disagreed	2	5
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey, 2022**

From the table 4.18 above, 17 respondents representing 42.5% strongly agreed, 16 respondents representing 40% agreed, while 5 respondents representing 12.5% disagreed and 2 respondents representing 5% strongly disagreed that difference between divergent goals of management and employees results in industrial conflict. Therefore, majority are of the respondents are of the opinion that difference between divergent goals of management and employees results in industrial conflict

**Table 4.19:** Does the maximization of profits at the expense of workers welfare lead to industrial conflict?

Variable	No of Respondents	Percentage (%)
Strongly agreed	11	27.5
Agreed	10	25
Disagreed	10	25
Strongly disagreed	9	22.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.19 above, 11 respondents representing 27.5% strongly agreed, 10 respondents representing 25% agreed, while 10 respondents representing 25% disagreed and 9 respondents representing 22.5% strongly disagreed, that maximization of profits at the expense of workers welfare lead to industrial conflict. Therefore, majority are of the respondents are of the opinion that maximization of profits at the expense of workers welfare lead to industrial conflict

**Table 4.20:** Can workers agitation for better wages lead to industrial conflict in an organization?

Variable	No of Respondents	Percentage (%)
Strongly agreed	15	37.5
Agreed	11	27.5
Disagreed	9	22.5
Strongly disagreed	6	15
Total	40	100

**Source: Field Survey, 2022**

From the table 4.20 above, 15 respondents representing 37.5% strongly agreed, 11 respondents representing 27.5% agreed, while 9 respondents representing 22.5% disagreed and 6 respondents representing 15% strongly disagreed that workers agitation for better wages lead to industrial conflict in an organization. Therefore, majority are of the respondents are of the opinion that workers agitation for better wages lead to industrial conflict in an organization

**Table 4.21:** Is lack of meaningful dialogue in time of crises between management employees a factor in industrial conflict?

Variable	No of Respondents	Percentage (%)
Strongly agreed	21	52.5
Agreed	9	22.5
Disagreed	7	17.5
Undecided	3	7.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.21 above, 21 respondents representing 52.5% strongly agreed, 9 respondents representing 22.5% agreed, while 7 respondents representing 17.5% disagreed and 3 respondents representing 7.5% are undecided that lack of meaningful dialogue in time of crises between management employees a factor in industrial conflict.

Therefore, majority are of the respondents are of the opinion that lack of meaningful dialogue in time of crises between management employees a factor in industrial conflict

**Table 4.22:** Could lack of consultation between management and employees be a factor that causes conflict?

Variable	No of Respondents	Percentage (%)
Strongly agreed	20	50
Agreed	10	25
Disagreed	7	17.5
Undecided	3	7.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.22 above, 20 respondents representing 50% strongly agreed, 10 respondents representing 25% agreed, while 7 respondents representing 17.5% disagreed and 3 respondents representing 7.5% are undecided that lack of consultation between management and employees be a factor that causes conflict. Therefore, majority are of the respondents are of the opinion that lack of consultation between management and employees be a factor that causes conflict

**Table 4.23:** Can the passing of information through the wrong channel result lead to conflict in organization?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	11	27.5
Agreed	10	25
Disagreed	10	25
Strongly disagreed	9	22.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.23 above, 11 respondents representing 27.5% strongly agreed, 10 respondents representing 25% agreed, while 10 respondents representing 25% disagreed and 9 respondents representing 22.5% strongly disagreed, that passing of information through the wrong channel result lead to conflict in organization.

**Table 4.24:** Do you believe that negative perception of the way grievances are handed can lead to conflict in an organizational?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	23	57.5
Agreed	13	32.5
Disagreed	3	7.5
Strongly disagreed	1	2.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.24 above, 23 respondents representing 57.5% strongly agreed, 13 respondents representing 32.5% agreed, while 3 respondents representing 7.5% disagreed and 1 respondents representing 2.5% strongly disagreed, that negative perception of the way grievances are handed can lead to conflict in an organizational. Therefore, majority are of the respondents believe that negative perception of the way grievances are handed can lead to conflict in an organizational

**Table 4.25:** Do you agree that industrial conflict can be resolved, managed and resolved?

<b>Variable</b>	<b>No of Respondents</b>	<b>Percentage (%)</b>
Strongly agreed	11	27.5
Agreed	10	25
Disagreed	10	25
Strongly disagreed	9	22.5
Total	40	100

**Source: Field Survey, 2022**

From the table 4.25 above, 11 respondents representing 27.5% strongly agreed, 10 respondents representing 25% agreed, while 10 respondents representing 25% disagreed and 9 respondents representing 22.5% strongly disagreed, that industrial conflict can be resolved, managed and resolved. Therefore, majority are of the respondents agreed that industrial conflict can be resolved, managed and resolved

## **4.2 Data Analysis And Hypothesis Testing**

### **Hypothesis I**

**H<sub>0</sub>:** Organizational conflict does not arise from poor superior-subordinate relationship.

**H<sub>1</sub>:** Organizational conflict arises from poor superior-subordinate relationship.

To test this hypothesis, responses relating to question 1 of the questionnaire were analyzed.

**Table 4.2.1**

Response	Number	Percentage
Strongly agreed	40	100
Undecided	-	-
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey 2022**

Using chi-square  $X^2$  at a level of significance of 5% i.e. 0.05

Degree of freedom (De) (K-1), where K=2

De (4-1)

De =3

$X^2$  0.05 at 1 degree of freedom=3.84

**Decision Criteria**

If  $X^2$  calculated is less than the  $X^2$  observed from table at 1 degree of freedom, we reject the null hypothesis and accept the alternative hypothesis.

**Table 4.2.2**

Response	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Agreed	40	25	15	225	11.25
Disagreed	0	15	-15	225	15
<b>Total</b>					<b>26.25</b>

**Source: Field Survey 2022**

Calculated  $X^2 = 26.25$

**Decision Rule**

From the table above  $X^2$  calculated is greater than the  $X^2$  observed from the table at 1 degree of freedom which is 3.84. Therefore we reject the null hypothesis and accept the

alternatives hypothesis which states that Organizational conflict arises from poor superior-subordinate relationship

### **Hypothesis II**

**H<sub>0</sub>**: There is no significant relationship between managerial decision and organizational Conflict

**H<sub>1</sub>**: There is significant relationship between Poor managerial decision and organizational Conflict

To test this hypothesis, responses relating to question 2 of the questionnaire were analyzed.

### **Respondents view**

**TABLE 4.2.3**

Response	Number	Percentage
Agreed	35	87.5
Disagreed	5	12.5
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey 2022**

Level of significance 5% i.e. 0.05

Degree of freedom K-1, where K=2

$$Df = 4 - 3 = 1$$

Therefore  $X^2 = 0.05$  at 1 degree of freedom = 3.84

**TABLE 4.2.4**

Response	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Agreed	35	25	10	100	5.00
Disagreed	5	15	-10	100	6.67
<b>Total</b>					<b>11.26</b>

**Source: Field Survey 2022**

Calculated  $X^2 = 11.26$

Since the calculated  $X^2$  is greater than the value of  $X^2$  the chi-square table at 0.05% level of significance (which is 3.84), we therefore reject the null hypothesis and accept the alternative hypothesis which state there is significant relationship between Poor managerial decision and organizational Conflict

### **Hypothesis III**

H<sub>0</sub>: There is no significant relationship between Ineffective reward system and organizational conflict.

H<sub>0</sub>: There is significant relationship between Ineffective reward system and organizational conflict.

### **Respondents review**

**TABLE 4.2.5**

Response	Number	Percentage
Agreed	30	75
Disagreed	10	25
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey 2022**

Level of significance 5% i.e. 0.05

Degree of freedom =1

$\chi^2$  0.05 at 1 degree of freedom = 3.84

**TABLE 4.2.6**

<b>Response</b>	<b>O</b>	<b>E</b>	<b>(O-E)</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)<sup>2</sup>/E</b>
Agreed	30	38	-8	64	1.93
Disagreed	10	2	8	64	32.00
Total					11.26

**Source: Field Survey 2022**

**Calculated  $\chi^2 = 33.93$**

#### **Decision Rule**

In light of the following analysis, the calculated  $\chi^2$  of 33.93 is greater than the value from the chi-square table, therefore we reject the null hypothesis and accept the alternative hypothesis which states that there is significant relationship between Ineffective reward system and organizational conflict.

#### **Hypothesis IV**

Ho: Poor remuneration of employees does not causes conflict in organization.

Hi: Poor remuneration of employees cause conflict in organization

To test this hypothesis, responses relating to question 1 of the questionnaire were analyzed.

**Table 4.2.7**

Response	Number	Percentage
Agreed	40	100
Disagreed	-	-
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey 2022**

Using chi-square  $X^2$  at a level of significance of 5% i.e. 0.05

Degree of freedom (De) (K-1), where

where  $K=2$

De (4-3)

De =1

$X^2 = 0.05$  at 1 degree of freedom=3.84

**Decision Criteria**

If  $X^2$  calculated is less than the  $X^2$  observed from table at 1 degree of freedom, we reject the null hypothesis and accept the alternative hypothesis.

**Table 4.2.8**

Response	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Agreed	40	25	15	225	11.25
Disagreed	0	15	-15	225	15
Total					26.25

**Source: Field Survey 2022**

Calculated  $X^2 = 26.25$

### **Decision Rule**

From the table above  $X^2$  calculated is greater than the  $X^2$  observed from the table at 1 degree of freedom which is 3.84. Therefore we reject the null hypothesis and accept the alternatives hypothesis which states that Poor remuneration of employees cause conflict in organization

### **Hypothesis V**

Ho: Poor motivation of employees does not culminate in conflict in an organization.

Hi: Poor motivation of employees culminate in conflict in an organisation

To test this hypothesis, responses relating to question 2 of the questionnaire were analyzed.

### **Respondents View**

**TABLE 4.2.8**

Response	Number	Percentage
Agreed	35	87.5
Disagreed	5	12.5
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Field Survey 2022**

Level of significance 5% i.e. 0.05

Degree of freedom  $K-1$ , where  $K=2$

$Df = 2-1=1$

Therefore  $X^2$  0.05 at 1 degree of freedom = 3.84

**TABLE 4.2.9**

Response	O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Agreed	35	25	10	100	5.00
Disagreed	5	15	-10	100	6.67
Total					11.26

**Source: Field Survey 2022**

Calculated  $X^2 = 11.26$

Since the calculated  $X^2$  is greater than the value of  $X^2$  the chi-square table at 0.05% level of significance (which is 3.84), we therefore reject the null hypothesis and accept the alternative hypothesis which state Poor motivation of employees culminate in conflict in an organisation

#### **4.4 Discussion of Findings**

Simple percentage method was used in testing the research questions and chi-square method was used in testing the hypothesis in this chapter. After the responses and analysis, the following findings were recorded.

1. It was discovered organizational conflict result from Organizational conflict arises from poor superior-subordinate relationship
2. The findings also revealed there is significant relationship between Poor managerial decision and organizational Conflict
3. there is significant relationship between Ineffective reward system and organizational conflict
4. Poor remuneration of employees cause conflict in organization

5. Poor motivation of employees does not culminate in conflict in an organization

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

From the following analysis made in this chapter four, the following summary are made with regards to this study.

1. Organizational conflict can result from Organizational conflict arises from poor superior-subordinate relationship
2. There is significant relationship between Poor managerial decision and organizational Conflict
3. there is significant relat Ineffective reward system and organizational conflict
4. Poor remuneration of employees cause conflict in organization
5. Poor motivation of employees does not culminate in conflict in an organization

#### 5.2 Conclusion

This research work examined critically industrial conflict and the effective approaches to its management and resolution. Findings from the analyzed data reveals that conflict is inevitable in an organization and it is caused by difference between divergent goals of management and employees, bad leadership style of management, conformation, unresolved grievance, and victimization, discrimination and so on.

It was found that these conflict of interest can result to industrial unrest and industrial action such as strike, work to rule, picketing go-slow, excessive absenteeism, continuous breaking of rules e.t.e.

Furthermore, it was found that in spite of these inherent conflicts in industry, industrial conflict can be resolved through collective bargaining, good leadership style, motivation, recognition, and joint consultation.

Finally, it was also discovered that conflict resolution which are either internal machinery (grievance procedures) or external machinery that is established by law of the nation (Statutory) can be used to resolve conflict. Other techniques includes mediation, conciliation, arbitration and negative.

### **5.3 Recommendations**

Based on the followings and conclusion of this research work, the following recommendations are made:

1. Adequate care should be taken in handling differences in goals among individuals between subordinates and management to avoid conflicts in an organization. Management should make provision for good social welfare service and good salary structure along side with fringe benefits so that workers can put in their best.
2. Employer should adopt a mixture of authoritarian and democratic leadership styles so staff can be allowed to participate in decision making in the organization.
3. Management should always consult with entries staff through the union leaders and regular meetings with the entire staff so that they can be involved in the decision making process, especially in matters concerning them. This will improve the relationship between management employer and staff of any organization.

4. The government should strengthen the statutory regulation for the resolution of industrial conflict in organizations.

Finally, if these recommendations are implemented, employees will be motivated to work hard to achieve organization goals and objectives and the same time management will be able to maximize profit.

#### **5.4 Suggestion for Further Research**

The following suggestion for further study by future researchers:

1. The impact of Trade Dispute of 1941 in industrial conflict resolution.
2. The effect of collective bargaining on industrial conflict.
3. Dialogue between management and union as an instrument of conflict resolution.

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## APPENDIX

Department of Business Admin.  
School of business Studies, Auch  
Polytechnic, Auch  
Edo State.  
20<sup>th</sup> October, 2022

The Manager,  
Nigeria Bottling Company  
Benin City  
Edo State  
Dear Sir,

### QUESTIONNAIRE ON CONFLICT MANAGEMENT STRATEGIES AND ORGANISATIONAL GROWTH

I am a final year Higher National Diploma (HND) student of the above named department in Auch Polytechnic, Auch.

I am currently carrying out a research study on “**Conflict Management Strategies and Organisational Growth**” using Nigeria Bottling Company, Benin City as a case study.

The study is in partial fulfillment of the requirements for the award of Higher National Diploma (HND) in Business Administration and Management.

The attached questionnaire is designed to enable me collect information of the study. Please, assist me in the study by responding to the attached questionnaire objectively.

I assure you that any information given will be treated in strict confidence.

Thank you for your anticipated co – operation.

Yours Faithfully,

**ODIBO GIFT**

## APENDIX II

### QUESTIONNAIRE ON CONFLICT MANAGEMENT STRATEGIES AND ORGANISATIONAL GROWTH

**Instruction:** please, tick (√) in the box that depicts your answer. Otherwise, answer the question where necessary.

#### SECTION A

1. Sex: Male ( ) Female ( )
2. Age: 19-29 years ( ) 30-39 years ( ) 40-49 years ( ) 50 years and above ( )
3. Qualification: M.Sc and above ( ) B.Sc ( ) HND ( ) ND ( )
4. Working experience: 1-5 years ( ) 6-10 years ( ) 11-15 years ( ) 16-20 years ( ) 21 years and above ( )

#### SECTION B

5. Conflict arise from poor superior-subordinate relationship. Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
6. Poor managerial decision culminate in conflict in an organization? Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
7. Ineffective reward system bring about organizational conflict? Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
8. Poor remuneration causes conflict in organization? Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )

9. Low motivation of employees culminate in conflict in an organization?  
Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )
10. Do you agree that differences between divergent goals of management and labour result in industrial conflict? Yes (  ) No (  )
11. The maximization of profit by the management at the expense of workers welfare lead to industrial conflict Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )
12. Workers agitation for better wages lead to industrial conflict in an organization? Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )
13. Lack of meaningful dialogue in time of crisis between management and employees a factor in industrial conflict Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )
14. If answer to question above is “yes” how often does it become a factor in industrial conflict?  
All the time (  ) Sometime (  ) Not always (  )  
Uncertain (  ) No (  )
15. Lack of conflict between management and employees be a factor of conflict in an organization Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )

16. The passing of industrial information through the wrong channel result in conflict in an organization Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
17. Negative perception of the ways grievances are handled can cause conflict in an organization. Strongly believe ( ) Believe ( ) Uncertain ( ) Do not believe ( )
18. Difference between divergent goals of management and employees results in industrial conflict Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( )
19. The maximization of profits at the expense of workers welfare lead to industrial conflict Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
20. Workers agitation for better wages lead to industrial conflict in an organization? Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )
21. Lack of meaningful dialogue in time of crises between management employees a factor in industrial conflict. Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( )
22. Lack of consultation between management and employees be a factor that causes conflict. Strongly agreed ( ), Agreed ( ) Strongly disagreed ( ), disagreed ( ) Undecided ( )

23. The passing of information through the wrong channel result lead to conflict in organization. Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )
24. Negative perception of the way grievances are handed can lead to conflict in an organizational? Yes (  ) No (  )
25. Industrial conflict can be resolved, managed and resolved Strongly agreed (  ), Agreed (  ) Strongly disagreed (  ), disagreed (  ) Undecided (  )