TITLE PAGE

CONFLICT MANAGEMENT AND ITS EFFECTS ON EMPLOYEE'S PERFORMANCE IN THE PRIVATE SECTOR: A STUDY OF NORTHERN NOODLES COMPANY, KADUNA.

BY

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BEING A RESEARCH PROPOSAL SUBMITTED TO THE
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KADUNA POLYTECHNIC, KADUNA

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DECLARATION

I declare that the work in this Project entitled **"CONFLICT MANAGEMENT AND ITS EFFECTS ON EMPLOYEE'S PERFORMANCE IN THE PRIVATE SECTOR: A STUDY OF NORTHERN NOODLS COMPANY, KADUNA"** has been performed by me. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this Project report was previously presented for another Certificate, Degree or Diploma at this or any other Institution.

JAGILA BELLO MAMZA   _____

    KPT/CBMS/1952265   **SIGN/DATE**

APPROVAL PAGE

This research project titled "**Conflict Management and Its Effects on Employee's Performance in Private Sector. A Study of Northern Noodles Company, Kaduna**" will be carried out under strict supervision and has been approved for meeting the requirements for the award of Higher National Diploma in Human Resources Management, Kaduna Polytechnic.

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Abstract

Given the current uncertainty in the global oil and gas market, it has become necessary for oil and gas companies to consistently assess the business performance. One of the ways to evaluate the performance of an organisation is to measure their employee performance. Consequently, the aim of this research was to examine the impact of conflict management on employee performance in the private sector. For this purpose, Northern Noodles Company used as case study. The research process involved the use of conflict management strategies, employee performance analysis and a review of existing literature on conflict management and employee performance measurement in the private sector. These were tailored to Northern Noodles Company. It includes constraints on the research, limitations of the research values, recommendations, and suggestions for further research. The survey research design was adopted in this study. Primary data were generated from the employees of Northern Noodles Company Kaduna using structured questionnaires. Microsoft Excel and statistical method of analysis that estimates the relationship between one or more independents variables used for the interpretation and analysis. The research findings are anticipated to, identify a correlation between conflict management and employee performance and to identify the strength and weakness of the organisation's conflict management models. Furthermore, the research finding seeks to examine and suggest ways to enhance the organisation's conflict management metrics in light of the current uncertainty in the oil and gas industry. The research seeks to recommend that Northern Noodles Company companies in Nigeria develop an information-exchange network with other Noodles companies (IOCs) to establish a standard conflict management and employee performance measurement by benchmarking their performance. Finally, based on the expected outcomes the research shall recommend an in-depth study into the causes of conflicts in the organisation subject to Northern Noodles and to provide sustainable and scalable conflict management mechanism relevant not only Northern Noodles but, to other companies in the private sector.

Keywords: *Conflict. Conflict Management. Employee. Employees Performance.*

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CHAPTER ONE

INTRODUCTION

1.0   Background to the Study

Conflicts are familiar occurrences in the society, directly linked to the scarcity of resources and other factors within the organisations (Madalina, 2016). According to Chaudhry and Asif (2017), organisational conflicts as an independent variable can be defined as a cohesive framework of behaviour or perception of organisational members which is sustained by the feelings of being deprived and the awareness of incompatibility with other organisational members. Conflict management and employee performances are fundamental business concepts. While it is generally claimed that conflict is not healthy for the business organisation and employee for optimal performances, there are studies that argue the certain amount of conflict is essential for organisational efficiency, effectiveness, and excellence. This is due to the fact that conflict can be the result of competition. One such study is (Omisore and Abiodun, 2014). They noted from previous studies some benefits of conflict to the organisation.

These include motivation, the satisfaction of certain psychological needs, providing creative and innovative ideas, adding variety to one's organisational life, and facilitating an in-depth understanding of the problem. Still, the conflict remains a social behaviour that has the potential to disrupt the goals and aspiration of both individual and the organisation if not managed effectively. Over the last three decades, the concept of conflict management has received so much attention due to the perception of the organisation. For instance, in employee relations management, conflict management has become so important that it is considered by a consensus as responsible for the success and failure of the organisation. As a result, management in

organisations is required to assess the organisational culture to decide what conflict management model is appropriate (Burr, 2016).

Madalina (2016) contributed further by delineating that organisations public or private are living systems, with interacting units. These units with defined interdependent roles are expected to function in a structured setting with clearly defined resources. As a result, conflicts become inevitable.

Excellent employee performances result in exceptional business performances as well. A motivated, creative and enthused employee is the backbone of a successful business organisation. In business metrics employee performance is directly proportional to business productivity. Thus, no organisation can function without the individual and collective efforts of productive employees (Sunia, 2014). The explanations to some of the fundamental questions on, why some businesses are more successful than others and, how a business can improve on its success lies in their conflict management strategy and tactics. These according to this research suggest the need for robust conflict management nimble, scalable, and adaptable enough to meet the increasing organisational conflict management concerns.

Over the years, business organisations, particularly in the oil and gas sector, have identified effective conflict management as a prerequisite for employee excellence. The question now is how to develop and implement effective conflict management. Looking at the existing studies, business organisations and researchers seem to agree on the need for efficient conflict management model. However, the lack of a generally accepted framework for an organisation's conflict management and employee performance measurement has left them with no alternative but to continue with whatever model they deem fit.

In summary, there is no clear definition of how business organisations should measure the effectiveness of their conflict management approach. The current approach and measurement of conflict management in the organisation is considered weak and unsatisfactory. Hence, this research advocates for detailed studies into the various causes of conflicts in the organisation, especially in the Noodles Company to first understand the dynamics responsible for conflicts in the organisation and to proffer a realistic and appropriate conflict resolution model.

1.2   Statement of the Problem

Conflict and conflict management in an organisation has resulted in the loss of economic revenue, high employee turnover and poor employee performance (Adebisi, 2014). The majority of the private sector organisations particularly the oil and gas sector deal with employee grievance on regular bases. Due to the complex nature of conflicts and the lack of universally accepted conflict management models managements in these organisations struggle to efficiently manage conflicts affecting their organisations. Typically, they are known to spend a lot of man-hours on conflict resolution and management (Ojo and Abolade, 2014)

Though, the concept of conflict management and employee performance has received significant debates among researchers, business owners, and arbitrators. They nonetheless, failed to agree on effective conflict management model. Notable research inferred that conflict management strategies impact employee performance. To what extent, has, however, remained contentious. Management in the oil and gas companies agree on the relevance of conflict management and employee performance measurement.

Given the peculiar nature of Nigeria labour content how to reliably measure these two variables in the private sector particularly the oil and gas organisations, has been a major issue.

Consequently, this study seeks to examine the impact of conflict management on employee performance and to identify the strength and weakness of the current conflict management methods. For this purpose, the case study approach was adopted.

1.3   Objectives of the Study

The objective of this study is to examine the impact of conflict management on employee performance in the private sector (A Study Of Nothern Noodles Company).

1. To examine the strength of conflict management approaches on employee performance.

2 To examine the weakness of conflict management approaches on employee performance.

3. To examine the levels of employee performance.

1.4   Research Questions

1. What are the causes of conflicts in Northern Noodles Company Kaduna?

2. What are the current conflict management models of Northern Noodles Company Kaduna?

3. What are the levels of employee performances in (Northern Noodles Company Kaduna?

Research Hypotheses

H_0: Conflict management does not impact employee performance

H_1: Conflict management impact employee performance

1.5   Significance of the Study

The research is conducted on the assumption that the findings will be of great value to (a) stakeholders who may be interested in the company (b) the managers who may be interested in improving the effectiveness of the company's conflict management policies (c) researchers interested in further study,and lastly, it contributes to the existing body of knowledge on conflict management and employee performance.

1.6 Scope of the Study

The aim of the research was to examine the impact of conflict management on employee performance in the private sector using Northern Noodles as a study area. Due to time and financial constraints, the scope of this research is essentially academic and is not intended for professional use. Although data generated for the research was limited to employees of Northern Noodles Company Kaduna, the results and findings are helpful in forming a professional opinion about Northern Noodles Company. The analyses are limited to the use of primary data generated through the use of structured questionnaires and extant literature.

1.7 Limitations of the Study

The research is a study on Northern Noodles Company Kaduna and adopted the cross-sectional approach suitable for the research of this nature. Primary data were generated using structured questionnaires survey to sample the opinion of a cross-section of the employees on the impact of conflict management on employee performance. This exposed the study to the problems of bias. Given that the study was conducted at a specific point in time, it cannot reliably measure a causal relationship.

1.8 Definitions of Terms

Conflict: Refers to a severe disagreement between two or more individuals or group of individuals typically a prolonged one.

Conflict Management: Refers to the process of reducing or controlling the negative impact of conflict while encouraging positive impacts.

Management: Refers to the process of dealing with issues or controlling peop**Organisation:** Refers to an organized group of people with shared objectives.

Organisational Commitment: Refers to the ethical responsibility of the organisation to its workforce, policies, agreements, vision, mission, and objectives.

Organisational Conflicts: Refers to the severe disagreement between individuals working together in an organisation. It also refers to the grievances between the employees in an organisation and the organisation.

Employee: Refers to an individual who is employed by an organisation to perform specific tasks.

Performance: Refers to the accomplishment of a given task assessed against defined standards of accuracy, completeness, cost, and speed.

Employee Performance: Refers to the attitude of an organisation's workforce in the workplace and how well they perform their assigned tasks.

Organisational Performance: Refers to the ability of an organisation in meeting and surpassing its set objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

The chapter on literature review attempts to explore existing literature on conflicts and conflict management and the impact on employee performances in the Nigeria Noodles Company Kaduna.

2.1   The Concept of Conflict

The origin of modern theories of conflict can be traced to Max Weber, Karl Max, Sigmund Freud, and Adam Smith. These scholars studied conflict within the limits of economic corollaries (Charles& Osah, 2018).

While the realist theory of conflict propounded by International Relations School states that the dominant factor in all human beings and in all international relationships is the major causes of conflicts (Charles & Osah, 2018). The economic theory of conflict postulated by Karl Marx, seek to understand why conflicts occur but argued that conflicts occur because elites make profits from them (Charles & Osah, 2018). However, Graham and Frances (2015) contended that, conflicts were the result of economic and political dynamics.

As humans are political and social animals. This creates the economic and social explanations of organisational conflicts in business organisations.

Over the years, the concept of conflicts has been theorised by several schools of thoughts (Anirban & Debraj, 2014). Whereas the psychologists emphasised intrapersonal conflicts, the social psychologists focused on interpersonal and intergroup conflicts. The economists on their part reasoned from the view of economic competitions, labour negotiation and trade disputes. This view was corroborated by (Abdul, 2014). Thus, the definition of conflict is intentionally

broad suggesting that conflict as a social phenomenon occurs in personal, group, or organisational relations. As such it incorporates several dimensions.

Conflicts are as old as nature or humanity. It is a vast issue cutting across all facets of human existence and comes in types. However, in this study, we shall focus on conflict within the organisation. As noted above several theories of conflict have been proposed in an attempt to explain the cause of conflicts. Again in this aspect, we shall focus on the relevant theories of conflict. Besides, as a result of the several theories of conflicts, it appears there is no consensus among experts on the definition of conflicts and the available definitions of conflicts are not encompassing. Thus, this research shall examine conflicts in the lights of the popular definitions as well as the context and environment in which the conflicts occur.

In addition, Omisore and Abiodun (2014) explain conflicts in the organisation are difficult to define and proposed the easiest way to understand the concept of conflict is to delineate theories of conflict into three groups, namely, functional, situational, and interactive.

They define the functional group as the class that sees conflict as a social function. The situational group see conflict as an occurrence due to certain situations. The interactive group views conflict as interactive. They noted that these three groups are defined by their peculiar questions. Whereas, the functional group ask the questions: Why is there conflict? What purpose does it serve? The situational group ask: When do conflicts occur? The Interactive class ask: why does conflict exist? What mechanisms express conflicts?

Although conflicts in the organisation occurs at three levels, namely, the individual, group, and organisation levels, Tjosvold, Dann and Wong as cited in Aina, Awolusi and Odulami (2015) argued that organisational conflict can be regarded as a dispute that occurs when interest, goals or values of different individuals or groups are incompatible with each other. On the other hand,

Bisno and Coser as cited in Zafar, Ashfaq, Ali, and Imran (2014) saw conflicts as a social interaction involving a scuffle over resources, power, beliefs, and other preferences and desires. The general perception of conflicts in the organisation is that they are the outcome of disputes arising from the divergence in the attitudes, principles, views, objectives, and understanding of the individuals in an organisation (Howard, 2015). But, because conflict is a natural feature of human behaviour Khan, Hussainy, and Iqbal (2016) reasons that it is a natural incidence that occurs where there are human activities Every individual is unique. This uniqueness is the results of their differences in perception, character, and creed. Unfortunately, these unique qualities are the core causes of disputes wherever there is human interaction. Such disputes usually occur because of the differences in ideas, opinions, and perceptions of the individuals in the organisation. In addition, these disputes are as a result of the allocation of the scarce organisational resources, policies, and procedures.

It can also be the outcome of individual differences in perception, interpretation, and understanding of specific information (Howard, 2015).

Conflicts are a part of human nature and result in poor work performance and low productivity (Hussainy and Iqbal, 2016). Thus, conflicts and human interaction are kinsmen. Trying to eliminate conflicts in the workplace is, an attempt to reconfigure individual anatomy. Which is largely impossible, however, conflicts in the organisation can be controlled to an acceptable level, through an organisational redesign, workplace ethics, and employees development. As indicated earlier, conflict is a social behaviour and must certainly occur when more than one person works together. Thus, it is reasonable to claim conflict in the workplace is the results of the difference in orientation, personalities and identities of individuals and groups within an organisational framework.

Types of Conflicts

There are different types of conflicts depending on the nature of the organisation and environment. However, this study shall examine two basic types of conflicts, namely, functional and dysfunctional Conflicts. In assessing these concepts we shall examine organisational conflicts as the disagreement between two individuals or parties over an issue that is of interest to both parties (Opatha, 2015).

Functional Conflict

In management, functional conflicts are constructive and benefit the organisation (Opatha, 2015). Functional conflicts are disagreement between individuals, groups of individuals, or the organisation which creates competition, innovation and promote growth. It enhances the achievement of organisational objectives and improves organisational performance as well as employee job performance (Opatha, 2015). Accordingly, some conflicts are in the interests of the organisation and result in improved employee and business performance. Furthermore, Opatha (2015) identified the constructive results of functional conflicts as, new ideas and creativity, new solutions to the problems in the group, motivate the group members, and provide a learning opportunity to the group members.

Dysfunctional Conflict

On the contrary, dysfunctional or negative conflicts hinder organisational performance. Dysfunctional conflicts can be defined as conflicts or disagreement between individuals and groups which do not support for the achievement of organisational goals and those conflicts do not help to increase organisational performance as well as job performance (Opatha, 2015). As a result, the difference between functional conflict and dysfunctional conflict are determined by

the organisation's interests. Opatha (2015) further described the destructive costs of dysfunctional conflicts as threat to the smooth functioning of the organisation, threat to psychological well-being of employees.

It results in undue wastes of the organisation scarce resources, increased employee turnover, result in low employee morale, it demotivate, fosters negative atmosphere in the workplace, promote hostility, breeds discontent among the workforce, and violent behaviours in employees.

2.2 Causes of Organisational Conflict

Conflicts within the organisation occur at two levels, between the workforce and between the workforce and the organisation.

The conflict between the organisations and the workforce is known as industrial conflict. This type of conflict occurs when the goals and values of different individuals or group of individuals are competitive (Asamu, 2015).

Conflicts in the organisational occur for myriads of reasons. Some are significant others are not. The underlying reasons for most conflict are typically allusive and elusive. To resolve this concern Opatha (2015) confirming the view of Asamu (2015) adopted a bivariate view of the causes of conflicts in the organisation by delineating the concept into two apt taxonomies. Namely, conflicts due to the organisation's interests and conflicts due to the employee's personal interests. Whereas, organisational motives arise as a result of the organisation's corporate objectives and includes indices such as organisation bias, competition for scarce resources, unclear reward system, systematic abuse, neglect of agreements, and unclear lines of commands. The employees' personal interests arise due to a mismatch or perceived mismatch between the

employees. This includes variables such as abuse of power, confusions, greediness, poor communication, insolence, insensitivity, aggression, abuse, and harassment.

The familiar sources of conflicts in the organisation identified by this research are as follows:

Competition

Conflicts in the organisation are driven by several factors, and competing values and competition between the parties involved in the conflict has been identified as the cause of significant conflict in the organisation. Competition arises as to the result of the organisation's scarce resources. Competition can also be due to employee ambition and interest. It can be between as the result of genders differences, rising and promising female managers are usually common targets of systematic bullying, harassment, intimidation in the organisations.

These attitudes often lead to conflicts. Competition can be peer-to-peer or between employees and the manager. This is particularly evident when the employee is more educated, versatile, enterprising and well-accepted than the manager or supervisor. According to Chen, Chen & Chen (2018) for workers to perform effectively and efficiently there must be a strong union between workers and the managers in the organisation. However, Tom & Shepherd (2017) argued that due to competing interests in the organisation conflicts are inevitable and perfect union is not likely. Ojo and Abolade (2014) also saw conflicts as competition between the parties involved. They describe conflicts as the competition between parties that are aware of the incompatibility of their positions. In addition, they stated that organisational conflict is the competition by individuals and group of individuals for the organisational resources and rewards.

Different Opinions and Values

Differences in values, opinions, and interests are some of the common factors that result in conflicts in the organisation. Differences in cultures, class, religion, sex, and education are some of the common elements that drive differences in opinions, interests, and values. The organisation is a collective social environment incorporating employees from different nationality, social, cultural, academic, and religious background. These contextual dynamics point to the fact that conflicts in the organisation are an indication of the difference in opinion, idea, and misconception. What these opinions are, are usually the problems (that is defining these ideas to satisfy all parties involved in the conflicts). This is the reason why conflicts are tough to manage.

Personality

Personality has also resulted in conflicts in the organisation. No two individuals are the same, these differences in personality often results in strong arguments, errors in judgement and perception, confusion, and lack of compromise. Conflicts in the organisation begin when different individual personalities perceive that another individual or the organisation intends to or disrupts their interests, values, aims or aspiration.

Organisation Scarce Resources

On the other hand, conflicts in the organisation may result from the distribution of the organisations' scarce resources, unrealistic job description, and an unfair reward system. Others are multiple command lines, workplace bullying, organisation change, and unclear organisational restructuring model that exasperate (Cheong and Kim, 2017).

Organisational Structure

Conflicts can arise from more central issues about the organisational structure (Cheong and Kim, 2017). The moment the parties involved in the conflicts hit the incompatibility code as elucidated above. Conflicts develop rapidly requiring the constructive approach of civilized heads else it mutates into dysfunctional or destructive consequences (Opatha, 2015).

Breach of Collective Agreement

Conflicts are the results of failed or un honoured agreement as confirmed by Chen et al. (2018), who opined that blatant disregards to the rights of employees and employee's privileges when compromised could result in agitation and aggravate conflicts. These include salaries, retirement benefits, job description, rewards, and conditions of services. Within the context of industrial relations, conflict in the workplace is any disagreement between workers and their employers over a breach of agreed terms of engagement (Chen et al., 2018). Implying there are no conflicts between the workforce and their employer when both parties stick to the rules of engagement. However, it is a fact that for one reason or the other employers habitually disregards these terms of agreements (Feicht, Grimm, Rau & Stephan, 2017). The wilful refusal on the part of the organisation to honour collective agreement arrived through negotiations eventually results in conflicts (Feicht, Grimm, Rau & Stephan, 2017). Negotiations are the collective bargain between workers representative in an organisation and the organisation about wages, working conditions, and terms of engagement with a view to reaching agreement (Liu, Lv, Li & Tang, 2017). When the agreed agenda in any negotiation is disregarded by parties in the negotiating groups it results in conflicts in the organisation.

Lack of Communication

Besides, conflict in the workplace also results from poor communication. As indicated above, this could be between the employees themselves or between the employer and the employees. Poor communication or command line leads to misconception and induces the wrong perception especially during organisational change. Moreover, the employer's covert and insensitive pursuit to maximise profit with little or no regards for the welfare of the employees often results in conflicts in the organisation. Thus, in the process of the workers' representatives trying to ensure continuously improved conditions of service for their member's conflict arises between them and the management.

The common denominator in conflicts is incompatibility as stated by Ojo and Abolade (2014). Corroborated by (Cheong and Kim, 2017) thus, this study agrees with Ojo and Abolade (2014) and Cheong and Kim (2017) who explains conflicts as the competition between parties and the mismatch of preferences, values, and of employees in the organisation.

2.3 Conflict Management in an Organisation

Conflict management as a managerial function imperative for optimal organisational performance has been covered in the public administration literature (Rainey, 2014). Nonetheless, in the extensive management and organisational behaviour, there is not much extant literature on the subject. Over the years, because of its peculiar nature, the concept of conflict has attracted several definitions and leaves many scholars uncertain about (1) its meaning and relevance; and (2) how to effectively manage it (Charles and Osah, 2018).

Conflicts are as old as nature and occur in groups, organisations, and between nations. It occurs in a situation where an individual or group of individuals perceives that its interests, value, and needs are being pawned by another individual, group, or the organisation. Nevertheless, in the majority of conflicts what is visible are the insignificant observable aspect, such as verbal abuse, employee turnover, stress, anxiety, and aggressive behaviours. But, the underlying reasons for the conflict are mostly invisible, elusive, and difficult to pinpoint. Thus, According to Burr (2016), management in organisations need to assess organisational culture to determine the appropriate and effective conflict management approach. Management should redesign conflict resolution models such as grievance resolution, mediation, arbitration, ombudsman and peer review panels in such a way that it meets the internal dynamics within the organisation. Besides, he stated conflicts management approach implemented must be communicated to the employees effectively.

One of the fundamental responsibilities of the management is to create an enabling and rancour-free atmosphere within the organisation for the uninterrupted operation of business activities. Consequently, the business operating conditions are consistently monitored to allow a seamless business environment in which employees and other stakeholders can work together. To achieve their individual goals as well as the organisation's corporate objectives, nonetheless, one recurring tricky issue in the workplace conflicts. Conflicts often arise among employees or group of employees sharing and competing for the organisation's limited resources. Or when individuals perceive their interests are being skirted.

According to Nwosu and Makinde (2014) conflicts in an organisation can be resolved in two ways either positive or negative. Whereas, the negative way is detrimental to the organisation the positive way benefits the organisation and help to fulfil the objectives of the organisation. Hence, learning how to effectively manage conflict is mandatory in organisations for high performance.

Business organisations are social dynamic systems consisting of units interacting to perform scheduled tasks. Within the boundaries of the organisation's scarce resources, these units corroborate in the pursuance of the organisation objectives in a mutually defined interdependent framework. It is reasonable therefore to suggest that conflicts will inevitably occur in such a setting. Conflicts are part of human nature and the social environment, hence, unavoidable, it thus, behove managers to learn how to identify the symptoms and sources of conflicts in their budding stage. This will facilitate close monitoring of these sources and symptoms to provide swift, practical, and realistic solutions. Conflict can be constructive and destructive and in recent times delineated as positive and negative. Positive conflict refers to functional conflicts and negative conflicts refer to dysfunctional conflicts. Conflicts which create competition among employees are positive conflicts as they promote development and growth. However, they need to be monitored as a failure to deal with the mutating nature allows them to deteriorate into negative conflicts (Ajike & Akinlabi, 2015).

Conflict management is not about eliminating conflict because a certain amount of conflicts (competition) benefits the organisation (McKibben, 2017). However, conflict resolution implies the reduction, elimination or termination of conflicts.Thus, conflict management policies should be designed to enhance a peaceful workplace, organisational stability, and performance. Conflict management is an enduring process that requires thoughtful and durable tactics that can detect

and prevent conditions in the workplace that encourages dissections which impacts negatively on employees' performance. Such preventive conflict management policies are fundamental to the stability of the organisation. There is currently no consensus on how to define the scope of preventive mediation. This includes techniques and schemes that may be engaged to manage conflicts in the organisation. Nonetheless, preventive arbitration and negotiations are timely deterrent measures that should be utilized to curtail conflicts.

Conflicts are rarely resolved easily. Since there is no magic bullet to conflict management, it is essential to recognize the need for that thoughtfully developed and coordinated activities to detect and address the core causes of conflicts in the workplace. These approaches should at all times be based on timely cautions. There are several conflict management approaches and techniques as there are different types, causes, and sources of conflicts. However, there are fundamental conflicts management mechanisms in place in every organisation. As stated earlier conflict management processes incorporate a broad range of techniques. Five of these mechanisms namely avoidance, accommodation, compromise, competition, and collaboration we shall examine shortly.

Avoiding is ignoring the conflict, doing nothing that aggravates. The benefit is that it makes an individual feel safe. However, the risk is that the conflict might even worsen as it's ignored.

Accommodating is when one party in the conflict accepts or accommodates the demands of the opposing party to allow harmony in the workplace. It encourages putting on hold the issues that aggravate to pave way for collaboration. There is no assertiveness, but a very high level of collaborating.

Compromising is seeking a win-win solution to a conflict where the parties involved in the conflicts, are encouraged to make concessions. This model seeks for a fair deal. However, a fair deal is not an effective conflict management model. It encourages parties in the conflict to make concession based on certain agreed terms which over time create more issues when those terms are not honoured.

Competing is when conflict is seen as a fight to win. This is a win-lose approach, with parties involved in the conflict very assertive. They are not interested in any compromise, avoidance, accommodation, or collaboration. They want to come out of the melee as winners. This approach easily degenerates into victimisation. For, highly competitive teams the conflict get hostile.

Collaborating is a process though, with assertiveness also permits compromise. It is an approach with a genuine interest in finding a solution to conflicts. The parties involved are flexible and are willing to compromise on issues arising. Major companies are known to use collaboration to enhance performance by reducing conflict in the workplace to acceptable levels.

2.4 The Concept of Employee Performances

As stated above, this study seeks to examine the impact of Northern Noodles conflict management model on employee performance. Performance is the achievement of objectives and how these objectives are achieved.

Excellent employee performances are results of appropriate and agile organisational behaviour, particularly directed at the welfare of the employee by the efficient use of the organisation's management knowledge, expertise, and competencies. The concept of employee performance involves multiple aspects. However, in this study, it is the behaviour of an individual in a specific setting interacting to achieve an expected result. Behaviour in this context refers to the activities of an individual to perform a task (Pradhan & Jena, 2016).

Different organisations have their definition of employee performance. Even so, employee performances depend on a good deal of metrics, and in the majority of the cases on the person appraising employee performance. Performance means different thing to different individuals, hence, the accurate definition of the concept of employee performance demands certain elements. This necessitated this study.

2.5 Conflict Management and Employee Performance

To report on an employee's performance level, it is necessary to be able to measure the results. Management approaches to employee performances are centred on the assessment of the employee performances that attract rewards. Thus, employee performances are directly proportional to their rewards. This measure though effective to some extent was considered insufficient by notable studies to accurately reflect the performances of the employee. The purpose of employee performance measurement is to improve employee performances to their optimal capacity. Employee performance is a nonstop human resource management activity that aims to identify and boost the underperforming employees and to reward the performing ones. Hence, certain organisation performance metrics are used to appraise the employee's efficiency. This metrics is peculiar to the organisation and includes qualitative and quantitative assessments.

2.6 Extant Literature and Related Studies on Conflict Management

Oluwakemi (2016) did a study to examine the effect of conflict management on the performance of Sunseed Nigeria Limited, Zaria. The study found that whereas collaboration strategy and avoidance strategy have a positive significant effect on the performance of the organisation, compromise strategy, on the contrary, has a negative significant effect. The study noted that the management of conflict depends on the behavioural intentions of the parties to the conflict, the time, and the circumstance. Consequently, there is no single strategy to conflict management in

the organisation. The study recommends that the management of Sunseed Nigeria Limited should emphasize the adoption of collaboration and avoidance strategies in order to improve the performance of the organisation.

Furthermore, research conducted by Ajike et al. (2015) examined the effect of conflict management on organisational performance of banks in Nigeria using Access Bank Plc as a case study. The findings showed a significant positive correlation between conflict management and organisational performance. Awan and Saeed (2015) on the other hand, conducted a study to examine conflict situations and its causes, as well as a possible solution to improve the workplace environment in an organisation. The results of the study show conflicts occur as a result of incompatibility of goals and interest and if not reduced will destroy the organisation. They stated further that conflict affects the organisation in several ways such as decreased employee satisfaction, insubordination, reduced productivity, economic loss, fragmentation, and poor performance. The major findings according to the research are that education does not have any effect on the opinion of respondents on conflict management strategies. Likewise, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. Nonetheless, there is a significant effect of conflict on organisational performance. They suggest that management adopt conflict management strategies that improve the performance of the organisation and at the same time ensure smooth communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

Longe (2015) investigated the impact of conflict management on organisational performance in the Nigerian manufacturing firm. The result showed that there is a significant positive relationship between cohesive conflict management strategies (collective bargaining,

compromise and accommodation) and organisational performance, while non-inclusive conflict management strategies (competition, domination and avoidance) had a negative effect on organisational performance.

While Ebhote and Monday (2015) conducted a qualitative study on conflict management a managerial approach towards improving the performance of the organisation. The findings submitted that collaboration approach was more effective and compromising approach was less effective. They recommended that managers having successfully resolved conflicts in the organisation should replicate the techniques to resolve the further conflict which might occur in the future. The drawback of this idea is that conflicts changes with time.

Besides, Nwosu and Makinde (2014) examined relevant literature on the concept of conflict and conflict management, causes of conflicts and the strategies for conflicts management. The findings concluded that conflicts should not be suppressed but discussed and resolved in a way that will be beneficial to the parties involved in order to ensure a friendly relationship in the organisation. They propose the use of negotiations to ensure a nonviolent workplace in other to achieve the organisation's strategic objectives. They emphasized the creation of the workplace environment that facilitates the free expression of ideas, methods, principles, and views. In addition, they argued that management should be swift to identify activities with the potential to create conflict in the organisation.

Ebrahim et al. (2014) on the other hand conducted cross-section research in the health sector to understand the conflict management approaches of managers' and intention turnover among staff nurses. They find that the main conflict management approach was avoidance, compromise, collaboration, and competing. The findings showed that there was a significant positive

correlation between turnover intension and the three conflict management models (collaboration, compromise, and avoiding) while, there was a significant negative correlation between turnover intentions and competing approach.

Kanani and Farahani (2014) conducted a study on the evaluation of the relationship between conflict management styles and organisational effectiveness of Southern Oil Company in Iran by testing only one major hypothesis (the relationship between strategies of conflict management and organisation effectiveness).

The findings revealed a significant relationship between strategies of conflict management (avoidance, compromise, compatibility, competition and collaboration) with aspects of effectiveness.

In addition, Lazarus (2014) examined the role of conflict management strategies on employees' productivity in a Nigerian civil service. They considered four conflict management strategies, namely, collective bargaining, negotiation, avoidance, and imposing. The study found that collective bargaining and negotiation showed a significant positive contribution to employee's productivity while avoidance and imposing were significantly negative. And also that collective bargaining and negotiation were significantly related positively to employee's productivity.

Finally, Ojo and Abolade (2014) investigated the impact of conflict management on employees' performance in the Power Holding Company of Nigeria (PHCN). The findings revealed that effective conflict management enhances employee's performance in an organisation and that organisation's conflict management system influences employee performance in the organisation. It was recommended that organisation should embark on training and retraining of its employees in the 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 in the organisation. This will reduce conflicting situations in the organisation.

Summary

In view of the findings from the extant literature reviewed and delineated above. It appears the majority of the studies were conducted into the consequence of conflicts management on the organisation's performance and research conducted into the impact of conflict management on employee performance are limited. In addition, whereas, an all-inclusive conflict management approach such as collaboration was positive and significantly correlated to the employee and organisational performance, the non-inclusive conflict management strategies such as competition are not.

Previous research as seen from the literature reviewed identified effective conflict management results in the brilliant employee, and organisational performances. However, none of this research was conducted into Nigeria oil and gas sector. This obviously left a research gap. Moreover, recent studies on the impact of conflict management on employee performance in Nigeria oil and gas industry are scarce. The available research conducted into conflict management in the private sector in Nigeria failed to identify the relevance of effective conflict management to employees' performances.

Given, the current uncertainty in the oil and gas sector, management in these companies are beginning to take a critical look at their operations. Oil and gas companies require well-motivated employees to continue to meet strategic objectives, satisfy the expectations of the stakeholders, and to sustain competitive advantage. Consequently, this study seeks to contribute

up-to-date information to the body of knowledge and validate the existing view on the impact of

conflict management on employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

The aim of this research was to study the impact of conflict management on employees'
performance using Northern Noodles as a study area. Consequently, this chapter is about the
methodology and methods adopted in conducting the research. It provides explanation on the
research design, population of the study, sampling technique, source and method of data
collection, variables measurement and the techniques used in analysing data with their
justification. It also discussed the validity and reliability of data as well as the research approach.
According to List (2016), research is the product of inquisitiveness about the existence of some
kind of phenomenon which occurs at three levels, the descriptive level, the explanatory level and
ontological levels. These three levels are the fundamental concept on which this research is
conducted. However, it begins with the explanation of the research approach followed by the
explanation of the research design. It continues with discussions on the research process, tools
for research analysis and finally the rationale for the choice of approach is explained.

3.1   Research Design

Research design is the scientific and creative process of planning the methods in executing
research for the purpose of achieving valid results and is fundamentally associated with the type
of question the research is intended to answer. Consequently, this research is descriptive and
cross-sectional. The merit of this approach is underscored by the fact that it is relatively easy to
interpret and understand. Besides, it has the capacity to capture elements of a large population by
assessing a cross-section, swift reliable data collection, and the economy of design. Furthermore,
it improves knowledge on the concept being studied and it's a method considered convincing by

management and research experts. Structured questionnaires were used to generate data. The generated data were used to define and interpret the organisation's existing conflict management approach and employee performance. This strategy provided primary data that was used to create meaningful information on the variables tested in the study. Paltridge (2014) stated that the requirements of good research are the ability to persuade readers that its approach, the methods used in generating data, and style of analysis are rational, and are likely to generate results with improved knowledge beyond common sense. Against this background, this research was conducted. Due to the nature of the study, the action research and the case studies were considered. However, the case study was preferred to the action research approach due to the following reasons. Whereas the action research approach, is a sequence of scheduling, activities, observing and reflecting. The case study approach is used to investigate a single circumstance within the natural conditions using different methods to obtain an in-depth understanding.

Secondly, although there are similarities between the action research approach and the case study approach, the case study approach was found to be more appropriate considering the fact that the action research approach is mostly used when the researcher seeks to be involved in a particular problem scenario with the intention to effect a change and to monitor the outcomes. Although the case study approach has many advantages, it is arguably narrow and the results may be difficult to generalise to fit into a general scenario. However, for this research, the case study provides more realistic results than the other approaches.

3.2 Research Population

The research population and sampling are essentially associated with the procedure for generating data. McLeod (2014) stated that the choice of population, sample, and techniques should be suitable for the type of case that the study is seeking to resolve. This criterion was

taken into account in the execution of the research. Consequently, the population of this study is 134 representing a cross-section of the employees in Northern Noodles Company Kaduna. The sample size is 100 employees of Northern Noodles Company Kaduna, obtained using Taro Yamane's model.

3.3 Sample Size and Sampling Techniques

Sample Determination Size by Taro Yamane

Yamane's Formula states that: Sample Size (n)

$$= N/(1+N(e)^2$$

In regular vocabulary the mathematical expression:

$$n = N/(1+N(e)^2$$

is interpreted as "n" equal to "N" all over "1+N multiplied by bracket open "e" bracket closed raised to the power 2

Where:

- n = Sample size

- N = Population under study

- 1 = constant

- e = margin of error (MoE) established at 5% or 0.05.

Based on the population size of 134, and adopting Taro Yamane sample size design model at 95% (MoE = 0.05) confidence level, the sample size of 100 was derived as seen below (Yamane, 1973).

Recall from the formula above Sample Size (n) $= N/(1+N(e)^2$

That is $\dfrac{N}{1+N\,(e)^2}$

Where N = Population (134); e = error margin (0.05); and 1 = constant value

n = 134/(1+134 (0.05)^2)

n = 134/[1+134 (0.0025)] = [1 + 0.335]

n = 134/1.335 = 100.37

Answer   =   100.37

Therefore the sample size of this study according Taro Yamane's model is 100. The random sampling technique was applied in selecting the sample from the study population of 134.Random sampling was used in the conduct of this study. Although, numerous research works and researchers refers to him as "Yaro Yamane", it is worthy of note that "Taro Yamane" instead "Yaro Yamane" is the accurate designation, since, he is named and as known as Taro Yamane (Yamane, 1973).

Sampling Techniques

As noted earlier, sampling is the selection of elements from a defined population to reach an informed opinion of the entire population. Two variables were considered and measured, namely conflict management and employee performance. Probability theory and statistical analysis were used in the interpretation and analysis of results. According to McLeod (2014), simple random sampling was used because it is suitable for generating information about the population under study.

In addition, Taro Yamani's model for determining sample size was used because of its general acceptance amongst academic researchers in calculating sample size and it relevance to the case study. Thus, 100 questionnaires were distributed using a random sampling technique in order to generate adequate responses from 100 respondents.

3.4   Method of Data Collection

The study used random sampling to generate primary data used to examine the impact of conflict management on employee performance of Northern Noodles Company Kaduna. Data were collected using structured questionnaires which were distributed online to the staff of Northern Noodles Company Kaduna. This enabled the researcher to easily gather the required information within a short period. In addition, structured questionnaires while giving respondents greater freedom in their anonymity were easy to administer and to access relevant information from the sample class.

3.5   Justification for the Method Used

Sampling is widely used in all fields of research, for generation information about a population. Random sampling is the simplest of the probability sampling techniques. It uses a sampling frame, suitable for small size population. According to McLeod (2014), simple random sampling is an unbiased survey technique that permits every element the same probability of being chosen. Though, it does not guarantee that a specific sample is a perfect representation of the population. An unbiased random sampling of values is significant because if many samples were sel the average sample would arguably represent the population. Thus, simple random sampling allows valid and convincing assumptions and inferences on the population.

Some benefits of this method are as follows;

1.   Free of classification error

2.   It requires minimum conceptual knowledge

3.   It is relatively easy to interpret data

Based on this understanding, simple random sampling was adopted. Moreover, the model is also suitable for research where there is a lack of information on the population and data can be efficiently generated randomly.

3.6   Method of Data Analysis

The results were analysed using Microsoft Excel and descriptive statistics such as frequencies and percentages mean score. Correlation analysis was used to measure the degree of relationship between the independent variables and the dependent variable. The research hypotheses were tested at 5% level of significance (95% confidence level). The results to the questionnaire survey were collated and the analysis conducted in harmony with the research questions. The test of hypotheses H_0 and H_1 were computed using the Z-test computation

$$Z = \sqrt{\frac{P - P0}{\frac{P0\,(1 - P0)}{N}}}$$

Where

      P = Proportion of positive responses to the variable of interest

      P0 = Probability of rejecting the null hypothesis i.e. 0.5

      N = Total Responses

      1 = A constant value

The computed value of Z is then compared with its critical value at $P \leq 0.05$ which is ± 1.96 for a 2 – tailed test.

Decision Rule

Reject H_0 and accept H_1 if the critical value of Z is less than its computed value, and vice versa. Responses to the questionnaire survey and subsequent analysis were tabulated accordingly in the tables as shown.

3.7   Justification for the Instrument Used

The instruments used in this research were

1.   Structured questionnaires

2.   Microsoft Excel

As mentioned earlier, structured questionnaires while giving respondents greater freedom in their anonymity were easy to administer and to access relevant information from the sample class. Microsoft Excel, on the other hand, is relatively easy to access with fewer complexities when used in data analysis and the test of hypothesis. Furthermore, the reason for the choice of correlation analysis is that it shows the relationship between the independent variable and the dependent variable. Thus, it is a valid and reliable approach to show the impact of conflict management on employee performance of NAOC Abuja. Besides, the merit for the use of the above tools is that they are consistent business and management models used in the research of this nature.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The aim of this research was to examine the impact of conflict management on employee performances. Hence this chapter presents an analysis of the results of the questionnaire survey. It shows the survey outcomes indicating the awareness and opinions of respondents concerning conflicts management strategy in the organisation. This will be followed by the results surrounding their attitudes towards the organisation's conflict management approach. The findings relating to the respondents' opinion on the impact of the organisation's conflict management practices are presented. Finally, a correlation between the organisation's conflict management styles and employee performances is established. Details about the questionnaire and results are given in the Appendices. Graphical and statistical representations were utilized in the interpretation and presentation of data.

4.1 Data Presentation

The final results are presented statistically while using data analysis tools to facilitate meaningful analysis, discussions, and explanations. Furthermore, the study made use of both secondary and primary data.

The research approach utilizes qualitative and quantitative data (Yin, 2014). The discussions were conducted using notable conflict management theories, organisational behaviour theorems, and management tools. The survey research design was adopted in this study. Primary data was generated from the employee of the NAOC Abuja using questionnaires.

Descriptive statistical method of analysis that estimates the relationship between one or more variables was used for the interpretation and analysis. To determine the impact of conflict

management on the performance of employees, hypotheses H0 and H1 were developed and tested to decide the relationship between the dependent variable and the independent variables. The chapter concludes with the research findings.

4.2   Data Analysis

Table 1 presents the overall response to the questionnaires. 100 copies of the questionnaires were distributed representing the sample size, 90 copies were returned early enough to allow time for prompt analysis within the project timeline and deadline. This equals to a response rate of 90 percent and was considered by the researcher to be satisfactorily appropriate for statistical analysis, validity, reliability, and comprehensive inference.

Table 1: Questionnaires Response

Questionnaires	N0. of Respondents	N0 of Respondents (%)
Responded	90	90
Did not respond	10	10
Sum	100	100

Source: Field Survey, 2019

Table 2: Distribution of Respondents

Gender	N0. of Respondents	N0 of Respondents (%)
Male	54	60
Female	36	40
Others	0	0
Sum	90	100

Source: Field Survey, 2019

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Table 3:Age Distribution of Respondents

Age. Brackets	N0of Respondents	N0 of Respondents (%)
20-30	18	20.0
31-40	30	33.3
41-50	30	33.3
51 years and above	12	13.3
Total	90	99.9 ≈100

Source: Field Survey, 2019

Table 4: Summary Education of Respondents

Education	N0. of Respondents	N0 of Respondents (%)
PhD	10	11.11
Master Degree	30	33.33
First Degree	40	44.44
Diploma	10	11.11
Total	90	99.99 100

Source: Field Survey, 2019

Table 5: Incidencesof Conflicts in the Organisation

Opinions	N0. of Respondents	N0 of Respondents (%)
Agree	86	95.56
Disagree	4	4.44
Total	90	99.99 100

Source: Field Survey, 2019

Table 6: Causes of Conflicts in the Organisation

Causes	N0. of Respondents	N0 of Respondents (%)
competition	10	11
Different opinions and values	8	9
Organisation scarce resources	6	7
Organisation structure	7	8
Personality	4	4
Breach of collective agreement	8	9
Lack of communication	9	10
All of the above	38	42
Total	90	100

Source: Field Survey, 2019

Table 7: Impact of Organisational Conflicts on the Employees

Impact	N0. of Respondents	N0. of Respondents (%)
Employee turnover	20	22
Absenteeism	10	11
Low morale	10	11
Low motivation	10	11
All of the above	40	44
Total	90	100

Source: Field Survey, 2019

Table 8: Conflicts Management Strategies adopted in the Organisation

Conflicts Management Strategies	N0. of Respondents	N0. of Respondents (%)
Avoiding	8	9
Accommodating	9	10
Compromising	12	13
Competing	7	8
Collaborating	14	16
All of the above	40	44
Total	90	100

Source: Field Survey, 2019

Table 9: Impact of organisational Conflict Management on Employee Performance

Option	Conflicts Management	N0. of Respondents	N0. of Respondents (%)
X	Agree	80	89
Y	Disagree	10	11
Sum		90	100

Source: Field Survey, 2019

4.3   Data Interpretation

Data Interpretation is the method of making sense out of a collection of data that has been

processed. This collection may be presented in different formats like tables, pie chart, bar charts,

line charts, and histogram. Hence needs an interpretation of some kind. This section therefore

represents the interpretation of the data processed and tabulated above.

Microsoft Excel was used in the computation and shows visually the behaviour of the data and the possible outcomes of such behaviour graphically.

4.3.1 Summary of Questionnaires Response

Summary of Questionaires Response

	Respondents	Respondents (%)
■ Responded	90	90
■ Did not respond	10	10
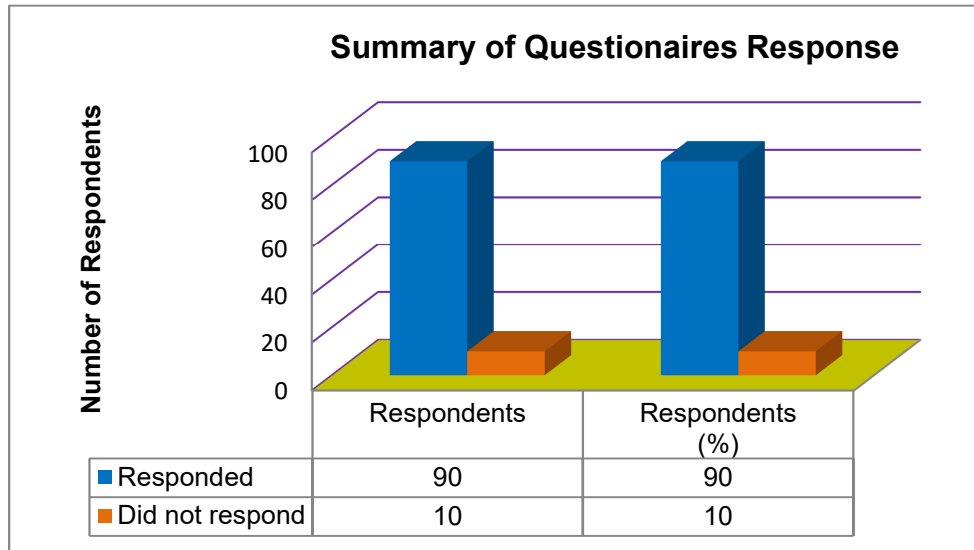
Figure 2:Summary of Questionnaires Response

The response rate of the questionnaires as seen in table 1 and figure 2 above was impressive at 90%. This was credited to the initial trial assessment that assisted the researcher to make appropriate logistical procedures for questionnaire distribution and collection. The descriptive research approach was indicative of 100 respondents comprising of 50 management staffs and 50 non-management staffs of NAOC Abuja.

4.3.2 Gender Distribution of Respondents
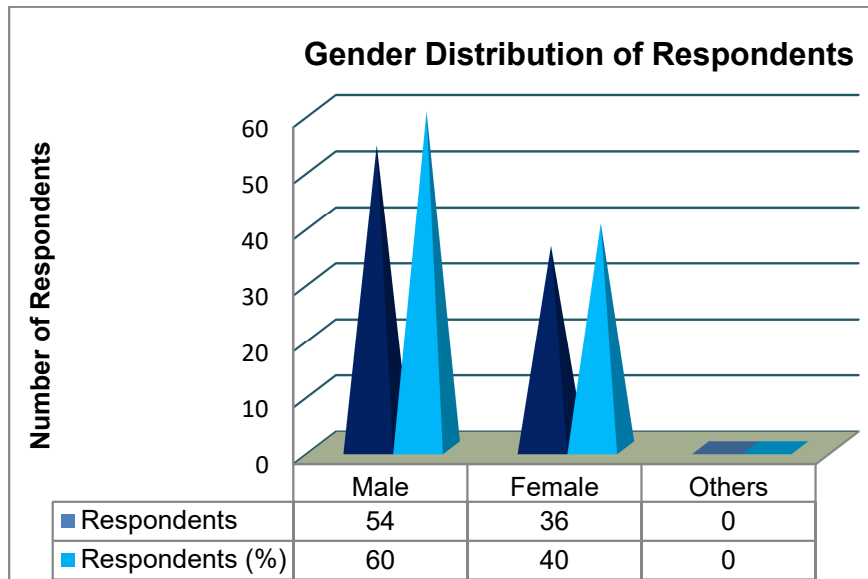

Figure 3:Gender Distribution of Respondents

The gender distribution of the 100 respondents was 50% male and 50% female. However, the questionnaires response as seen in table 2 and figure 3 was 54 male and 36 female representing 60% male and 40% female, indicating a higher number of male responses.
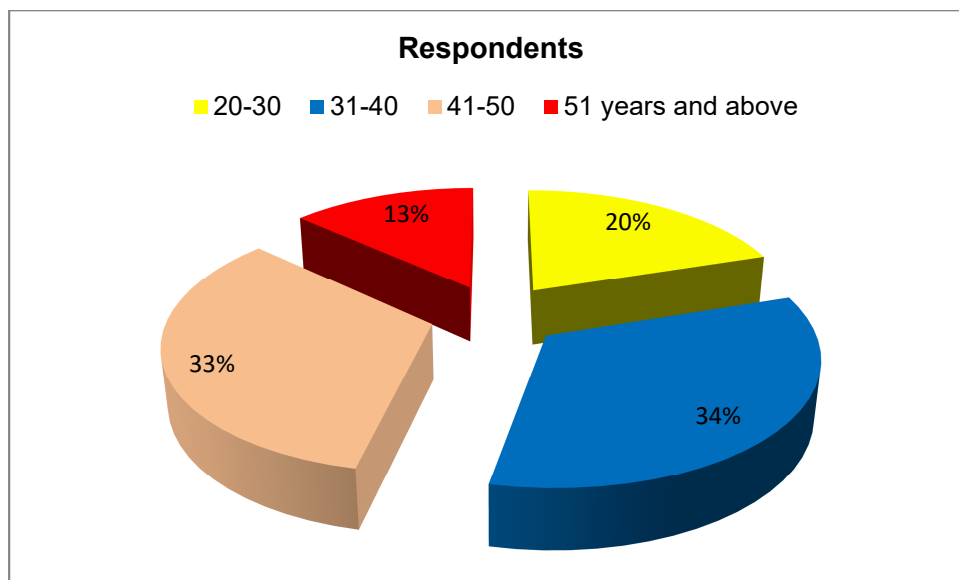
4.3.3 Age Distribution of Respondents

Figure 4:Age Distribution of Respondents

The age distribution of the respondents was broad as seen in table 3 and figure 4 with 18% representing the age bracket 20-30 years, 30% represents the age brackets 31-40 years and 41-50 years old. Age group 51 years and above was the least at 12%. Base on this assessment analysis, NAOC has comparatively young and middle-aged employees. These, young adults with so much energy, lofty dream, ambition, and competing values has the potential of generating conflicts in the organisation.

4.3.4 Summary Education of Respondents
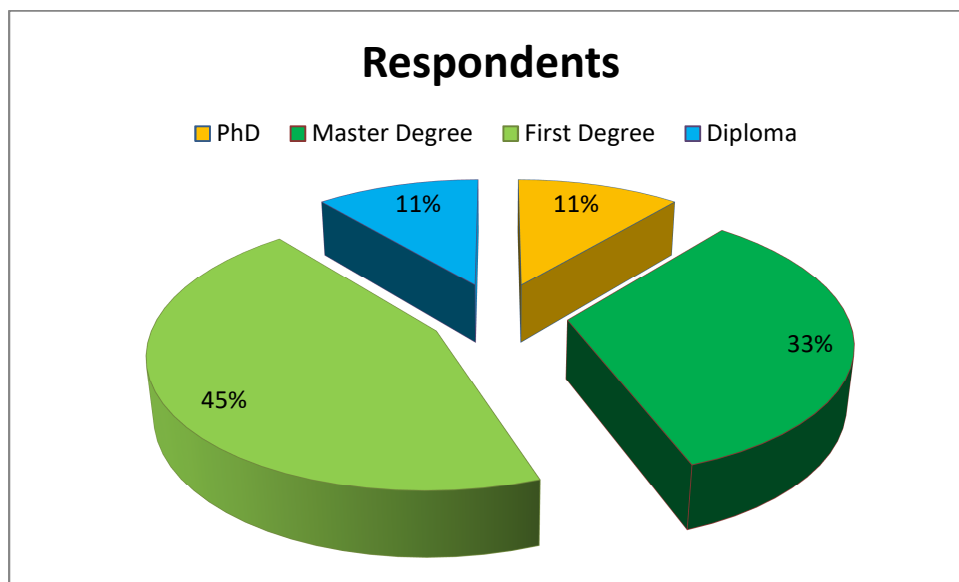
Figure 5:Summary Education of Respondents

The level of education of the respondents revealed in table 4 and figure 5 was very impressive with first and master degree holders representing 44% and 33% making up 77% of the respondents. PhD and Diploma holders were 11% respectively. Suggesting the organisation engages educated employees which in turns has the positive effect of reducing the occurrence of conflicts in the workplace.

4.3.5   Incidences of Conflicts in the Organisation
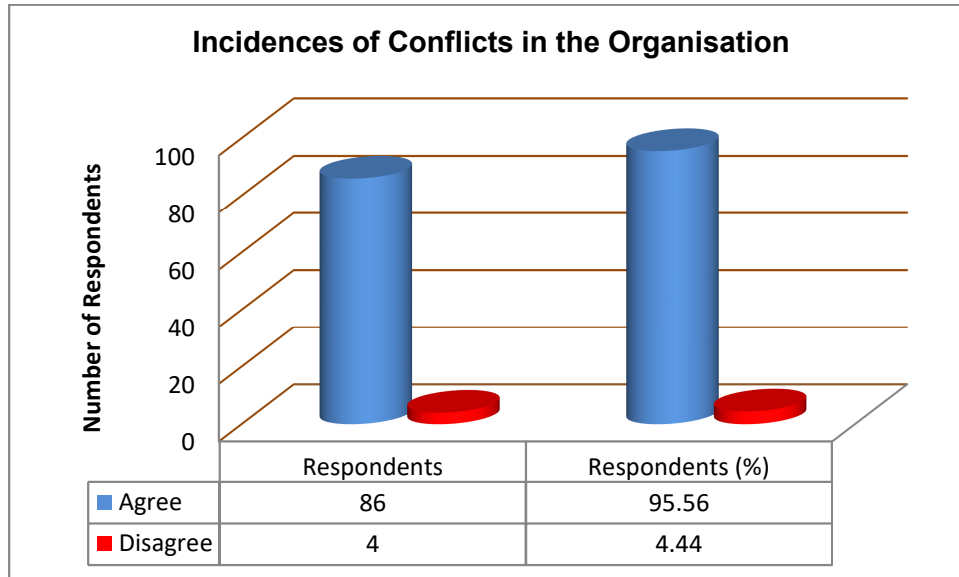
Figure 6: Incidences of Conflicts in the Organisation

Incidences of conflicts in the organisation were presented in table 5 and figure 6. With 95.6% of the respondents agreeing conflicts occurs in the organisation while 4.4% disagreeing. This proves organisational conflicts, which is generally understood as disagreements at the workplace between employees or between employees and management is a familiar occurrence in all human organisations.

4.3.6 Impact of Organisational Conflicts on the Employees

Causes of Conflicts in the Organisation

	competition	Different opinions and values	Organisation scarce resources	Organisation structure	Personality	Breach of collective agreement	Lack of communication	All of the above
■ Respondents (%)	11	9	7	8	4	9	10	42
■ Respondents	10	8	6	7	4	8	9	38

Figure 7: Causes of Conflicts in the Organisation

Responses to causes of organisational conflicts were presented in table 6 and figure 7 with 11% of the respondents indicates that organisational conflict is caused by competition. 9% and 7% indicate that it is caused by different opinions and values and organisation scarce resources respectively. 8% and 4% perceive conflicts in the organisation as a result of the organisational structure and personality of the workforce respectively.Whereas, 9% and 10% saw conflicts in the organisation as breach of collective agreement and lack of communication respectively, 42% point to "all of the above" which is comprises of all the causes listed in this research. Though, the list is not exhausted, it however revealed that causes of conflicts in the organisation are largely defined from the view of individual employee perception.

4.3.7 Impact of Organisational Conflicts on the Employees
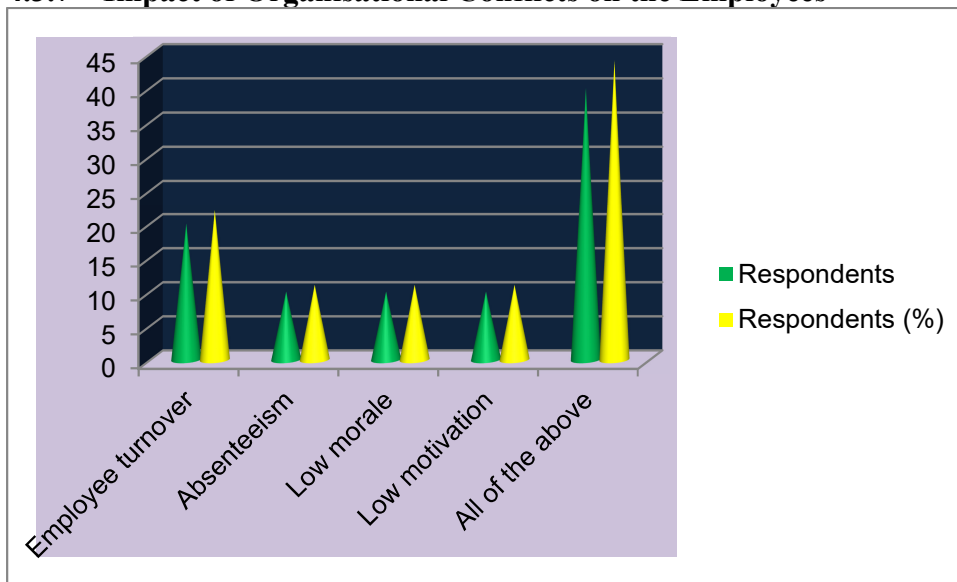
Figure 8:Impact of Organisational Conflicts on the Employees

The Impact of organisational conflicts on the employees continued in table 7 and figure 8. 22% and 11% indicate that it results in employee turnover and absenteeism. Another 11% indicate it is responsible low employee morale and demotivation. 44% indicate "all of the above." This means that organisational conflicts significantly impact the organisation's workforce adversely.

4.3.8 Conflicts Management Strategies adopted in the Organisation

Conflict Management Strategies in the Organisation

	Avoiding	Accommodating	Compromising	Competing	Collaborating	All of the above
Respondents	8	9	12	7	14	40
Respondents (%)	9	10	13	8	16	44

Figure 9:Conflicts Management Strategies adopted in the Organisation

Conflicts management strategies adopted in the organisation followed in table 8 and figure 9. 9% and 10% indicates the organisation adopt avoiding and accommodating in managing conflicts respectively. 13% and 8% indicate competition and compromise as the organisation's conflict management strategies respectively. 16% of the respondents agree with collaboration as the organisation's conflict management model. Nonetheless, 44% indicate the organisation adopt the five conflict management approaches. This infers the organisation adopts the five listed conflict management strategies depending on the nature of the conflict. Whereas, avoiding is suitable for conflicts where time is required in the hope the conflict will naturally diminish, accommodating on the contrary is appropriate when one party is willing to make concession. Competition is apt when the disagreement is about career advancement due to the organisation's scarce resources. Compromise is fitting when parties in the conflicts are willing to make concession to reach agreement.

This analysis concludes with collaborating which has the potential to incorporate the accommodating and compromise models respectively. This conflict management model is only possible when all the parties in the conflict are keen on reaching an accord.
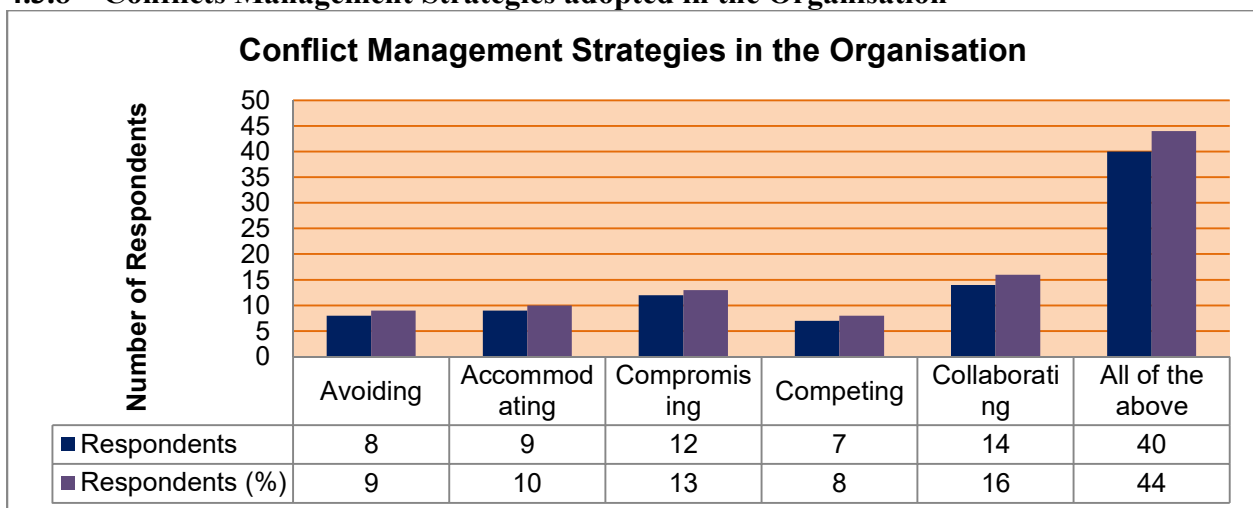
4.3.9   Impact of Organisational Conflict Management on Employee Performance

Impact of Organisational Conflict on Employee Performance

	Respondents	Respondents (%)
■ Agree	80	89
■ Disagree	10	11
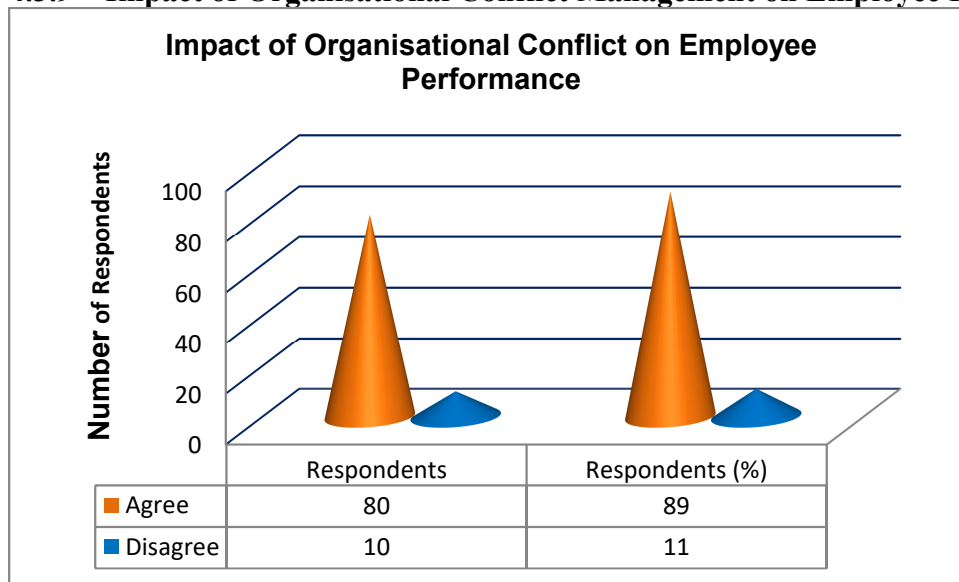
Figure 10:Impact of organisational Conflict Management on Employee Performance

Finally, table 9 and figure 10 reveals the Impact of organisational conflict management strategies as listed and delineated above on employee performance. Whereas 89% agree that effective conflict management enhances employee's performance, 11% disagree. However, judging from this assessment it is clear effective conflict management results in employee motivation and enhanced morale. Reduces absenteeism, employee turnover, and encourage employee efficiency and effectiveness. This in turn, boosts the employee's overall excellence and performance.

4.4   Test of Hypotheses

H0: Conflict management does not impact employee performance.

H1: Conflict management impact employee performance.

The response to the questionnaire in table 9 was used to analyse this hypothesis, based on the Z-test of a 2-tailed analysis. The calculated value of Z was tested against the critical value at $P \leq 0.05$ which is ± 1.96 for a $2 - $ tailed test.

The test statistic was calculated as:

$$Z = \sqrt{\frac{P - P0}{\frac{P0\ (1 - P0)}{N}}}$$

Where

P = Proportion of positive responses to the variable of interest

P0 = Probability of rejecting the null hypothesis i.e. 0.5

N = Total Responses

1 = A constant value

$P = 80 = 89\% \approx 0.89$

$N = 90$

$P0 = 0.5$

$$Z = \frac{0.80 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{90}}}$$

$$\frac{0.30}{\sqrt{\dfrac{0.25}{90}}}$$

$$\frac{0.30}{0.05} = 6.0$$

$$\underline{\text{Answer} = 6.0}$$

Thus, the calculated Z value is (6.0).

Since the calculated Z (6.0) is greater than its critical value (1.96), we reject H0 and acceptH1:

Conflict management impact employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, ANDRECOMMENDATIONS

5.0   Introduction

The research addresses fully the research objectives and the research questions, the research findings, therefore, to a considerable extent represent the research aim. Nonetheless, the analysis of employee performance reflects some aspects of the organisation's conflict management capabilities (strength, weakness, opportunities, and threats). The research concludes by advocating the need for continuous and detailed research into conflict management and the impact on employee performances.

5.1 Summary

The efficient management of conflict in the organisation through its strategies is required to bring about enormous benefits to employees and organisations as a whole. Accordingly, understanding the nature of conflicts to identify the proper conflict management strategy to adopt is critical in resolving the conflict effectively. The aim of this study was to determine the impact of conflict management on employee performance a case study of NAOC Abuja. Addressing the research aim, questions, and objectives the research findings were significantly consistent with major studies into the impact of conflict management on employee performance (Mba, 2013).

The study identified collaboration strategy as the preferred conflict management approach with a significant positive impact on employee performance. Competing was the least preferred conflict management approach. However, a combination of the conflict management strategy was the favourite of the majority of the employee. Suggesting management approach to conflict should be agile and flexible to incorporate the use of suitable model or a combination of models.

Consequently, the more management adoption collaboration strategy in combination with other conflict management strategies will enhance employee performance.

5.1.1 Key Findings

- Incidences of conflicts are prevalent in the organisation

- Conflict management strategies in the organisation include collaboration, compromise, accommodation, competition, and avoidance.

- The causes of conflicts in the organisation were identified as competition, different in employee opinion and value, poor communication, organisational structure, organisation's scarce resource, policies, personality, breach of collective agreements, and lack of communication.

- Organisational conflicts results in employee turnover, absenteeism, low morale, and demotivation.

- Organisation's conflict management impact (boosts or impedes) employee performance.

- There is a significant relationship between conflict management strategies and employees' performance in NAOC Abuja.

5.2   Conclusion

Conflicts in the organisation are a familiar occurrence and represent significant and consistent challenges to managements in these organisations. This research recognised five (5) strategies adopted in managing conflicts in the organisation are accommodation, avoidance, competition, compromise, and collaboration. However, the preferred tactic adopted depends on the nature of the conflict and the parties involved. Adopting and appropriate conflict management strategies in the organisation to a considerable extent will alleviate conflicts. However, due to mutability of conflict, the organisation's conflict management should be innovative and dynamic enough to develop novel strategies specific to individual conflict.

Accordingly, the collaboration strategy, due to its capacity to incorporate several conflict models in a bid to come to a compromise was identified a consistent and innovative synergy of conflict management approach. Thus, it is imperative for management to reduce bureaucratic or the structured approach to conflict management if there must be a sustainable solution to the organisation's conflict management approach that will enhance employee performance. Excellent employee performance has been identified a major research responsible for the organisation's optimum performance (Kenny, Victoria & Nnamdi, 2019). Consequently, the organisation's conflict management strategies should principally focused on two goals; how to achieve the organisation's strategic objectives and how to develop an enhanced and motivated workforce. Accordingly, employee satisfaction and wellbeing should be considered the organisation's strategic objective.

5.3 Recommendations

In view of the research findings and the conclusion, this study recommends that NAOC Abuja management develop conflict management approaches that permit parties to a conflict to express their views thereafter seeking proffer a remedy. Besides, to improve the performance of employees, management should be apt to adopt an appropriate conflict management tactics in resolving sensitive issues such as organisational change management, breach of collective agreement, breach of terms of employment, and employee's welfare, due to the adverse effects these elements has on the employee's performance.

Judging from the foregoing empirical analysis, the adverse impact of conflicts in the organisation on employees and their performances is obvious. Reducing these conflicts will enhance their performance hence improve their efficiency. An environment devoid of tension is an asset to any organisation as it allows both employee and the organisation's growth and maximise productivity. However, as supported by Omisore & Abiodun (2014). This study observed conflicts in the organisation have some positive effect on the employee and the organisation respectively in terms of constructive competition that results enhanced competence of the employee and the organisation's innovative capacity. This will effectively improve the quality of decisions. As noted earlier without collaborating this is not possible thus, this study recommends managers, employees and all stakeholders arbitrating and responsible for the organisation's conflict management collaborates to realise positive outcomes of conflicts in the organisation instead of the negative results.

The study further recommends NAOC to review its organisational conflicts management models to reflect both the unstructured and structured nature of conflicts in the workplace. Management

should as matters of policy adopt comprehensive and cost effective conflict management strategies that are two pr 7V46HR GND onged. To address both the structured and unstructured conflicts, it should articulate and communicate to all the organisation's stakeholders external and internal an unambiguous conflict management procedure.

Finally, management should consider the need to invest in developing innovative and sustainable organisational conflict management model that is consistent with the ongoing organisation's conflict challenges. It should network with similar organisation to develop a synergy of model that is resourceful and relevant to the organisation's conflict management concept. Considering the fact that, conflicts in the organisation is natural and unavoidable. Reducing conflicts in the organisation is an enduring process requiring commitment from management, employees, and other stakeholders in the organisation. Therefore management should consistently train and equip members of staffs managing conflicts and arbitrating disputes.

5.4 Suggestion for Further Research Purpose

As indicated in the research limitations, this research was conducted using primary data. Questionnaires survey was used to sample the opinion of a cross-section of the employees of NAOC Abuja on the impact of conflict management on employee performance. This, however, predisposed the study to the problems of prejudice. Besides, given that the study was conducted at an exact point in time, it is therefore weak in measuring a causal relationship.

In addition, the study was based on a sample size of 100 employees which may not be representative and limited in providing a detailed outlook on the impact of conflict management on employee performance. Further research should expand the scope by the use of a larger sample size. This research identified the traditional organisational conflict management strategies of collaboration, compromise, competition, accommodation, and avoidance as

NAOC's conflict management strategies. Though, these metrics provided satisfactory inferences on the organisation's conflict management. More studies that incorporate non-traditional or unstructured organisational conflict management model should be developed. A comprehensive study of conflict management strategies that are unstructured will provides satisfactory balance of inferences when used in combination with the familiar structured conflict management approach. Microsoft Excel was used in the analysis and comparison of data. Further research may consider the use of other statistical analysis tools. Additionally, in the case of a much larger piece of research, comparison of employee performance between two or more organisations might prove illuminating and useful, subject to the study being well conceived and executed.

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APPENDIX A: LETTER OF INTRODUCTION

Department of Management Studies,

College of Business and Management,

Kaduna Polytechnic, Kaduna,

20/4/2022.

Dear Sir/Madam

I am a final year student of the Department of Management Studies undertaking a research work on the topic ″ CONFLICT MANAGEMENT AND ITS EFFECTS ON EMPLOYEE'S PERFORMANCE IN THE PRIVATE SECTOR: A STUDY OF NORTHERN NOODLS COMPANY, KADUNA ″ I hereby solicit for your co-operation by answering the questions attached to this letter. Every information provided shall be used strictly for academic purpose.

Thanking you for your anticipated co-operation

Yours Faithfully,

Jagila Bello Mamza
KPT/CBMS/1952265

QUESTIONNAIRE CODES

Instruction:

This coding is for the researcher's use.

It is designed to keep track of the questionnaires which were distributed. The purpose of this coding system is to protect the anonymity of respondents. It is meant to diffuse the concern and doubts of respondents to facilitate valid and reliable responses. Instead of filling their names in the actual questionnaire the researcher will give each of the respondents a code from the list below.

Conflict = **M**

Management = **C**

Employee = **E**

Performance = **P**

Conflict **M**anagement &**E**mployee **P**erformance = CMEP

Questionnaire Codes				
Code	Name	Department	Date	Collected
CMEP-001				
CMEP-002				
CMEP-003				
CMEP-004				
CMEP-005				
CMEP-006				
CMEP-007				
CMEP-008				
CMEP-009				
CMEP-010				
CMEP-011				
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CMEP-118				

APPENDIX C

QUESTIONNAIRE

Instruction

Please, tick (√) in the box that represents your answer. Otherwise, respond as you deem necessary.

Section: 1

Demographic Information

1. Code: --

2. Sex: a) Males [ ]   b) Females [ ]

3. Age: …………………………………………………………...

4. Position…………………………………………………………...

6. Highest Qualification: …………………………………………..

5. Marital Status. a) Single [ ]   b) Married [ ] c) Others (specify) [ ]

Section: 2

Impact of Conflict Management on Employee Performance

Note: There is no right or wrong answer. Your opinion is required to complete the questionnaire.

Please tick (√) only one option that best describes your opinion in each of the statements.

1.   **Do you agree with incidences of conflicts in the organisation?**

     a. Agree [ ]   b) Disagree [ ]

2.   **Do you agree with the following as the causes of these conflicts?**

I.	Competition:	Agree [ ]	Disagree [ ]
II.	Different opinions and values:	Agree [ ]	Disagree [ ]
III.	Organisation scarce resources	Agree [ ]	Disagree [ ]
IV.	Organisation structure	Agree [ ]	Disagree [ ]
V.	Breach of collective agreement	Agree [ ]	Disagree [ ]
VI.	Personality	Agree [ ]	Disagree [ ]
VII.	Lack of communication	Agree [ ]	Disagree [ ]
VIII.	All of the above	Agree [ ]	Disagree [ ]
IX.	Others (specify)	Agree [ ]	Disagree [ ]

3. **Do you agree organisational conflicts impact employees in the following way?**

I. Employee turnover   Agree [ ]   Disagree [ ]

II. Absenteeism   Agree [ ]   Disagree [ ]

III. Low morale   Agree [ ]   Disagree [ ]

IV. Low motivation   Agree [ ]   Disagree [ ]

V. All of the above   Agree [ ]   Disagree [ ]

4. **Do you agree the following conflict management strategies are adopted in managing conflicts in your organisation?**

I. Avoiding   Agree [ ]   Disagree [ ]

II. Accommodating   Agree [ ]   Disagree [ ]

III. Compromising   Agree [ ]   Disagree [ ]

IV. Competing   Agree [ ]   Disagree [ ]

V. Collaborating   Agree [ ]   Disagree [ ]

VI. All of the above   Agree [ ]   Disagree [ ]

5. **Do you agree your organisation's conflict management strategies impact employee performance?**

a) Agree [ ]   b) Disagree [ ]