



**KWARA STATE UNIVERSITY, MALETE, NIGERIA
SCHOOL OF POSTGRADUATE STUDIES (SPGS)**

**EFFECT OF CONFLICT MANAGEMENT STRATEGIES ON
EMPLOYEES' PERFORMANCE IN SELECTED TERTIARY
INSTITUTIONS IN KWARA STATE**

BY

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18/27/MBA009

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**SCHOOL OF
(SPGS)**



POSTGRADUATE STUDIES

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INSTITUTIONS IN KWARA STATE**

AN M.Sc. THESIS SUBMITTED

BY

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June, 2021

DECLARATION

I hereby declare that this thesis titled “Effect of Conflict Management Strategies on Employees’ Performance in Selected Tertiary Institutions in Kwara State” is a record of my research. It has neither been presented nor accepted in any previous application for higher degree.

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APPROVAL PAGE

This is to certify that this thesis by **FatimatYewandeJAMIU** has been read and approved as meeting the requirements of the Department of Business and Entrepreneurship, Faculty of Humanities, Management and Social Sciences, Kwara State University, Malete, Kwara State Nigeria, for the award of the degree of Master of Science (M.Sc.) in Business Administration.

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DEDICATION

This Thesis is dedicated to Almighty Allah

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LIST OF ABBREVIATIONS AND ACRONYMS

ASUP: Academic Staff Union of Polytechnics

CONTISS: Consolidated Tertiary Institutions Salary Structure

I.A.P: Industrial Arbitration Panel

IPPIS: Integrated Payroll and Personal Information System

NASUP: Non Academic Staff Union of Polytechnics

N.I.C: National Industrial Court

NBTE: National Board for Technical Education

SSANIP: Senior Staff Association of Nigeria Polytechnics

T U A C: Trade Union Act Cap 18

T U A D: Trade Union Amendment Decree 1988

TETFUND: Tertiary Education Trust Fund

ABSTRACT

Most organizations have devoted a greater part of their economic time and efforts towards settling conflict related issues arising from disagreements on welfare and other sundry issues which reduces their productive capacities. This scenario has continued unabated, hence posing a negative challenge to industrial and economic growth of organization. The study therefore examined the effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria. The study used mixed methods, adopted cross-sectional survey approach. Questionnaire was used to survey 337 respondents who were selected using non-probability convenience sampling technique. Data were collected in prominent polytechnics in Kwara State. Nine (9) hypotheses were formulated in null form and PLS-SEM path model was employed to process the data. Nine variables of conflict management strategies and employee performance were tested being the main constructs of the study. For the qualitative aspect of the work, data were collected through structured interview of 5 purposively selected respondents. The study made use of interview guide and electronic midgets of recordings during the session. The thematic analysis also revealed that accommodation, collaboration and compromise strategies have positive effect on employee performance. The study therefore concluded that conflict management strategies have effect on employees' performance in selected tertiary institutions in Kwara State, Nigeria. The study recommended various forms of opinions, interests and demands should be accommodated for employees to feel satisfied. Also, there is the need to collaborate among parties in conflict in order to give a sense of belonging to members.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

The performance of every organization is a reflection and function of collective efforts of stakeholders in business who contribute in one way or the other. An Organisation's success and competitiveness depend upon its ability to embrace diversity in the workforce. Each department brings together diverse groups of people who come from different backgrounds and have differing ideas, personalities, perceptions, attitudes, beliefs, values, goals and interests. Differences in goals and interests may sometimes overlap with those of other groups which may result in conflict. The growing organizational interactions among employees from different departments with different professional specializations lead to more complex and dynamic relationships within organizations (Zhu, 2013).

Global economic crises erupted the world economy in the mid-2008 has challenged managers, strategist and scholars to question how to sustain long term competitive business strategy. The conflict in the international organisations also challenges competitive strategies, disseminating the failure in group interaction, synergy, and productivity. Therefore, solving conflict at international business organisation and global, leadership underpins the success of long term stability and success.

Educational institutions in Nigeria are usually bedevilled with so many challenges ranging from scarcity of resources to build infrastructures, payment of salaries and emoluments to making funds available for research development (Alajekwu&Alajekwu, 2017). This is quite pervasive in public owned institutions of higher learning that are majorly dependent on tertiary education trust fund (TETFUND) gotten from budgetary allocation to the educational sector. However, staff of these institutions spent most of their productive energies and times especially those who are saddled with the responsibility of managing staff welfare by resolving issues that could be regarded as needless if the right things are being done on time to nip conflict in the bud.

The organisation in its entirety cannot exist without human and physical resources as lubricant of smooth running of its functions. Thus, achieving the organisational objective through the goal congruence is always a challenge as a result of conflict of interest among the employees' and also

within the management. Conflicts could either be “functional” which support an organisation’s goals, or “dysfunctional” which prevents an organisation from achieving its goals. Nevertheless, whichever form conflict manifests, it may have destructive consequences if not properly handled. But if managed properly, conflict can add value to employee performance and increase organisational productivity. Conflict cannot be completely eradicated from human beings and their endeavours, be it group or organisation. This means that as long as there is interplay between individuals in an organisation, conflict is a “necessary evil” that one cannot do without. Muhammad, Imran and Faisal (2011) opine that for an organisation to grow, change and survive, it must resolve conflicts among stakeholders. The American Management Association reported that managers spend at least 24% (percent) of their time in a working day resolving conflicts (Guttman,2009). This shows the importance of conflict resolution in an organisation. Conflict in an organisation is a state of friction caused by the actual or perceived opposition of needs, values and interests between people working together (Oseremen&Osemeke, 2015). This is why it is so important to understand different types of conflicts in an organization and to differentiate between the ones that have positive consequences from those of negative consequences.

Through effective conflict management, conducive working atmosphere is created for promoting opportunities, encouraging innovation and movement directed towards non-violent reconciliation of basic clashing interests. According to Oseremen and Osemeke (2015), effective conflict management leads to organisational performance, enhances productivity and improves the growth and sustainability of the organisation. Researchers and experts such as Alajekwu&Alajekwu, (2017) identified various methods and techniques in which conflict can be properly managed in an organization, prominent among these include:avoidance, accommodation, competition, compromise and collaboration strategy. The avoidance strategy is called conflict avoidance. Any organisation using this method is sitting on a keg of gun-powder. The accommodation strategy believes that no amount of sacrifice is too much to allow peace to reign. It is a palliative technique which involves capitulation and appeasement. In the compromise strategy, parties to the conflict are willing to give up something in order to settle the conflicting problem. The last approach is collaboration which is a win-win approach whereby parties to a conflict are prepared, willing and ready to satisfy each other demands fully. Except for the collaboration strategy which is reflected in behaviours that are both cooperative and assertive, all other approaches depend

majorly on the structure of the organisation, because they provide a short term solution to conflict situations.

Most conflicts in Nigerian tertiary institutions arise as the government, as well as the management, are not fulfilling their collective agreement with their employees and usually persist due to the approach in managing the conflict. An instance in case is the recent sixty five days (65) industrial action embarked on by the Academic Staff Union of Polytechnics where they are demanding for the constitution of governing councils for all publicly owned polytechnics as well as the payment of arrears of CONTISS 15 to all polytechnic staff with effect from 2107. This has resulted in employees embarking on industrial action which may be work-to-rule or total strike. Employees' industrial action usually leaves them with low morale, decrease in productivity, loss of skilled personnel, absenteeism, low employees commitment to work, and health issues due to stress and depression. Against this background, the study therefore examined the effect of conflict management strategies on employee performance of selected tertiary institutions in Kwara State, Nigeria.

1.1 Statement of the Problem

Quite visibly, most organisations have devoted a greater part of their economic time and efforts towards settling conflict related issues arising from disagreements on welfare and other sundry issues which reduce their productive capacities. This is largely because of non-accommodation of individual's group interests in the scheme of things. This scenario has continued unabated, hence posing a negative challenge to industrial and economic growth of an organisation.

It has been observed that Nigerian institutions of higher learning have for decades been faced with so many crises ranging from conflicts between academic staff and school administrators, students versus academic staff, students versus school authorities, non-teaching staff versus school administrators. In recent time, similar to the above mentioned problems is the contending issue of IPPIS (Integrated Personnel and Payroll Information System) for payment of workers' salaries thereby leading to unrest and non-collaboration between the federal government and the various labour unions as well as stakeholders within the academic environment.

The above stated problems have also given rise to distrust and hostility among professionals and academics thereby hampering smooth, effective and efficient administration in the institutions of

higher learning. It also appeared that despite these situations, stakeholders in the education sector seemed to develop nonchalant attitude towards these conflicts (Alajekwu&Alajekwu, 2017).

Also, institutions conventionally used various conflict resolutions to solve lingering problems but have failed to identify the particular approach that is best suited for a particular problem (Amirkhani and Farahani, 2016). This has caused a lot of frictions which make compromise practically impossible while on the negotiation table for conflict management and its eventual resolution.

Just like any other organisation, the employees of Nigerian tertiary institutions and the government are always enmeshed in one conflict or the other over the years ranging from funding and better working condition among other demands (Wahab, 2018). For instance, most common reason labour unions go on strike almost every year is the government's refusal or inability to meet their demands as well as their inability to reach compromise on nagging issues. Other problems include: management of limited resources, coping with increased student enrolment, poor performance of students in examinations, and inadequate funding all these and more hinders interpersonal relationships. However, most of the studies on conflict management concentrated on performance of business entity with little or no effort to assess the effectiveness of conflict management strategies in relation to performance of tertiary institutions in terms of employees' commitment, employees' productivity as well as job satisfaction. The gap of which is expected to be bridged by this current study. Researchers and conflict management experts view that conflict posed a big threat in organizational performance (Amineh and Ali, 2014; Mba, 2013) while other scholars are of the view that it is capable of increasing organisational performance (Uchendu, Anijaobi-Idem and Odigwe 2013, Etim and Okey, 2013). Nevertheless, Onu and Hammed (2015) stated that, the effect of conflict, either negative or positive depends on how it is handled.

1.2 Research Questions

The following are the Research Questions for this study:

- i To what extent does accommodation strategy affect employees' commitment in tertiary institutions in Kwara State, Nigeria?
- ii. What is the relationship between collaboration strategy and employees' productivity in tertiary institutions in Kwara State, Nigeria?

iii. How does compromise strategy affect job satisfaction in tertiary institutions in Kwara State, Nigeria?

1.3 Objectives of the Study

The main objective of this study was to examine the effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria, while the specific objectives of the study were to:

- i. assess the effect of accommodation strategy on employees' commitment in tertiary institutions in Kwara State, Nigeria.
- ii. investigate the effect of collaboration strategy on employees' productivity in tertiary institutions in Kwara State, Nigeria.
- iii. determine the effect of compromise strategy on job satisfaction in tertiary institutions in Kwara State, Nigeria.

1.4 Hypotheses of the Study

The following hypotheses were formulated in order to achieve the objectives of the study.

H0₁: Accommodation strategy has no significant effect on employees' commitment in tertiary institutions in Kwara State, Nigeria.

H0₂: Collaboration strategy has no significant effect on employees' productivity in tertiary institutions in Kwara State, Nigeria.

H0₃: Compromise strategy has no significant effect on job satisfaction in tertiary institutions in Kwara State, Nigeria.

1.5 Significance of the Study

This study will be of immense benefits to polytechnics management, research scholars, educational policy makers and indeed government, among others on the effect of conflict management on employee performance in tertiary institutions. Specifically, the results and recommendations would contribute more towards the understanding of the conflict management and how it affects employees' performance. The study will promote harmonious relationship between employees of tertiary institutions and the management which is expected to enhance employee commitment,

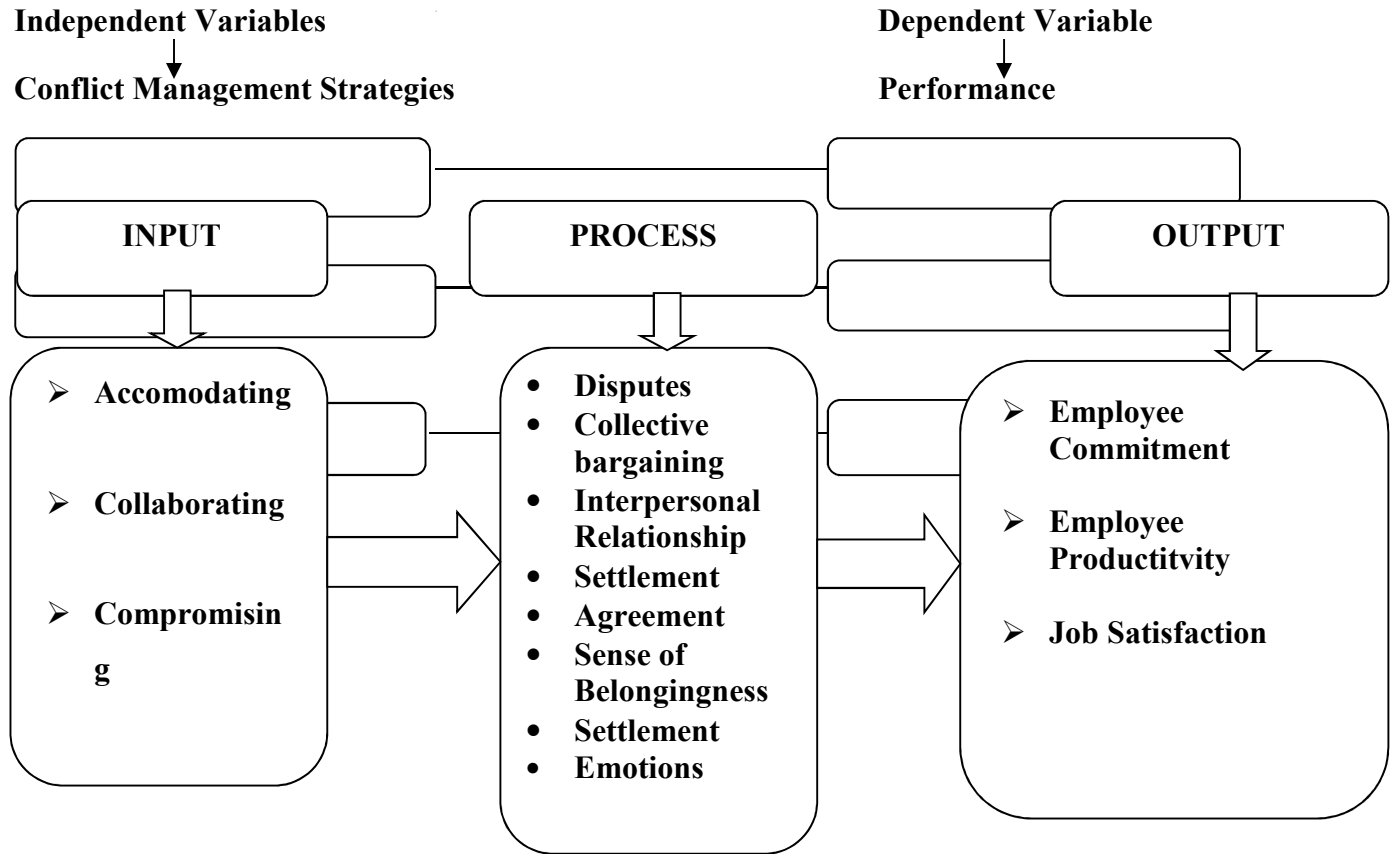
employees' productivity as well as job satisfaction which will invariably lead to delivering of quality education and services.

For employees in tertiary institution, it will avail them with various approaches on how to handle conflict resolution instead of embarking on unnecessary strikes which may jeopardize the educational system. The outcome of the study will promote peaceful and harmonious relationships amongst various labour unions and management of Public and Private educational institutions in Nigeria. Finally, for the academic community, the study will provide opportunity for researchers to have basic understanding of conflict management that will give them an insight to conduct similar studies in other sectors apart from educational sector and even amongst the private individuals.

1.6 Scope of the Study

The study focused on all academic staff of some selected tertiary institutions in Kwara State, Nigeria specifically, The Federal Polytechnic Offa, Kwara State Polytechnic Ilorin and Lens Polytechnic, Offa. The choice of these institutions as the respondents of this study is because of proper understanding and the existence of numerous conflicts bedeviling with them. Not only that, these three tertiary institutions cut across public and private institutions with diverse demographic background of employees working in these institutions. The study will only take into consideration, three elements of conflict management: accommodation strategy, collaboration strategy and compromise strategy among other numerous factors observed by previous studies that exert strong influence on employees' performance: job satisfaction, employees' commitment and employees' productivity, because conflict situation result in negative and proactive effects. They may help diffuse more serious conflicts, stimulate a search for new facts or resolution increase group cohesion and performance, and demonstrate the power or ability of the conflicting parties. Conflicts could hinder smooth working on the decision making process, or create competing coalition or reduce productivity.

1.7 Operationalization of Variables



Source: Author's Conceptualization (2021)

Figure 1.1: Conceptual Framework

Y=f(X) where:

From the above equation a further analysis implies:

Thus: X=(Independent Variable)

Y=(Dependent Variable)

Conflict Management: Employee Performance

y₁= Accommodating

x₁= Employee Commitment

y₂= Collaborating

x₂= Employee Productivity

y₃= Compromising

x₃= Job Satisfaction

Model for Hypothesis 1:

$ec=f(\beta_{0I}+\beta_{aI}+\beta_{cI}+\beta_{csI}+\epsilon)$Equation 1.

Model for Hypothesis 2:

$ep=f(\beta_{0I}+\beta_{aI}+\beta_{cI}+\beta_{csI}+\epsilon)$Equation 2.

Model for Hypothesis 3:

$js=f(\beta_{0I}+\beta_{aI}+\beta_{cI}+\beta_{csI}+\epsilon)$Equation 3.

Where;

β_{0I} = constant term

ϵ = error term

a= accommodating

c=collaborating

c= compromising

ec= employee commitment

ep= employee productivity

js= job satisfaction

1.8 Definition of Operational Terms

Conflict: The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, Conflict refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that leads to opposition or antagonistic reactions (Adomis&Anie, 2005).

Conflict Management: conflict management is the process by which disputes are resolved, where negative results are minimized and positive results are prioritized. This key management skill involves using different tactics depending on the situation, negotiation, and creative thinking (Adebile&Ojo 2012).

Performance:due to the poly semantic nature performance proves to be a concept difficult to characterise, and associated definitions are often too general or too specific, ambiguous or even abstract. Theory and practice in the field of performance management demonstrate the influence of external and internal factors in understanding and defining performance. Performance must be analysed and defined closely to targeted objectives. As an entity’s objectives are volatile,

controversial and contradictory, performance is a phenomenon with a strong subjectiveness (Akanji 2005).

Employee Commitment: Employee commitment has to do with the level of loyalty and identification an employee has for the organisation he is working for. It is that which makes an employee to give the best to ensure that the organisation performs well. Ming-Huei (2007), opines that employees' commitment is an employee's identification with the organisation and his psychological support to its mission (Anthony, 2017).

Employee Productivity: is a metric that is calculated based on the amount of output on a project versus the amount of time it takes, in measuring employee productivity, it will show how efficient the employees' are use for a task or project. This metric itself can be used to determine if a project needs more or less workers. Also, it means a balance between all factors of production that will give the maximum output with the smallest effort (Spector, 1997).

Job Satisfaction: this is the pleasure felt after a need is fulfilled. One would suppose a person is satisfied when his or her expectations or desires or requirements have been met. Job satisfaction describes how much extent an individual is pleased, comfortable or satisfied with his or her job. Also, it is a pleasurable or positive emotional state resulting from the appraisal of ones' job or job experiences (Akanbi, Abdulraheem & Ajeigbe, 2019).

Accommodation Strategy: Accommodating strategy indicates intermediate concern for self and others. It involves give - and- take or sharing whereby both parties give up something to make a mutually acceptable decision. It may mean splitting the difference, exchanging concession, or seeking a quick, middle-ground position (Nwadike, 2019).

Collaborating Strategy: is a method of conflict management in which a person tries to work together with the other person (Crystal, 2007). Kofman (2015), refers to it as constructive collaboration. He asserts that this approach reveals people's preferences and constraints, and engages everyone in constructing solutions that go a long way beyond the original alternatives.

Compromising Strategy: is a useful technique, particularly when two parties have relatively equal power, thus no party can force its viewpoints on the other and the only solution is to compromise. It is also useful when there are no time constraints. If the problems are complex and multi-faceted, and the time is limited to solve them, it might be in the interest of conflicting parties to reach a compromise (Ebhote & Osemeke, 2015).

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

This chapter is concerned with the review of the important concepts that address the problems under consideration. Also the theoretical underpinnings that make for better understanding of the variables under review as well as the empirical studies and the gaps in literature, it starts by examining the concept and dimensions of conflict management, the concept of performance, the review of related empirical studies on conflict management and performance and also explains the theories underpinning this study.

2.1 Conceptual Review

2.1.1 Concept of Conflict

Conflict in organization is a state of friction caused by the actual or perceived opposition of needs, values and interests between people working together (Oseremen&Osemeke, 2015). Olu and Dupe (2008) view conflict as a situation of competition in which the parties are aware of the incompatibility of potential future position in which each party wishes to occupy a position that is incompatible with the wishes of the other. Albert (2001) describes conflict as both productive and destructive in nature. According to Albert conflict is said to be productive when it is constructively discussed by the parties and amicable terms for settlement reached. Constructively managed conflict induces positive performance; while poorly managed conflict heats up the system. It leads to employees' turnover, dislocation of the entire group and polarization, it also reduces productivity on job performance, psychological and physical injury, emotional distress and inability to sleep, while interfering with problem activities, escalation of differences in antagonistic position and malice and increased hostility (Akainji, 2005). Through effective conflict management, conducive working atmosphere is created for promoting opportunities, encouraging innovation and movement directed towards non-violent reconciliation of basic clashing interests.

In summary, conflict can be defined as an unethical and hostile condition in an organisation which brings about disagreement and chaos it may lead to disunity and counter reactions between the management, unions and employees at various levels, thereby causing inefficiency to the system.

Types of Conflict

Onu& Hammed (2015) stressed that, it is important to understand different types of conflicts in an organization and to differentiate the ones that have positive consequences from those of negative consequences. Conflicts can arise in an organization as a result of the task assigned to an employee, the process of the execution of the assigned task and interpersonal relations or interactions among employees (Donkor, Afriyie, Danquah&Nimsah, 2015).

Task conflict: This relates to the content and goals of the work. Dreu (2006) refers to task conflict as disagreements about the content of a task and work goals, such as distribution of resources, procedures and interpretation of facts. Fajana & Shadare(2012) define task conflict as the disparities and inconsistencies among group members about the content of their judgments and conclusions. It encompasses dissimilarities in perspectives, notions and views, key decision areas and procedures.

Process conflict: According to Robbins (2005), process conflict is the consciousness about the disagreements featuring different facets of how the work gets done. Process Conflict refers to matters of responsibility, resource allocation like who will do what, and to what extent he/she will be held responsible for his/her acts (Jehn&Mannix, 2001).

Relationship conflict: This focuses on interpersonal relationships. Dreu (2006) defines relationship conflict as a situation where there is tension, annoyance, disagreement and personal incompatibility over matters such as beliefs, values, habits, and personalities between two individuals. This form of conflict involves personal issues such as dislike among group members and feelings such as annoyance, frustration, and irritation.

2.1.2 Sources of Organisational Conflicts

Jennifer and Jones (2007), opined that conflict in both individuals and between groups, has many sources, and managers need to be aware of them so that when it occurs they can either control or resolve it. The major sources of interpersonal and intergroup conflict according Jennifer & Jones(2007), include differentiation, task relationships and scarcity of resources. These are discussed as follows:

Differentiation: implies the grouping of workers and tasks into functions and divisions to produce goods and services. Therefore, the grouping of workers and task within the organisation can cause

conflict. Different functions commonly create different orientation towards the organisation's major priorities. This is so because their views of what to be done to enhance the productivity and performance of the organisation differs as a result of differences in their task. The differences can cause conflict that does considerable harm because it undermines group cohesiveness and functional integration and thus lowers the overall performance of the corporation. Again, some divisions within the organisation most times see themselves as vital as others and believe they have a higher status in the organisation. This also leads to conflict within the organisation.

Task Relationship: Task relationships generate conflict between people and groups because organisational tasks are interrelated and affect one another. Overlapping of authority, task independence, and incompatible evaluation systems may stimulate conflict among functions and divisions. Overlapping authority may emanate when two different functions or divisions claim authority for the same task, conflict may ensue. Such confusion often arises when a growing organization has not yet fully worked out relationships between different groups (Guenter et al. 2016).

Scarcity of Resources: Competition for scarce resources produce conflict, conflict over the allocation of capital occurs among divisions and between divisions and corporate headquarters. Budget fights can be fierce when resources are scarce. Other organizational groups also have an interest in the way a company allocates scarce resources. Shareholders care about the size of the dividends. Employees want to maximize their salaries and benefits. Manager in competition for scarce resources may fight over who should get the biggest pay rise (Jennifer & Jones, 2007).

2.1.3 Conflict Management Strategies

Conflict management has been defined by many research scholars prominent among them include Hellriegel (2010), who defined conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. Similarly, Adeyemi&Ademilua, (2012) defined conflict management as an attempt to control or regulate conflict through a number of measures. It can also be referred to as the internal mechanisms used by the various authorities in resolving conflict. Constructively managed conflict induces a positive performance, while poorly managed conflict heats up the environment to bring about dislocation of the entire group

and polarization, reduces productivity on job performance, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities, escalation of differences into antagonistic position and malice and increased hostility (Akanji, 2005), (Whetten and Cameron, 2002). However, the concept of conflict management strategies as suggested by (Cameron, 2002) was reviewed.

Conflict management, as a concept, has been conventionally associated with conflict containment and settlement. According to Ajike & Akinlabi (2015), conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of conflict at a level equal to or higher than where the conflict is taking place so as to enhance effectiveness or performance in organizational setting. Managing conflict became very important since it was spotted as an inescapable phenomenon that permeates a multitude of organizational processes and outcomes. Consequently, scholars have lined up a number of approaches and strategies to provide remedies to destructive conflict which are usually unhealthy for the organisation.

Conflict management is the practice of being able to identify and handle conflict sensibly, fairly, and efficiently. It involves acquiring skills related to conflict resolution, self awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in ones' environment (Smirit, 2017). This implies that since conflict in a business are a natural part of the work place, it is important that there are people who understand conflict and know how to resolve them. Conflict management is not concerned with eliminating all conflict or avoiding conflict; rather, it has been conventionally associated with conflict containment and settlement. Conflict management is the practice of identifying and handling conflict in a sensible, fair, and efficient manner. It requires such skills as effective communicating, problem solving, and negotiating with a focus on interest (Gordon, 2004).

2.1.3.1 Accommodating Strategy: This style reveals an element of self-sacrifice (Ebhote & Monday, 2015). This style indicates low concern for self and high concern for others, which is also known as accommodating. This style is associated with attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. It may take the form of

selfless generosity, charity, or obedience to another party's order. An obliging person neglects his or her own concern to satisfy the concern of the other party. Such an individual is like a "conflict absorber," that is, a "person whose reaction to a perceived hostile act on the part of another has low hostility or even positive friendliness".

Accommodating strategy indicates intermediate concern for self and others. It involves give - and-take or sharing whereby both parties give up something to make a mutually acceptable decision. It may mean splitting the difference, exchanging concession, or seeking a quick, middle-ground position. A compromising party gives up more than a dominating party but less than an obliging party. Likewise, such a party addresses an issue more directly than an avoiding party but does not explore it in as much depth as an integrating party. Additional insights may be gained by reclassifying the five styles of handling interpersonal conflict according to the terminologies of game theory. Olu and Dupe, (2008) Integrating style can be reclassified to a positive-sum or nonzero-sum (win-win) style, compromising to a mixed (no-win/no-lose) style, and obliging, dominating, and avoiding to zero-sum or negative-sum (lose-win, win-lose, and lose-lose, styles respectively).

2.1.3.2 Collaborating Strategy: Collaboration Conflict Management Strategy is a method of conflict management in which a person tries to work together with the other person (Crystal, 2007). Kofman (2015), refers to it as constructive collaboration. He asserts that this approach reveals people's preferences and constraints, and engages everyone in constructing solutions that go a long way beyond the original alternatives. It maximizes efficiency through cooperation. Yet it is the most unusual because it requires shifting from unilateral control to mutual learning. Kofman,(2015) further affirms that constructive collaboration allows people to express and understand each other's needs and create new solutions.

2.1.3.3 Compromise Strategy: Compromise strategy is another method of managing conflict. The compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution (Parker, 2012). In compromise strategy, each party in the conflict situation surrenders certain value or interests in order to allow peace to reign. This style indicates intermediate concern for self and others. According to Ebhote

and Monday (2015), compromise is reached by balancing the demands of the conflicting parties and bargaining in a give and take position to reach a solution. Each party gives up something and also gain something. This technique of conflict resolution is very common in negotiations between the labour unions and management. It has become customary for the union to ask for more than what they are willing to accept and for management to offer less than what they are willing to give in the initial stages. Then through the process of negotiating and bargaining, mostly in the presence of arbitrators, they reach a solution by compromising. This type of compromise is known as integrative bargaining in which both sides win in a way.

Compromising is a useful technique, particularly when two parties have relatively equal power, thus no party can force its viewpoints on the other and the only solution is to compromise. It is also useful when there are no time constraints. If the problems are complex and multi-faceted, and the time is limited to solve them, it might be in the interest of conflicting parties to reach a compromise. Also, other management strategies such as Integrating, obliging, avoidance, dominating, suppression, smoothing, third-party intervention, cooperation, democratic process, job rotation as well as confrontation has also been identified.

2.1.4 Levels of Conflict

Given the endemic nature of conflict among humans especially within an organisation, there are six prominent levels of conflict according to Adeniyi (2016) namely: interpersonal, intra-group, intergroup, intrapersonal, intra-organisational and inter-organisational levels which might hinder organisational performance if not properly managed Donkor (2015).

Intra-personal Conflict: Intra-personal conflict occurs when an individual is not at peace with himself/herself, often involves some form of goals conflict or cognitive conflict. For instance, goal conflict occurs in individuals when their behaviour results in outcomes that are mutually exclusive or have incompatible elements. It is also a manifestation of a person's inability to understand role expectations, especially when such role is ambiguous (Guenter et al. 2016).

Interpersonal Conflict: Interpersonal conflict refers to conflict between two or more individuals of the same or different group at the same or different level within an organisation as a result of discrepancies in personality make ups, incompatibility of interest, beliefs, violation of territory etc. The interpersonal conflict is a multi-faceted phenomenon and to handle this there must be a well-structured and long term plan to be implemented by a strong vision and authority (Khan,

Nawaz, Akhtar and Abbasi, 2014). The said plan should be comprised of the modern tools and techniques, modes to transfer and assign responsibilities and tasks.

Intra-group Conflict: Intra-group conflict focuses on conflict within the group as a whole as well as the individual members. Intra-group conflict falls into two distinct categories: substantive and affective conflicts. Substantive conflict refers to conflict based on the nature of the task or on the “content” issues. It is associated with intellectual disagreements among the group members. Affective conflict arises primarily from the group’s interpersonal relations. Uchendu, Anijaobi-Idem and Odigwe (2013) affirmed that, intra-group conflict exists within the group in an organization.

Intra-organisational Conflict: This is a type of conflict situation within organization such as conflict between departments, units and directorates as the case may be. This is especially when there is a perceived inequality in resource allocation, recognition, rewards, (Guenter et al. 2016).

Inter-organisational Conflict: Adebile and Ojo(2012) opined that inter-organisational conflict exists whenever an incompatible activities occur between two or among organisations. This type of conflict can ensue between a franchiser and franchisee, especially when there is an observable breach of terms of contract by either party.

2.1.5 Management of Workplace Conflict

Workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each others’ attempt to achieve objectives in an organisation (Kazimoto, 2013). Uchendu, Anijaobi & Odigwe (2013), maintained that conflict is inevitable in organisations, its management determines whether it will generate positive or negative effect on the organisational performance. The timely recognition and immediate explication of the underlying tension before the conflicting issues go out of hand are germane to effectual management of conflict in the workplace. Managing conflict does not necessarily connote avoidance or termination but the decrease of the odds of non-productive escalation. As such, conflict management is the method by which organisations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making.

Consequently, conflict management orientation is a highly obtrusive process which can be implemented in a number of diverse ways in organizations. Ford (2007) posited a four-way process

which includes assessment and inquiry, design, implementation and evaluation aimed at achieving efficacious and objective conflict decision in the workplace. This integrative approach is often employed to encourage management to satisfy the needs of stakeholders in the resolution of conflict. Vigil and King (2000), observed that the use of integrative style of managing conflict is likely to create better result and higher commitment in individuals than teams using non-integrative conflict management. The integrative approach broadens the understanding of the conflict problem and increases resolution.

Collective Bargaining: This is a powerful tool in settling dispute, one important attribute of C B is that it is based on voluntarism. This means that both employees' and management are expected to voluntarily iron out their differences. Collective bargaining strategy has been suggested as the approach for managing union-management conflict in organisations. The approach is internationally acclaimed as the legal instrument by which workers and management settle conflicts arising from employment contracts (Fajana & Shadare, 2012). Presently, faster rates of adoption of collective bargaining strategies have been encouraged in Nigeria by the Trade Union Amendment Act (2000), and by the positive use of this machinery for resolving conflict by some multinational firms in the country. In practice, this collaborative approach of managing conflict, involves negotiation between unions and management in a process of meeting demands, discussing, presenting counter demands, bluffing and sometimes threatening all in a bid to reach collective agreement.

A system of trade disputes settlement is provided by policy makers to protect the interest of the public (labour and employer of labour), this is in effect to limit the damage (s) that it can possibly affect or cause the system (society). While the interest of the parties involved in the disputes is equally protected to enjoy functional and positively efficient order Catherine & Poipoi, (2014).. Any organisation using this method is sitting on a keg of gun-powder. The accommodation strategy believes that no amount of sacrifice is too much to allow peace to reign. It is a palliative technique which involves capitulation and appeasement. The competition strategy involves the survival of the fittest and win-lose method, without taking other party into consideration. In the compromise strategy, parties to the conflict are willing to give up something in order to settle the conflict problems. The last approach is collaboration which is a win-win approach whereby parties to a conflict are prepared, willing and ready to satisfy each other demands fully. Except for the

collaboration strategy which is reflected in behaviours that are both cooperative and assertive, all other approaches depend majorly on the structure of the organisation, because they provide a short term solution to conflict situations.

Mediation: The Trade Dispute Act of 1976 and amended by the Trade Disputes (Amendment) Act of 1977, Section 3 of the Act, provides a comprehensive process of dispute settlement aside the internal procedure. Under this Act, if they attempt to settle the disputes through enterprise's own machinery and procedure fail the party shall within 7 days of failure meet together either by themselves or through their representative under the presidency off a mediator to settle the dispute: amicably.

Arbitration: The arbitration procedure is generally time consuming, but it has the advantage of encouraging parties. In the interim, the Head of State or the Minister of Labour can make the arbitration obligatory and binding if the possibility of a strike action is considered familiar to public order or against the general interest, as in case involving essential service. Another conflict management approach for resolution of conflict in Nigeria is offered in the provision of the Trade Disputes Amendment Decree, 1988, No. 39 and Trade Dispute Act CAP 18, 2004 which provided five steps for legal management of conflict in organisations in the country. These are voluntary settlements of conflict using internal machinery of grievance procedures and the external machinery involving appointment of mediator, conciliator, reference of disputes to industrial arbitration panel, National Industrial Court and the constitution of a Board of Inquiry if such is considered necessary. In conflict resolution, the award of the National Industrial Court is final and binding on the employees and employers from the date of the award in the country.

Joint Consultation: This is also a tool in resolving conflicts, this is done by meeting between the workers and their employee where the relationships is seen not as terms of bargaining strength but in terms of the worth and ability to contribute to the subject being discussed. Hence, discussions focus on mutual interest to both sides. Subjects like welfare, canteen, safety, productivity and so on are discussed. It is perhaps the joint benefit to be derived from such meeting that makes joint consultation suitable for discussing problems in industry.

Conciliator: A conciliator is appointed to look into the cases and circumstances of the disputes between employees and management and by negotiation with the parties attempt to bring the settlements.

2.1.6 Concept of Performance

Performance is one of the most important factors that have been studied for a long decade. At both industry and national levels, the variable of job performance has significance to the economies of developing countries such as Nigeria, whose productivity levels are partially determined by the aggregate job performance of individual employees in different industries throughout the entire country (Woratz, 2012). Organisation's success or failure depends on job performance of the individuals in that organization. Herman (2009), defined performance as what employee does and not about what employee produce or the outcome. In addition, Martz (2013), opined that the overall trend among researchers is to evaluate organisational performance using a single variable, such as profit or productivity. This approach focuses on results and looks at the organisation as a rational system that allows objectives to be achieved. Performance is considered to be those actions, behaviours and outcomes that individual employees engage in or bring about that contribute to the goals of the organization (Rotundo & Sackett 2002). Long, Kowang, Ping and Muthuveloo (2014), described job performance as the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviours and outcomes. Tang and Chang (2010) defined performance as behaviours engaged in by employees at work that are in keeping with the organisational goals. According to Olusegun, Oluwasayo, & Olawoyim (2014), performance is an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources

According to Khuong and Yen (2016), performance is seen as an activity that individual is able to complete the assigned task successfully, the total output that employees recognised and contributed to the organization is another definition of job performance. It is the sum of opportunities, abilities, and motivation. Wright and Davies (2003), also stated that job performance is the functioning and presentation of employees. It is how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. Job performance includes the observable actions that people do in their works which related to the objectives of the company. Kazmi, Amjad and Khan (2008), viewed performance as the result of three factors working together: skill, effort and the nature of work conditions. Skills include knowledge, abilities and competencies of the employees; effort is the degree of motivation the employee puts forth towards completing the job, and the nature of work conditions is the degree of accommodation of these conditions in facilitating the employee's

performance. The whole concern for the organisations is the job performance of their employees irrespective of factors and conditions.

2.1.6.1 Employees' Commitment

Employee commitment is the psychological and emotional attachment and the resulting loyalty of an employee to an organisation. When employees feel very committed to their organisation, they align themselves to the goal and aspiration of the organisation. This is when the connection between employees' and the organisation is so broad and deep (Baird & Tung, 2017).

Employees' commitment means different things to different people at different times. That notwithstanding, it is one of the most studied behavioural performance indicators in organisational studies and management literature. Employee commitment has to do with the level of loyalty and identification an employee has for the organisation he is working for. It is that which makes an employee to give the best to ensure that the organisation performs well. Ming-Huei (2007), opines that employees' commitment is an employee's identification with the organisation and his psychological support to its mission. It is an employee's identification with the organisation and its goals as well as the extent of his willingness to be a member of it for a long time. It is one's own investment in an organisation and inclining to attitudes resulting in social qualities (Balay, 2007). A committed employee is the one who stays with the organisation through thick and thin, attends work regularly, puts in a full day, protects company's assets and shares company goals (Meyer and Allen cited in Chen and Jiang, 2009). Akintayo, (2010) posits that employee commitment is the degree to which the employee feels devoted to their organisation. Ongori (2007), describes workers' commitment as an unwavering affection to the whole organisation and the degree of attachment or loyalty that employees have towards the organisation. It is simply employees' attitude to organization (Zheng, 2010). A conflict that is not well managed could result to a deflated commitment from the employee. Kirchoff & Adams (1982), capture it thus: the total implication of the negative effects of conflict can reduce employees' commitment to organization goals and efficiency.

Organisations extract commitment from employees through the following factors which include: respecting employee needs, provision of career development opportunities, promoting team spirit and bonding, as well as creating sound strategies which will engage workers constructively and so

on. However, there are at least three types of commitments which include: affection for your job or the love and passion you have for what you are doing, the obligation to stay on your job by way of feeling obliged and committed to your organization, as well as your task. While the third type of satisfaction is the fear of loss, not wanting to lose your job. This makes you to put in extra efforts to the job because of the feeling of insecurity on the job. However, according to Okoli, Okeke and Nuel (2007), there are two different types of employee commitments that employees display in organisations.

Emotion Based Commitment

This is the closest to what one might intuitively consider down to heart commitment. It encompasses what an ideal emotional identification with the organisation is. This leads to an increased desire to contribute and perform, as well as maintain total identification with the organisation.

Normative Employee Commitment

This refers to a perceived obligation to remain with the organisation. An employee can experience an obligation to perform work activities in the absence of a personal desire to do so. This type of employee commitment typically has weaker positive relationships with the staff motivation, job satisfaction and so on.

2.1.6.2 Employees' Productivity

It is hard to find a clear-cut definition of the concept in the literature, rather it is often a subject of confusion. It is equated with labour productivity or sometimes even with labour intensity. Sometimes the term workforce productivity is used, for instance see (Thomas&Schmidt, 1982; Choobineh, 2017). The way we have defined the concept of employee productivity is an attempt to holistically consider the phenomenon. While individual studies focuses on single aspects, for instance, work, labor, contributions, creativity, employees' well-being, e.t.c. The need to integrate singular factors is becoming increasingly important with a paradigm shift in manufacturing. Considering the concept, we focus more on the micro-level productivity of employees' which encompasses smaller systems on the level of individual industries and organizations. Thus, bringing forward the effect, value, and contributions of an individual employee to the organization success.

Literature shows clear differentiation between two major aspects of employee productivity. Those are labour productivity and broader set of economic factors. Together they should encompass enough factors to holistically or more comprehensively determine the employee productivity concept (Walters, 2010; Taylor, et al. 2016). As outlined, the literature often equates labor productivity with workforce or employee productivity and consequently causing the need for better classification.

In a similar vein, economic employee productivity covers a broader set of factors, which interm better determine outcomes in employee productivity equation. Relevant factors across the field of economic and business sciences can be identified and included into considerations for economic employee's productivity, based on the needs and goals of an organization. The idea behind this classification comes from Walters (2010), and it includes both positive and negative factors. Factors with negative outcomes are (1) Low Cooperation, (2) Turnover, (3) Absenteeism, and (4) Administrative Inefficiencies. Suggested factors with positive outcomes are (1) Creativity and (2) Identity Processes.

Further, we should consider additional factors to describe broader and more comprehensive model. There is evidence that job satisfaction and happiness affect employee productivity (Oswald, et al., 2015). Also, employee engagement is considered as a key factor (Heintzman and Marson, 2005; Ellis and Sorensen, 2007; MarkosandSridevi, 2010). Moreover, we recommend that due to the changing manufacturing models, more additional factors need to be considered to encase the understanding of the phenomenon.

2.1.6.3 Job Satisfaction

Job satisfaction is believed not to have a generally agreed definition despite its significance and wide usage in the field of industrial psychology and organization behaviour, which make it vital that before clear meaning is given, there is the need to put into consideration the significance and nature activities of human beings all around the globe (Aziri 2011). Several scholars and authors have defined job satisfaction base on their views. A definition given by Timothy, Ronald, Nathan, John and Bruce (2010) states that job satisfaction is seen as any form of blend of psychological environmental as well as physiological circumstances that can make an individual admit in all

honesty that I am gratified with the employment I do for a living. On the basis of this definition, level of job satisfaction is represented by what actually causes the feeling of satisfaction. Another definition given by Vroom (1964), opines that effective orientation of individual in respect to their task and schedules is what defines job satisfaction; this definition put much emphasis on the role played by an employee in the work place.

The most widely used meaning of job satisfaction is the one coined by Spector (1997), which states that job satisfaction centres mostly on the feelings on individuals about their entire job, which emphasizes on the level to which individuals like or hate their jobs. Therefore job satisfaction serves as a benchmark on how employees' feel either positive or negative about their job and that is the main reason why job satisfaction and dis-satisfaction are always present at certain point and situation (Davis, Nestrom 1985). Similarly Aziri (2011) asserts that the level of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction.

Job satisfaction is enjoyable emotional state ensuing from appraisal of one's job and job experience (Locke, 1976). Employee satisfaction or job satisfaction is, quite simply, how contented or satisfied employees are with their jobs. According to Lai Wan (2007), satisfaction is an essential aim for any organization to reach. When the satisfaction level of employees increases, then this will result in more returns to the organization. The dissatisfaction of the employees has adverse effects on efficiency and effectiveness of the organization. So studying job satisfaction is one of the most significant areas of organizations setup. Job satisfaction is a concept that has often been discussed, studied and described. It has been usually defined as an attitudinal evaluative judgment of one's job or job experiences (Ilies et al., 2009). It is an inner state based on measuring the job and job-related experiences with some degree of favour or dis-favour. Low job satisfaction leads to low morale, low loyalty to the organization and an increase in sales jobs (Soler, 1998). It would also lead to low employee job satisfaction retreat from their job hunt for a new job or a change.

Howard (2009) views job satisfaction as a blend of likable and unlikable moods or behaviour of an individual worker on their work schedule, implying that when an individual is employed, such individual might come along with desires, wants and anticipations which define their meaning for being there. Satisfaction on a job symbolizes the enormity to which optimism are aligned with real rewards and benefits. According to Mowday, Porter and Steers (2013), most employees

of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and that of their working place as well.

Job satisfaction plays significant role in both personal interests and organisation's success and their valuables to study for multiple reasons. In recognizing the role of job satisfaction, experts are of the opinion that it can interrupt labourbehaviour and influence work productivity and is, therefore, a valid object of study (George and Jones, 2008). This is in line with the belief that happier workers are more productive. Nevertheless, job satisfaction contributes immensely to organisations in the following dimensions: Improved job satisfaction encourages productivity and has inherent humanitarian value (Smith et al., 1969): In addition, job satisfaction directly impacts the level of employees commitment and absenteeism at the workplace(Alamder et al., 2012). Besides, job satisfaction ensures that counterproductive work behaviour are minimized Dalal(2005). Furthermore, job satisfaction is so significant that its absence generates lethargy and reduces employee's level of commitment(Levinson, 1998).

Similarly, Anitha(2013), defines employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organisation as well as its achievement, she further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

Therefore, employee performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly (Sadikoglu&Cemal, 2010).

Aziri, (2011), opines that when discussing issues regarding job satisfaction, job dissatisfaction should be considered in order to ensure balance. Squires, Hoben, Carleton & Graham (2015), argued that though, dissatisfied employees may not quit their jobs, but such feeling of dissatisfaction can have impact on them, their colleagues as well as the their quality of performance and the service they deliver in the sense that such dissatisfied employees have tendencies of displaying hostility on other employees in the workplace.

2.1.7 Issues of Conflict in Nigerian Polytechnics

In recent time, polytechnics in Nigeria have a lot of problems hindering their development. Among these problems are the issue of discrimination against polytechnic graduates in the labour market due to non-removal of ceiling on their career progression beyond grade level (GL14) especially in the public service. Underfunding of polytechnics in Nigeria is another area of dispute. Budgetary provision that are allocated for development, accreditation, staff salaries and other sundry expenses in the votes and sub-heads during the budgeting process are arbitrarily low which is hampering the growth and development of these institutions that were established to drive the technological advancement of the country's industrial sector.

In addition, the issue of migration to CONTISS 15 created a lot of crises in the system as the National Board for Technical Education (NBTE) issued a circular in October 2016 for the implementation of this migration as this was initially approved in 2009 by the administration of President Sheu Musa Yar'adua, but the Academic staff union of polytechnics (ASUP), Senior staff Association of Nigerian Polytechnics (SSANIP) and the Non academic Staff Union (NASU) had to issue a warning to the government on the purported termination of the implementation of CONTISS 15 before it was shelved.

2.1.8 Nexus Between Organisational Conflict and Performance

Hefferman and Flood (2006), stated that as a concept in modern management, organisational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition, while the second was that of measurement. The term performance was sometimes confused with productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity as well as quality, consistency and other factors. Organisation performance has been the most vital issue for every organization either profit or non-profit organization. It is expedient for managers to know the factors that affect performance. According to Rivers (2005), the hidden costs of unresolved conflict in organizations are enormous and finding effective ways to manage and resolve organizational conflicts can have a significant impact on productivity and hence organizational performance. However, it is quite difficult in actual sense to measure performance,

but in this context performance is taken to be productivity i.e. the relationship between input and output.

Richardo and Wade (2010) argued that performance measures could include result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Hence, from the above, the term 'performance' should be broadly based on which include effectiveness, efficiency, economy, consistency behaviour and normative measures (Richardo & Wade, 2010). It is the managers responsibility to identify what could be the possible cause(s) of conflict and resolving them early enough to avoid interference with the performance of individual in the organization. Performance of an organization is one of the major indicators which inform stakeholders in any business that the business is doing well and as a result their investment is secured. Conflict or unresolved conflict among employees that is not well managed by the manager can affect the organizational performance negatively and the achievement of the goals and objectives of the enterprise. This is in agreement with Mgbekem (2004), that negative effect of conflict can cause individuals or groups to become hostile and can cause them to withhold information and resources. Henry (2009), posited in his research that positive effect of conflict can improve the quality of decisions, stimulate involvement in discussion and building group cohesion. However, when conflict is not properly managed, the organisation will not reap the above mentioned advantages of conflict.

From the foregoing, it is established that conflict has beneficial effects when managed properly and has negative effects when it is not properly resolved especially among employees. Conflict is an inevitable phenomenon in any organisational system and it can come in different forms, and it is the duty of the manager to handle it properly. A manager should manage conflicts successfully rather than restrain or avoid them. For the organisation's management team to manage conflicts, they need to know the causes of the conflicts and the parties involved in order to get to the root of the problem. In the process of the manager resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new environment of individual growth. If conflicts are not managed properly, they can be damaging, as they waste a lot of energy and time, and invoke tension, which reduces the productivity and creativity of those involved. On the other hand, when the conflicts are properly managed it can lead to a stronger relationship within the

organisation as well as mutual respect for one another. Managers on their part having resolved the conflicts efficiently can use the techniques or the approaches adopted to resolve further conflicts which might occur in the future.

2.2 Theoretical Review

The study adopted Mediation Theory and the Social Exchange, Inequality and Fairness Theory to underpin the study. Conflict theory states that tensions and conflicts arise when resources, status, and power are unevenly distributed between groups in society and that these conflicts become the engine for social change. In this contest, power can be understood as control of material resources and accumulated wealth, control, of politics and the institutions that make up the society, and one's social status relative to others (determined not by class but by race, gender, sexuality, culture, and religion, among others).

2.2.1 Mediation Theory (1991)

Mediation theory is a theoretical model developed by Professor Jean Gagnepain in 1991. He was a French linguist and epistemologist. This theory contains four strands: conflict goal, level of conflict escalation, mediation style or process, and outcome. The theory appears to justify and reconcile all the divergent views of practice and outcome into a unified view of mediation. The theory of Mediation is a non-adversarial conflict resolution process that encourages joint problem solving, assists both parties to identify alternative solutions to their problem, and promotes effective communication between both parties. While both the complaint process and the hearing process typically result in a win / lose relationship between the parties, the mediation process, if successful, typically results in a win / win relationship through the development of a mutual and agreeable solution. Therefore, the implication of this theory is that it underscores the importance of round table discussion as well as engagements by parties in conflict whenever there is disagreement on labour issues. However, despite the good assumptions of this theory, scholar like

Professor Wade criticized it based on the phrase ‘‘inequality of bargaining power’’ as not being mediation per se but consensual and exacerbated.

2.2.2 Social Exchange, Inequality and Fairness Theory (Emerson, 1976)

The theory analyses and addresses the perception of fairness in direct exchange relations between two actors that relate to conflict resolution, A and B, each of whom controls resources that the other values. It is assumed that employee A and B are individual persons, acting alone or representing a group, embedded in a larger network that provides each of them with alternative partners for obtaining valued resources. We also assume that A and B interact repeatedly over time. Examples are co-workers in an office and friendship networks. The exchanges between A and B may produce either equal or unequal benefits for the two actors. Unequal benefits usually result from unequal power, produced by differences in actors’ structural positions in exchange networks (Emerson, 1976).

Our interest here is not in structural determinants of inequality, however, but in the classic question of how actors evaluate the fairness or justice of their exchanges. Literature on justice has evolved, scholars have identified three main target of justice evaluations; outcomes (distributive justice), processes (procedural justice) and interaction partner (interactional justice). Distributive justice refers to how people evaluate the fairness of the reward distribution that result from exchange or allocation. This is the form of justice that most sociological theory and research addressed. Evaluation of distributive justice are based on the justice expectations that actors brings to the relation from past experience or social norms (such as equity or inequality) and the social comparison that they make with others. Some procedural justice theorists argue that fair procedures are more fundamental than fair outcomes, and that procedural justice influences the perception of distributive justice. This however implies that compromise and concession is needed in any dispute resolution as a strategy to resolving conflict for a win-win situation.

However, scholars criticized this theory that it lacks sufficient theoretical precision, and thus has limited utility. Also, scholars who apply the social exchange theory are able to explain many social phenomena in post-situation manner but are severely limited in their ability to make use of prior predictions regarding workplace behaviour.

Criticism to the theory, it centers on three predictions which were: distributive, procedural justice and interactional justice. The shortcomings are that individual behavior cannot be predicted;

individuals and the employers may accept the decision but may not be sure if the decision is right and satisfactory. Also, if the decision is acceptable by the key actors (involved), is it reliable?. It therefore means that, any decision made is just at the discretion of the stakeholders which the unions only take /accept in good faith.

2.3 Empirical Review

2.3.1 Empirical Evidences in other Countries

Zahid, Zahra, Amjad, Mukhtar, Hamza and Athar (2019) investigated the way conflict management and procedural justice can affect employee performance in academia of Pakistan. The study used quantitative method and sample size of 322 employees who work at different positions in universities. The study used correlation technique to analyze data, use different tests regression,. The results of correlation show a significant relationship between all of our three variables. It shows that for organizational performance, both conflict management strategies adopted by managers and perceptions of procedural justice are important. The low point of this study is that not all procedural justice resolves conflict effectively and this may affect performance negatively. Critic to the study; procedural justice is a process in which mediation and reconciliation are settled amongst the employees, better approach of managing conflict like negotiation can be adopted for the study. It was also observed that correlation was used as method of analysing data that have significant relationship while regression analysis were used for explaining and analysing data with differences between variables. Future study can adopt correlation methods to study data analysis.

Li and Mahadevan (2019) analyzed the impact of organizational climate on employee performance in a Malaysian Consultancy firm. A questionnaire was developed based on previous literature, and analysis was done to determine the normality, reliability and validity of the scale. The independent variables in organizational climate in this research include role clarity, communication, career and development, reward system, relationship, teamwork and support and direction, while the dependent factor is the employee performance. The research design adopted was combination of explanatory and descriptive with the method of cross sectional survey. SPSS 2.0 was used in analyzing the data. The study found that all the selected organizational climate dimensions research have positive and significant impact on employee performance.

Despite the strong research carried out to study organisational climate as a critical factor of for the sustainability of organisation, its weaknesses are: factors like security, physiological, economic,

social-political among others as variables to measure performance. These variables will have significance and positive effect. It was observed that, not all the times is the organisational climate conducive for workers due to the tension resulting from actions and inactions of labour unions among other issues.

Williams, Moore, Williams and Jones(2019) examined the current literature to determine if workplace conflict could be resolved by using integrated conflict management approach. The paper discussed ways to resolve conflict between persons. Human value differs depending on levels of organisational culture; therefore, workplace conflict is inevitable, and it is often unavoidable in toxic workplaces. It uncovered numerous managerial communication strategies that can be useful to resolve workplace conflict. The literature suggested that effective interpersonal communication plays an important role in conflict resolution. Several communication strategies were found to adequately address the main causes of conflict between people. It recommended 8 steps in 3 stages, necessary to resolve workplace conflicts, regardless of the line of work of the manager.

Criticism to the study; human values cannot in any way transient into organisation culture, this is because every individual works towards the targeted goal(s) of the organisation. Also, not all managerial communication are formally conveyed to the subordinates or colleague, therefore not all communication processes identified could be useful in disseminating information, further studies should look into the channels of communication and also study the organisational structure.

El- Rahman, Hosny and Ata (2018) assessed the relation between conflict management styles, assertiveness and stress among nursing students. The study was conducted at the faculty of nursing, Zagazig University, using a descriptive correlation design. A stratified random sample of 424 nursing students was used. Data were collected using one tool that consisted of four main parts: Demographic data, The Rahim Organizational Conflict Inventory-II (ROCI-II), students' assertiveness, and nursing students' stress index. Study results illustrate that 84.2%, and 84% of nursing students used collaborating and compromising conflict management styles with their clinical instructor. Also, 82.2%, & 81.1% of them used compromising and collaborating conflict management styles with their peers; whereas, 69.8% used the competing style of conflict management. Moreover, 59.2 % of nursing students had high level of assertiveness. Furthermore, 43.5 % of nursing students had moderate level of stress and all of the students had stress. The study concluded that there was a positive statistically significant correlation between nursing students'

total assertiveness score and their using of all conflict management styles with their clinical instructors. The study recommended that nurse educators should conduct workshops about stress management and coping strategies to the nursing students and students should practice assertiveness in the real life and determine the appropriate ways of asserting themselves. However, assertiveness by students may mean confrontation and disrespect to some educators thereby creating more conflicts between students and their educators.

Criticism to the study; competing strategies might not be the best for the study since they are all learners and the suggested approach should be the cooperative strategy where learners will form synergy, therefore, associating will be recommended for future or further studies. In essence, nursing students as well as their instructors should maintain a stable health condition to enhance productivity in the academic institutions.

Anthony (2017) analyzed employees' commitment and its impact on organisational performance, the purpose of the study was to identify the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, Continuous) have been taken as independent variables and organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in the study. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organisation. The result had a great impact and took the organisation towards promising competitive edge.

From the review of the above study, the employee commitment (Affirmative, Normative, Continuous) are significantly related to organizational performance, as good as the study was, never the less, it was not only the variable considered that can guide the management, other variables like avoidance, longitudinal research design can be adopted as research methods, one cannot perfectly measure employee commitment in relation to management.

Muindi, Mwanja and Metet (2017) explored the impact of collaboration as a conflict management style on academic performance in secondary schools in Makueni Sub-county of Makueni County. The population includes 18 principals and 54 teachers in the named sub-county. A random sample of 18 schools out of the 46 schools in the sub-county was selected for the study, that is, 18 schools where the 18 principals of the selected schools and 3 teachers from each of the 18 schools were to make a total of 54 teachers. This was achieved through probability and purposive sampling respectively. The study employed the use of questionnaires to collect information on the impact of collaboration as a conflict management style on Academic performance. The findings indicated that most of the principals advanced their conflict management strategy by collaborating with others to make the performance of their schools a success since collaboration as a conflict management style significantly influences students' performance in secondary schools. The study recommends that principals in Makueni sub-county should embrace collaboration as a method of solving conflicts in their schools in order to achieve good performance.

From the study above, one can deduce that what constitute conflict in school A, will be quite different from what constitute conflict in school B, however, researcher can make use of cross sectional survey research design. In addition, most secondary schools do not have a strong union labour union who can intercede for the teachers in times of industrial actions, likewise in tertiary institutions, conflict that exist is as a result of scarcity of resources such as fund to build infrastructure, payment of salaries and emoluments of workers, making funds available for research and development which are critical to the study. Teachers in tertiary institutions should be allowed to go for training, encouraged to do more researches in the area of conflict resolution and educate them more in management of conflict.

Sabancı, Şahin and Özdemir(2016) explored supervision group leaders' conflict management strategies in Turkey. This research was conducted as a survey using a descriptive method. The population of the study consisted of 2493 inspectors working in 81 provinces geographically divided in seven regions. The data were collected by "Conflict Management Strategies Questionnaire" which consisted of 32 items. The measurement model was tested using a confirmatory procedure. In the analysis procedure, quantitative analysis techniques such as means, frequencies and standard deviations, t-test and a one-way Anova were utilized. Group leaders perceived that firstly, they refer to problem solving strategies and secondly, compromising; the

third and fourth strategies they used in managing conflicts were dominating and avoiding. Inspectors reported that firstly, they used problem solving, compromising, dominating and avoiding successively. It is significant to find that both group leaders and inspectors had the same evaluation about preferring conflict management strategies.

Criticism to the study: the study explored supervision group leaders conflict management strategies in Turkey, most often than not, conflict occurs between line and staff managers not mostly among supervisors. Also, study was carried out among inspectorate of Turkey provinces, further studies can be done in Sub-Saharan Africa.

Mboya, Kiplagat and Ernest (2016) assessed strategies for effective Management of conflicts in Public Secondary Schools and averting school unrest amongst students as perceived by Principals, school board of management and students in Kenya. A total of 26 school Principals, 104 Board of Management members, 183 Teachers and 370 Students participated in the study. Random and purposive sampling techniques were used to obtain the sample for the study. Data collection was done using self-made questionnaire which had been validated by experts and subjected to a pilot study and an overall Cronbach's alpha reliability coefficient of 0.876 was obtained. Descriptive statistics were used to analyze data. The findings of the study revealed that collaboration conflict management strategy was rated the best strategy of solving and averting conflicts in secondary schools in Kenya.

The study was a perceived one as described by the principal, study can be carried out using a longitudinal research and inferential statistics research design can be adopted for analysing data. The implication is that a more disciplinary action must be taken, because secondary school mode and shapes lives, students of different backgrounds meet and spend most of their time in acquisition of knowledge, so there is the need to curb their excesses. Other strategies like accommodation, integration, obliging, can be used as against the collaboration strategies that was measured as the best for the study.

Amirkhani, Farahani and Farahani (2016) evaluate the influence of conflict management on improved performance of personnel at the Bank of Industry and Mining. Statistical population under study consisted of employees of the Bank of Industry and Mining of Tehran, where 100 individuals among them were selected as statistical sample for participation in the study. This was a field study whereby use of the survey method, questionnaire was used for data collection. Ultimately, for data analysis, Pearson's correlation coefficient and regression analysis were used

with the help of SPSS software. Results obtained showed that all three variables of identification of the kind of conflict, management of severity of conflict and management of duration of conflict are effective on performance of employees at the Bank of Industry and Mining, Tehran.

Critic to the study, most conflict that exists, in the banking industry is that of bankers -customers' relationship. Therefore, further research should be developed on how best to handle customers' service relationship with that of customers, also, desk research will be the most appropriate for the study.

Wanyonyi, Kimani and Amuhaya(2015) investigated whether accommodating, avoiding, collaborating, compromising and competing styles influence organizational commitment. The study was anchored on the Dual Concern Model for determining the conflict management styles of disputants in conflict situations. The organizational commitment was studied as it has been discovered that institutions benefit most from this paradigm because it mainly improves productivity, organizational climate and enhances team cohesiveness. Case study research design was used and the target population comprised of 82 Seed companies registered in Kenya. Organizational Conflict Inventory-II (ROCI-II) was applied to assess the conflict handling styles, and adopted Organizational Commitment Questionnaire (OCQ), developed by Mowday, Steers and Porter (1979) to measure employees' commitment. Data was analyzed using descriptive techniques. The findings were presented in frequency distribution tables and bar graphs. The results of the study reveal that integrating, compromising and accommodating styles enhance commitment towards the organisation; and on the other hand, employees perceived dominating and avoiding styles as lowering the sense of employee organizational commitment. The study recommends the need to institutionalize conflict management policies in employment contracts that guide employee participation.

Criticism to the study, conflict management strategies cannot be institutionalised base on the fact that conflict comes in different form, not all conflict can undergo procedural justice/ processes before it could be considered. Also, dominating and avoidance styles that were perceived to be lowering sense of employees' organisational commitment may not be true.

Sirajudin, Khan and Bibi (2012) examined the Conflict Management Strategies (CMS) of a faculty in the higher education institutions (HEIs) of Khyber Pakhtunkhwa, Pakistan. Survey method was used with the help of questionnaire. In this research, impact of CMS was assessed on the negative consequences and the impact of demographic variations on CMS was examined in higher

education. Negative consequences were significantly explained by avoiding strategy and dominating strategy. This research has found significant differences in the dominating and obliging strategies among the male and female respondents. Regarding the designation, significant differences were found in the dominating strategy and avoiding strategy. While age of the respondent also exerted significant influence on the compromising strategy.

Criticism to the study; other faculties in the higher education(HE's) of Khyber, Paktunkhwa and Pakistan, can be used as their study area, focusing on the positive impact to the study.

2.3.2 Empirical Evidences in Nigeria

Chika and Odunayo (2020) examined conflict management as a tool for increasing organisational effectiveness. The emphasis is on identifying the nature and significance of conflicts in an organisation as well as recognising levels or type of conflicts; then asserting the appropriate strategy to be applied to achieve positive outcomes that will lead to organisational effectiveness. Related journals, textbooks and other online publications in Management, Organisational Behaviour, and other relevant fields were reviewed. Findings revealed that conflict do not always put the organisation in a bad light, but constructively managed conflict brings about healthy competition, strengthens team participation, and bridges the communication gap. It was recommended that organisation should re-educate their employees' on conflict management construct; dispelling the trendy but untrue notion that conflict is bad, destructive, and should be avoided at all cost. Managers should adopt strategy or strategies base on the nature and type of conflict.

Implication of the study is that conflict was separated into constructive and destructive, meaning that, it was personalized, that conflict is bad, destructive and should be avoided at any rate. Conflict as part of organisation as a living being in the system and will continue to live, it cannot be eradicated, therefore, a good strategy to manage it should be adopted.

Umana (2019) examined conflict resolution strategies and how they affect organisational performance. The study was carried out in Abakaliki, Ebonyi State, Nigeria. The study employed explanatory design which was based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study. The findings revealed that a good management-labour conflict strategy improves decision outcomes and groups productivity. It was equally revealed that effective conflict resolution strategy ensures good communication, time management, good cooperation and organizational performance. It was also shown that conflict resolution strategy helps to better good human relations between management and staff and reduces late coming, absenteeism and poor attitude of an employee towards work. The study concluded that it is quite imperative for organisations to understand their organisation and know the strategy or method to use in resolving conflict at a particular point in time. Synergy amongst employees as discussed does not necessarily bring peace, what constitute peaceful environment includes communication, reward system, structure/hierarchy, these can be employed in the future studies.

Nwadike (2019) studied conflict management strategy and performance in the Nigerian Breweries Plc in the South-Eastern geo-political zone of Nigeria with particular reference to the Nigerian Breweries Plc. in Onitsha, Owerri, Enugu and Aba. The objectives of the study were basically to investigate the effect of accommodation strategy, avoidance strategy, collaborating strategy and compromising strategy on organisational performance. The study adopted the survey research method. The population of the study was made up of 1752 employees of the Nigerian Breweries Plc. A sample of 337 respondents was drawn from the population using Borg and Gail, formula, while the questionnaire response rate was 300 (80.65%). The hypotheses were tested by the use of Pearson Moment Correlation Coefficient and Multiple Regression. Results showed that accommodating strategy had a significant positive effect on organisational performance of Brewery Companies in Nigeria, and that avoiding strategy had a significant negative effect on organisation performance of Brewery Companies in South-East Nigeria. The study recommended that managements of organisation should adopt collective bargaining in managing conflict in order to be effective in solving organisational problems.

Akanbi, Abdulraheem and Ajeigbe (2019) in their work titled: Conflict Management Dynamics and Job Satisfaction in the Nigeria health sector. The study adopted qualitative method using thematic analysis. The study population is eight (8), the study found that most workers are

dissatisfied as a result of leadership tussles, pay structure and reward system leading to low job satisfaction. It therefore recommended that organisations should ensure adequate manpower planning career development, and good welfare package for the healthcare professionals.

The study was only limited to the employees' of health sectors alone, other sectors like banking, education, security agencies could be studied, taking kin interest on how leadership tussle, pay structure, reward system can improve performance and job satisfaction. Also, further studies can make use of lager population from the studied population.

Yusuf and Ibrahim (2019) examined conflict management strategies and administrative effectiveness in tertiary institutions in Sokoto metropolis. The study employed a correlation survey research design with questionnaire as the instrument of data collection. The population comprised all the eight tertiary institutions in the area. A sample of 168 lecturers were selected as respondents across four tertiary institutions. Two researcher developed instruments titled "Conflict Management Strategies Questionnaire" (CMSQ) and "Administrative Effectives Scale" (AES), with reliability indices of 0.82 and 0.85 respectively, were used for data collection. Data were analysed using Multiple Regression Analysis. The study established a significant relationship between dialogue, competition, prevention, and communication on one hand and administrative effectiveness on the other hand. It is recommended that tertiary institutions institutionalize dialogue as a conflict management strategy because through dialogue, team members develop skills to think together and to accept differences, thereby avoiding crises and improving performance.

The criticism to the study, from the study there seems to be an established significant relationship between dialogue, competition, prevention, and communication on one hand and administrative effectiveness on the other hand, these variables seems no to be enough, variables like collective bargaining, mediation, and integration can be considered. There ia no how conflict can be avoided in an organisation as concluded by the author.

Olusegun, Abdulraheem and Nasir(2018) examined the effect impact of workforce diversity management towards organizational performance which focuses into the food and beverage industry within the larger manufacturing sector. The study employed primary data mainly for revalidation of results and inferential information from secondary sources. The study adopted cross

sectional research design and considered 3 multinational corporations in the food and beverage sector in Nigeria based on random sampling technique. The sample size constituted the lower, middle and senior level staff of the multinational Corporations at their headquarters and plants to achieve the objectives of this study based on the two hypotheses that were formulated. The study recommends that; organization ought to accord due priority for optimum utilization of strength of workforce diversity and institute measures to enhance commitment among the employees for improvement of organizational performance.

The concentrated of the study was on multinational corporation with focus on food and beverage industry, other study can leverage their research on a category of staff like lower, middle or senior level managers to ascertain the reliability and validity of data collected. Also, primary data can be employed as against the secondary sources of data collected.

NnaetoandAnulika (2018) focused on the effect of motivation on employees' performance using Alvan Ikoku Federal College of Education (AIFCE) as study area. It is an empirical study whose major source of data was primary source through questionnaire. The main objective is to ascertain the work behavior of employees amidst their motivation. The study adopted reinforcement theory as framework of analysis. It is a survey research whose data analysis was done quantitatively and hypothesis tested via Chi-square (X^2). It was our finding that there is significant relationship between staff motivation and staff performance. The study therefore recommends that organizations should consider staff motivation as a cardinal responsibility. The study concludes that unless staff motivation is properly executed, organizations and their managers will always suffer employees' negative attitude to work.

Critic to the study; it is not only motivation that is relative to the study, other factors that are important are reward system, personal emoluments, fringe benefits, training, leave bonus can be used to consider their positive attitudes to work. Further studies can adopt qualitative analysis to draw inference from the behavior of employees' and studies should not be limited to academic institutions.

Arop, OwanandEkpang (2018) investigated Administrators' Conflict Management Strategies Utilization and Job Effectiveness of secondary school teachers in Obubra Local Government Area, Cross River State, Nigeria. The study adopted factorial research design. Census technique was used in selecting the entire population of 464 secondary school teachers in the area. Conflict Management Strategies Utilization Questionnaire (CMSUQ) and Secondary School Teachers' Job

Effectiveness Questionnaire (SSTJEQ) were used respectively, as instruments for data collection. The hypotheses were tested at .05 level of significance using Population t-test, and Multiple Regression Analyses. Findings revealed that, teachers' job effectiveness level in Obubra Local Government Area is significantly high. The findings also revealed among others that; the utilization of the three conflict management strategies (arbitration, dialogue, and effective communication) had a joint significant influence on secondary school teachers' job effectiveness. Based on these findings, it was recommended among others that; secondary school principal should not rely wholly on one conflict management strategy, instead they should learn how to use various conflict management strategies and apply them based on the nature of conflict. Criticism to the above study; not all studied population are important for the study, also, not all strategies of conflict management are useful for the study. Hence, further studies can employ collective bargaining as their negotiation strategy, study can also be carried out outside the north-east of Cross-River State and by extension to tertiary institutions.

Osakede, Ijimakinwa, Adesanya and Ojo (2018) examined the study of Conflict Management in Tertiary Institutions: A Study of Selected Universities in South-Western Nigeria. The study used primary and secondary sources, such as structured questionnaires, interviews and published journals, textbooks, newspapers, magazines and Internet. The sample size consisted of 500 respondents (280 from LASU and 220 from AAUA, respectively). Percentage method and Chi-square non-parametric technique were used to analyze the data. The study findings revealed that conflict management has engendered stakeholder is participating in decision-making and conflict resolution in the selected universities. Also, the performance of the conflict management board in LASU and AAUA, has recorded significant progress in terms of managing crisis and peace building. The study concluded that conflict in the spate of tertiary institutions and it hinders the development of the educational system. Hence, it is impossible to attain a conducive environment in the higher institutions characterized by conflict. The study advocated for strong effective mechanisms on conflict management that will pave the way for stakeholders' participation in decision-making of institutions.

Further study could be done in the north central zone, field survey can be used as an alternative to the study. Conducive environment is possible in a tertiary institution if harmonious relationship is practice with the use of compromise strategy.

Fareo and Jajua (2018) investigated Conflict Management Strategies in Tertiary Institutions in Ondo State. As a descriptive survey, the study population comprised all the staff and the management of three institutions. For the study sample, two hundred and ten respondents were selected by stratified sampling technique. The instrument for data collection was 45 items Likert-type questionnaire tagged 'Conflict Management Strategies Questionnaire' (CMSQ). The reliability of the instrument was determined through test-retest method and the reliability co-efficient was 0.86. Analysis of Variance (ANOVA), and Multiple Regression were used. It was found that conflict in Federal University of Technology (FUTA), Rufus Giwa Polytechnic and Adeyemi College of Education, occurred frequently. Non-payment of salaries as at when due was the major cause of conflict in these institutions. The most effective conflict management strategies used was participatory decision strategy. Findings, ascertained that role conflict occurred between academic staff and professional administrators; and conflict management strategies were critical variables in the school system. It was recommended that the academic and professional administrators should continue to demonstrate spirit of tolerance so as to ensure the smooth running of university, polytechnic and the college.

Implication of the study, there are more to conflict management more than the identified conflict related issues, task conflict is more ambiguous than the identified role conflict amongst the academic staff and professional administrators. Other recommended strategies like avoidance, integration, collaboration, can be adopted for further studies, statistical methods like chi-square can be used as data analysis.

Alajekwu and Alajekwu (2017) investigated how properly managed conflict can improve performance of institutions of higher learning in Nigeria. Descriptive Research Design was adopted for the study. The sample comprised of 1,200 respondents from all the government owned universities in south eastern Nigeria. The instrument for data collection was a 22-item structured Likert type questionnaire found reliable with a Cronbach Alpha coefficient of 0.78. The research questions were answered with the frequency tables and percentages with SPSS software version 20. The results show that organizational conflict between teaching-staff and school administrators, students and teaching-staff, students and school administrators; and students and non-teaching staff have no significant positive relationship on the performance of institutions of higher learning in south eastern Nigeria. It is then recommended among others that in the events of any organizational

conflict, the personalities involved in the activities should not be attacked, instead, the problem should be the focus.

Implication to the study; conflict in tertiary institution leads to attack on personalities as discussed in the study, therefore an amicable terms of agreements amongst the academic and the professional administrators must be drawn to avoid anarchy and escalation of dispute.

Yusuf, Habeeb and Kazeem (2017) appraised the efficacy of conflict management in achieving harmony in Etisalat Nig. Ltd. The study adopted survey research design using questionnaires to collect primary data whereby 320 respondents were randomly selected from the population as the sample size, respondents returned their questionnaires representing 97% response rate. Data collected were analysed using descriptive statistics. Hypotheses were tested through chi-square method, findings revealed that poor conflict management has devastating effect on industrial performance of Etisalat Nigeria. It was also revealed that conflict is associated to performance target. It was recommended that the management should enhance communication with staff to address issues that can cause conflict before they break open. And also, the management should disseminate information, give orders clearly by formerly instructing employees on the use of written guides (like memos, circular e.t.c.) and procedures to prevent communication gap, so that staffs would have clear understanding and correct interpretation of all information and instructions when conflicts lead to industrial harmony.

Criticism; conflict is not associated with performance target, any organisation devoid of conflict cannot meet up with the said target, where there no free flow of information, giving of directives (delegation) will cause chaos. Information communication can help in this situation by inviting parties involved to express their grievances and settle it amicably. Procedural justice can be an instrument for amicable settlement.

Ndulue and Ekechukwu (2016) examined the impact of conflict management on employees' performance of Nigerian Breweries Plc. Iganmu, Lagos state. The following hypotheses were formulated, they are: there is no significant relationship between conflict management and employees' morale in Nigerian breweries Plc and there is no significant relationship between conflict management and employees' productivity in Nigerian Breweries Plc. The survey research design was used in the study. Data was collected from primary source with the use of questionnaire. The duration of study was between 2005 to 2014, ordinary Least Square was adopted and findings revealed that there is a significant relationship between conflict management and employees

performance in Nigerian Breweries Plc. The study recommends that the management of Nigerian Breweries Plc. Should improve in the area of conflict management approaches (bargaining, compromise and forcing) since it improves employees' performance.

There should be a significant relationship between conflict management and employee morale in Nigeria breweries PLC, this is because employees' morale is a subset of employees' behaviour, it is only an organised person that can perform up to expectation. Data can be further presented using secondary sources of internet and questionnaire.

Longe (2015) investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance.

Despite the contribution of the study, it has some shortfall, the variables tested have negative effect on organizational performance, further studies can make use of qualitative research for data analysis.

Onu and Hammed (2015) investigated the effect of conflict on employee performance in Offa Local Government Area (LGA), Kwara State, Nigeria. The study adopted cross-sectional survey approach. Questionnaire was used to survey 431 respondents who were selected using census approach. Data were collected in Offa Local Government Secretariat. Multiple regression technique was with the aid of SPSS 20.0. The results revealed that task conflict and process conflict had significant effect on employee performance. Interpersonal conflict, however, had no significant effect on employee performance. The paper concluded that harnessing diversity of ideas among group or team mates is vital for the progress of Offa LGA and conflict reduction. The study recommended that effort should be made by the Local Government administrators to periodically stimulate constructive task and process conflict through encouraging innovation, accommodating divergent views and rewarding staff and department for outstanding performance.

Ajike, Akinlabi, Magaji and Sonubi (2015) examined effect of conflict management on organizational performance of banks in Nigeria using Access Bank Plc as a case study. A sample size of eighty-one (81) out of the numerous employees of the bank was administered with questionnaires in three branches of the bank located in Lagos State. A descriptive and regression analysis with the aid of SPSS was used to analyze the relationship between conflict management on organizational performance of Access Bank Plc. The result of the study found that there was a significant positive relationship between conflict management and organizational performance ($r=0.715$; $p<0.05$). It is therefore recommended that management should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level in the organization.

Longe (2015) investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organisational performance. Findings revealed that conflicts arose over multiple factors of organisational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organisational life and it could contribute to or detract from organisational performance depending on the conflict management methods adopted in the workplace.

Criticism; every organisation has multiple factors which were determinant to its performances, and were based on economic goals and incompatibility in orientation in the workplace as discussed. A particular factor that trigger conflict should be identified, conflict goals and the levels at which it escalate. Also, conflict can be managed, if appropriate strategies were used in managing it as against the unavoidable assumption by the researcher.

Obasiya(2015)investigated conflict management in the workplace and how to improve organization and working life through better employment relations. The study focused on the factors that informed an organization's decision to seekanand alternative means of handling conflict to traditional discipline and grievance procedures: and also looked at the barriers andfacilitators to integrating mediation into workplace practice and culture. Two hypotheses were formulated to determine the source of conflict and conflict resolution in the Nigeria Public Service. The study makes use of descriptive statistics to analyze the data collected from a sampleof 170 employees of the Nigeria Public Service. Percentages and frequencies were used to analyze the responses collected from the respondents. The findings of the experimental survey ofconflict management and resolution in public sector showed that conflict can be resolved throughcompromise between the employee and management. That leadership styles can lead to conflictin the organization. On the recommendations, workers should be more involved in decision making process in Nigeria Public Service so as to reduce the rate of conflict. There should be effective communication network between the workers and the management.

Critic to the study; from the highlighted factors, since public service constituted the greater percentage of the work force, a cross sectional survey research should be appropriate for the study, qualitative can be used because inference will be drawn from the perception of individuals. Apart from the compromise strategy adopted, leadership style cannot be a significant factor that leads to conflict but the attitudes and goals of the subordinates and the structure of the organisation where the conflict exists.

Ushie, Igbaji andAgba (2015)examined conflicts management in the administration of local government councils in the Northern Senatorial District of Cross River State, Nigeria. Quantitative and qualitative data were gathered from both primary and secondary sources. The result of data analyses revealed that staffthat have less conflict in their work setting perform better or are more productive than their counterparts with high level of conflict; a significant negative relationship exists between the presence of conflict and setting of staff welfare and that local government administrators are not properly trained on conflict management. The study also revealed that the administration of local government councils has been hampered by incessant conflicts. The paper suggested among others that proactive strategies and dialogues should be adopted to manage conflicts to forestall abysmal performance and low productivity in the local government areas.

From the above study; one will deduce and attest to the fact that there is no organization without conflict but varied conflicts, organisation with less conflict cannot perform better than the one with higher levels of conflict because, conflict, employees at every section will prefer to do their best so as to achieve a desired output, local government administrator (staff) are not hampered with specific conflict, it all depends on the ability, intelligence, administration in managing the functional and dysfunctional nature of the local government council.

Abdulraheem (2014) examined the practical application of some the approaches to managing diversity in Nigerian higher education especially in admission and employment. It also examines the understanding and appreciation of having a diverse workforce. The article adopted a single case study approach of Kwara State Polytechnic, Nigeria, with in-depth interview and documentary evidence as major sources of collecting data. It was found that the application of federal character and quota system in managing workforce diversity have some challenges in Nigerian higher education militating against its successful implementation. The article concludes with the argument that inappropriate application of a type of approach by an organisation might result in crisis and could be termed as 'mismanaging' workforce diversity.

Criticism to the study; diversity has been a culture and part of the organization especially in Nigeria, therefore, if the admission and employment process is justifiable, one cannot simply eradicate divers group from the organization. Further study can adopt multiple institutions as the case study, in addition, the application of Federal character (quota system), does not affect the management of workforce diversity in Nigeria tertiary institutions irrespective of gender and age inequalities.

Uwa (2014) established the role of conflict management strategies on employee productivity in the Nigerian civil service. Descriptive survey design was adopted and self developed questionnaire was used in the data collection. A Sample size of 240 respondents was selected from a cross-section of four ministries in AkwaIbom State Civil Service. Multiple regression was used to test the hypotheses. Result revealed that collective bargaining and negotiation showed a significant positive contribution to employee productivity while that of avoidance and imposition were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employee productivity.

Criticism to the study: the rate of productivity cannot be measured but output can be measured, therefore, descriptive survey research design might be adopted for the study, since samples were drawn from for ministries form Akwa-Ibom.

Adebile and Ojo(2012) investigated the conflict management style adopted in the Federal Polytechnic, Ede and the possible effects on the organisational performance of the institution since 1992. It focused on the causes , types, effects and strategies for managing conflicts with a view to ways of improving the performance and productivity of the school. Descriptive research design was employed and questionnaire was used to collect data from 100 senior staff of the institution. It was revealed that the major cause of the organisational conflicts was related to communication and inter-group conflict was the main type observed. About 50% of the 1respondents believe that conflicts interfere with organisation operations by way of wasted resources. About74% believe that conflict can be managed through collaboration and bargaining. It was established that gender, position held in the Polytechnic, and experience influenced the opinion of staff officers on the causes, effects and conflict management strategies in the Polytechnic. It was recommended that the study will improve the relationship between management and other stakeholders, also the management should encourage team work spirit, provision of basic facilities like office accommodation and furniture should be improved. The end of the year dialogue/briefing should be sustained and made inspiring and motivational in nature. Manage should establish/adopt an open policy strategy so that different groups can move closer, collaborate and make some compromise where possible so that the objective of setting up the Polytechnic will be achieved. In summary, this study was concerned with Nigeria context and from the literatures reviewed; only few studies have been conducted on conflict management in relation to higher institution in Nigeria. Most related studies were not conducted in Nigeria which according to Li and Liu (2014), suggested that differences in economies is a significant gap in the literature.

2.4 Gaps in Literature

However, most of the studies on conflict management concentrated on the performance of business entity without effort to assess the effectiveness of conflict management strategies on performance of tertiary institutions in terms of their commitment, productivity and job satisfaction. Also, most of the previous studies on conflict management and employees' performance such as Olusegun, Abdulraheem and Nasir (2018); Yusuf and Ibraheem (2019); Nnaeto and Anulika (2018) adopted

only quantitative analytical method, while this study made use of both quantitative and qualitative methods which brought out new themes and sub themes(inter-personal relation, conducive environment, sense of belonging, peaceful coexistence, sacrifice and settlements) that would be useful for future studies which are the gaps which this study tried to bridge. In addition, most of the studies on conflict management strategies were done outside the North central geo- political zone of Nigeria where Kwara State is located.

Not only that, most of the reviewed literature used linear regression, Chi Square and simple percentage in their methodology and this particular study used Smart-PLS for its methodology. Researcher also observed that most of the reviewed studies failed to report effect size of the variables used while this study identified effect size of all variables considered for the study.

Particular factors that triggers conflict was identified, conflict goals and the levels at which it escalates with the reviewed theories. The study concluded that conflict can be managed, if appropriate strategies were used in managing it as against the unavoidable assumption by the researchers.

CHAPTER THREE

METHODOLOGY

3.1 Preamble

This chapter contains the presentation of the most appropriate methods that was employed for conducting the study. After a critical review and relevant considerations, the study used the most suitable design to conduct the research. In this chapter also, the study determined the population and sample of the study, as well as the instruments and measures that was been adapted from some previous studies. More so, the chapter explained the validity and reliability of the instruments used and also conducted a pilot study for initial test and pre-test, as well as the procedure that was used for data collection and analysis.

3.2 Research Design

A cross-sectional survey research design was used to assess impact of conflict management on employees' performance of selected tertiary institutions in Kwara State, Nigeria. A cross-sectional study is a one-shot study that collects data within a given period. The cross-sectional research design is more suitable for the study because of the similarities in the nature of the study population. The study made use of cross sectional research because it was viewed as the most appropriate for this study.

3.3 Population of the Study

The population of this study was 1,391(author's compilation 2020) which constitutedentire academic staff of the selected institutions namely;Federal Polytechnic Offa,Kwara State Polytechnic Ilorin and Lens Polytechnic Offa. The choice of these institutions as the respondents of this study is because of proper understanding and the existence of numerous conflicts bedevilling with them. Not only that, these three tertiary institutions cut across Federal government, State government and Private institutions with diverse demographic background of employees working in these institutions.The breakdown of the population of these institutions is as follows;

Table 3.1: *Population of the Study*

INSTITUTIONS	ACADEMIC STAFF
FEDPOFFA	616
KWARA POLY	707
LENS POLY	68
TOTAL	1,391

Source: Author's compilation, 2020

3.4 Sample Size and Sampling Technique

The sample size was derived using Yamane (1967). The sample size was calculated as shown below at an error term of 5%.

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

Where: n= sample size

N= population size

e= sampleerror level of significance

+1 = constant

Therefore;

$$= \frac{1,391}{1 + 1,391 (0.05)^2}$$

$$= \frac{1,391}{1 + 1,391 \times (0.0025)}$$

$$= \frac{1,391}{1 + 3.4775}$$

$$= \frac{1,391}{4.4775}$$

$$= 310$$

The minimum sample size for this study was 310. However, Isreal (2013), advised that 10% - 30% should be added to the minimum sample size for attrition. 20% (i.e 62) was added to the minimum sample size to make it 372. The study adopts non probability convenient sampling techniques to collect needed information from respondents. Therefore, 372 copies of the questionnaires were distributed to the respondents. Hence, the implication for this sample size was that it was adequate for analysis in order to bring out genuine results.

Table 3.2: *Summary of Questionnaire Distribution*

Strata	No of copies distributed	Rate %
FEDPOFFA	164	44
KWARA POLY	190	51
LENS POLY	18	5
Total	372	100

Source: Registry Units of the Institutions 2020

3.5 Sources and Method of Data Collection

The study made use of primary data to examine the effect of conflict management strategies on employees' performance of selected tertiary institutions in Kwara State, Nigeria. The survey unit of analysis consisted of 372 members of staff of three prominent polytechnic in Kwara State which cut across public and private polytechnics. Primary data was obtained through the use of self-administered questionnaires to the respondents. The questionnaire was divided into two sections, A and B. Section A collected data on demographical distribution of respondents while section B provides statements on conflict management and employee performance, data was collected through structured interview of 5 respondents who were executive members of ASUP were purposively chosen for the structured interview. Before the actual interview, a pre interview was carried out via respondent validation where questions were asked randomly to ascertain the reliability and validity of the proposed questions. Also, the study made use of interview guide and electronic midgets for recordings during the session. The justification for this was that the two respondents were selected from Federal Polytechnic, Offa, two from Kwara State Polytechnic, Ilorin and one from Lens Polytechnic, Offa. The reason being that the lockdown does not allow free assess to the respondents all conversation was done through phone calls and whatapp messages.

3.6 Measurement of Variables for the Study

Thomas Kilmann Instrument (TKI) was used to measure conflict management. TKI model was developed by Thomas & Kilmann in 1974. Questionnaire was adapted from previous related studies. The questionnaire was designed around the five-point Likert scale, ranging from strongly disagree (SD) to strongly agree (SA). The use of Likert scale was necessary because it has an interval scale that enables a researcher to analyze questionnaire responses using parametric tools.

3.7 Reliability of Research Instrument

Reliability of instrument measures the degree to which the research instruments of the study were used. Thus, Cronbach's Alpha was employed to assess the reliability of the items to measure conflict management strategies in relation to employees' performance. Pilot testing was conducted with a group of thirty members of staff of Federal Polytechnic, Offa, to check if the instruments that were used for the study were reliable. The outcome of the Cronbach's Alpha was above 0.7, which revealed a robust reliability of the instrument. According to Hair, Black, Babin and Anderson (2014), if a Cronbach's Alpha shows figure equal or greater than 0.7, such instrument is said to be valid. Respondent validation was used to validate questions for the qualitative analysis, as questions were first administered on some few respondents to ascertain the aptness of it for the study.

3.8 Validity of Research Instrument

The research instrument was subjected to scrutiny by the expert in the field and the management erudition critically examined its content and made necessary corrections and significant inputs. The questionnaire contained questions that were directly related to the research objectives. In order to ensure the satisfaction of this research instruments, a preliminary study was conducted to pre-test the questionnaire by administering it on a subset of the population in order to have firsthand (firsthand) information. The reliability of the instrument is assured by the consistency of the response to the questionnaire.

3.9 Method of Data Analysis

Structural Equation Model was used as a tool of data analysis via Smart-PLS2 to examine the effect of conflict management strategies on employees' performance of selected tertiary

institutions in Kwara State, Nigeria, using a 5% significance level. While individual variables valued beyond .05 led the investigator to reject the null hypotheses and accept the alternate hypotheses. Structural Equation Model was employed in order to compute the two basic models of PLS path modelling which includes measurement model and structural model (Anderson and Gerbing, 1988). The rationale behind adoption of Structural Equation Model was that, it has the prospect of producing dependable and accurate results (Henseler & Fassott, 2010).

Also, the data for the qualitative aspect was collected from respondents through interviews which were recorded by electronic midgets and was transcribed, edited and organised in order to understand issues that arose therein. Consequently, Nvivo 12 software was used to analyse data collected which brought out themes, sub-themes and sub-sub themes.

3.10 Ethical Consideration

This study considers ethics that promotes the aim of the research, such as trust, avoidance of error, prohibition of doubt or falsification and pursuit of knowledge which are the primary goals of the research. Also the research involved a great deal of accommodation and compromise among many different people from various disciplines and institutions studied. Ethical standards and behaviour adopted in the study promoted the values that are essential and was also critical to collaborative work because it encourages trust, understanding, mutual respect, fairness and accountability of the studied institutions. Accountability in the sense that at any point in time, the researcher is being called up-on, details of the covered region will be given.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Preamble

This chapter presents the results of the data analyzed. The effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria was also reported in this chapter. Before presenting the main results, the researcher performs and presents preliminary analysis in this chapter, such as data screening and cleaning, checking and treating missing values, treating outliers, as well as demographic characteristics of respondents among others. Afterwards, the researcher carried out the main data analysis, starting with measurement model analysis. Hence, the study conducts and presents reliability as well as validity analysis in the chapter. Similarly, the analysis and results of the structural model were also performed and presented in the form of path coefficient and its t -value, and equally, the R^2 , as well as the predictive relevance were all presented in the chapter.

4.2 Response Rate

Table 4.1: *Summary of Response Rate*

Detail	Copies	Rate (%)
Questionnaire distributed	372	100
Questionnaire returned	351	94.35
Questionnaire not returned	21	5.65

Source: Field Survey, 2020

Table 4.1 shows the summary of the number of questionnaires distributed and the number of questionnaires returned. A total number of 372 questionnaires were distributed to respondents, while 351 representing 94.35% response rate questionnaires were returned. These were found to be valid and useful for the analysis. Therefore, the response rate did not fall below the minimum sample size of 310. Thus, the response rate of above 90% was suitable for further analysis (Tabachnick&Fidell, 2013).

4.3 Preliminary Analysis

Going by the suggestion of Hair, Black, Babin and Anderson (2014), it was important to subject the data collected to some preliminary analysis before running main analysis. The data collected were screened for missing values and outlier detection. Details are presented below.

4.3.1 Missing Values

Missing data is one of the most pervasive problems in data analysis (Tabachnick & Fidell, 2013). It is always important to check for missing values in the data set. It was advised by Hair *et al.* (2014), that 10% should be used by researchers as a tolerable threshold for missing values. Using descriptive statistics, no data was found to be missing in the data set. This constitutes 0% of the missing data set which was below the 10% benchmark suggested by Hair *et al.*, (2014), and therefore were ignored.

4.3.2 Assessment of Outliers

An outlier is a case with such an extreme value of one variable (a univariate outlier) or such a strange combination of scores on two or more variables (multivariate outlier) that distorts statistics (Tabachnick and Fidell, 2013). Detecting outliers for multivariate analysis such as this study is best detected by using Mahalanobis distance (D^2). The Mahalanobis distance (D^2) is a method that measures each observation's distance in multidimensional space from the mean center of all observations, providing a single value for each observation no matter how many variables are considered (Hair *et al.*, 2014). It was suggested by Hair *et al.* (2014), that conservative levels of significance (.001) be used as the threshold value for designation as an outlier. Thus, this study utilized Mahalanobis distance (D^2) to detect outliers. 14 cases were detected as outliers and were deleted from the data set. 337 cases of 351 useful copies of questionnaires were used for analysis, as a result of the deletion of 14 cases from the data set.

Table 4.2: *Assessment of Outliers*

	Result Variable	N of Outliers	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	ACCO1_1	2	1	351	351	SMEAN(ACCO1)
2	ACCO3_1	1	1	351	351	SMEAN(ACCO3)
3	COLLA2_1	1	1	351	351	SMEAN(COLLA2)
4	COLLA3_1	2	1	351	351	SMEAN(COLLA3)
5	COMP1_1	1	1	351	351	SMEAN(COMP1)
6	COMP4_1	1	1	351	351	SMEAN(COMP4)
7	E.C2_1	1	1	351	351	SMEAN(E.C2)
8	E.P1_1	2	1	351	351	SMEAN(E.P1)
9	E.P3_1	1	1	351	351	SMEAN(E.P3)
10	J.S3_1	1	1	351	351	SMEAN(J.S3)
11	J.S4_1	1	1	351	351	SMEAN(J.S4)

4.3.3 Normality Test

Normality test was carried out on the basis of individual items measuring the constructs in the study. The study utilized skewness and kurtosis statistics to assess the normality. While skewness measures the symmetry of the distribution, kurtosis measures the peakness or flatness of a distribution (Hair, *et al.*, 2014). To them, if the variation from the normal distribution was sufficiently large, all resulting statistical tests are invalid. Critical value of +2.58 (.01 sig level) and +1.96 (at .05 sig level) are benchmark. The result of this test showed that all items are relatively normal as shown in figure 4.1 below.

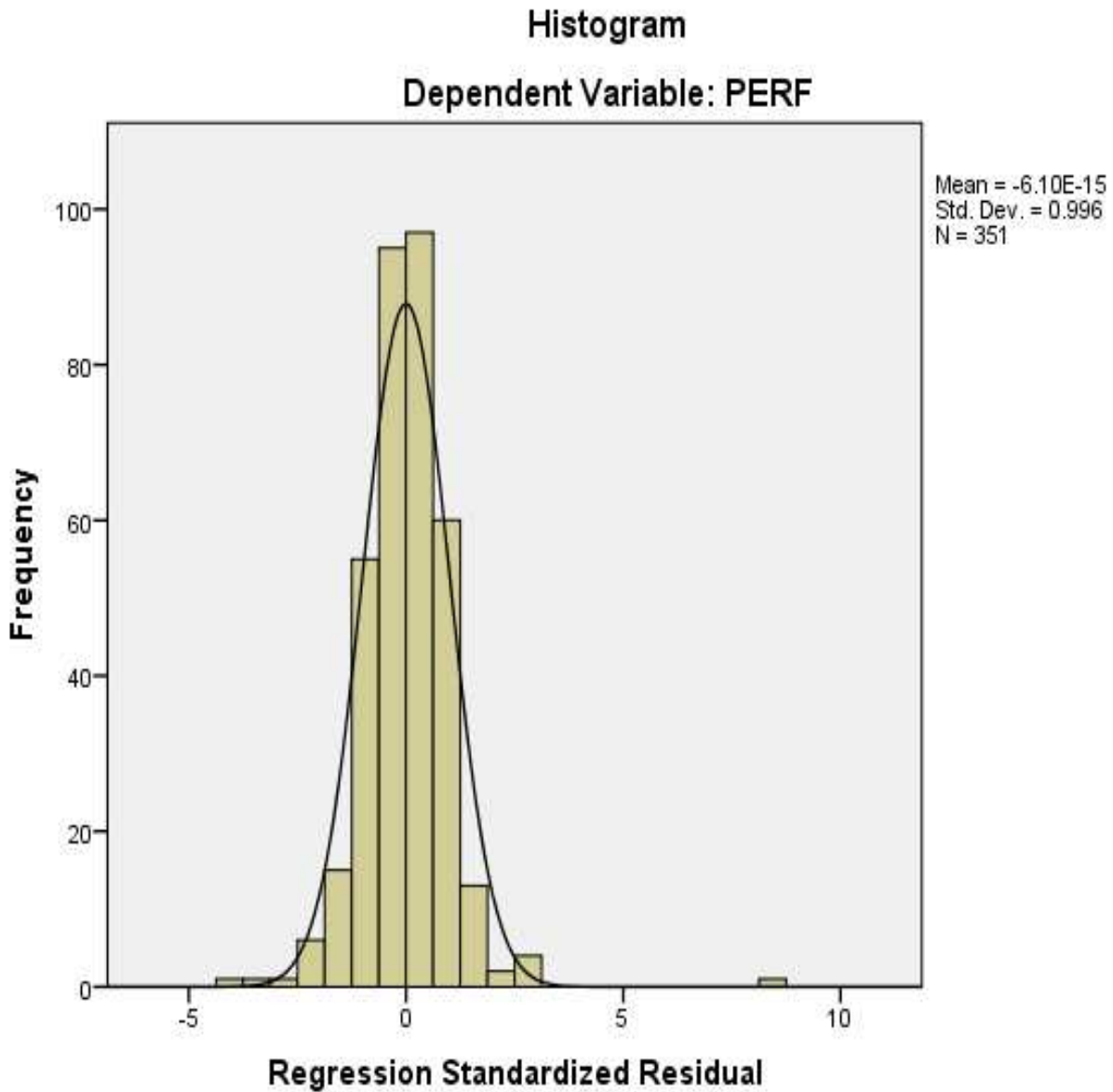


Figure 4.1: *Normal probability plot*

Source: Output from SPSS(2020)

4.4 Demographic Profile of Respondents

In this section, the frequency distribution and percentage of participants are presented based on their demographic characteristics. Particularly, the demographic variable examined in this study includes the gender of the respondents, their age, educational qualification and employees' years of experience. However, these frequencies as well as percentages of the participants based on the aforementioned characteristics are presented below.

Table 4.3: *Demographic Characteristics of Respondents*

Characteristics	Frequency	Percentage	Cumulative Percentage
Gender			
Male	243	72	72
Female	94	28	100.00
Age Distribution			
25-30	16	5	5
31-35	83	25	30
36-40	107	32	62
Above 40	131	38	100.0
Characteristics			
Academic Qualifications			
HND/B.Sc/B.A	202	60	60
MSc/MA/MBA	119	35	95
Ph.D	16	5	100
Working Experience			
Under 5 year	81	24	24
5-10 years	124	37	61
Over 10 years	132	39	100

Source: Field Survey, 2020

The demographic results as presented in Table 4.2 indicate that male gender has the highest number of employee (243) representing 72% respondents than female who are 94 (28%) respondents. The majority of the respondents that participated in this study are male. The implication of this as

indicated is that it does not give equal opportunity/ representation of each gender thereby creating gender inequality or bias amid workers.

From the Table 4.3, it can be deduced that only 16 respondents representing 5% of the sampled respondents are between the ages of 25-30. Also, 83 of the respondents are between the ages of 31-35, representing 25%. While 32% of the total respondents (107 respondents) are between the ages of 36-40. Respondent above 40 years are 131, representing 38% of total respondents. Most of the sampled respondents of this survey are those above 40 years of ages. Thereby the survey does not take full cognisance of the active youthful population who are mostly involved in conflict and labour unions agitations.

Next is the academic qualification distribution of sampled respondents. 202 respondents representing 60% are holders of either Higher National Diploma or Bachelor of Science/Bachelor of Art, while 119 respondents (35%) have Masters' Degree and the remaining 16 respondents representing just 5% of total respondents are PhD holders. Most of the respondents of this study are first degree holders. It is believed that most of the respondents of this study are all literates which assured the researcher of valid respondents; also their status assisted them in finding lasting solution to their demands through collaboration with the union executives.

It was seen on Table 4.3, that 81 respondents constituting 24% of the total response have been working with the polytechnic under 5 years, while 124 respondents which constitute 37% of the total response have been working in the polytechnic within a period of five to ten years. On the final note, 132 respondents which constitute 39% of the total response have been working with the polytechnic for over ten years. The implication is that at one time or the other, they have experienced one conflict or another during their service, also some joined the service of the polytechnics from other organisations, and will not entertain any form of cheating by their employers.

4.5 Assessing Model Fits

Structural equation model was used to examine the reliability and validity of the instruments. The figure 4.2 presents the examined measurement of the model of the study.

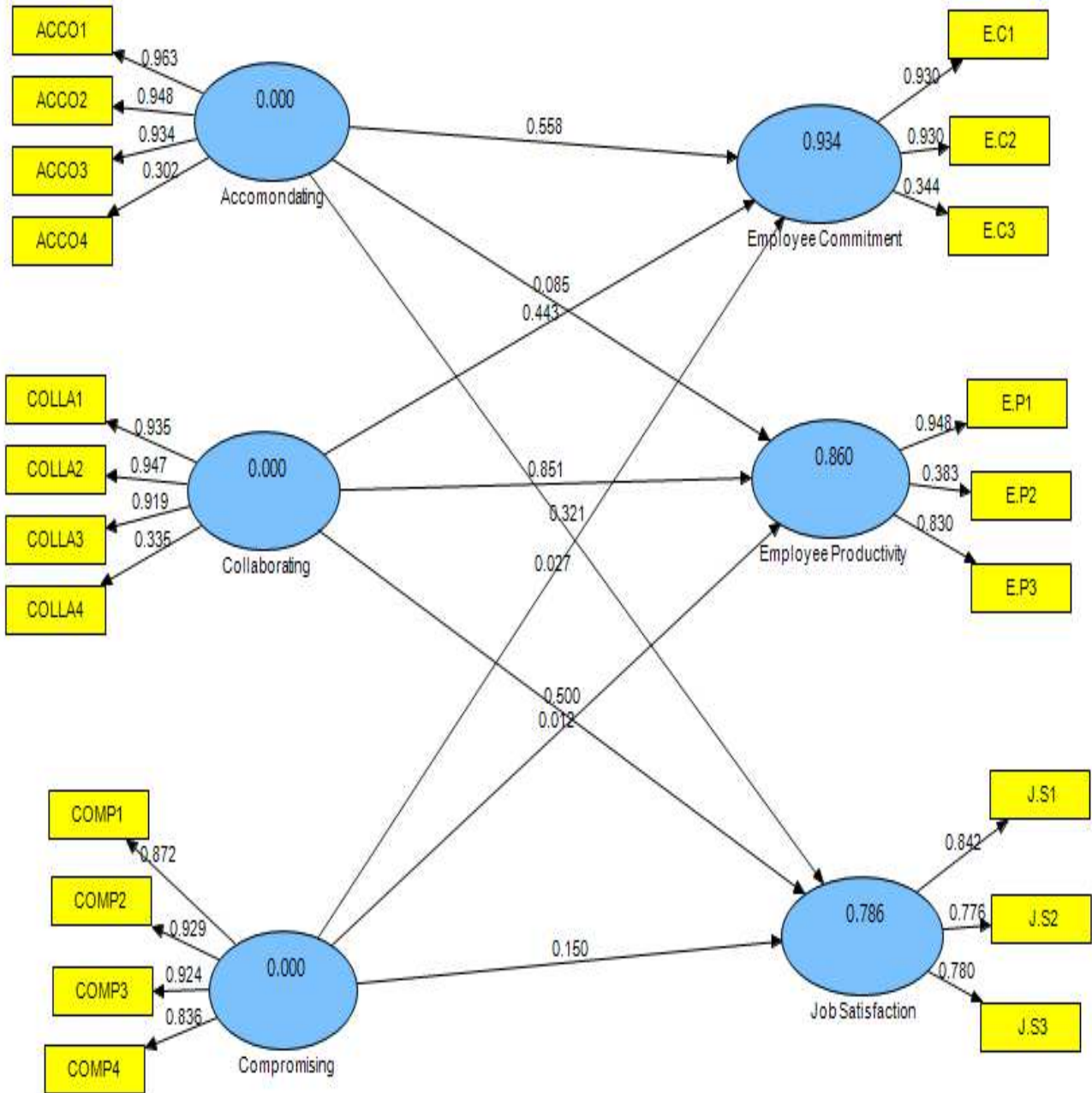


Figure 4.2: Measurement Model

From Figure 4.2 above, some items don't meet up with the ideal benchmark of construct loading of 0.7. Hair et al., (2014) established that any construct loading below 0.7 should be deleted because such factor is not fit to be in the model and it may affect Average Variance Extracted (AVE) as well as Composite Reliability (CR) of the model. Thus, one item under accommodating (ACCO4), one item under collaborating (COLLA4), one item under employeescommitment

(E.C3) and one item under employees' productivity (E.P2) were deleted. As a result, a new measurement model was calculated.

It is important to retest for validity and reliability of the construct, since a new measurement model was calculated. The data were tested for the second time for their reliability and validity.

Table 4.4: *Construct Reliability and Validity*

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Accommodating	0.909550	0.967914		0.950248
Collaborating	0.879275	0.956232		0.931298
Compromising	0.794098	0.939020		0.913154
Employee Commitment	0.884683	0.938812	0.938555	0.869849
Employee Productivity	0.845365	0.916149	0.838233	0.820913
Job Satisfaction	0.916405	0.841808	0.805773	0.723505

Table 4.3 presents Average Variance Extracted (AVE) and Composite Reliability (CR) of the constructs. All the constructs met the minimum benchmark for both composite reliability and AVE which is 0.7 and 0.5 respectively. According to Hair *et al.* (2014), loadings should not be below 0.7 while Average Variance Extracted (AVE) should not be below 0.5. As a result, all items were retained. These results prove the data show convergence.

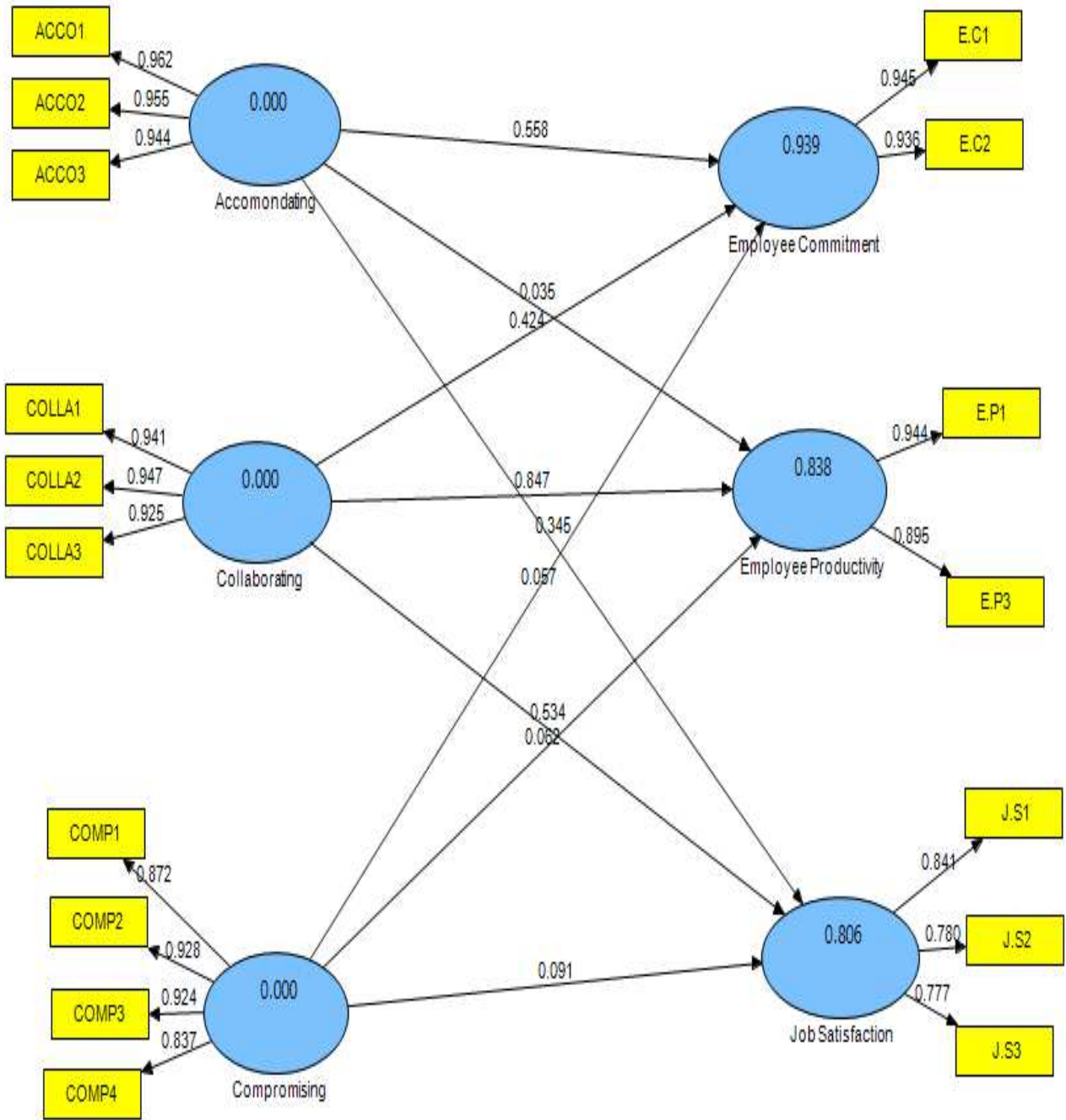


Figure 4.3: New Measurement Model

Table 4.5: *Discriminant Validity*

CONSTRUCTS	Acco.	Colla.	Comp.	Employee Comm.	Employee Prod.	Job Satis.
Accommodating	0.9537033					
Collaborating	0.780275	0.9376966				
Compromising	0.695065	0.636471	0.8911218			
Employee Commitment	0.928483	0.895592	0.714801	0.9405759		
Employee Productivity	0.73869	0.913575	0.625257	0.848163	0.9194373	
Job Satisfaction	0.825184	0.861191	0.670916	0.879543	0.857666	0.916405

Table 4.5 shows the discriminant validity result. The square root of AVE in each latent variable was used to establish discriminant validity, if this value is larger than other correlation values among the latent variables then discriminant validity is well established (Fornell&Larcker, 1981). The square root of AVE is manually calculated and written in bold on the diagonal of the table. This number is larger than the correlation values in the column and row thus, the result indicates that discriminant validity is well established.

4.6 Bootstrapping Analysis

It is important to carry out a bootstrapping analysis to determine the effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria. Bootstrapping was done by using 5,000 subsamples using 337 cases. Based on the result, figure 4.4 is presented which shows how the magnitude and significance of the structural paths are consistent.

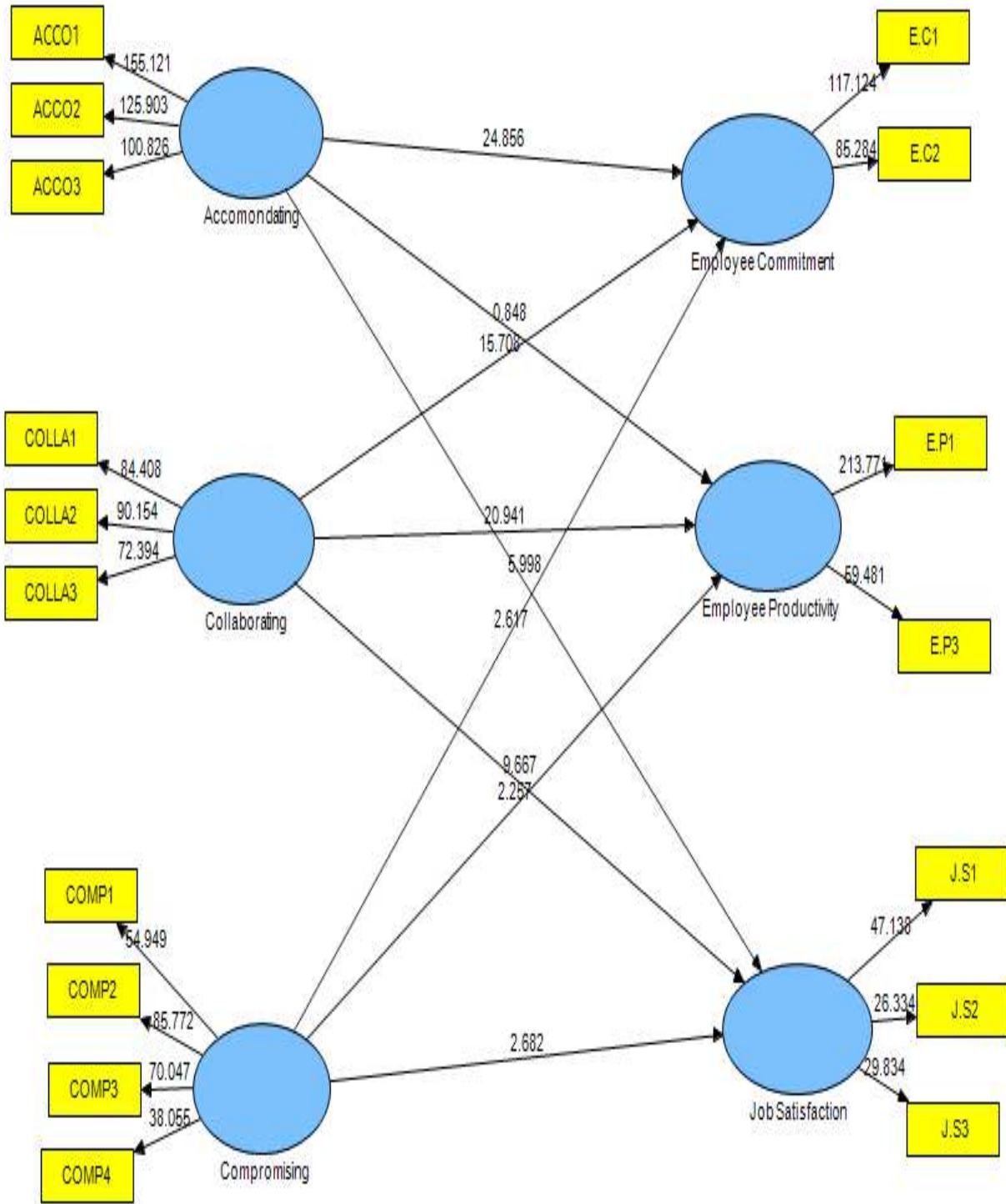


Figure 4.4: Structural Model

4.7 Test of Hypotheses

Table 4.6 presents the path coefficient which indicates the Beta Value, Standard Error, Adjusted R Square and Decision Rule of hypotheses tested in the study.

Table 4.6: *Path Coefficient*

Hypotheses	B Value	Std Error	T Stat	P Value	Decision
Accommodating -> Employee Commitment	0.5581	0.0225	24.8561	0.0000** *	Rejected
Accommodating -> Employee Productivity	0.0346	0.0408	0.8476	0.4212	Rejected
Accommodating -> Job Satisfaction	0.3454	0.0576	5.9982	0.0003** *	Rejected
Collaborating -> Employee Commitment	0.4237	0.0269	15.7080	0.0000** *	Rejected
Collaborating -> Employee Productivity	0.8471	0.0405	20.9409	0.0000** *	Rejected
Collaborating -> Job Satisfaction	0.5336	0.0552	9.6668	0.0000** *	Rejected
Compromising -> Employee Commitment	0.0572	0.0219	2.6169	0.0308** *	Rejected
Compromising -> Employee Productivity	0.0621	0.0275	2.2572	0.0539	Accepted
Compromising -> Job Satisfaction	0.0912	0.0340	2.6822	0.0278**	Rejected

P value*** < 0.01, P value** < 0.05

The path coefficient in Table 4.6 shows that accommodating strategy has a positive and significant effect on employees' commitment in selected tertiary institutions in Kwara State, Nigeria at P value of <.01%. This means a unit change in accommodating strategy will lead to 55.81% change in employees' commitment. As a result, the null hypothesis which stated that accommodating

strategy has no significant effect on employees' commitment in tertiary institutions in Kwara State, Nigeria is hereby rejected.

Accommodating strategy has insignificant effect on employees' performance in selected tertiary institutions in Kwara State, Nigeria with P value of $0.4212 > .05\%$. This implies that accommodating strategy has no significant effect on employees' productivity in selected tertiary institutions in Kwara State, Nigeria. Therefore, H_{02} which stated that accommodating strategy has no significant effect on employees' productivity in tertiary institutions in Kwara State, Nigeria is accepted.

The result also revealed that, accommodating strategy has a significant effect on job satisfaction in selected tertiary institutions in Kwara State, Nigeria, with Beta Value of 0.3454 and P value of $< .01\%$. This implies that, a unit change in accommodating strategy will invariably lead to 34.5% increase in employees' job satisfaction. Hence, H_{03} which stated that accommodating strategy has no significant effect on job satisfaction in selected tertiary institutions in Kwara State, Nigeria is also rejected.

The result shows that, collaborating strategy has significant effect on employee commitment with P value $< .01\%$. This implies that a unit increase in collaborating strategy will lead to a 42.4% increase in employee commitment. Hence, H_{04} which stated that collaborating has strategy no significant effect on employee commitment is rejected.

It was also shown that, collaborating strategy significantly affects employee productivity with P value $< .01$ which means that a unit change in collaborating strategy will lead to 84.7% increase in employee productivity. Thus, the null hypothesis which stated that collaborating strategy has no significant effect on productivity is hereby rejected.

The result further indicated that, collaborating strategy has significant effect on job satisfaction in selected tertiary institutions in Kwara State, Nigeria with P value of < 0.0000 . This implies that collaborating strategy has significant effect on job satisfaction. Therefore, H_{06} which stated that collaborating strategy has no significant effect on job satisfaction is rejected.

Comprising strategy shows significant effect on employees' commitment at Beta value of 0.0572 and P value of 0.0308. This result mean that, unit change in compromising strategy will results to

30.8% increase in employees' commitment. Thus, the hypothesis which stated that compromising strategy has no significance on employees' commitment was also rejected.

Compromising strategy shows insignificant effect on employees' productivity in selected tertiary institutions in Kwara State, Nigeria with P value of 0.0539 which is greater than 5% level of significance. This implies that compromising strategy has no significant effect on employees' productivity in selected tertiary institutions in Kwara State, Nigeria. Therefore, null hypothesis which stated that compromising strategy has no significant effect on employees' productivity in tertiary institutions in Kwara State, Nigeria was accepted.

The results, finally shows that compromising strategy has significant effect on job satisfaction with P value of 0.0278 and Beta value of 0.0912. This indicated that, a unit change in compromising strategy will lead to 91.2% increase in job satisfaction. Thus, the null hypothesis which stated that compromising strategy has significant effect on job satisfaction is hereby rejected.

R square of 0.939, 0.838 and 0.806, meaning that 93.9%, 0.838% and 80.6% variance in employees' commitment, employees' productivity and job satisfaction was accounted for by accommodating, collaboration and compromising strategy. The remaining proportions are accounted for the variables that are not captured in this study.

4.8 Qualitative Results and Thematic Analysis

The study explored the opinions, experiences and perceptions of staff of public and private polytechnics in Kwara State. The aim was to compliment the findings of the quantitative analysis in line with the submissions of Creswell (2014). The respondents consist of five senior members of staff of the institution. The study strictly adhered to ethical consideration before, during and after the interview as verbal consent was sought. As a result of the COVID 19 pandemic that spanned almost the whole of the second quarter and the third quarter of the year 2020, the institution was under lock and key. Also, all the interviewees were informed of the objectives, procedures and confidentiality ensured of the report. Each participant had been assured that neither name nor any other means would be identified that could reveal their identity at any time, during and after the analysis of this study. Given this, in the analysis by code, as shown in Table 4.6, each of the respondents was identified as pseudonyms representing the Academic staff interviewed to prevent identification and protect confidentiality.

Table 4.7: Respondents' Background Information

S/N	Informants' codes	Department/Unit	Mode of Interview	Date of Interview
1	Res1	Library and Information Science	Telephone	11 th June 2020
2	Res 2	Business Administration	WhatsApp	12 th June 2020
3	Res 3	Insurance	WhatsApp	13 th June 2020
4	Res 4	Mechanical Engineering	Telephone	13 th June 2020
5	Res 5	Mass communication	Telephone	24 th June 2020

Source: Author's Compilation (2020)

The analysis, offers answers to questions 1, 2 and 3 of the research. The main objective of this study is to examine the effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria, while the specific objectives of the study are to: assess the effect of accommodation strategy on employees' commitment in tertiary institutions in Kwara State, Nigeria; to investigate the effect of collaboration strategy on employees' productivity in tertiary institutions in Kwara State, Nigeria; and determine the effect of compromise strategy on job satisfaction in tertiary institutions in Kwara State, Nigeria. Therefore, findings that are based on the responses were presented here.

The interview data were analyzed using Nvivo software for the thematic analysis. The thematic approach allowed analyses to be presented in themes, sub-themes and sub-sub-themes as well as in graphical models in which the five respondents' viewpoints and actual words were portrayed systematically.

Answers to the questions were generated through an organized and systematic manner in a prolonged engagement with all the informants, and through the standardization of the field notes and recording. The emerged answers were therefore processed and presented in this section of the chapter through Nvivo in themes, sub-themes. Consequently, the process generated three (3) themes, and six (6) sub-themes, respectively. Therefore, figure 4.5 presents all the main themes and sub-themes.

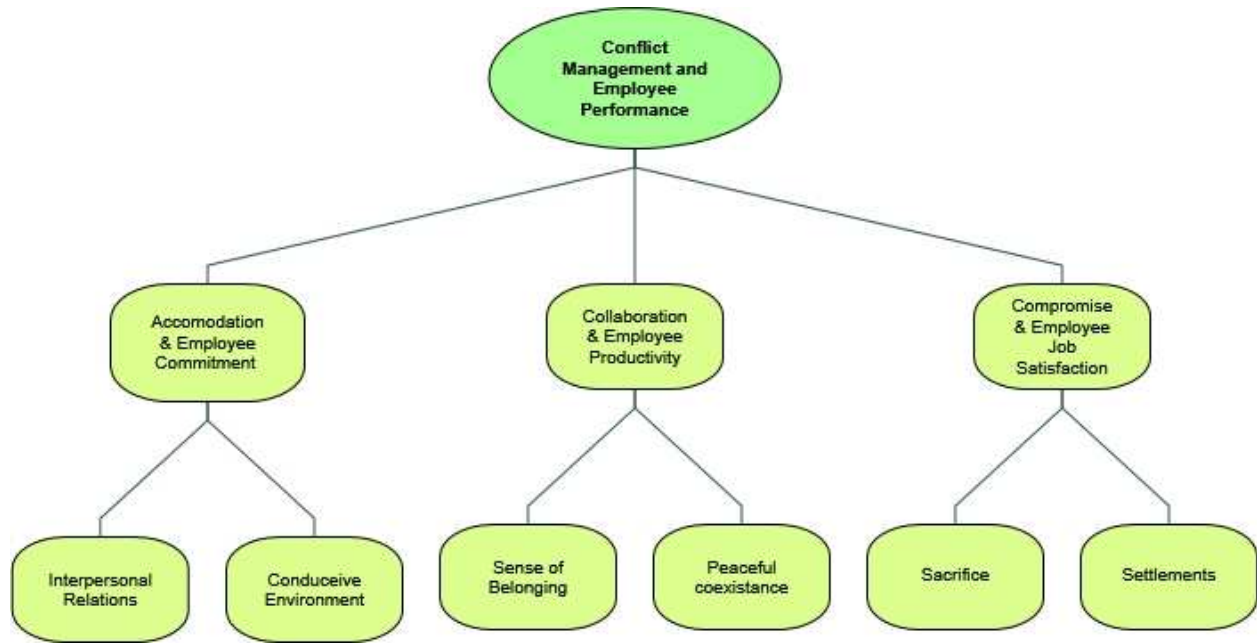


Figure 4.5 Thematic Analysis of conflict management and Employee performance

Source: Nvivo 12 Outputs 2020

Theme One: Accommodation and Employee Commitment

As part of the emerged themes, this study has explored the perceptions of the staff on the effect of accommodation strategy of conflict management and employee commitment. The following off-shoot surfaced as sub-themes: Interpersonal relations and conducive environment. Nonetheless, this theme was described by Rep1 as “Accommodation strategy affects the employees’ commitment positively as it improves the learning environment; it makes it conducive for lecturing”.

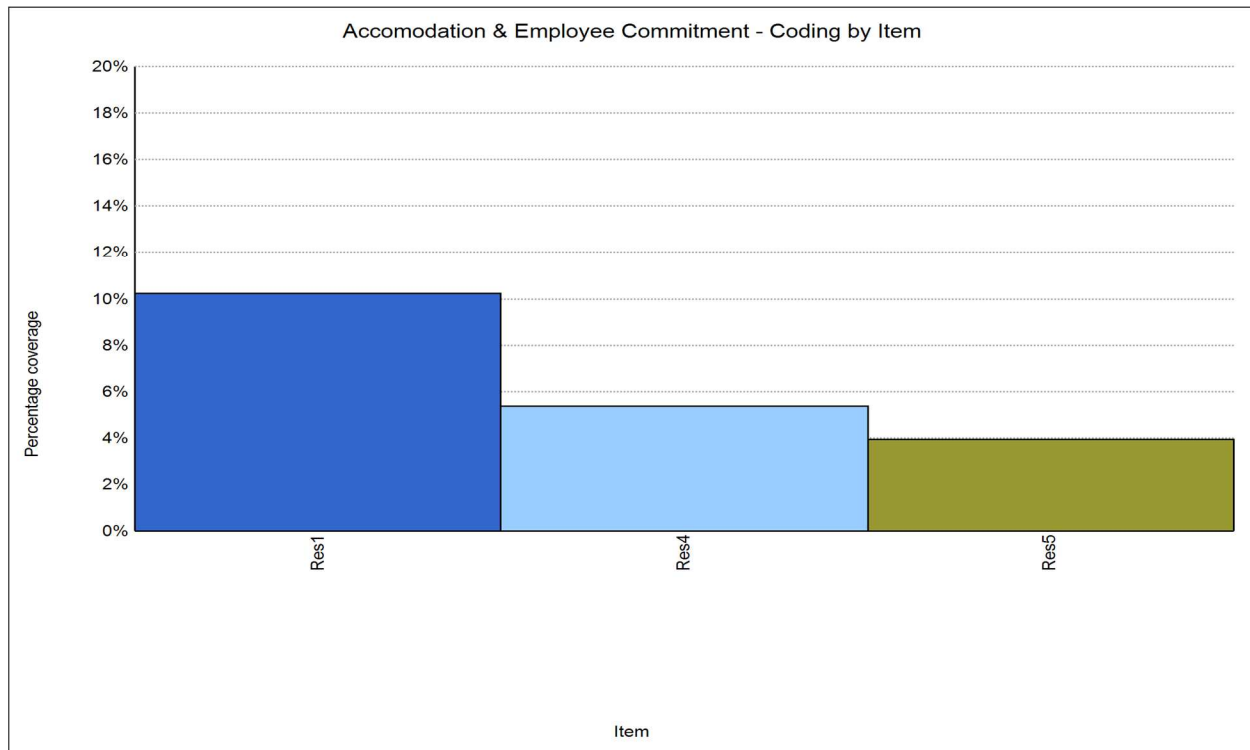
In addition, Res.1 described the effect of accommodation strategy on employee commitment as:

It affects employees due to different opinions and perspectives of workers and unions that made up of polytechnics, this affects because, the unions may on behalf of the staff accepts the term of accommodation which might not suite the interest to the entire members

Collaborating this, Res4 described his understanding of accommodation and employee commitment as:

Employees derives satisfaction with the use of this strategy, it is a give and take issue, meaning that the employees will take to the management directives and the management in turn responds to the employees’ demand.

Similarly Res5 notes that *“The strategy is a positive one; it gives room for acceptability as no one is perfect. It enhances smooth relationship and further cement a peaceful co-existence”*. Thus the degree of responses is highlighted in figure 4....



Source: Nvivo output

Sub theme: Interpersonal Relations

According to **Res1** *“Where there is a good interpersonal relationship between the employers and employees’. It encourages the staffs of the polytechnic to perform better and increase productivity”*

Similarly, **Res4** submits that *“Employees derives satisfaction with the use of this strategy, it is a give and take issue, meaning that the employees will take to the management directives and the management in turn responds to the employees’ demand’*.

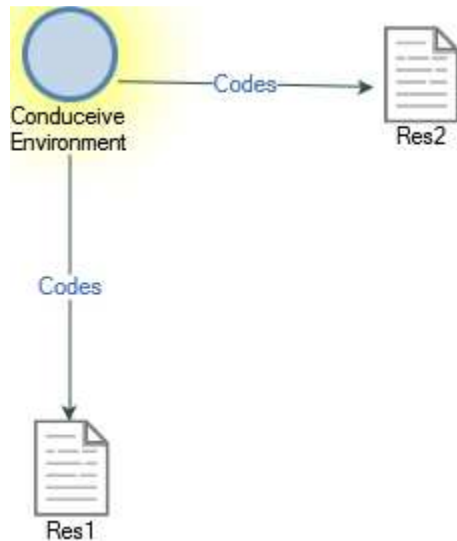
Conducive Environment

On the issue of conducive environment has effect on accommodation strategy Res1 said that:

It affects the employee in the academic environment due some peoples’ view not adequately considered and may discourage their performance.

Res1 further added that *“It creates a friendly and open platform for employee to pick up him/herself after any lapse is committed, hence, employees are free to come out of their error and do more better”*

Res2 also pointed out that “*the strategy of compromise helps employees to derive satisfaction and dwell in a peaceful environment. This is because it brings a win-win situation where there will be no complete loser and winner*’.



Analysis of respondents on Conducive environment

Source: Nvivo 12 output

Theme Two: Collaboration and Employee Productivity

Based on the perceptions of the respondents on collaboration, it described the effect of collaboration on employee productivity as as sense of belonging and peaceful coexistence. Specifically, according to Res2:

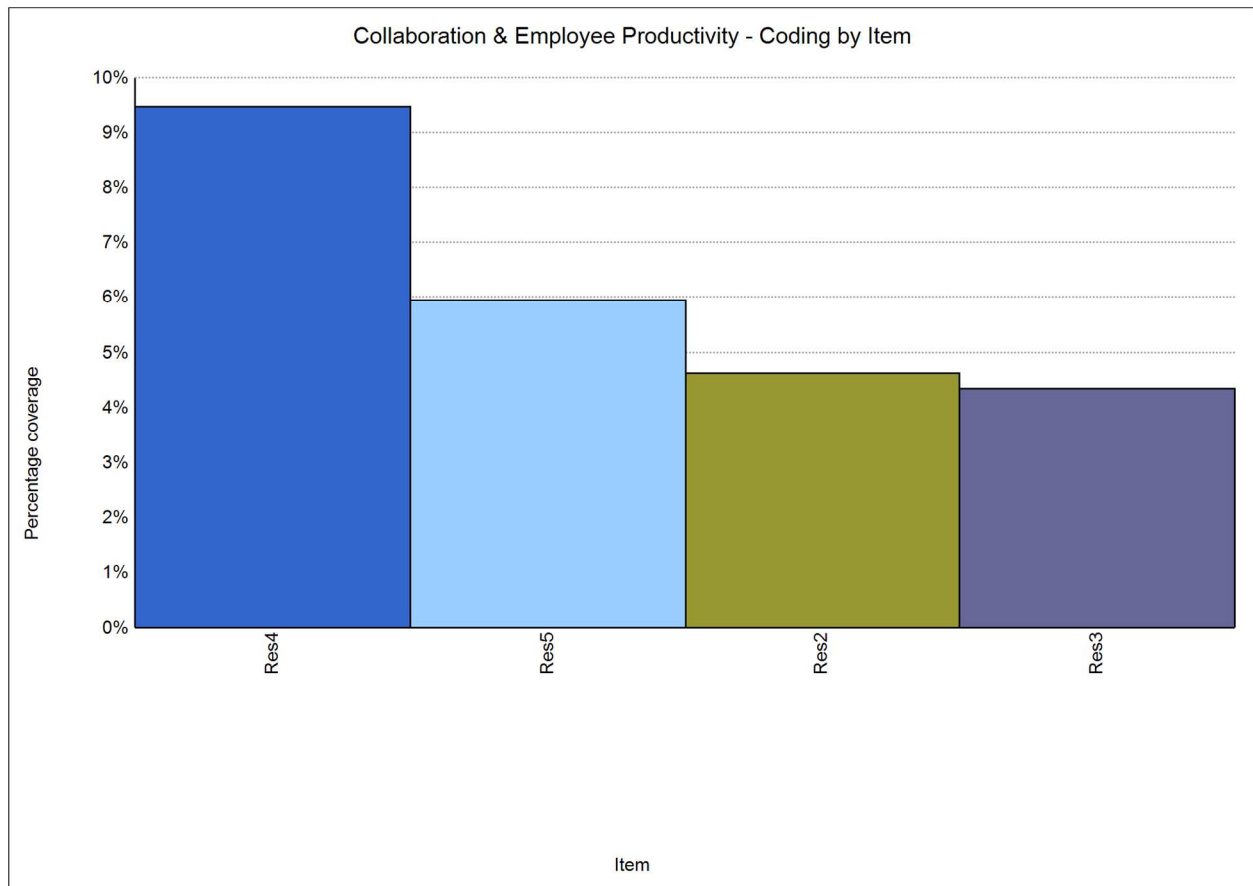
Collaboration brings about good working relationship between the employer and the employees, the workers tend to work hard and more proficiently, hence, it improves their productivity.

This line of view was corroborated by **Res3** who explained that “*The strategy of collaboration will influence the productive capacity in a great way, this is because when there is collaboration, it will give employee sense of belonging and this will make them take decision that pleases and affects them*”

A similar claim was expressed by Res5 who said

Collaboration strategy influences productive capacity, seeking and welcoming employees suggestions during conflict enhance positive improvement

Res5also added that “the strategy of collaboration will influence the productive capacity in a great way, this is because when there is collaboration, it will give employee sense of belonging and this will make them take decision that pleases and affects them”.



Source: Nvivo 12 Output 2020

Sub theme: Sense of Belonging

According to Res2 “Collaboration strategy influences productive capacity , seeking and welcoming employees suggestions during conflict enhance positive improvement”.

Similarly, Res3 added that

It affords the employee the opportunity of being an active member of the institution/organization

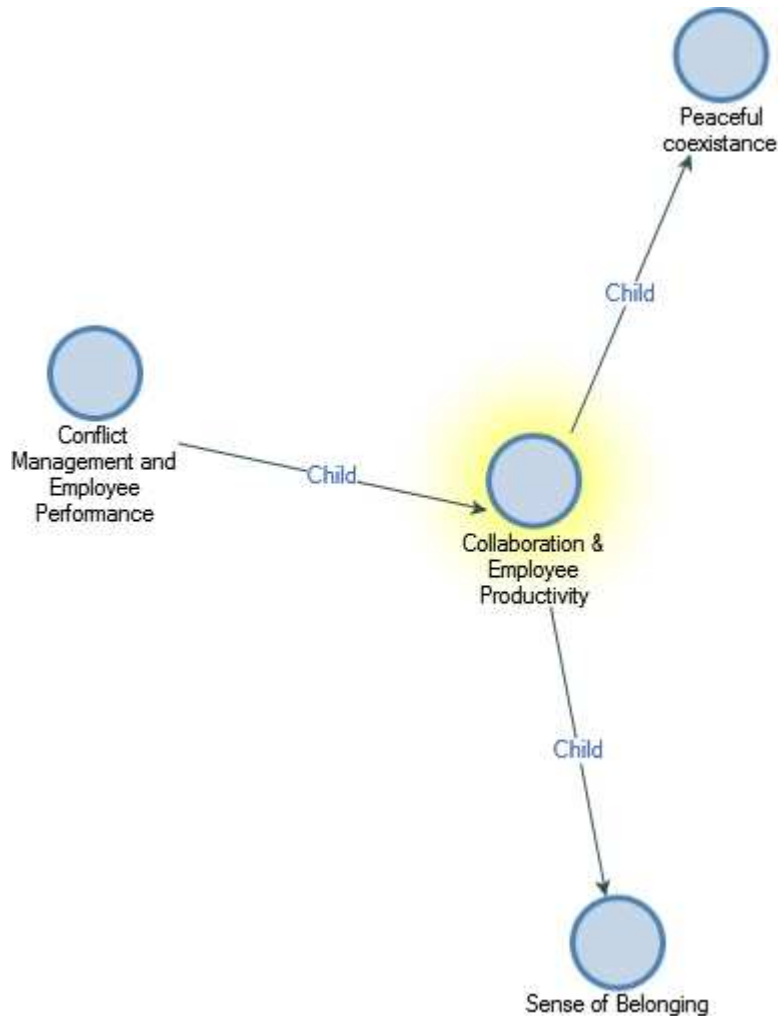
Peaceful Co-existence

On sub theme peaceful coexistence, Res2 responded that

The strategy of collaboration enhanced the productive capacity of an employee, as coming together in agreement can be a great tool for productivity.

While Res3 concluded that

Comparing and contrasting different views and opinions will give direction to the best suited ideas to adopt and it encourages peaceful co-existence



Theme 3: Compromise and Job Satisfaction

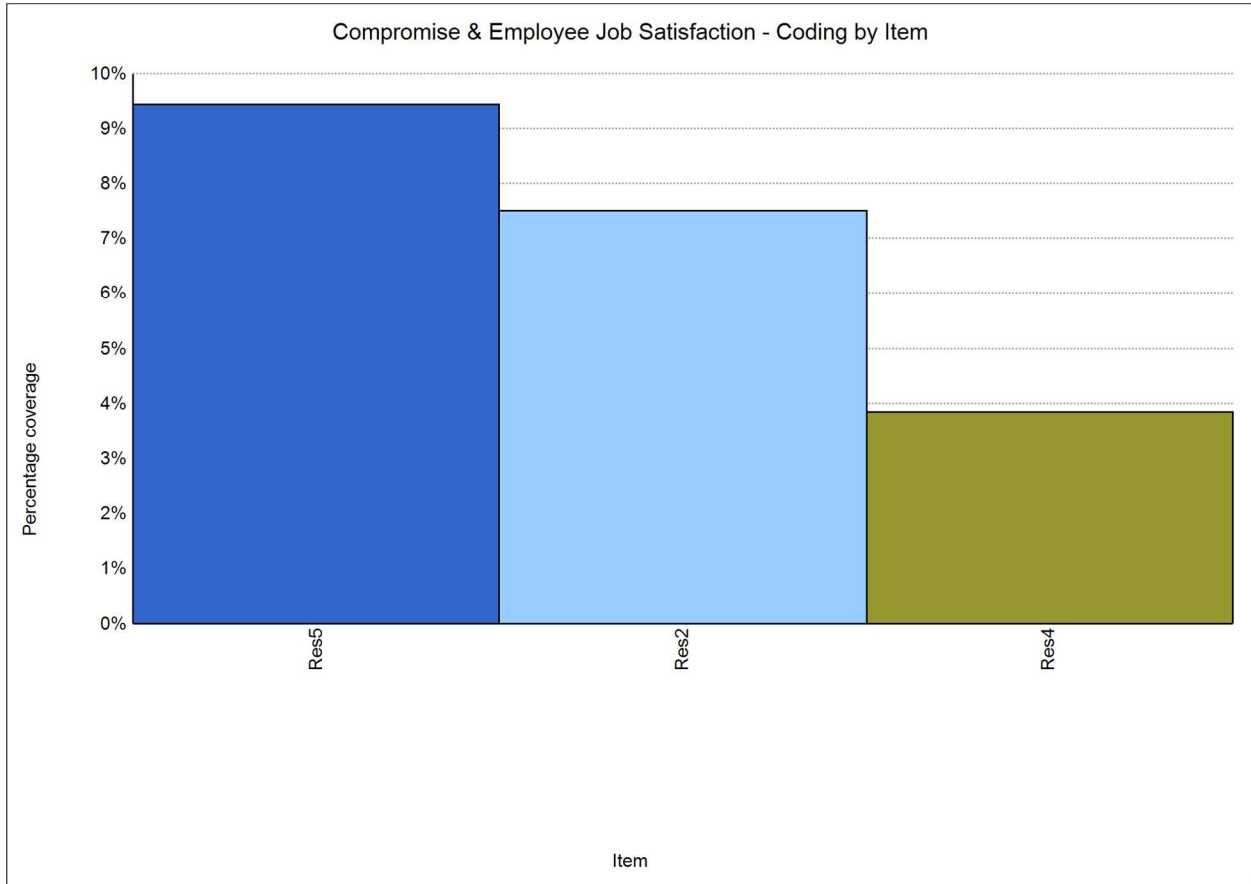
From the perspectives of the respondents the effect of compromise conflict management strategy, expressed as sacrifice and settlement. For instance Res2 submitted that *“Employees derives satisfaction with the use of this strategy, it is a give and take issue, meaning that the employees will take to the management directives and the management in turn responds to the employees’ demand”*

In addition Res2 said that *“There is always maximum satisfaction when employees are being part of decision making”*

On the importance and effect of compromise on job satisfaction Res4 highlighted that:

It allows for both parties to sacrifice in order to reach a stand point during negotiation, once this is reached, employee will derive optimum satisfaction

Buttressing this point, Res5 noted that “*the strategy of compromise helps employees to derive satisfaction and dwell in a peaceful environment. This is because it brings a win-win situation where there will be no complete loser and winner*”.



Sacrifice

The findings that emerged from the analysis showed that compromise has effect on job satisfaction by way of sacrifice. This perception was expressed by Res2, who said:

It allows for both parties to sacrifice in order to reach a stand point during negotiation, once this is reached, employee will derive optimum satisfaction.

Similarly, Res3 added that “It allows for both parties to sacrifice in order to reach a stand point during negotiation, once this is reached, employee will derive optimum satisfaction”

Sub theme: Settlement

On settlement as an effect of compromise and job satisfaction, Res4 opined that *compromise leads to satisfaction during negotiation/settlement, though it may be difficult at the beginning but at the long, it brings about lasting peace in the organization.*

In a similar manner, Res3 described the impact thus:

Compromise leads to satisfaction during negotiation/settlement, though it may be difficult at the beginning but at the long, it brings about lasting peace in the organization.

4.9 Discussion of Findings

The study examined the effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria. The study particularly revealed the empirical evidence addressing the notion that the major problem of employees' performance in selected tertiary institutions in Kwara State, Nigeria, is conflict management related issues which if not properly managed, will have adverse effect on employees' performance. Thus, using the findings of the present study, tertiary institutions would be able to identify the conflict management strategies that are prerequisite for employees' performance.

More importantly, the empirical evidences of effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State, Nigeria revealed that tertiary institutions need effective and efficient conflict management strategies for them to harness excellent performance from their employees. In fact, the three variables adopted in this study proof to accounted for significant proportion of employees' performance in selected tertiary institutions in Kwara State, Nigeria.

Consequently, the current study revalidated and reaffirmed the findings of other researches by establishing the significant relationship between conflict management strategies and employees' performance. Moreover, as most of the studies on conflict management and employees' performance have been conducted in manufacturing industries and service sectors, the present study also provided a theoretical implication by giving additional empirical evidence considering cross section of tertiary institutions and the study extended the scope of this study to Federal, State and Private Polytechnics in Kwara State, Nigeria.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Preamble

This chapter serves as the concluding part of the study. It contained the basis of the results analyzed and presented in the previous chapters, policy implication of the findings, based on recommendation, contribution to knowledge and suggested some directions for further studies based on the research constraints.

5.1 Summary of Findings

Employees' performance in Nigeria higher institutions have several limitations that account for their inefficiencies and failures. Many of these problems are unique to polytechnics, while others are general to all higher institutions in the country.

The result of findings from the study analysis revealed that accommodation strategy as a conflict management strategy significantly impact on the level of commitment of employees and all other variable, and as such management of tertiary educational institutions in Kwara State should leverage on this strategy as a way of permanently resolving conflict within te academic environment.

Secondly, results of findings also shows that collaboration strategy in particular have significant impact on employees' productivity, and if effectively managed by management of tertiary institutions it would go a long way in nipping conflict in the bud and increase workers' output.

Finally, compromise strategy has significant effect on job satisfaction of employees. Going by the outcomes of analysis, it is clearly stated that reaching compromise in the form of trade-offs and concession during negotiation is crucial to employees getting overly satisfied on the job.

5.2 Conclusion

The study concluded that, accommodation strategy has significant effect on employees' commitment as well as other variables. In addition, the results of the thematic analysis also revealed that there is the need for diverse opinions, interests and perspectives to be accommodated and harmonised in order to drive the commitment of employees. It also helps in creating a conducive and friendly environment which in turn nip conflict in the bud. It was thus concluded that if all tendencies in conflict are adequately accommodated by stakeholders and policy makers it will lead to employee commitment in tertiary institutions in Kwara State, Nigeria.

Also, the second study objective established that collaborating strategy has significant effect on productivity and employee performance and other explanatory variables. Also, findings from the thematic analysis shows that effective collaboration is needed as it gives employees sense of belonging by welcoming their input and suggestions which makes them feel important in conflict resolution process. This implies that during negotiation in conflict management there is the need for all parties to collaborate in order to reach a common position which would improve productivity.

In addition, the study revealed that there exists a strong relationship between compromise and job satisfaction on employee performance in tertiary institutions in Kwara State. Output from the thematic analysis also corroborates this as it states that there is need for compromises by way of trade-off (give and take tactic) in the negotiation process because employees' derives satisfaction from it. When this is done, employees feel more satisfied because they see it as a win-win situation which creates conducive environment for industrial harmony.

5.3 Recommendations

In line with the findings of the study and based on the objectives of the study, the following recommendations were proffered:

- i. Organisations should as a matter of necessity work towards accommodating various forms of opinions and demands from both the members of staff, labour unions and other stakeholders in order to get the desired level of commitment from employees.
- ii. Also, management of tertiary educational institutions should collaborate with the unions and other interested parties within the work environment in order to nip conflict in the bud so as to increase the level of productivity from their employees.
- iii. Employers and employees should always reach a consensus whereby compromise will be their mediating principle. As both parties should trade-off certain positions and not minding what it will cost to build an harmonious working environment so as to enable employees' job satisfaction and growth of the academic environment.

Finally, if the above suggestions are put into practice, most polytechnics in Nigeria will be a center of arbitration and good example of conflict management.

5.4 Contributions to Knowledge

This study has been able to contribute to knowledge by explaining the effect of conflict management strategies on employees' performance of selected tertiary institutions in Kwara State Nigeria on accommodating, collaborating and compromising strategies of conflict managements in the areas of improving already established variables in literature, bringing out new themes and sub themes from the thematic analysis which serves as compliment to the traditional quantitative approach.

ii. Most works on conflict management were carried out outside the geography of North –central zone, while this research work focused its attention on the North-central axis of Nigeria which makes it unique and richly studied.

5.5 Suggestion for Further Studies

Due to the limited scope the study presents, a more robust work can make use of conflict management strategies such as avoidance during negotiation, future studies can also use other research design techniques such as longitudinal survey. In addition, future researches can focus on other geographical regions in Nigeria, the study also recommends that the trio of institution's management, labour unions and members of staff should always strive at reaching compromises on all issues especially those of that will enhance the productive capacities of staff to the bottom line.

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APPENDIX A: LETTER OF INTRODUCTION

The Department of Business and Entrepreneurship,
School of Business and Governance,
Kwara State University, Malete
P.M.B, 1530, Ilorin, Kwara State
3rd June, 2020.

Dear Respondent,

POST GRADUATE RESEARCH QUESTIONNAIRE

I write to introduce **JAMIU, FatimatYewande** a post graduate student in the Department of Business and Entrepreneurship, Kwara State University, Malete who is carrying out a **M.Sc. Research Thesis titled: EFFECT OF CONFLICT MANAGEMENT ON EMPLOYEE PERFORMANCE IN SELECTED TERTIARY INSTITUTIONS IN KWARA STATE, NIGERIA**. She has indicated her intention to use your organisation for the study.

I would be most grateful for your kind support for her being a key stakeholder on the issue under investigation. Your absolute anonymity is guaranteed.

Should you need any information/clarification, please feel free to contact

issa.abdulraheem@kwasu.edu.ng

Thanks.

Yours' faithfully,

IssaAbdulraheem Ph.D.
(Supervisor)
Dir.CIE, Kwara State University.

Appendix B

QUESTIONNAIRE

I am a student of Kwara State University Malete, Kwara State. I am carrying out a research on the subject **“Effect of Conflict Management on Employees’ Performance of Selected Tertiary Institutions in Kwara State, Nigeria”**. Your organisation has been chosen as one of the selected tertiary institutions to be sampled. The questionnaire is aimed to gather some vital information to assist me complete the research work. All information given will be treated with utmost confidence and will be used solely for the purpose of the research.

Section A: Bio-data of Respondents

1. Gender

a. Male () b. Female ()

2. Age

a. 25-30 () b. 31-35 () c. 36-40 () d. Above 40

3. Qualification

a. HND/B.Sc./BA () d. M.sc/MA/MBA () c. PhD () d. Others ()

4. Number of years in the Polytechnic:

a. 1 – 5 years () b. 6 – 10 years () c. 10 years and above ()

SECTION B

Instruction: Kindly tick (√) as appropriate. 5-Strongly agree, 4-Agree, 3-Undecided, 2-Disagree and 1-Strongly Disagree.

S/N	ACCOMONDATING	1	2	3	4	5
1	Inclusive approach helps to solve conflict in an organisation					
2	This institution employed accommodating strategy to resolve issues					
3	In order to achieve the aim of the organisation, there is need to carry everyone along.					
4	Solving issues with accommodating strategy helps to increase the employees’ productivity.					

S/N	COLLABORATING	1	2	3	4	5
1	explore issues with others to find solutions that meet everyone's needs					
2	When there is a disagreement, I gather as much information as I can to keep the lines of communication open.					
3	I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?					
4	application of collaborative approach to conflict management translates to calmness in the school, positive behaviour, minimum conflicts and high academic performance					

S/N	COMPROMISING	1	2	3	4	5
1	Is good to negotiate and adopt a "give-and-take" approach to problem situations.					
2	Compromising is an ideal way to resolve issues in an organisation					
3	I prefer to compromise when solving problems and just move on.					
4	To break deadlocks, I would meet people halfway.					

S/N	EMPLOYEE COMMITMENT	5	4	3	2	1
1	My performance was optimal					
2	I kept in mind the result that I had to achieve in my work					
3	I was able to perform my work well with minimal time and effort					

S/N	EMPLOYEE PRODUCTIVITY	5	4	3	2	1
1	My performance contributed immensely to organisational productivity					
2	My level of productivity keep increasing					
3	Employees' productivity is essential to sustain the organisation in long run					

S/N	JOB SATISFACTION	5	4	3	2	1
1	I love my profession and feel enthusiasm to discharge my duty					
2	My job gives me hope of brighter future					
3	There is absolute job security in this organisation					

APPENDIX C: Structured Interview Guide

SECTION A

Personal Data

1. Please indicate your gender

Male() Female()

2. Please indicate your age group

Age 18-23 () 24-29 () 30-35 () 36 and above ()

3. Your current educational status:

SSCE () HND/ B.Sc () M.Sc/MBA () Ph.D. /OTHERS. ()

4. Number of years in the polytechnic;

(A)1- 5 years () (B)6-10 () (C)21-30 () (D)31 and above ().

5. Institution

(A) FEDPOFFA (B) KWARA POLY (C) LENS POLY

6. What is your tribe?

(A) Yoruba (B) Hausa (C) Igbo (D) Nupe (E) Igala (F) Others

7. How does accommodation strategy affects employees' commitment in the higher academic environment in Kwara State?

8. During negotiation in conflict resolution, how does the strategy of collaboration influence the productive capacity of employees?

9. Can employees derive satisfaction by the use of compromise strategy during conflict settlement?

10. Which approach will you consider to be the best in managing conflict in your institution?

11. How can perceived conflict be managed before it escalates to prevent using vital economic hour in resolving it?

Appendix D

Overview of the Model

	AVE	Composite Reliability	R Square	Cronbachs Alpha
Accommodating	0.909550	0.967914		0.950248
Collaborating	0.879275	0.956232		0.931298
Compromising	0.794098	0.939020		0.913154
Employee Commitment	0.884683	0.938812	0.938555	0.869849
Employee Productivity	0.845365	0.916149	0.838233	0.820913
Job Satisfaction	0.916405	0.841808	0.805773	0.723505

Appendix E

AVERAGE VARIANCE EXTRACTED

	AVE
Accommodating	0.909550
Collaborating	0.879275
Compromising	0.794098
Employee Commitment	0.884683
Employee Productivity	0.845365
Job Satisfaction	0.916405

Appendix E

Latent Variable Correlations

	Accommodating	Collaborating	Compromising	Employee Commitment
Accommodating	1.000000			
Collaborating	0.780275	1.000000		
Compromising	0.695065	0.636471	1.000000	
Employee Commitment	0.928483	0.895592	0.714801	1.000000
Employee Productivity	0.738690	0.913575	0.625257	0.848163
Job Satisfaction	0.825184	0.861191	0.670916	0.879543

Appendix F

T Statistics

	T Statistics
Accommodating -> Employee Commitment	24.856095
Accommodating -> Employee Productivity	0.847620
Accommodating -> Job Satisfaction	5.998244
Collaborating -> Employee Commitment	15.708023

Collaborating -> Employee Productivity	20.940951
Collaborating -> Job Satisfaction	9.666801
Compromising -> Employee Commitment	2.616974
Compromising -> Employee Productivity	2.257190
Compromising -> Job Satisfaction	2.682241

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