

**EFFECTS OF CONFLICT RESOLUTION ON ORGANISATIONAL
PERFORMANCE: A CASE STUDY OF IBADAN ELECTRICITY
DISTRIBUTION COMPANY ILORIN DISTRICT.**

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Degree of Master of Science (M.Sc.) in Management.

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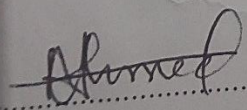
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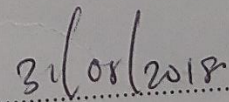
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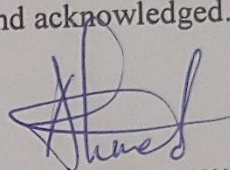

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CERTIFICATION

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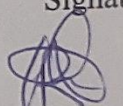
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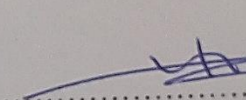
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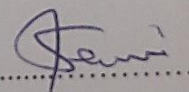
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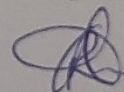
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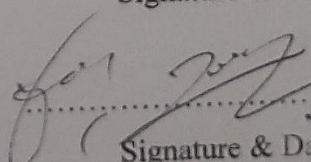
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DEDICATION

I dedicate this dissertation to the magnificence of Almighty Allah (S.W.T), my father, Alhaji Abdulrahman Yusuf Agbesinga (CEO Dollyp Integrated Service), and my Gold, Mrs. .Risikiat Yusuf.

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Ahmed D. Yusuf.

ABSTRACT

A wide divergence of opinion exists on the source and effect of conflicts on corporate productivity and the effectiveness of the various strategies available for managing the conflict. However, this study aims at investigating the Impacts of conflicts Resolution on organizational performance: A case study of Ibadan Electricity Distribution Company Ilorin District. The research questions provide answer to how conflict resolution affects the organisation performance, the specific of objective is to measure the effects of Conflict Resolution on Organisation Performance. The population of the study is the employees of the Ibadan Electricity Distribution company (i.e. 96) in which the whole population was distributed were 86 copies of the questionnaire was returned. Multiple Regression was employed in analyzing data collected with the aid of Statistical Package for Social Science (SPSS) version 20. The findings revealed that compromising Approach significantly affects the organisational service quality at .000 and coefficient of 93.4%. Also, compromising Approach has an effect with organisation Target in Ibadan Electricity Distribution Company Ilorin District at significant level of .002 with coefficient of 46.6%. In addition, it was discovered that Service quality significantly affected by bargaining power .000 coefficient is 62.5%. However, findings also revealed that bargaining power has significant impacted on the organization Target at .001 through coefficient of 53.0%. Finally, it was concluded that conflict resolution has significant impact on organisation performance of Ibadan Electricity Distribution Company Ilorin District. Also, the study recommends that organisation should adopt compromising Approach and bargaining power to resolve conflict in other to improve organisation performance.

Key terms: Conflict Resolution, Compromising Approach, Bargaining power, service quality, Organisation Target.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

The establishment and continuous existence of organisation through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element being indispensable. Interaction of workers leads to conflict because of different views to tackle issues and their background. They must work together as a team in achieving organisational objectives, therefore conflict is imminent in any organisation settings.

Businesses of all kinds operate in a restless atmosphere where organisations are in huge search of vital measures which will permit them to improve in their organisational performance and market competitiveness (Dodd, 2003). However, differences in educational and cultural background, religious belief, life philosophies, political view, taste of fashion and other personal traits (Ojo & Abolade 2012) builds up to the term diversity which makes conflict inevitable in any organisation both formal and informal. Hence, for an organisation to survive this turbulence environment, it is pertinent to take into cognizance the management of her human resources effectively, managing their relationship with the organisation and with their co-worker.

By and large, people have a weird perception once conflict is being mentioned due to their apprehension of its literal meaning as they only observe it from its negative side without taking into consideration the positive end result of it. However, numerous writers, researchers, scholars and academia have published their views and perceptions about conflict management as regards the organisation studied.

Jones, Gorge & Hill (2013) sees conflicts as an inevitable part of organizational life since the concerned stakeholders (managers and staff) interest, goals and objectives are often incongruous.

However, Conflict might escalate and lead to non-productive results, or conflict can be beneficially resolved and lead to quality final products. Therefore, learning to manage conflict is integral to a high-performance team (Foundation Coalition). Rico (2014) emphasizes this by stating that it seems entirely likely that many, if not most, organizations need more conflict, not less, it was also

asserted that the absence of conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization.

Tjosvold (2011) lauds the above argument about conflict that it is not the opposite of co-action but a means that allows perceiving benefits of cooperative work. Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is sociable healthy because it encourages opposition to the status quo and provides conditions for social changes and democracy stemming from pluralism and respect to diversity.

Therefore, according to Butler (2013), conflict is ubiquitous, not necessarily dysfunctional and can be required to defy people to perform and stimulate progress. The conflict management process encompasses a wide range of activities, including communication, problem solving, dealing with emotions, and understanding positions as cited in (Behfar, Peterson, Mannix & Trochim 2008).

A number of scholars have argued that conflict management, and particularly conflict resolution, is an important predictor of the group and/or dyadic conflict–performance relationship.

In theorizing, previous research works has revealed that the most used means of managing conflict among the managers in Nigerian service industry in which this study focuses on is Bargaining, Collaboration, and Avoidance. When conflicts are properly managed in organization, it will lead to the attainment and achievement of organizational goals and objectives (Hotepo, 2010).

In conclusion, previous research works has revealed that the most used means of managing conflict among the managers in Nigerian service industry in which this study focuses on is Bargaining and compromising. When conflicts are properly managed in organization, it will lead to the attainment and achievement of organizational goals and objectives.

1.2 Statements of Research Problem

A problem is defined as a discrepancy between an individual's conception of current reality and a desired state of reality. It is a perceived gap between existing and desired states (Lang, Dittrich, & White, 2008).

There are in-numerable problems facing the organization and their effects widely varies, some of these problems includes: lack of proper welfare package for the employees, poor condition of work, high rate of labour turnover as well as nonchalant attitude of management to workers, low workers' productivity among many others. However, if the interests of the both parties listed above are not well attended to, these may likely lead to industrial unrest and by implication affect the performance of the employees and cost the organization its targeted goals.

In order to give the above statement a bird eye view, the following statements which were extracted from the Variables derived from the construct are listed below;

Trochim (2008) state that it is further explained that the end result of lack of compromising in an organisation conflict sometimes leads to deficiency in service rendering and this will in turn affect the service quality rendered to the concerned stakeholder (i.e customers).

Also, it was evident that bargaining process between employer/employee in some organisations are observed to be a critical issue to be tackled due to the fact that some organisations find it difficult to be flexible in nature and it makes them to want to only stick to the formal rule and therefore refusing to bargain in conflict and as a result affects the employer/employee relationship and end up having a negative effect on the organisation's target (Tinsley 2011).

Finally, lack of bargaining method between employer/employee often makes the organisation lose the corporate commitment of the employee usually, and at the end affects the quality of service rendered by the organisation.

1.3 Research Questions

Therefore the research questions to be answered are;

- i. How effective is compromising approach on service quality of IBEDC Ilorin District?

- ii. To what level does compromising approach has effects on organization Target of IBEDC Ilorin District?
- iii. To what extent does Bargaining power on conflict affect organization service quality?
- iv. To what degree has Bargaining power affect organiaation Target of IBEDC Ilorin District?

1.4 Objectives of the study

The broad objectives of this research is to examine the effects of Conflict Resolution on Organisation Performance, while the specific objectives of this study include to:

- i. Determine how compromising approach affects the Organization service quality of IBEDC Ilorin District;
- ii. Examine how compromising approach affects the organizational Target of IBEDC Ilorin Distric;
- iii. Evaluate how bargaining power on conflict affects organization service quality of IBEDC Ilorin District and ;
- iv. Establish significant of bargaining power on organizational Target of IBEDC Ilorin District.

1.5 Research Hypotheses

The following have been formulated for the purpose of this research work in order to draw a logical conclusion:

- 1) Compromising judgement has no significant effects on organisation service quality of IBEDC Ilorin District.
- 2) Compromising judgement will not significantly affected by organisational Target of IBEDC Ilorin District.
- 3) Bargaining power use by IBEDC Ilorin District has no significant effects on service quality
- 4) Bargaining power does not have significantly affects on Organisational Target of IBEDC Ilorin District.

1.6 Justification of the Study

The purpose for this study is to critically examine the effects of conflict resolution on organisation performance such as to what extent does conflict resolution affects employees' performance. It will also help to discover the strategy to use in determining the specific conflict resolution model for the specific organisation.

This research work is very important because it is not only used by a Public sector alone but can also be used in other sectors or organisations such as Manufacturing sector, Technological, Banking hospital, and so on. It can also be very important in an insurance company, like this research which is willing to make his case study a Private Sector (Ibadan Electricity Distribution Company).

This research project will be important to both private and public organisations in order to understand the effect of conflict resolution on Organisation performance, so also as to get the best from the employee and also suggestions to other organisations that are facing same issues.

Conflict has been a very constant occurrence in most industries, sectors and other types of organizations as well. The uniqueness of the study is to make the organization (IBEDC) to understand the effect of conflict resolution on their Target, service quality and also will assist to understand the type of strategy they can use to reduce conflict so as to assist their revenue generation.

However, the research would be useful to organisation, consultant to and academia that is willing to write on this topic if also provides a platform for further work on the topic by other scholars.

1.7 Limitations of the Study

This study will be limited to the sample in the population of the case study. Time will also be a limitation as there is a specific time for this work to be submitted. Finance will also be part of limitation as there was no enough money to print more articles for this work. Also accessing proper data analysis was a challenge because of the non-challant attitude of people to give out adequate information. Also the research work encounters numerous challenges and obstacles in it course,

these are; firstly, it is limited to one sector which is the service sector (Private sector), which experiences conflict within the organization in order to meet up with the expected demands of customers and to be able to compete in the global market. The research study was also limited by the degree of access granted by management and individuals within the organization as they felt releasing confidential information may end up being disastrous. The study was also limited by the willingness of the respondents to participate to share their experiences and exposures to conflict resolution and how it affect majority of the employees to perform their duty excessively.

1.8 Scope of the Study

This research work will embark upon with the sole aim of elucidating and establishing the effects of conflict resolution on organisation performance and organisation learning on the performance of the selected organisation in Kwara state of Nigeria. Based on this, efforts will be made to look at how conflict resolution affect the organisational performance and highlight the degree of measures put in place by the service provider in the institution in managing the interest of the Citizens that benefit from the service.

Furthermore, the total respondents for the research is 96 whereby census was used and all population was sampled. It was within the year of 2017 because it is also a questionnaire, the proxied used for the conflict resolution are Bargaining power, and compromising judgement while organisation performance are Service quality and Organisation Target.

Lastly the requirement for Conflict resolution on Organisation performance and there development was analysed, which other related will be leave for further researcher.

1.9 Outline of the Study

This research work was structured into five chapters. Hence, the chapters are charted below in order of standard;

Chapter one: This is the first part of the research work and it provides a Background knowledge to the study, followed by the Statements of the research problem the aim and Objectives of the research, Research questions, the Hypotheses of the Research questions, followed by the Significance of the study, Sources of data, Limitation of the study, Scope of the study, Outline of chapters contain in the study, Operationalization of variables and Definition of terms. Hence, the next chapter is Chapter two which present the conceptual frame work, theoretical frame work, Empirical frame work and Gap in literature concerning the effect of conflict resolution on organisation performance in an organization. Furthermore, Chapter three discusses the research methodology, research design, population of study, sample size determination, sample techniques/procedure, research sample frame, collection of data, research instrument, validity of research instrument, reliability of research instrument and ethical consideration.

Lastly, this section expanciate on discusses of data presentation and analysis of the research work which includes the empirical result and interpretation of result, test of questionnaires, test of hypothesis and discussion of results which was made available in chapter four. And chapter five, which is the final chapter of this research work and it reflected the summary of the work, discusses the findings in the study, give conclusions, it also outline the researcher's recommendations based on the findings of the study and suggests for further study and contribution to knowledge.

1.10 Operationalization

It is the process of having two construct, there is need to examine the relationship between the dependent and independent variable. Thus, it is taken that organisation performance of these outlets depends on level of conflict resolution. Thus,

$$Y = (f) X$$

Where X is an independent variable and Y is a dependent variable

Conflict Resolution (X₁, X₂, X₃, X₄.....)

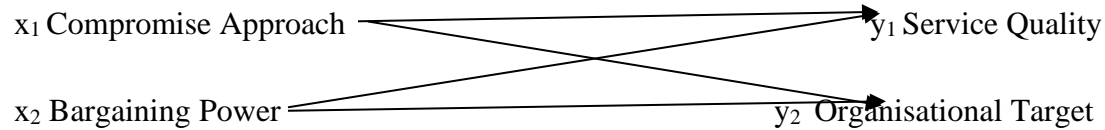
Organizational Performance (Y₁, Y₂, Y₃, Y₄.....)

Independent Variable

Dependent Variable

Conflict Resolution

Organizational Performance



1.11 Definition of Terms

Conflict: *it* refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one or more members of the group are either resisted by or unacceptable to one or more members of another group.

Conflict Resolution: is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement, *Resolve conflict* effectively by treating everybody involved with respect. *Conflict* is an inevitable part of work.

Compromising Approach: a settlement of differences by mutual concessions; an agreement reached by adjustment of conflicting or opposing claims, principles, etc., by reciprocal modification of demands.

Bargaining Power: negotiate the terms and conditions of a transaction. *Bargaining* or haggling is a type of negotiation in which the buyer and seller of a good or service debate the price and exact nature of a transaction. If the *bargaining* produces agreement on terms, the transaction takes place.

Organisation: *organisation* is an entity comprising multiple people, such as an institution or an association, that has a collective goal and is linked to an external environment. The word is derived from the Greek word organon, which means "organ"

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, *performance* is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Service Quality: An assessment of how well a delivered *service* conforms to the client's expectations. *Service*business operators often assess the *service quality* provided to their customers in order to improve their *service*, to quickly identify problems, and to better assess client satisfaction.

Organisation Target: is a description of the desired state of the operating of an organisation. When working on the operating model, it is normal to define the "as is" model and the "to be" model. The Target Operating Model is the "to be" model. It is possible to produce a Target Operating Model for a business or a function within a business or a government department or a charity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study reviews the idea of conflict resolution on organizational performance which has been viewed by various authors and scholars who were interested in the subject. Some of the areas that will be touch include the definition of conflict and other variables which are Bargaining Power, Compromising Approach, service quality and Organisation target, which are relevant to employee performance and the growth of organization at large.

However, this chapter is based on four (4) perspectives, which are conceptual frame work, theoretical frame work, empirical and Gap in Literature.

2.2 Conceptual Review

In this research we have operationalized the two major constructs namely: Conflict Resolution and Organisation Performance and the analytical variables of Bargaining Power, Service Quality and Organisation Target, therefore the various opinion of scholars on conceptual meanings of these elements are presented here.

2.2.1 The Concept of Conflict

One important task of management is to create an environment in which individuals and groups of people can cooperate with one another to achieve their goals and the goals of the Organisation as a whole. Yet one persistent problem in organisations is that individuals and work groups compete for limited resources, power, status, etc. to the extent that their competition leads to disruption (or even enhancement) of cooperative endeavours. These competitions (bad or good) are generally referred to as conflicts.

Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are resolved effectively. Knippen, Yohan, and Ghalla (2011), asserted that conflict management broadens understanding of

the problem, increases the resolutions and tend to work towards consensus and to seek a genuine commitment to decision making. Since there is a broader, stronger element of disagreement and discord within the conflict process, a considerable amount of mental and psychological energy is generated. The ability to divert this energy into productive achievement for both parties involved in the conflict can result in the conversion of conflict into a joint finding and problem solving solution (Prentice, 2006).

Schramm-Nielsen (2012) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. According to Fajana (2015), conflict can be defined as a disagreement between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party. Conflict can be regarded as a reality of management and organisational behaviour and can be related to power and politics. Mullins (2005) sees conflict as behaviour intended to obstruct the achievement of some other person's goals.

According to Fajana (2015), conflict is based on the incompatibility of goals and arises from opposing behaviours. It can be viewed at the individual, group or organisational level. Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party. Conflict can arise over a multiple of organisational experiences, such as incompatible goals, differences in the interpretation of facts, negative feelings, differences of values and philosophies, or disputes over shared resources. As defined above conflict tends to be associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences. But in some cases, it can actually stimulate creative problem solving and improve the situation for all parties involved. In this article, we simply view organizational conflict as competition by the individuals and groups for organisational resources and organisational rewards. Since industrial relations basically aims at the relationship among various actors in the, it then becomes necessary to examine the causes and effects of conflict and to provide insights into how such relationship could be adequately performed. However, there are many sources of organisational conflicts as categories by Jones and George (2013) with each category having its unique characteristics

Duke (2009) observed that conflicts could arise between individuals or groups in an organisation if the goals are not specified or when the management shift blame on all or a unit(s) involved in work process. However, not all conflicts are bad and not all conflicts are good. People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact to group but may also lead to positive effects depending on the nature of the conflict. The figure 2.2 below adapted from Jones and George (2013) depicts the level of conflict that is ideal and essential for an Organisation to attain optimum performance and effective decision making.

2.2.2 Type of Conflict

According to Simon (2009) Conflict is classified into the following four types:

- **Interpersonal conflict** refers to a conflict between two individuals. This occurs typically due to how people are different from one another. We have varied personalities which usually results to incompatible choices and opinions. Apparently, it is a natural occurrence which can eventually help in personal growth or developing your relationships with others. In addition, coming up with adjustments is necessary for managing this type of conflict. However, when interpersonal conflict gets too destructive, calling in a mediator would help so as to have it resolved.
- **Intrapersonal conflict** occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions. Interpersonal conflict may come in different scales, from the simpler mundane ones like deciding whether or not to go organic for lunch to ones that can affect major decisions such as choosing a career path. Furthermore, this type of conflict can be quite difficult to handle if you find it hard to decipher your inner struggles. It leads to restlessness and uneasiness, or can even cause depression. In such occasions, it would be best to seek a way to let go of the anxiety through communicating with other people. Eventually, when you find yourself out of the situation, you can become more empowered as a person. Thus, the experience evoked a positive change which will help you in your own personal growth.
- **Intragroup conflict** is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It

is arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas (e.g. in a presentation, members of the team might find the notions presented by the one presiding to be erroneous due to their differences in opinion). Within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.

- **Intergroup conflict** takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department. This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise. There are other factors which fuel this type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team.

2.2.3 Classification of Conflict

Ogunbameru (2006) classified conflict into two broad types: informal and formal conflicts. According to him, conflict in work-relations is informal when it is not based on any systematic organizational problem but results directly from a source of grievance and supposedly is wholly expressive in nature. In this connection, the underlying sources cannot be openly seen, but can be inferred from unconscious form of protest, sabotage, unruly behaviour and poor work-attitudes by employees in organizations. If the situation is sufficiently widespread, it can significantly affect employee job description focus, turnover and impact on the prosperity of an organization (Kazimoto, 2013).

On the other hand, formal conflict is referred to as an organized expression of conflict articulated through a trade union or other workers representatives (Ogunbameru, 2006). This type of conflict is highly visible, since it is often a conscious strategy or calculated attempt to obtain alteration in employment relationship. To sum all, Albert (2001) averred that there are two sides to conflict, whether formal or informal, one is destructive and unhealthy and the other is productive and healthy, having a problem solving base. However, the two conflict situations are neither bad nor

good, since disagreement and dissatisfaction must occur in work-relations for adjustment to be made to improve total performance.

2.2.4 Sources of Organisational Conflict

In order for conflict to occur, certain conditions must exist. It is thus imperative to understand the underlying conditions that can cause conflict. In the words of Fajana (2015), conflicts can arise over a multiple of organisational experiences, such as incompatible goals, differences of values and philosophies or disputes over shared resources. Conflict is perception, so it begins when someone believes that another might obstruct his or her efforts. Conflict could arise because of the employer's quest to maximise profit while the workers representatives are out to ensure continuous improved condition of living for their member's conflict could also arise as a result of failure to honour agreed items on collective bargaining. Damachi (2009) emphasises those workers rights and employers prerogatives which when trampled upon, could cause conflict. These include pay, condition of services etc. Armstrong (2012) sees changes as another cause of conflict. Changes according to him are always with us but it is not always welcome. Resistance to change is natural and it arises because of habit once established, few of the unknown, conformity to customary expected ways of behaviour, misunderstanding of implications of change and individual differences. Unless, it is well managed, he said, it could lead to conflict or even crises. Other causes of organisational conflict are competition for scarce resources, status incongruity, win-lose situations, the need for change, ambiguous rules and communication problems among others..

Schmidt (2014) conducts a study on group of executives and came out with the following positive and negative outcomes of conflict.

- **Positive outcomes of conflict are:** Better ideas are produced, people were forced to search for new approvals, long standing problems surfaced were dealt with, people were forced to clarify their view, the tension stimulated interest and creativity, and that people had a chance to test their capacities.
- **Negative outcomes of conflict include:** Some people felt defeated, distance between people increased, a climate of suspicion and distrust developed, people and departments that needed to cooperate looked after only their own narrow interests, persistence-active or

passive developed were team work was needed, and that some people left because of the turmoil.

2.2.5 Approaches to Conflict Resolution

There are various types of approaches to conflict resolution as asserted by numerous researchers hinging on their respective belief, perception, and environment among other factors. However, the following researchers had close view on the approaches to conflict resolution, (Walton & McKersie, 2005; Thomas, 2006; Rahim, 2013) posited that the types of conflict resolution approaches can be analyzed using the following two dimensions: distribution (concern about one's own outcome) and integration (concern about the outcomes of others) In other words, people in a conflict can be assertive and try to get the most for themselves or they can be cooperative and concerned with how everyone fares. These two dimensions are independent and lead to the creation of five different approaches to conflict resolution:

Avoidance: This approach tries to ignore the issues or denies that there is a problem. By not confronting the conflict, team member hope it will go away by itself.

Accommodation: Some team members may decide to give up their position in order to be agreeable. They are being cooperative, but it costs the team the value of their opinions and ideas.

Confrontation: Acting aggressively and trying to win is one way to deal with a conflict. However, winning can become more important than making a good decision.

Compromise: One way in which to balance the goals of each participant and the relations among the teams is for everyone to "give in" a little.

Collaboration: When both sides of a conflict have important concerns, the team need to search for solutions that satisfy everyone. This requires both cooperativeness and respect for others' positions.

2.2.6 The Relationship between Performance and Level of Conflict

Hence, management are duty bound to resolve conflicts properly for the sake of increasing organisational performance because the result of such action will result to good communication, time management, good cooperation and increase organisational performance.

A good conflict improves decision outcomes especially on task-related conflict and group productivity by increasing the quality through a constructive criticism and individual playing a devil advocate role since most task related conflict allows the exchange of ideas and assist better performance among work force.

Various conflict management theories opined that a healthy conflict management system should integrate the internal sub-system with the higher level of the organisational hierarchy while Ford (2007) provides a four-way process which include assessment and inquiry, addresses the design, implementation and evaluation aimed at reaching a valid and objective conflict management decision.

2.2.7 Strategies for Conflict Resolution

A positive approach to organisational conflict is that it is absolutely necessary.

Accordingly, opposition to ideas should be explicitly encouraged and both the stimulation and resolution of conflict should be encouraged. Even if this view is not hold by, management conflict in organisations is inevitable.

This inevitability of conflict is caused by forces residing both inside and outside the Organisation.

The external environments of the Organisation sometime change in ways that necessitate a reshuffling of priorities and resources allocation among internal subunits, and stimulate shifts in the balance of power and patterns of influence between them. Therefore instead of avoiding conflict, organisations should endeavour to manage or reduce them to the benefit of the Organisation. There are several managerial strategies used in managing conflict, and essentially, they are directed at its cause, these include:

- **Controlling the Context:** To minimise conflict that arises out of organisational design and layout strategies, management must formulate sound procedural strategies to

institutionalise and channel conflict. If conflicts are inevitable and normal in organisational life, then proper procedures for solving them must be established.

- **Controlling the Issue in Dispute:** The attempt here is to issue in an attempt to resolve the dispute. This involves separating issues into their smallest components and dealing with them separately in attempt to make it easier to resolve major disputes. Fractioning conflict issues help to avoid stalemate by making it possible for one party to concede on one issue without feeling it has lost the contest.
- **Controlling the Relationship Directly:** In adapting this strategy, management hopes to change the attitudes of the group members or individuals toward each other. This approach is more functional in inter-group conflict. Management directly intervenes in the dispute by physically separating the unit involved on holding direct negotiations between the units or individual or formally requiring intense interaction.
- **Altering the Individual Involved:** Because altering the individual personality is much more difficult than altering his position in the organisation, it may be feasible to swap the individuals in dispute.
- **Develop a Common Set of Goal:** Much of the conflict between groups in any social organization arises because the subsystems have different goals. Most managers are rewarded through pay increases, promotions etc to the extent that they accomplish the goals and the objectives of their particular subsystem is concerned about making itself look good and is also concerned about working with other subsystems towards common goals and objectives. An approach known as the “the organisational confrontation meeting” is developed by Beckhard to encourage organisational subsystems to work towards establishing and striving for common goals.

Futhermore, According to Rahim (2002) conflict Resolution involves designing effective strategies to minimize the dysfunctions of conflict and enhance the constructive functions in order to optimize learning and effectiveness of an organization. This implies that managing conflict does not necessarily connote avoidance or termination but the decrease of the odds of non-productive escalation. As such, conflict management is the method by which organizations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making. As observed by Uchendu, Anijaobi

and Odigwe (2013), since conflict is inevitable in organizations, its management determines whether it will generate positive or negative effect on the organizational performance. The timely recognition and immediate explication of the underlying tension before the conflict issues go out of hand are germane to effectual management of conflict in the workplace.

Consequently, conflict Resolution orientation is a highly obstrusive 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.

In the same vein, collective bargaining strategy has been suggested as the approach for managing union-management conflict in organizations. The approach is internationally acclaimed as the legal instrument by which workers and management settle conflicts arising from employment contracts (Fajana and Shadare, 2012). Presently, faster rates of adoption of collective bargaining strategies have been encouraged in Nigeria by the Trade Union Amendment Act (2000) and by the positive use of this machinery for resolving conflict by some multinational firms in the country. In practice, this collaborative approach of managing conflict, involves negotiation between union and management in a process of meeting demands, discussing, presenting counter demands, bluffing and sometimes threatening all in a bid to reach collective agreement.

Thomas (2016) also put forward some approaches for managing conflicts. These are avoidance, accommodation, competition, compromise and collaboration. The avoidance strategy is called conflict avoidance. Any organization 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.

2.2.8 Site Analysis of Variables Used

There are various variables of conflict Resolution, however, for the purpose of this study, only four most popular variables for conflict resolution and Organisation performance are presented below for review:

2.2.8.1 Compromise Approach

Compromise judgment strategy is a method of managing conflict. In compromise strategy, each party in the conflict situation surrenders certain value or interests in order to allow peace to reign. Just like the first method (domination), this method has its own shortcoming with the magnitude of the shortcomings depending on each conflict situation, environment and the extent of the compromise or values surrendered by each party in the conflict. However, conflict resolved through compromise method is not the best, despite it's widely acceptance since it may be suspended yet a greater magnitude of the problem might likely resurface in either the same form or in an entirely different manner (Fadipe, 2010). Often times people resist the temptations of reaching compromise due to ego clashes or stated positions.

A traditional way of coping with conflict is to compromise, agreeing in part with the other person's view or demand. This is the lose-lose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals. 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). This strategy prevails most often in conflicts where the parties hold approximately equivalent power. Business owners frequently employ compromise during contract negotiations with other businesses when each party stands to lose something valuable, such as a customer or necessary service.

2.2.8.2 Bargaining Power

Korbanik, Stephen and Titus (2012), bargaining assumes that neither party will emerge satisfied from the confrontation but that both, through negotiation, can get something they do not have at the start, or more of something they need, usually by giving up something of lesser importance.

One party generally wins more than the other; by the skillful use of tactical trades, he can get the maximum possible from the other side. Bargaining is another form of dominant conflict style. In this case, both individuals are trying to create a win-win situation, but one individual wants to get more out of the bargain.

2.2.8.3 Service Quality

A service is any activity or benefit that one party can offer to another which is essentially intangible and does not result in the ownership of anything (Kotler, Armstrong, Saunders & Won, 1997). Christopher Lovelock (2002) opined that service quality is also seen as Services are economic activities that create value and provide benefits for customers at specific times and places as a result of bringing about a desired change in or on behalf of the recipient of the service.

2.2.9 Employees Performance in Organisation

The traditional human resource management approach to enhancing workers performance has centred on the assessment of past performance and the allocation of reward. That is, rewards were provided in exchange for performance. It is inevitable that workers performance improvement is something of direct interest only to management.

Performance therefore becomes stereotyped as something of no intrinsic interest to the person doing the work. Performance is a reward. There are many small initiatives everyday that help to improve workers performance. It is critical that the organisation selects the most useful measure of performance for the organisation as a whole and for the individuals within it. Single measures are unlikely to be sufficiently robust. Kaplan and Norton (2012) argue convincingly that the mix of measures which an organisation should use to assess its workers performance should be based around four different perspectives:

- Financial Measures: Such as sales growth, profits, cash flow and increased market share.
- Customer Measures: That is, the customer perspective, which looks at, for example, delivery time, service quality, product quality.
- Internal Business Measures: Cycle time, productivity employee skills, Target and labour turnover.

- Innovation and Learning Perspective: Including such elements as ability to innovate and improve.

2.2.10 Consequences of conflict and its effect on organizational performance

Every organization must have faced internal & external conflicts from the time of its inception. However, organizations that resolved their earlier conflicts in positive & constructive ways have survived, grown & prospered because they benefited from their learning experiences. In certain instances they have also emerged as the captains of the industry. Similarly, in organizations, when individuals find themselves in critical situations, they often come up with workable & novel solutions because of the stakes involved for themselves & their department. Given below is the list of consequences of conflict.

1. Beneficial Consequences

- Motivate individuals to do better and to work harder. One's talents and abilities come to the forefront in a conflict situation.
- Satisfy certain psychological needs like dominance, aggression, esteem and ego, and thereby provide an opportunity for the constructive use and release of aggressive urges.
- Provide creative and innovative ideas. For example employee benefits of the present day are an outcome of the union –management conflicts over the past decades.
- Add variety to one's organizational life, otherwise work life would be dull and boring.
- Facilitate an understanding of the problem, people and interrelationships between people, better coordination among individuals & departments, in addition to strengthening intra-group relationships, etc.

2. Dysfunctional Consequences

Conflicts affect individual & organizational performance. Resolving conflicts consumes a considerable amount of managerial time & energy, which could be more productively spent in the absence of conflicts.

- In a conflict situation people may promote their self-interests or personal gains at the cost of others or the organization. For example, a union leader may call for a strike to assert his superiority or to stabilize his leadership.
- Intense conflicts over a prolonged period affect individuals emotionally & physically & give rise to psychosomatic disorders.
- Time spent on conflicts, if valued, could mean considerable amount of money wasted.
- Conflicts may lead to work sabotage, employee morale problems, and decline in the market share of product/services & consequent loss of productivity.

2.3 Theoretical Review

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 context, power can be understood as control of material resources and accumulated wealth, control of politics and the institutions that make up society, and one's social status relative to others (determined not just by class but by race, gender, sexuality, culture, and religion, among other things).

Several theories and approaches have been used in literatures to explain and advance the understanding of theory use for conflict resolution adoption among employee and employer in an organisations for effectiveness (Law & Jogaratnam, 2005). Prominent among these are mediation acceptance model propounded by Goldberg & Huefner in 1995.

However, this section deals with the theoretical part of the research topic. In relation to this work, the researcher decided to adopt the *Mediation Model* as it has close relationship with the study.

2.3.1 Mediation Theory

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 the 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 agreeable solution (Goldberg & Huefner, 1995).

2.3.2 Social Exchange, Inequality and Fairness Theory

The theory analysis 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, 1972). 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.

2.2.3 The approach and punctuated equilibrium Theory

The concept of team approach is best applied to project teams, defined by Gersick (1988, p. 13) as groups "convened to develop a concrete piece of work, whose lives begin and end with the initiation and completion of special projects". Again, following Gersick (1988), we characterise a team approach as how a team tackles a project on three dimensions: context, task and internal interaction (relationships). The distinctiveness of a team's approach reflects the way in which the three dimensions intertwine. Approaches are "frameworks of givens about [the group's] situation and how it will behave" that are established early in the life of a project team (Gersick, 1988) the opening discussions in the group's first meeting are an especially important part of this process. They develop implicitly through the group's discussions and behaviour, though elements of a team's approach may be stated explicitly, either as it is being developed or after it has matured. The opening discussions of the Teams doing similar or the same task are likely to develop distinctive approaches, which structure the progression of their activities.

The concept of the approach can aid our understanding of "whatever groups do to make their products come out specifically the way they do" (Gersick, 1988) in better ways than Tuckman's

forming-norming-storming-performing theory of group development can, because of the latter's emphasis on processes and perhaps also a normative orientation (Seeger, 1983). Actions and conversations that create the substantive of the team's approach dominate the initial discussions, rather than the forming or norming in Tuckman's theory. Moreover, the approach differs from shared mental models that the team may develop as it will emerge both through decisions and behaviour and what is not said; the team's consciousness of it will itself be emergent and not necessarily uniformly understood at any one time or even at the completion of the project.

The team approach is associated with the concept of punctuated equilibrium as Gersick concludes from her observations of teams that they tend in the midpoint to reappraise and modify their approach. After the early formulation of the basic approach there follows, according to Gersick, a period of stability in the group's activities. Associating this period with inertial activity, Gersick then identified the need for groups to reappraise their activities at the midpoint of their life. Teams will break their momentum at this point and step back, take stock and re-commit, modify or even fundamentally change their pre-transition approach. There is thus a punctuated equilibrium in team activity. The implication in the emphasis that writers place on the midpoint is that teams that make the best use of their reappraisal at this time will outperform other teams.

2.3.4 Action Theory

Action theory pronounce or expresses the state and assumption of the elements in the organisation whether their actions and dispositions are positive or negative. It helps determine that positivity or otherwise of the interest of the stakeholders. This would be expressed through their action suggesting it interest of the workers and management are clashing. Hence, industrial actions like strike, work stoppage, work-to-rule, and picketing among others expresses non-satisfactory behaviour and pointer to conflict and an expression of conflict in an organisation.

The conflict as expressly pronounce by virtue of action, faulty system and disunity among the organisational stakeholders (employees and employers). Whenever interest of the two parties clashes and at variance to one and another thus, the context of action theory, system theory and unitary theory explicit shed light to the understanding and knowledge of conflict context and phenomenon as it concern or relates to world of industrial organisation. This fact is equally expressed and explicitly diagrammatized as attached overleaf. The gamut of conflict explication

largely premised on behaviour as action theory suggested like the other two theories (system and unitary theory). Conflict crises as an affront to the organisation order and authority. It occurs when there is clashes of interest. This could be better explained by virtue of the fact that the employer and employees anchors their minds on economic reward that is accruable in their partnership. Whenever interest is at variances that triggers conflict is more or less traceable to economic reasons, cultural biasness, management styles, government policies and regulations, mission and value conflicts.

2.4 Empirical Review

In a paper published by Sulaiman, (2017) which seek to explore Models of Conflict Resolution at Boarding School in East Aceh, Indonesia. This study used a qualitative method. The research was conducted in 2016 in East Aceh, Aceh province, Indonesia. Data were obtained through observation, interview, and documentation. The data was analyzed through three stages: data reduction, data display and conclusion drawing. The results show that the conflict in schools among students caused by several factors, namely: social and economic factors; personal ego and groups as well as unfair competition factor, both within the competition of the intellectual, social and economists. He emphasize that Model of conflict resolution in a boarding school conducted hierarchy and coping mechanisms of conflict which is incrementally according to the level of the conflict. Light levels conflict will be directly solved by homeroom teacher, medium level solved by the vice principal of student affairs, and while high level conflicts directly resolved by the principal. The findings states that the school principal has been essential and is in the forefront in resolving any conflicts that occur at a boarding school either small-scale conflict or big-scale conflict.

Paluku (2016) conducted a research titled “Analysis of Conflict Management and Leadership for Organizational Change”. The study provide a general overview of conflict concepts, such as causes of conflict, managing conflict, and impact of conflict to organization development. Hence, he emphasis that in organizations, conflict is regarded as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and frustrate each other’s attempting to achieve objectives. There are different views surrounding the origin of conflict in organizations and institutions. From the draw of creation mankind has been presented with conflict. Conflict appears to be inevitable; once there is human interaction conflict seem to

fester. This paper seeks to describe the concepts of conflict management, leadership and conflict in organizations and conflict management and organizational change. This paper will analyze the elements of a conflict management process and leadership organizational change and the benefits of managing conflict. The author holds that leadership approaches are the key important factors for conflict management.

Neetha, Nagalingappa and Princy (2015) examine the Impact of leadership role perspective on conflict resolution styles - a study on small and medium sized entrepreneurs of Karnataka State in India. The authors opined that the behavior of an individual is known to be influenced by activation of traits like stereotypes; behavior of leaders and entrepreneurs is no exception. The leadership role perspectives of entrepreneurs play an important role in the behavior of entrepreneurs as leaders of organizations. The study attempts to bridge this research gap by focusing on the relationship between two leadership role perspectives (Benevolent and Benevolent-Authoritative leadership role perspective) and conflict resolution styles (Cooperative, Competitive and Avoiding Style) of entrepreneurs who are steering small and medium enterprises (SMEs). The data of the study is collected through a self-administered online questionnaire from 238 SME entrepreneurs of Karnataka, who were selected by convenience judgmental sampling method. Descriptive statistics, Confirmatory Factor Analysis and Structural Equation Modeling were used for analyzing the data. Leadership role perspectives and conflict resolution styles were extracted using factor analysis and thereafter, tested for reliability and validity. The results indicate that the role perception of leaders has an impact on their conflict resolution styles. The findings of the study is that entrepreneurs'/ leaders' conflict resolution style is a major concern in SMEs due to its importance in problem-solving as well as motivating and retaining employees.

Mervat, and Lamiaa, (2014) conducted a study which they examine Managers' Conflict Management Styles and its Effect on Staff Nurses' Turnover Intention at Shebin El Kom Hospitals, Menoufiya Governorate. This study aimed to determine the main conflict management styles from both nurse managers and their staff nurses' points of view and investigating its effect on nurses' turnover intension. Descriptive correlation research design was used in this study. The study was conducted in two selected hospitals, Menoufiya University Hospital and Shebin El-Kom Teaching Hospital. Two groups of sample were included in this study. The first group included all nurse

managers (30) working in Menoufiya University Hospital and Shebin El-Kom Teaching Hospital. The second group included random sample of staff nurses (150) working in the previous mentioned two hospitals. Two standardized questionnaires were used to measure the variables in this study from both nurse managers and nurses' point of view: Conflict Management Styles Questionnaire and The Anticipated Turnover Scale. The findings of this study revealed that the most used conflict management style was avoiding while the least used style was competing. The highest percentage (34.2%) of male nurses had the intension to leave their organization compared to female nurses (14%). The main conclusion from the current study pointed out that there were statistically significant positive correlation between turnover intension and the three conflict management styles (collaboration, compromise and avoiding) while, there was statistically significant negative correlation between turnover intension and competing style.

Abdul Ghafoor and Sehar, (2015) carried out a study on Conflict Management and Organizational Performance: A Case Study of Askari Bank Ltd. The objective of this research study is to look at conflict situations and its causes, as well as possible solution of improve working environment in an Organization. The study shows that Conflict stems from incompatibility of goals and interest and if it continued it will destroy the Organization. Conflict affects the Organization in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, and poor performance. A formal questionnaire was constructed and survey method was used to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance by the researcher. The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance.

Olu, Dupe and Abolade (2016) conducted a research work on impact of conflict management on employees' performance in a public sector organisation, a case of Power Holding Company of Nigeria (PHCN). This study adopted the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique.

Questionnaire was used to collect primary data. Data collected were analysed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organisation and that organisation's conflict management system influences employee performance in the organisation. He also recommended that organisation should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organisation.

Fatemeh and Oliya (2016) study Impact of Conflict Resolution Skills on the Level of Marital Conflict and Couples Mental Health in Centers of Psychological and Counseling Services of Qaemshahr City. The aim of this study was to the impact of conflict resolution skills to reduce marital conflict and couples mental health in centers of psychology and counseling services of Qaemshahr city. The sample under investigation was 30 pairs of volunteers (30 men and 30 women) from the centers of psychology and life counseling services of Qaemshahr city, which uses simple random method assigned to two experimental and control groups. The research tool was the marital conflicts questionnaire of Barati and Sanaee, and general health questionnaire (GHQ) of Goldberg and Hillier.

In the study, the training group people participated in 10 one-hour session on conflict resolution skills training classes. Methodology of this study was an experimental type with designing pretest, posttest and follow-up with control group.

The results of the study showed that a significant difference in reducing marital conflict and enhance couples mental health between the experimental and control groups.

In 2016, Heinz conducted a research which considered Automated Conflict Resolution for Air Traffic Control. The resolution algorithm described in this paper was formulated to meet the performance requirements of the Automated Airspace Concept (AAC). The AAC, which was described in a recent paper, is a candidate for the next generation air traffic control system. The AAC's performance objectives are to increase safety and airspace capacity and to accommodate user preferences in flight operations to the greatest extent possible. In the AAC, resolution trajectories are generated by an automation system on the ground and sent to the aircraft

autonomously via data link .The algorithm generating the trajectories must take into account the performance characteristics of the aircraft, the route structure of the airway system, and be capable of resolving all types of conflicts for properly equipped aircraft without requiring supervision and approval by a controller. Furthermore, the resolution trajectories should be compatible with the clearances, vectors and flight plan amendments that controllers customarily issue to pilots in resolving conflicts.

In a paper published by Andrew and Moffett, (2015) where they examined “Effect of Conflict Resolution Maneuver Execution Delay on Losses of Separation”. The paper examines uncertainty in the maneuver execution delay for data linked conflict resolution maneuvers. The purpose of this study is primarily to determine the probability of a primary conflict reoccurring after a resolution has been issued due to variation in maneuver execution delay, and how this probability varies with various parameters. This work should give a more complete picture of the effects of varying pilot response times and some preliminary thoughts on ways of mitigating the risks of this uncertainty. Data collected were analysed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective of Conflict Resolution Maneuver Execution Delay on Losses of Separation and that organisation’s conflict resolution system influences Delay on Losses of Separation.

Catherine and Poipoi (2014) conducted a study On Effect of Avoidance Conflict Resolution Strategy on Employee Performance in the Kenyan Public Universities. The purpose of this study was to find out the effect of Avoidance Conflict Resolution Strategy on employee performance in Kenyan Public Universities. The study was conducted in seven public universities. Specific objectives were to establish the effect of avoidance strategy on employee performance in Kenyan Public Universities and to determine the effect of the organizational factors on the relationship between avoidance conflict resolution strategy and performance of employees in the public universities in Kenya. Designs employed were descriptive survey and Karl Pearson moment Correlation. Target population was 5189 teaching staff from seven Kenyan public universities. Stratified Random Sampling was used to obtain a sample size of 519 employees. Primary data collection was through questionnaires while secondary data was collected through document analysis. Content validity of the data collection instruments was established by carrying out an

assessment by experts. Cronbach's alpha score was computed to establish the document's reliability. The alpha score was 0.845. Descriptive statistics such as means, percentages and frequency counts were used while inferential statistics involved use of Karl Pearson moment Correlation. The results indicated that the strategy had a positive effect on employee performance. The findings of the study may help scholars as a source of research data, University Managements and the Government in resolving conflicts in Public Universities and Human Resource Practitioners in identifying and implementing conflict resolution policies in their institutions.

Frank and Steven (2015) studied **CONFLICT IN MARRIAGE: Implications for Working with Couples**. The investigation of marital conflict has reached a crossroads. Over 25 years of research on marital conflict behavior yields a relatively clear picture of its topography, but its relevance for changing the marital relationship remains controversial. We can continue to amass observations in a relatively a theoretical manner and hope that patterns capable of guiding clinical activity will emerge, or we can begin creating a unified theoretical framework to indicate new directions for clinical activity and empirical investigation. Before exploring the latter option, this chapter reviews briefly the impact of marital conflict on mental, physical, and family health and what is known about the nature of conflict in marriage. After highlighting some recent theoretically grounded advances, we illustrate how conceptualizing marital conflict behavior as goal directed provides an integrative theoretical framework for treatment, prevention, and marital conflict research.

Abdul-Azeez, Ajemunigbohun, and Asokere (2015) carried out an Empirical Study of the Effect of Conflict on Organizational Performance in Nigeria. The purpose of this study is to investigate the effect of organizational conflict on organizational performance. This was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

In another study by Leslie, Katherine, and Craig, (2016), the paper seeks to carry out Effects of Conflict Management Strategies on Perceptions of Intragroup Conflict. The current study posits the manner in which task conflicts are managed influences subsequent relationship conflict. Two hundred seventy participants formed dyads to discuss a task issue. The conflict management strategy of one member was manipulated to examine the resulting level of relationship conflict perceived by the partner. The level of relationship conflict after the meeting was significantly impacted by the management style used during the meeting: competing produced the most, and collaborating the least, relationship conflict. Findings suggest competing to resolve task-based differences may be particularly harmful by generating relationship conflict.

Livinus (2014) conducted a study on Diplomatic Methods Of Conflict Resolution: A Case Study Of Ecowas. The work examines Economic Community of West African States (ECOWAS) Diplomatic methods of conflict resolution in West Africa. The objectives is to ascertain how effective these methods have been utilized in resolving conflicts in West Africa with a view of making appropriate recommendations based on research findings on how best to employ these methods by the community. The work adopted the doctrinal methodology of research, mainly primary and secondary sources such as: textbooks, official documents from ECOWAS, periodicals and internet resources. The work observed that these methods were successfully used to restore peace in Sierra Leone, Liberia, Togo, Cote d'ivoire, Guinea Bissau, Senegal and Gambia. Thus, the methods are useful in settlement of disputes and should be encouraged because the decision is reached by the parties themselves and enforcement of such agreement may be easier.

In 2016, Larry carried out a study which seeks to explore The Effects of Different Conflict Management Styles on Job Satisfaction in Rural Healthcare Settings. In this paper presented and discuss the basics of conflict and the four types of conflict that appear in organizations. Research shows that employees fit into five different modes when faced with conflict in a workplace setting. Evidence provided in this study supports the practice of training managers how to respond to conflict in order to manage organizational conflict. Managers can use one of many different styles when attempting to resolve conflict; however, it is important to note that there is not one style that fits all situations. Based on the findings the style that managers choose does have a direct impact

on job satisfaction; and this can be observed by comparing employee satisfaction surveys at two rural, Midwestern hospitals.

In 2015, Awofadeju, Taiwo, Akinrosoye, Philip and Adegbo carried out a study on Impact of Mass Media in Conflict Resolution. The main general objective of the study is to examine the role of mass media in conflict resolution using Ife-Modakeke crisis as case study; while the specific objectives of the study are to ascertain whether the role of mass media in Ife-Modakeke have been setting agenda of peace; find out whether the mass media have been giving objective reports of Ife-Modakeke crisis; and determine the contributions of mass media to conflict resolution in Ife-Modakeke crisis, and specifically help us in knowing which of the medium was more active in the coverage of the crisis.

Fatemeh and Naser (2017) carried a research on Effectiveness of Conflict Resolution Skills on Love and Consistent Quality Marital. The purpose of this study was to examine the effectiveness of conflict resolution skills on love and consistent quality marital. The research method was quasi-experimental with pre-test, post-test and control group. The population consist of all couples referred to counseling centers and dementia clinics in Ardabil. 30 couples were selected with convenience sampling method. For the experimental group intervention was conducted 8 sessions for a week. The couples answered the same questionnaire including: questionnaire of Revised Dyadic Adjustment Scale (RDAS) and love Sternberg. The data analysis used includ multivariate regression, pearson's r correlations, regression analysis, MANOVA analyses with SPSS software (package of Spss / pc + + ver18). The findings of this study show the there is a significant relationship between love of pre-test and post-test in experimental group ($p < 0.01$) and skills training of conflict resolution has been increased love in the couple's

Obasan (2011) carried out a study titled the Impact Of Conflict Management On Corporate Productivity: An Evaluative Study. Obasan said A wide divergence of opinion exists on the source and effect of conflicts on corporate productivity and the effectiveness of the various strategies available for managing them. It has been argued by some that conflicts are signs of a vibrant organization while others contend it is destructive and capable of retarding stability and profitability of organizations. Using a student t distribution to test the significance of response and

purposive sampling technique to administer a self-design questionnaire to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc, (Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organisational conflicts. Based on the findings of the study, it was recommended that strategies which promote industrial democracy should be chosen by management as the preferred option indispute resolution. He also add, that the ideal level of conflict resolution required to attain required to attain optimum performance for every organisation is unique and situational hence managers are duty bound to establish the best maintainable by the organisation.

Hotepo (2010) investigate the effect of organizational conflict on organizational performance. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

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

In the same vein, Davis (2015) conducted a study on Persistence of Farmer-Herder Conflicts in Tanzania. The study was conducted to examine the factors that have contributed to the causes and persistence of farmer-herder conflicts in Tanzania. Respondents for the study included farmers, herders, and district level officials in Kilombero, Kiteto, Rufiji and Kilosa districts. Focus Group Discussions were conducted to collect information on conflict resolution mechanisms and the persistence of the conflicts in their areas. Key informants interviews and discussions involving individual farmers, herders, village leaders and district government leaders were also conducted.

The study concludes that the root cause of the conflicts is the lack of security of land tenure to smallholder farmers and herders who hold and use unsurveyed land that is liable for alienation through acquisition and encroachment. Unless the government reviews its land policy to ensure security of land tenure land grabbing and corrupt practices will escalate and lead to further conflicts.

In a recent research work carried out by Kristin, Randall, Elizabeth and William (2015) titled “The Critical Role of Conflict Resolution in Teams: A Close Look at the Links between Conflict Type, Conflict Management Strategies, and Team Outcomes”. The article explores the linkages between strategies for managing different types of conflict and group performance and satisfaction. Findings from a qualitative study of 57 autonomous teams suggest that groups that improve or maintain top performance over time share 3 conflict resolution tendencies: (a) focusing on the content of interpersonal interactions rather than delivery style, (b) explicitly discussing reasons behind any decisions reached in accepting and distributing work assignments, and (c) assigning work to members who have the relevant task expertise rather than assigning by other common means such as volunteering, default, or convenience. The authors’ results suggested that teams that are successful over time are likely to be both proactive in anticipating the need for conflict resolution and pluralistic in developing conflict resolution strategies that apply to all group members.

Tatiana Carayannis (2014) conducted a paper titled **“Practice without evidence: interrogating conflict resolution approaches and assumption”**. This paper reviews the evidence base that underpins contemporary approaches to the resolution of violent conflict, in an effort to improve the lives of conflict-affected populations. By means of a systematic literature review the paper explores academic work as well as grey literature that engages with the experiences of the “end-users” of conflict resolution efforts. It finds that current approaches to conflict resolution are often based on weak evidence and normative objectives, and make problematic assumptions with regard to the actors and conflict structures involved, and to the conflict resolution strategies employed. It concludes by highlighting the need to strengthen the evidence base of conflict research if conflict resolution practice is to be brought into line with empirical realities.

Daria and Bahaudin (2015) examine a research titled “Conflict Management Practices for Diverse Workplaces”. The goal of this paper is to look into current conflict management practices, research their compliance with the diverse workplace environment and analyze the effectiveness of conflict management procedures in the modern society based on workplace diversity and gender differences. The article reviews the literature on conflict management, evolution of main principles in the society, and differences in attitudes of conflict management techniques based on gender characteristics. We dwell upon conflict structures, types, and challenges that may occur at a diverse workplace when managing conflicts and speak about the role of managers in the diverse working environment. Subsequently, the paper suggests conflict management strategies for managers and employees.

The study of Benard and Ashimi, (2017) reviewed Organizational Conflicts: Causes, Effects and Remedies. The paper examines the causes, effects and remedies of organizational conflict. What are the things that lead to conflicts in organizations? The study found out that like other terms, conflict generates considerable ambivalence and leaves many scholars and administrators quite uncertain about (1) its meaning and relevance; and (2) how best to cope with it. Conflicts are inevitable in human life. It is also inevitable in organizations or even between nations. Conflict is an inseparable aspect of people’s as well as organizations’ life. The study also discovered that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. If a conflict is not well and timely managed, it can lead to low productivity or service delivery. The study also discovered that conflict can sometimes produce positive result, if well managed. Thus, not all conflict situations are bad. Efforts should always be made to ensure that the causes of conflicts are addressed as soon as they are noticed.

Fatemeh, Mansour and Mohammad (2015) conducted a Conflict Management and Negotiation. The paper is a review of conflict management styles and conflict resolution from the managers and supervisors’ point of view. Conflict is an inevitable fact for any organization. Leaders should understand and apply various conflict management techniques and conflict resolution styles in order to form strong relationships with subordinates. Conflict is a situation when two or more parties are in disagreement. Unresolved conflict can negatively impact the success of an organization. So, leaders must learn how to address and manage conflict depending on the situation

and the party involved. While the internet has increased organizational performance, it has also added new types of conflict. Workplace conflicts may result in absenteeism and affect employee loyalty.

Ajayi and Buhari (2014) conducted a research on how Social Media Is Changing Conflict. Social media increasingly plays a role in conflict and contentious politics. Politicians, leaders, insurgents, and protestors all have used it as a tool for communication. At the same time, scholars have turned to social media as a source of new data on conflict. I provide a framework for understanding social media's influence on conflict through four interrelated points: (1) social media reduces the costs of communication, (2) it increases the speed and dissemination of information, (3) scholars should focus on the strategic interaction and competitive adaption of actors in response to communication technology changes, and (4) the new data that social media provides are not only an important resource, but also fundamentally change the information available to conflict actors, thereby shaping the conflict itself. In sum, social media's influence on conflict defies simplistic explanations that argue that it privileges incumbents or challengers.

Adomi and Anie (2016) investigate the pattern of conflict management in Nigerian libraries. The researchers employed descriptive design and questionnaire to collect data from professional and para-professional staff of three Nigerian University libraries. Majority of the respondents perceive conflict as positive and can be stimulated by library managers. The study further found out that interpersonal conflicts are the dominant conflicts in Nigerian libraries, and accommodation ranks highest as technique of conflict avoidance. Rahim (2011) reported a positive correlation between democratic management styles and organizational stability. He noted that democratic strategies would promote inclusion in decision and by consequence workers identification with decisions and commitment to the organization.

Schramm-Nielsen (2012) indicated that a confrontation style dealing with group conflict was used to a significant degree in higher than in lower performing organizations. Lang (2009) commented on the integrating style of handling conflict which shows that this style results in high joint benefits for the parties. While Rahim (2014) have suggested that the nature of leadership power in an organization mediates the needs of conflict management strategies. Thus, organisational stability may be maintained even when the leader is low in conflict management because workers

sometimes exhibit acceptance behaviour over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression (Kilmann, 2008).

Kazimoto (2013) analyzed the elements of a conflict management process and leadership organizational change and the benefits of managing conflict. The author concludes that leadership approaches are the key important factors for conflict management. The study recommends that managers in various organizations should encourage open communication policy, so that all employees get the right information at the right time.

Min-Chih, Ching-Ting, Huo-Tsan Chang and Yu-Yuan Ko (2010) examined the relationship conflict has a greater impact on learning performance than does process conflict. The effects of dysfunctional conflict on learning performance in a Chinese cultural context were explored with cognitive style as a moderator. The results of their analysis show that the relationship between process conflict and learning performance is quadratic. In addition, it was discovered that relationship conflict has a greater effect on learning performance than does process conflict.

Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) investigated the effect of interpersonal conflict on organizational performance of selected hotels in Kisii town. The study employed both descriptive survey and explanatory research designs and targeted a population of 368 employees of purposively selected hotels. The data was analyzed using descriptive and inferential statistics while multiple regression was used to test the hypotheses. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively, while outcomes of interpersonal conflict does not significantly affect organizational performance. It has been argued in the literature that the impact of conflict on organizational performance have two overriding effects, the positive and negative effects. Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby improving organizational performance.

Henry (2016), opined conflicts resolution build the spirit of teamwork and cooperation among the employees of an organization. The study established that conflict resolution could be functional if properly managed, because both the management and employees mutually depend on the end product that is employees who depend on the organization for their salaries put their best performance.

The study 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 (Theresa & Henry 2016).

Olukayode (2015) is opined that the study 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. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.

Donkor (2015) the study aims at exploring the effect of the three types of organizational conflict, namely the relationship, task and process conflict, on the output of employees in Ghana using Coca Cola Company Ghana Ltd as a case study. The study employed two estimation procedures; the Pearson correlation and the logit estimation method. However, the marginal effect extracted from the logit estimation exhibited that of the three types of conflict only relationship conflict has a significant effect on the performance of employees. It confirmed the assertion by the existing body of literature that relationship conflict has a negative effect on output of workers. The Pearson correlation also revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers. The association between process conflict and performance was however unanticipated. Lastly, the Pearson correlation method brought to view that there is a very weak linkage between all the three types of organizational conflict and the performance of workers in Coca Cola Company Limited.

Ajibulu (2016) state that the wide divergence of opinion exists on the source and effect of conflicts on corporate productivity and the effectiveness of the various strategies available for managing them. It has been argued by some that conflicts are signs of a vibrant organization while others contend it is destructive and capable of retarding stability and profitability of organizations. Using a student t distribution to test the significance of response and purposive sampling technique to administer a self-design questionnaires to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc.,(Lagos Branch), revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organisational conflicts. Based on the findings of the study, it was recommended that strategies which promote industrial democracy should be chosen by management as the preferred option in dispute resolution. In addition, the ideal level of conflict resolution required to attain optimum performance for every organisation is unique and situational hence managers are duty bound to establish the best maintainable by the organisation.

2.5 Gaps in Literature

From the above, it is evident that several literatures have explored the significance of conflict and its resolution on organization performance. Majority of these studies have investigated the roles of conflict resolution on employee effectiveness is paramount to the organisation performance e.g. Jones and Soltren, 2005; Heer and Boyd, 2005 Celestine, Andre and Wilfred (2014) investigated the rising trend in organisations among the employer and the employee, Sulaiman 2015 examined the motivational patterns of conflict resolution. However the impact of conflict resolution on Organisation performance has not been well researched and focused on by researchers in the above empirical review, and more emphasis has not be laid on how to use Mediation theory on conflict resolution to aspire the organisation performance. This is the gap the current research aims at bringing thus justifies the significance of the study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The task ahead of all researchers is to know or find answers to research questions and also ascertain either null hypothesis or alternative hypothesis. In achieving this objective, it is expedient for the researcher to use scientific procedure that can be tested, proven and acceptable.

Therefore, this chapter oblige the approaches adopted in providing solution to questions, which the research work is based on, and a way of testing each of the hypothesis formulated. It aims at receiving research questions of this study and explaining the sampling and data collection procedure, together with the instrument to be used at the course of the information sourcing.

Furthermore, this chapter ushered the researcher into the next chapter (i.e. 4): presentation and analysis of data. As the information source in this chapter is the raw materials needed in Chapter four. It also ensures that relevant and up-data information is at reach.

However, this part of the research work discuss extensively some vital part of the methodology adopted such as; the research philosophy in which the study rest on, the research strategy to be adopted, the approach to be taken in the research work, deliberating on the sources in which the data was collected, and the method of collection. Furthermore, this chapter discuss about the population of the case study and how the sample size was derived. In addition, this chapter also discussed the method of analysing the data collected. Finally, it also explain the validity, reliability and generalisation level of the work not neglecting the ethical consideration.

3.2 Research Philosophy and Research Design

There are three basic research philosophies that can be adopted in a research study and these are charted as follows; Epistemology, Axiology and Ontology (Otokiti, 2010). However, each of these research philosophies has their peculiar meaning and how they affect general study.

Therefore, for the purpose of this study, the researcher adopt *Axiology philosophy* as it has to do with human value and aesthetics. This further explains why human beings act in a particular way or manner, not disregarding factors that determine their behaviour and what effect does it have on the society at large. Hence, amalgamating the Axiology philosophy concept to the topic of this research being “Impact Conflict Resolution on Organisation Performance”, it was determined that it largely correlates with the value and aesthetics (organization’s performance) of an organization and the effect of conflict resolution on the organizational target.

Research design is a plan that guides the researcher in his or her data collection step by step and analytical phases of research work. It specifies the type of information to be collected, source of the data and the data collection procedure, it also includes research methodology, population of the study, sample determination, and sample procedure, source of data, data collection techniques and others. The major issues on research design are to determine if the research nature is prospective, it refers to the future outcome, re-prospective, it focus on the past trend phenomenon and study impact into the future, quantitative and qualitative and to explain the choice of time frame on data collection and cross sectional design to collect relevant information and clear picture of the research, before and after etc. this research adopted quantitative approach, is a formal objective and systematic process used to test the relationships among variables, the quantitative method was solicit to help categories relevant subset information for the research purpose, the research design was supported with exploratory and survey to analyze the definite answer to the research question and primary data was collected from primary source, the primary sources entail collecting information directly from the respondents for the purpose of this study structured questionnaire was used.

3.3 Research Method

Research method can be defined as the method by which the researcher want to collect data which include the following experiment, survey, case study, action research, grounded theory, ethnography, archival method, ipso facto, observation etc. Penny, et al (2003) assigned equal weight to each research method and allow researchers to adopt any method depending on adaptability, validity and nature of research.

This researcher work was mono in structure, therefore survey method was adopted because most journal and articles related to this work used survey method. Ojo (2011), Irefer (2003) asserted that this method offers the researcher the opportunity to generate data, thereby providing a valid generalization of research findings. Moreover, it investigates beliefs, opinions, attitude, preferences or disposition of the population element without subjecting them to any form of manipulation and control. According to Otokiti (2005), survey method is explained as type of field study that involves the collection of data from a sample of element drawn from a well-defined population.

Furthermore, Yin (2003) opined that more than one method can be adopted for a single particular research depending on the user's understanding and complexity of the study. In furtherance, Ezeani (2008) asserted that descriptive survey is often used to collect detailed and factual information that describes an existing phenomenon, as the method is also used in Ojo (2011) in his paper titled *"Conflict Management' Attitudes of employee toward conflict according to type of resolution method"*, similarly, Obasan Kehinde, et al., (2007) adopted survey method in their study titled *"A study of conflict management on corporate productivity"*.

Hence, since the research method has been adopted and used successfully in the past research works mentioned above, the researcher therefore chose to adopt it.

3.4 Research Approach

Yates (2004) asserted that there are two main approaches to conducting a research and these are; quantitative and qualitative approaches. However, given the purpose and nature of this study where the researcher intends gathering information using primary means with the aid of a close ended questionnaire and by implication is quantitative in nature, quantitative approach was therefore adopted.

3.5 Sources of Data/Data Collection Methods

The hallmark of research is data collection Otokiti, (2014). Data collection is very crucial in research. There are two major methods of collecting data and these are primary and secondary. Hence, this study adopted primary source of data. The primary data was obtained mainly with the use of closed questionnaire.

However, the data for this study was collected using the primary source. However, the primary data was the first-hand data which was generated during the course of the research work. For the purpose of this research, a closed ended structured questionnaire was adopted and distributed to the targeted respondents within the proposed sample size of the 3 cadres (Upper management, Middle management and Lower management) of IBEDC Ilorin District.

Furthermore, a closed ended questionnaire was adopted using the *Five point Likert scale* in series as SD= Strongly Disagreed, D= Disagreed, N= Neutral, A= Agreed and SA= Strongly Agreed as this would allow consistency and accuracy. Lastly, the questionnaire would be divided into three sections as; Section A to take care of Demographic questions, Section B looking at the level at which the respondent understands the subject matter, the proposed question derived from the objectives and the last section takes into consideration the statements that would look into answering the hypotheses set in the research study.

3.5 Population of the Study

Population can be referred to as a full set of cases from which a sample is taken from. The entire study population is limited to the staff of Ibadan Electricity Distribution company Ilorin District. Therefore the Employee Strength of the 4 (four) IBEDC Ilorin District is 96. Breakdown as below of employees in Various District.

S/N	District Name	Number of Employees
1	Challenge District (Head office)	40
2	Gaa Akanbi District	22
3	Fate District	20
4	Babaoko District	14
	Total	96

Source: HRM, IBEDC (2017)

The staff strength of Challenge District (Head office) is Forty (40), Gaa Akanbi district is twenty two (22), Fate District Twenty (20) and that of Babaoko District is Fourteen (14) as at June 2017.

3.7 Sample Frame

Trochin(2006) stated that sample frame is the listing of the accessible population from which a researcher drawn his sample. A sample is that part of population this consists of any such group drawn from the target population. The sample is that unit from which information is obtained which thereafter provides the basis of analysis and subsequent generalization. The sampling unit for this study is employees of the casestudy.

However, the entire population of employees of IBEDC Ilorin District constitute the sample frame, which is Ninety Six (96).

3.6 Sampling Techniques

However, these are the techniques which is used in selecting samples from a population, as it is not practicable to make use of the whole population of study. In the course of this study six methods of probability sampling generally recognized in literature were examine. Sampling techniques available in research are simple random sampling, stratified sampling, systematic sampling, multistage sampling, cluster sampling and quota sampling however simple random sampling method was used in the selection of sample from the population of customer this is because of the characteristic of population of study that i.e. staffs of the case study.

3.7 Method of Data Analysis

The result gotten from the research field work was analyzed using frequency distribution table to displaying the percentage of the demographic date and to show the level of agreement and disagreement to the research statements in the closed ended questionnaire with the help of Statistical Package for Social Sciences (SPSS) of version 20.

In addition, Regression analysis method was adopted to test the effects of the independent variables (i.e Conflict Resolution) on the dependent variables (i.e Organization's Performance) as asked in the hypotheses stated in previous section.

3.8 Validity of Research Instrument

To ensure validity during data collection, it is imperative to use multiple sources to gather data, to establish a chain of evidence, and to have key informants review the draft analysis. It is identifies

as problematic due to the fact that researchers fail to develop sufficient operational sets of measures.

However, the four methods of measuring validity are face validity, content validity, and criterion validity and construct validity. However, for the purpose of this study the measure instrument were subjected to face and content validity, showing whether it test what it meant to test and the extent to which a test measures a representative of the sample (Otokiti, 2010).

3.9 Reliability of Research Instrument

Osaeze and Izedonmu (2000) define reliability as the consistency between independent measurement of the same phenomenon, which implies stability, dependability and predictability of a measuring instrument.

The result gotten from the questionnaire were compared to see if they correlated. The test re-test approach was adopted.

3.10 Ethical Consideration

The work considered highest level of confidentiality on reasonable level from management of questionnaire to enveloping disclosure therein. Thus information share doing structured interview were transcribe with near perfect interpretation and without any interference from the researcher. Similarly we ensure that the interpretation was divorce of personal interest.

CHAPTER FOUR

DATA PRESENTATION , ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter focuses on data presentation, analysis and interpretation, and hypothesis testing. The various questions in the questionnaire are analyzed using simple percentage and the hypotheses are tested using the ordinary least square regression with the use SPSS 20 application.

4.2 Questionnaire's Response

The responses from the questionnaires were very encouraging, that is to say out of Ninety Six questionnaires administered and distributed to the employees of IBEDC Ilorin District, Eighty Seven (87) was correctly filled and returned to the researcher, this is recorded as Ninety percent (90%) success rate while Nine of the questionnaires were not returned to the researcher, which is recorded as (10%). The questionnaires collected were deductively analyzed and represented in tables, percentage, and linear regression and co-efficient used for hypothesis testing.

4.3 Analysis of Questionnaire

For clarity and avoidance of possible ambiguities, tables are used to present the results drawn from each of the questions administered.

Table 4.1 Response Variable

Questionnaire	Frequency	Percentage
Returned	87	90%
Not Returned	9	10%
Total	96	100%

Source: Author's Field Survey, 2017

For the purpose of this study, 96 questionnaires were printed for distribution. The table above indicated that a total number of 87 questionnaires were returned and 9 questionnaire were not returned.

Table 4.2 Distribution table for demographic information of Respondents

S/N	Factor	Factor Level	Frequency	Percentage%
1.	Gender:	Male	62	71.3%
		Female	25	28.7%
		Total	87	100.00
2.	Age:	21-30 years	59	67.8
		31-40 years	17	19.5
		41-50 years	6	6.9
		51-60 years	5	5.7
		Total	87	100.0
3.	Educational Status	NCE/OND	33	37.9
		B.S.c/HND	39	44.8
		Postgraduate	15	17.2
		Total	87	100.0
4.	Marital Status	Single	29	33.3
		Married	58	66.7
		Total	87	100.0
5.	Working Experience	1-5 years	36	41.4
		6-10 years	35	40.2
		11-15 years	7	8.0
		15 years above	9	10.3
		Total	87	100.0

Source: Author's Field Survey, 2017

The table above expresses the demographic information of the study where gender, age, Educational Status, Marital Status and Working Experience are explain .

The first section revealed that 62 respondents amounting to 71.3% are male employees of the case study, while 25 employees amounting 28.7% respondents are female. Also, the table shows that 59 of the respondents representing 67.8% are 21-30 years old, 17 of the respondents representing 19.5% are between 31-40 years, 6 of the respondents representing 6.9% are between 41-50 years, and 5 of the respondents representing 5.7% are between 51- 60 years of age. Therefore the largest population is 21 – 30 years which has 67.8%.

In addition, 33 of the respondents representing 37.9% have NCE/OND, 39 of the respondents representing 44.8% are B.Sc/HND as their highest qualification, 15 of the respondents representing 17.2% have Postgraduate as their highest qualification. Therefore the largest populations have B.Sc/HND as their highest qualification with 44.8%. Also, the distribution table above shows that 29 of the respondents representing 33.3% are singles, 58 of the respondents representing 66.7% are married. Therefore the largest populations are married with 66.7 %. Lastly is the work experience where the table indicated that 36 of the respondents representing 41.4% have 1-5 years working experience, 35 of the respondents representing 40.2% have 6-10 years working experience, 7 of the respondents representing 8.0% have 11-15 years working experience, and 9 of the respondents representing 10.3% have 15 years working experience. Therefore the largest population has 6-10 years working experience which has 40.2%.

Section B

Table 4.3 Adoption of compromising approach assist my organization in resolving conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	41.4	41.4	41.4
Agree	45	51.7	51.7	93.1
Valid Neutral	5	5.7	5.7	98.9
Strongly Disagree	1	1.1	1.1	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 36 of the respondents representing 41.4% said they Strongly Agreed that adoption of compromising approach assist my organization in resolving conflict, 45 of the respondents representing 51.7% said they Agreed that are adoption of compromising approach assist my organization in resolving conflict, 5 of the respondents representing 5.7% said they are Neutral to the statement that adoption of compromising approach assist my organization in resolving conflict, No respondent choose Disagreed which equivalent to 0%, and 1 of the respondents representing 1.1 % said they Strongly Disagree that adoption of compromising approach assist my organization in resolving conflict. Therefore the largest population Agreed that adoption of compromising approach assist my organization in resolving conflict.

Table 4.4 Compromising approach by the management increase the organization's service quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	27	31.0	31.0	31.0
Agree	51	58.6	58.6	89.7
Valid Neutral	2	2.3	2.3	92.0
Disagree	7	8.0	8.0	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 27 of the respondents representing 31.0% said they Strongly Agreed to the statement that compromising approach by the management increase the organization's service quality, 51 of the respondents representing 58.6% said they Agreed to the statement, 2 of the respondent representing 2.3 % and 7 of the respondents representing 8.0% said they Disagree to the statement. Therefore the largest populations Agree that compromising approach by the mnagement increase the organization's service quality.

Table 4.5 Compromising approach is the best strategy used to give resolution to conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	32	36.8	36.8	36.8
Agree	33	37.9	37.9	74.7
Neutral	15	17.2	17.2	92.0
Disagree	5	5.7	5.7	97.7
Strongly Disagree	2	2.3	2.3	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 32 of the respondents representing 36.8% said they are Strongly Agreed to the statement that compromising approach is the best strategy used to give resolution to conflict, 33 of the respondents representing 37.9% Agreed, 15 also choose their opinion to be neutral which is percentage as 15.2%, 5 of the respondents representing 5.7% said they Disagreed to the statement while 2 of the respondents representing 2.3% said they Strongly Disagreed to the statement. Therefore the largest population Agreed that compromising approach is the best strategy used to give resolution to conflict.

Table 4.6 The best way to effectively improve organization service quality is by compromising approach

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	18.4	18.4	18.4
Agree	41	47.1	47.1	65.5
Neutral	15	17.2	17.2	82.8
Disagree	10	11.5	11.5	94.3
Strongly Disagree	5	5.7	5.7	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 16 of the respondents representing 18.4% said they Strongly Agreed that the best way to effectively improve organization service quality is by compromising approach, while 41 of the respondent Agreed of the fact that the best way to effectively improve organization service quality is by compromising approach. 15 of the respondents representing 17.2% said they were neutral to the statement that the best way to effectively improve organization service quality is by compromising approach, 10 of the respondents representing 11.5% said they Disagreed that the best way to effectively improve organization service quality is by compromising approach and, 5 of the respondents representing 5.7% said they Strongly Disagreed that the best way to effectively improve organization service quality is by compromising approach. Therefore the largest population Agreed that the best way to effectively improve organization service quality is by compromising approach.

Table 4.7 Poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce their target.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	48	55.2	55.2	55.2
Agree	28	32.2	32.2	87.4
Valid Neutral	9	10.3	10.3	97.7
Disagree	2	2.3	2.3	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 48 respondent Strongly Agreed representing 55.2% while 28 of the respondents representing 32.2% said they Agreed, 9 respondent are neutral to the statement that poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce their target, and 2 of the respondents representing 2.3% said they Disagreed to the statement. Therefore the largest population Strongly Agreed that poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce their target.

Table 4.8 Compromising approach is a tool that enhances organizational Target

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	30	34.5	34.5	34.5
Agree	27	31.0	31.0	65.5
Neutral	19	21.8	21.8	87.4
Disagree	7	8.0	8.0	95.4
Strongly Disagree	4	4.6	4.6	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 30 of the respondents representing 34.5% said they Strongly Agreed to the statement that compromising approach is a tool that enhances organizational target, 27 of the respondents representing 31.0% Agreed, 19 respondent representing 21.8% said they are neutral to the statement, 0 of the respondents representing 0% said they Disagreed to the statement and 4 of the respondents representing 4.6% said they Strongly Disagreed to the statement. Therefore the largest population Strongly Agreed that compromising approach is a tool that enhances organizational Target.

4.9 Compromising approach help organization to reduce conflict and assist to meet the set target

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	41	47.1	47.1	47.1
Agree	30	34.5	34.5	81.6
Neutral	15	17.2	17.2	98.9
Disagree	1	1.1	1.1	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 41 of the respondents representing 47.1% said they Strongly Agreed that compromising approach help organization to reduce conflict and assist to meet the set target, 30 of the respondents representing 34.5% said they Agreed to the statement that compromising approach help organization to reduce conflict and assist to meet the set target, 15 of the respondents representing 17.2% said they were neutral to the statement that compromising approach help organization to reduce conflict and assist to meet the set target and 1 of the respondents representing 1.1% said they Disagreed to the statement that compromising approach help organization to reduce conflict and assist to meet the set target. Therefore the largest population Strongly Agreed that compromising approach help organization to reduce conflict and assist to meet the set target.

Table 4.10 Compromising approach is the best strategy used to give resolution to conflict to meet the set organization target

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	28.7	28.7	28.7
Agree	36	41.4	41.4	70.1
Neutral	14	16.1	16.1	86.2
Disagree	8	9.2	9.2	95.4
Strongly Disagree	4	4.6	4.6	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 25 of the respondents representing 28.7% said they Strongly Agreed that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target, 36 of the respondents representing 41.4% said they Agreed to the statement that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target, 14 of the respondents representing 16.1% said they were neutral to the

statement that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target, 8 of the respondents representing 9.2% said they Disagreed that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target and , 4 of the respondents representing 4.6% said they Strongly Disagreed that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target. Therefore the largest population Agreed that compromising approach is the best strategy used to give resolution to conflict to meet the set organization target.

Table 4.11 Re-occurrence of conflict is due to poor bargaining power to resolve conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	29	33.3	33.3	33.3
Agree	43	49.4	49.4	82.8
Neutral	7	8.0	8.0	90.8
Valid Disagree	4	4.6	4.6	95.4
Strongly Disagree	4	4.6	3.4	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 29 of the respondents representing 33.3% said they Strongly Agreed to the statement that re-occurrence of conflict is due to poor bargaining power to resolve conflict, 43 of the respondents representing 49.4% said they Agreed to the statement that re-occurrence of conflict is due to poor bargaining power to resolve conflict, 7 of the respondents representing 8.0% said they are neutral to the statement that re-occurrence of conflict is due to poor bargaining power to resolve conflict, 4 of the respondents representing 4.6% said they Disagreed to the statement that re-occurrence of conflict is due to poor bargaining power to resolve conflict and 4 of the respondents representing 4.4% said they Strongly Disagreed to the statement re-occurrence of conflict is due to poor bargaining power to resolve conflict. Therefore the largest population

Agreed that re-occurrence of conflict is due to poor bargaining power to resolve conflict.

Table 4.12 Bargaining power on conflict affect organization service quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	18.4	18.4	18.4
Agree	54	62.1	62.1	80.5
Valid Neutral	13	14.9	14.9	95.4
Disagree	4	4.6	4.6	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 16 of the respondents representing 18.4% said they Strongly Agreed to the statement that Bargaining power on conflict affect organization service quality, 54 of the respondents representing 62.1% said they Agreed to the statement that Bargaining power on conflict affect organization service quality, 13 of the respondents representing 14.9% said they were neutral to the statement that Bargaining power on conflict affect organization service quality, and 4 of the respondents representing 4.6% said they Disagreed that Bargaining power on conflict affect organization service quality. Therefore the largest population Agreed that Bargaining power on conflict affect organization service quality.

Table 4.13 Bargaining power between the employee and employer is the best strategy to resolve organization conflict

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	32	36.8	36.8	36.8
Agree	42	48.3	48.3	85.1
Neutral	6	6.9	6.9	92.0
Disagree	6	6.9	6.9	98.9
Strongly Disagree	1	1.1	1.1	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 32 of the respondents representing 36.8% said they Strongly Agreed to the statement that Bargaining power between the employee and employer is the best strategy to resolve organization conflict, 42 of the respondents representing 48.3 % said they agreed to the statement, 6 of the respondent representing 6.9% said they are neutral to the statement, 6 of the respondents representing 6.9% said they Disagreed to the statement and 1 of the respondents representing 1.1% said they Disagreed to the statement. Therefore the largest population agreed that Bargaining power between the employee and employer is the best strategy to resolve organization conflict.

Table 4.14 Bargaining power is best between staff on same carder to give their customer best service quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	27	31.0	31.0	31.0
Agree	50	57.5	57.5	88.5
Neutral	10	11.5	11.5	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, only 27 respondent responded to the questionnaire as Strongly Agreed with 31.0 %, 50 of the respondents representing 57.5% said they Agreed to the statement that Bargaining power is best between staff on same carder to give their customer best service quality and 10 of the respondents representing 11.5% said they are neutral to the statement. Therefore the largest population Agreed that Bargaining power is best between staff on same carder to give their customer best service quality

Table 4.15 Effective bargaining strategy to conflict resolution enhances organization to achieve their set Target

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	44	50.6	50.6	50.6
Agree	33	37.9	37.9	88.5
Valid Neutral	7	8.0	8.0	96.6
Disagree	3	3.4	3.4	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, only 44 respondent responded to the questionnaire as Strongly Agreed with 50.6%, 33 of the respondents representing 37.9% said they Agreed to the statement that Effective bargaining strategy to conflict resolution enhances organization to achieve their set Target 7 of the respondents representing 8.0% said they are neutral to the statement and 3 of the respondents representing 3.4% said they Disagreed to the statement. Therefore the largest population Strongly Agreed that Effective bargaining strategy to conflict resolution enhances organization to achieve their set Target.

Table 4.16 Bargaining power on conflict has a significance impact on achieving the organization target

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	17	19.5	19.5	19.5
Agree	48	55.2	55.2	74.7
Neutral	12	13.8	13.8	88.5
Disagree	6	6.9	6.9	95.4
Strongly Disagree	4	4.6	4.6	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution, 17 of the respondents representing 19.5% said they Strongly Agreed that Bargaining power on conflict has a significance impact on achieving the organization target, 48 of the respondents representing 55.2% said they Agreed to the statement that Bargaining power on conflict has a significance impact on achieving the organization target, 12 of the respondents representing 13.8% said they were neutral to the statement that Bargaining power on conflict has a significance impact on achieving the organization target, 6 of the respondents representing 6.9% said they Disagreed and , 4 of the respondents representing 4.6% said they Strongly Disagreed that Bargaining power on conflict has a significance impact on achieving the organization target. Therefore the largest population Agreed that Bargaining power on conflict has a significance impact on achieving the organization target.

Table 4.17 Absolute usage of bargaining power assist in attaining the general target of an organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	27.6	27.6	27.6
Agree	43	49.4	49.4	77.0
Neutral	11	12.6	12.6	89.7
Disagree	3	3.4	3.4	93.1
Strongly Disagree	6	6.9	6.9	100.0
Total	87	100.0	100.0	

Source: Field Survey, August 2017 (Using SPSS)

From the distribution, 24 of the respondents representing 27.6% said they Strongly Agreed that Absolute usage of bargaining power assist in attaining the general target of an organization, 43 of the respondents representing 49.4% said they Agreed to the statement that Absolute usage of bargaining power assist in attaining the general target of an organization, 11 of the respondents representing 12.6% said they were neutral to the statement, 3 of the respondents representing 3.4% said they Disagreed and , 6 of the respondents representing 6.9% said they Strongly Disagreed that Absolute usage of bargaining power assist in attaining the general target of an organization. Therefore the largest population Agreed that Absolute usage of bargaining power assist in attaining the general target of an organization

Table 4.18 Bargaining power has been the approach used in carrying out and solving conflict whenever it arises in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	19	21.8	21.8	21.8
Agree	35	40.2	40.2	62.1
Neutral	18	20.7	20.7	82.8
Disagree	2	2.3	2.3	85.1
Strongly Disagree	13	14.9	14.9	100.0
Total	87	100.0	100.0	

Source: Author's Field Survey, 2017

From the distribution 19 of the respondent representing 21.8% Strongly Agreed, 35 of the respondents representing 40.2% said they Agreed to the statement that Bargaining power has been the approach used in carrying out and solving conflict whenever it arises in my organization, 18 of the respondents representing 20.7% said they are neutral to the statement, 2 of the respondents representing 2.3% said they Disagreed to the statement and 13 of the respondents representing 14.9% said they Strongly Disagreed to the statement. Therefore the largest population Agreed that Bargaining power has been the approach used in carrying out and solving conflict whenever it arises in my organization.

4.4 Hypotheses Testing

4.4.1 Test of Hypothesis One

H₀ Compromising judgement has no significant effects on organisation service quality of IBEDC Ilorin District

H₁ Compromising judgement has significant effects on organisation service quality of IBEDC Ilorin District

TABLE 4.4.1.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.934	.934	.22555

a. Predictors: (Constant), Compromising Approach

The model summary as indicated in table 4.4.1.1 above shows that R Square is 0.93; this implies that 93% of variation in the dependent variable (Service quality) were explained by the Independent variable (Compromising Approach) while the remaining 7% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

TABLE 4.4.1.2: Analysis Of Variance
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.073	1	65.073	1279.091	.000 ^b
	Residual	4.579	90	.051		
	Total	69.652	91			

a. Dependent Variable: Organization's Service Quality

b. Predictors: (Constant), Compromising Approach

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (65.073) in comparison to the residual sum of squares with value of 4.579 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (1279.091) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Service quality).

TABLE 4.4.1.3: Coefficient

Co-efficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.789	.099		7.990	.000
	Compromising Approach	.830	.023	.967	35.764	.000

a. Dependent Variable: Organization's Service Quality

Interpretation

The dependent variable as shown in the table 4.4.1.3 was service quality. This was used as a yardstick to examine the relationship between the two variables (i.e. Compromising Approach and Organisation service quality). The predictors is Compromising Approach, as depicted in table 4.4.1.3, it is obvious that there is a direct relationship Conflict Resolution and organizational performance. This means that an utmost adoption of the compromising Approach by the reputable organisation can help to resolving conflict for the organisation in precise IBEDC Ilorin District.

According to the result in the table above Compromising Approach t-test coefficient is 35.764 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The general swift of this regression outcome in relations to the coefficient of compromising approach as a strategy to resolve conflict in an organisation shall significantly improve the service quality which will positively affect organisation performance i.e IBEDC Ilorin District precisely.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that compromising Approach has significant effect on organisation performance at IBEDC Ilorin District. The consequence from the test of hypothesis one as stated above lined up with the outcomes of Ajibulu (2016) as it was discovered in his articles titled “**impact of conflict management on corporate productivity**” that adoption of compromising Approach has a positive significant relationship on the service quality which improve can improve the performance of IBEDC Ilorin district. Hence, it explains how significant hypothesis one is to be recommended to Organisation Performance.

Hypothesis Two

4.4.2 Test for Hypothesis Two

H₀ Compromising judgement may not significantly affected by organisation Target of IBEDC Ilorin District.

H₁ Compromising judgement may significantly affected by organisation Target of IBEDC Ilorin District.

Table 4.4.2.1 Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.683 ^a	.466	.465	1.166

a. Predictors: (Constant) , Compromising Approach

The model summary as indicated in table 4.4.2.1 shows that R Square is 0.465; this implies that 46.5% of variation in the dependent variable (Organisation Target) were explained by the Independent variables (Compromising Approach) while the remaining 53.5% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

Table 4.4.2.2 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	410.890	1	410.890	302.148	.000 ^b
Residual	470.524	346	1.360		
Total	881.414	347			

a. Dependent Variable: Organisation Target

b. Predicators : Compromising Approach

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (410.890) in comparison to the residual sum of squares with value of 470.524 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (302.148) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Organisation Target).

Table: 4.4.2.3 Co efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.660	.153		4.314	.000
1 Adoption of compromising approach assist my organization in resolving conflict	.750	.043	.683	17.382	.000

Dependent Variable: Compromising approach by the management increase the organization's Target

Interpretation

The dependent variable as shown in the table 4.4.2.3 was Organisation Target. This was used as a determinant to examine the effects compromising Approach has on Organisational Target at IBEDC Ilorin District. The predictors is Compromising Approach, as depicted in table 4.4.2.3, it is obvious that there is a direct affiliation between Compromising Approach and Organisation

Target. This means adoption of compromising Approach can lead to increase in the Organisation Target to improve the organisation performance.

According to the result in the table above Compromising Approach t-test coefficient is 17.382 since the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significance at 5% significant level. The overall summary of this regression outcome in relationship to the coefficient of Compromising Approach is that implementation of Compromising Approach practice in an organisation will increase Organisation Target which lead to increment on the organisation performance.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that is there is relationship between Compromising Approach and Organisation Target in IBEDC Ilorin District, as this is supported by the finding of Ansari and Tabrizi (2012) According to them, looking at the study from a holistic approach to these concepts, some connections and relationships exist between Compromising Approach and Organisation Target.

4.4.3 Hypothesis Three

H_0 Bargaining power use by IBEDC Ilorin District has no significant effects on service quality

H_1 Bargaining power use by IBEDC Ilorin District has significant effects on service quality.

TABLE 4.4.3.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.625	.621	.47798

a. Predictors: (Constant), Bargaining Power

The model summary as indicated in table 4.4.3.1 shows that R Square is 0.625; this implies that 62.5% of variation in the dependent variable (Service quality) were explained by the Independent variables (Bargaining Power) while the remaining 37.5% is due to other variables that are not

included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

TABLE 4.4.3.2: Analysis of Variance

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	34.340	1	34.340	150.309	.000 ^b
Residual	20.562	90	.228		
Total	54.902	91			

a. Dependent Variable: service quality

b. Predictors: (Constant), Bargaining Power

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (34.340) in comparison to the residual sum of squares with value of 20.562 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (150.309) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Service quality).

TABLE 4.4.3.3: Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.083	.286		3.792	.000
q20	.820	.067	.791	12.260	.000

a. Dependent Variable: Bargaining Power

Interpretation

The dependent variable as shown in the table 4.2.6 was service quality. This was used as a measure to examine the relationship between the two variables (i.e. bargaining power and Service quality). The predictors is Bargaining Power, as depicted in table 4.2.6, it is obvious that there is a direct relationship Bargaining power and Service quality. This means that an utmost acceptance of the Bargaining power by the corporate organisation can help to resolving conflict for the organisation in precise IBEDC Ilorin District.

According to the result in the table above Bargaining Power t-test coefficient is 3.792 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The general swift of this regression outcome in relations to the coefficient of bargaining power as a policy to resolve conflict in an organisation shall significantly improve the service quality which will positively affect organisation performance i.e IBEDC Ilorin District precisely.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that bargaining power has significant effect on organisation performance at IBEDC Ilorin District. The consequence from the test of hypothesis three as stated above lined up with the outcomes of Olukayode (2015) as it was discovered in his articles titled “Impact of Workplace Conflict Management on Organizational Performance” that adoption of Bargaining power has a positive significant relationship on the service quality which improve can improve the performance of IBEDC Ilorin district. Hence, it explains how significant hypothesis one is to be recommended to Organisation Performance.

4.4.4 Hypothesis Four

H_{04} Bargaining power does not have significantly affects on Organisation Target of 9u- IBEDC Ilorin District.

H₄ Bargaining power has significantly affects on that Organisation Target of IBEDC Ilorin District.

TABLE 4.4.4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230 ^a	.053	.050	1.21217

a. Predictors: (Constant), Bargaining Power

The model summary as illustrated in the above table 4.4.4.1 indicates that R Square is 0.053. This however implies that 53% of variation in the dependent variable (Organisation Target) was explained by the Independent variable (Bargaining power) while the remaining 47% perhaps due to other variables that is not included in the model. Hence, this analytical result of the regression (model formulated) is found useful for making predictions since the value of R^2 is significantly close to 1

TABLE 4.4.4.2 ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.298	1	28.298	19.259	.000 ^b
	Residual	506.924	345	1.469		
	Total	535.222	346			

a. Dependent Variable: Organizational Target

b. Predictors: (Constant), Bargaining Power

The estimated F-value (19.259) as given in table 4.2.5.2 above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$); this by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Organisation Target). Furthermore, the table above further summarized the results of an analysis of variation in the

dependent variable with large value of regression sum of squares (28.298) in comparison to the residual sum of squares with value of 506.924, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables.

TABLE 4.4.4.3 Co-efficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.281	.155		21.232	.000
Bargaining Power	-.353	.081	-.230	-4.388	.000

a. Dependent Variable: Organizational Target

The dependent variable as shown in the table 4.5.4.3 above was Organisation Target. This was used as a scale to examine the existing link between the two variables (i.e. bargaining power and Organisation Target). As stated in the analysis, the predictor is Bargaining Power as depicted in table above and it is obvious that there is a direct link bargaining power and organisation Target in the organization. Thus, this means that when conflict occur in an organisation Bargaining power an employee of the organization.

According to the result in the table above Bargaining power t-test coefficient is 5.388 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The overall summary of this regression outcome in relations to the coefficient of bargaining power is among the best method to resolve conflict to increase the organisation performance.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_{04}) is rejected on the basis that the p-value is 0.000 which is far less than 0.05. Hence the alternative hypothesis is accepted, that Bargaining power may positively affected by Organisation Target which can help the organisation performance in IBEDC Ilorin District. The hypothesis result is in line with Stephen (2014) article titled “Team Approach, idea generation, conflict and performance” that bargaining power

improves reduce conflict and help organisation to work as a team generate new ideas to meet up with their Target.

4.5 Discussion of Results

The demographic findings of the study are expressed as related to the research. Hence, the study revealed that over 71.3% of the sampled respondents were male perhaps due to the nature of the profession being a male dominated work. Also, the organization has a dominance of 21 – 30 years of age in it's work force amounting to 67.8% perhaps due to the fact that the work majorly requires huge strength and energy to carry out the tasks. In addition, it was also found that the sampled respondents holds about 44.8% f its work force having a first degree, whichindicates the level of academic background of the staff. The percent of the married workforce amounts to 66.7% indicating that majority of the sampled respondents are married. Lastly on the demographic section is the years in service of the respondents sampled and about 40.2% have between 6-10 years of work experience with the organization.

In furtherance, the findings revealed that poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce their target. Hence, the effective strategy that is best used by the management in resolving conflict within the organization is compromising approach as this assist in improving the quality of service provided and thereby assisting to attain organizational target. This has assisted the organizatiin in performing excellently well in the quality of the service provided. Besides, large number of the employees attested to the fact that compromising approach has been the best approach to improving service quality.

Also, the study discovered that bargaining power in an organization is a strategy often used in resolving conflicts and this has been approved by the analysis that adoption of bargaining power as a method in resolving conflict has a significance impact on achieving the organization target and improved service quality. In furtherance, it was observed that bargaining power does not only solve an existing problem in an organization, but also gives employees and employers a conducive atmosphere s they feel part of the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of this dissertation and it is divided into four core areas which are; summary of findings, conclusions, recommendations and suggestions for further studies. Where the summary of findings states emphatically the findings discovered in summary, while the conclusions presents the interference and stand point of the study drawn between the two first sections. Also, the recommendations section discusses the number of references drawn from the study and finally the suggestions for further studies section proposes the areas in which future researches can be conducted in relations to thus study.

5.2 Summary of Findings

In accordance with the objectives and the stated hypotheses for this study, the findings were then stated in the following paragraphs below;

Objective one which aims at determining how compromising approach affects the organizational service quality of IBEDC Ilorin District. Hence in the course of the study, it was discovered that adoption of compromising approach assisted in resolving conflict in IBDEC. Statistically, it was shown in the course of the study that about 93.1% of the sampled respondents strongly attest to the fact that adoption of compromising approach to conflict has helped in resolving already established conflict in IBEDC. In addition, the findings discovered that compromising approach by the management of IBDEC has helped increase the service quality of the organization as agreed by 89.7% of the respondents strongly supporting the statement. Also, about 74.7% of the sampled employees of IBEDC strongly agreed and agreed to the statement that compromising approach is the best strategy used to give resolution to conflict in the organization. Moreover, 65.5% of the sampled employees of IBEDC agreed that the best way to effectively improve the service quality of the is through compromising approach. This findings support the works of Olukayode (2015) and Theresa and Henry (2016) where it was asserted that conflicts arose over multiple factors of organizational experiences based on economic and goal

incompatibility orientations in the workplace. Thus compromising approach bests address such scenario.

Objective two seeks to examine how compromising approach affects the organization Target of IBEDC Ilorin District. Therefore, as revealed in the study, 87.4% of the sampled respondents attest to the fact that poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce target meeting of IBEDC. In furtherance, 65.5% of the sampled employees are of the opinion that compromising approach is regarded as an effective tool that enhances organizational target of IBEDC, Ilorin district. Also, 81.6% of the respondents amounting to 71 employees of the IBEDC strongly agreed that compromising approach as sometimes adopted often help their organization in reducing conflict and also assist in meeting the organizational set target. Likewise, compromising approach is the best strategy often used to give lasting resolution to conflict in order to meet the set organization target of IBEDC as this was supported by 70.1% of the sampled employees of the organization. Thus, this findings supports what was discovered in the study of Ajibulu (2016) which states that specific issues bother on employee compensation and welfare while managers prefer the compromise, problem solving and dominating strategies to minimizing the incidence of organisational conflicts.

Objective three strives to evaluate how bargaining power on conflict affects organization service quality of IBEDC Ilorin District. Thus, according to the analysis conducted, about 82.8% of the respondents summing up to 72 employees of IBEDC, Ilorin district were in strong support of the state that re-occurrence of conflict is due to poor bargaining power to resolve conflict. In relations to that, bargaining power approach adopted by IBEDC on conflict affects the organization's service quality as this was confirmed by 70 employees amounting to 80.5% of the respondents sampled ffor this study. Furthermore, bargaining power between the employee and employer is the best strategy to resolve organization conflict adopted by IBEDC. This statement was strongly supported by 74 employees of the IBEDC amounting to 85.1% of the respondents sampled for the study. On the same note, precisely 88.5% respondents representing 77 employees of the IBEDC are strongly in support of the statement that bargaining power is best between staff of same cardre to give their customer best service quality. This findings therefore makes straight with the findings of Olukayode (2015) where he revealed that conflicts arose over multiple factors of organizational

experiences based on economic and goal incompatibility orientations in the workplace, hence, bargaining power is an effective tool in managing such situations.

Objective four of this study try to find out the effect of bargaining power on organization Target of IBEDC Ilorin District. In the study, it was revealed statistically that 77 employees of IBEDC, Ilorin district amounting to 88.5% of the sampled respondents largely agreed to the statement that effective bargaining strategy to conflict resolution assist the organization in achieving their set target. Furthermore, 74.7% of the sampled respondents representing 61 employees of IBEDC, Ilorin district strongly agreed and agreed to the statement that bargaining power on conflict has a significance impact in achieving the target of their reputatble organization. Also, absolute usage of bargaining power has assisted in the attainment of the general target of IBEDC, Ilorin district as this was supported by 67 employees of the organization amounting 77% of the sampled respondents. Finally, 62.1% of the total sample of the study totalling to 64 employees strongly supports that bargaining power has been the approach used in carrying out and solving conflict whenever it arises in IBEDC, Ilorin district. This findings therefore aligns with the findings of Theresa and Henry (2016) where it was revealed that there is a significant relationship between conflict management using bargaining power and employees' performance in Nigerian Breweries Plc.

5.3 Conclusion

This study thus concludes that conflict resolution in an organization is as important as other strategies adopted in maintaining the existence of the organization hence, the following were concluded as discovered in the course of the study;

According to the findings, this study therefore concludes that conflict resolution has a significant effect on organizational performance as a whole. In line with the adopted variables, compromising approach of conflict resolution is significant to the provision of quality service of IBEDC, Ilorin district and therefore should be taking with huge seriousness. Consequently, this can be seen through the level at which employees agreed to the strategy adopted in resolving conflict in the organization which in turn positively affect the level of service quality of the organization.

Also, the study concludes that compromising approach as adopted by the IBEDC, Ilorin district has been proven that lack of superior-subordinate relationship may negatively affect the target of the organization as set to be covered. Furthermore, the study concludes that irrespective of the kind of conflict in the organization, an effective compromising approach often helps in resolving the conflict and meeting the organization target respectively. In relation to the findings, it was also concluded that compromising approach if effectively used and religiously followed will help organization (i.e. IBEDC, Ilorin district) in reducing conflict and assist to meet the set target. Equally, from the findings of the research, it can be concluded that compromising approach as adopted by IBEDC, Ilorin district will stand to be the best strategy used in giving lasting solutions to conflict in order to meet the set target of the organization.

Consequently, Re-occurrence of conflict has been observed to be perhaps due to poor bargaining power to resolve conflict. Hence, this study concludes that apart from adopting compromising approach, and bargaining power has been proven to be another effective method of handling conflict in an organization of this nature. In addition, the further concludes in relations to the findings that effective implementation bargaining power by IBEDC, Ilorin district on conflict matters significantly affects the organization service quality. In furtherance, it was concluded that effective bargaining power between the employee and employer is the best strategy to resolve organization conflict as this assist in bridging the superiority complexity in the organization. Thus assisting the organization to achieving effective relationship between employees of the same cadre and thereby improving the service quality provided to the customers.

Finally, this study concludes that with an effective implementation of bargaining power as a strategy in solving conflict in an organization of such dynamic nature, it will enhance the IBEDC, Ilorin district in swiftly achieving its set target. Thus, this has been approved by the analysis that adoption of bargaining power as a method in resolving conflict has a significant impact on achieving the organization target. In furtherance, it was concluded that bargaining power does not only solve an existing problem in an organization, but also gives employees and employers a conducive atmosphere as they feel part of the organization.

5.4 Recommendations

The recommendations for this study have been grouped into two (2) classifications to address the management and staff of IBEDC, Ilorin district. Hence, the following thoughts were recommended;

Firstly, the study recommends that for the management of IBEDC, Ilorin district to maintain improved service quality, it has to be more effective in implementing a compromising approach in situations or scenarios where conflict arises in the organization. Also, the employees have to be open minded in accepting to let go of something in order to achieve the service quality as proposed by the organization.

Secondly, the management of IBEDC should not only take into cognizance the usage or relationship between compromising approach and service quality but also have to be diligent in handling internal conflict through compromising as it have an effect also on meeting the set target of the organization.

Thirdly, bargaining power strategy is another method of handling and resolving conflict when it arises in an organization which is heterogeneous in nature. Hence, this study recommends that the management and employees of IBEDC, Ilorin district should not only focus mainly on the adoption of compromising approach, but also consider the bargaining power method as it greatly influencing positively the resolution within the organization. This in turn assist in attaining the set target of IBEDC, Ilorin district.

Finally, this study also recommends that as bargaining power is seen to be an effective tool in achieving the set target of both management and employees of IBEDC, Ilorin district, it is important to note that it should be improved and implemented effectively so as to achieve the aim of the organization in improving the service quality provided to the customers..

5.5 Suggestions for further Studies

Having carried out this study religiously and taking into consideration the ethical value in research discipline, this study in essence suggests the following that;

- Other method of resolving conflict (such as; mediation) should be researched on and considered in the same sector of the study.
- Larger population should be considered for the study, considering more districts of the organization (IBEDC) and perhaps looking at geopolitical zones of the country.
- Also, future researches can consider adopting different method of gathering data, such as interview or mixed method.
- Future studies can also look at conflict resolution from another sphere, such as looking at it from the management or employees view.
- Lastly, future studies can consider looking at conflict resolution from a different sector which differs from power sector of the country.

5.6 Contribution to Knowledge

The study will contribute to knowledge by explaining what conflict is all about and it should be manage in an organisation to improve efficiency. Hence, it was also noticed that majority of these studies have investigated the roles of conflict resolution on employee effectiveness and is paramount to the organisation performance and some also investigated the rising trend in organisations among the employer and the employee. However, the impact of conflict resolution on Organisation performance has not been well focused on by researchers in the above empirical review, and more emphasis has not been laid on how Mediation theory are use through Bargainig power and compromising Approach on conflict resolution to aspire the organisation performance.

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Department of Business and Entrepreneurship,
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Kwara State University, Malete,

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Mr. YUSUF, Ahmed Dolapo with matriculation number: 15/27/MMA010 is a Postgraduate student of the Department of Business and Entrepreneurship, College of Humanities, Management and Social Sciences; School of Postgraduate Studies, Kwara State University, Malete, Nigeria.

He is currently conducting a research study titled “Effects of Conflict Resolution on Organization Performance”. This study is channeled towards examining how the employees of IBEDC perceive conflict resolution and its management.

Hence, we request your support in helping him fill this questionnaire attached therein in order to make him carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

Dr. Issa Abdulraheem

Project Supervisor

SECTION A: Bio-data (Please tick whichever is applicable)

- 1) Gender: Male () Female ()
- 2) Age: 21-30 years () 31-40 years () 41-50 years () 51-60 years ()
- 3) Educational Status: ‘O’ Level () NCE/OND () B.Sc./HND () Postgraduate ()
- 4) Marital Status: Single () Married () Divorce () Others ()
- 5) Working experience: 1- 5 years () 6-10 () 11-15 () 15- and above ()

SECTION B:

Please tick (√) the column that is applicable to you using the following key:

SA – Strongly Agree, A – Agree, N- Neutral, D – Disagree, SD – Strongly Disagree

S/N	Research Statements	SA	A	N	D	SD
	Compromising Approach					
6.	Adoption of compromising approach assist my organization in resolving conflict					
7.	Compromising approach by the management increase the organization’s service quality					
8.	Compromising approach is the best strategy used to give resolution to conflict					
9.	The best way to effectively improve organization service quality is by compromising approach					
	Service Quality					
10.	Poor superior to subordinate compromising approach relationship causes organizational conflicts which reduce their target					
11.	Compromising approach is a tool that enhances organizational Target					
12.	Compromising approach help organization to reduce conflict and assist to meet the set target					
13.	Compromising approach is the best strategy used to give resolution to conflict to meet the set organization target					
	Bargaining Power					

14.	Re-occurrence of conflict is due to poor bargaining power to resolve conflict					
15.	Bargaining power on conflict affect organization service quality					
16.	Bargaining power between the employee and employer is the best strategy to resolve organization conflict					
17.	Bargaining power is best between staff on same carder to give their customer best service quality					
	Organizational Target					
18.	Effective bargaining strategy to conflict resolution enhances organization to achieve their set Target					
19.	Bargaining power on conflict has a significance impact on achieving the organization target					
20.	Absolute usage of bargaining power assist in attaining the general target of an organization					
21.	Bargaining power has been the approach used in carrying out and solving conflict whenever it arises in my organization					

Thanks for your time