CONFLICT MANAGEMENT AND ORGANIZATIONAL PRODUCTIVITY

A Case Study of Plateau State Polytechnic Barkin Ladi)

OCT, 2019

CONFLICT MANAGEMENT AND ORGANIZATIONAL PRODUCTIVITY

(A CASE STUDY OF PLATEAU STATE POLYTECHNIC BARKIN LADI)

BY

UMAR ABDULLAHI

HND/PAD/17/048M

BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION, COLLEGE OF BUSINESS AND MANAGEMENT STUDIES, JIGAWA STATE POLYTECHNIC DUTSE IN PARTIAL FULFILLMENT OF THE AWARD OF HIGHER NATIONAL DIPLOMA IN PUBLIC ADMINISTRATION

AUGUST, 2019

APPROVAL PAGE

This project has been read and approved as meeting part of the requirement for the award of Higher National Diploma in Public Administration

_____   28/8/2019
MALLAM SIBU ABDULLAHI   DATE
(PROJECT SUPERVISOR)

_____   _____
MAL. GAMBO UBA   DATE
HEAD OF DEPARTMENT

_____   _____
MALLAM JUNAIDU MOHAMMED   DATE
(PROJECT COODINATOR)

                                            13/10/2019
_____   _____
EXTERNAL SUPERVISOR   DATE

ii

DECLARATION

I am hereby declare that, this research project has been concluded and solely by me under guidance of Mal. Sibu Abdullahi of the Department of Public Administration College of Business and Management Studies (C.B.M.S) Dutse, Jigawa State Polytechnic.

DEDICATION

This research work is dedicated to my family's members for their lovely understanding and encouragement. May Almighty Allah reward them abundantly Ameen.

ACKNOWLEDGEMENT

First and foremost, I wish to thank almighty Allah for blessing, guidance and moral support in my entire life.

It is my great intention here to convey profound gratitude to my able and enduring supervisor in person of Mallam Sibu Abdullahi who has tremendously assisted me. No doubt shadow the guidance and ideas he gave me had proved his will of experience not only as my supervisor but as reliable and intelligent lecturer of college of business and management studies Dutse, Jigawa state. It is therefore my prayer that Allah continues to give him more wisdom and skills in the entire of his life. I wish to express my special thanks to my entire family members for the discipline, morality, courage, guidance in my progress life.

I also wish to express my appreciation to the HOD Department of Public Administration Mal. Gambo Uba.

Also another special thanks to my beloved brothers, Alh. Saifullahi Abdullahi, Ismail Abdullahi, Kaulatu Abdullahi, Garba A. Ahmad (Kudai), and all the rest of family. I pray that may Allah reward them abundantly with Aljannatul Firdausi. Ameen.

My gratitude and appreciation goes to the all lectures of Jigawa state polytechnic especially Department of Public Administration (PAD) for their useful advice and motivation.

Table of Contents

ABSTRACT

From this research work or study, it is obvious that conflict in academic settings is not an exemption, there is potential for conflict in practically every decision which the management must make. Since conflict is seemingly unavoidable, particularly in a scholarly setting it is obviously necessary for administrators to know that recognize conflicts can have both positive and negative effect on management. Briefly any organization that does not realized the conflict management in the organizational productivity must experience the following: The major objective of the study however is as follows; To established the appropriate conflict management which is required in addressing various causes and types, role of conflict management in maintaining the productivity of the organization by determining the various conflicting handling styles within the organization; To identify the positive and negative effects that conflict imposes towards the productivity of the organization; To create awareness on the positive impact of conflict when properly handled and in good time or cause appropriately. These represent instrument used by the researcher in order to obtained information for the research work. This involves the use of questionnaire of techniques. In view of the significance attached to the research work and topic conflict management and organizational productivity; this chapter tends to review relevant materials to the subject matter and the study.

CHAPTER ONE
INTRODUCTION
1.1 Background of the Study

Conflict is an act of disorderliness found within an organization, institution or community which could be productive and could have positive or negative effect on groups or it could be the way individuals or groups influence their activities with meaningful attitude which exhibit conflict good character or common styles of handling conflicts with various degree of cooperation and assertiveness that gives room for collaboration, avoidance, accommodate in term of compromise or competition where at times it depend on the situation.

Conflict on its own is inevitable in any interpersonal relationship and can be a very positive experience in an organization if managed properly, and why do organizations or institutions shying away from dealing with conflict? Many of the organization/ institution were made to believe that conflict is something to be avoided and is an experience of failure, defeat separation or termination of individual relationships within an organization in terms of different ideas about what best for us and what' best for the organizational goal. The ability to managed conflict is probably one of the most important, social skills and individuals can possess to add value to the organizational productivity, when acquire different the different ways in which the institution deal with conflict by increasing awareness with the effort of individual norms and values, style of conflict management and a constructive method of conflict management which will not only lead to greater satisfaction of both parties or group involved but also promote growth and development of the organization.

Conflict in academic setting is a daily occurrence because a consensus of opinion concerning rules governing the school seldom exists among the participants, administrators, teachers, students and parents. These parties particularly

1.2   STATEMENT OF THE PROBLEM

The real challenge managers are facing today is the necessity of understanding and learning how to respond positivity and creativity you conflict at the various levels and in the widely diverse areas found in the organization.

Conflict, if not properly managed can cause problems in job satisfaction and organizational commitment,thus,leading to an conductive atmosphere, strikes, labour disputes and unrest, distress on the part of the organization as well as hindering the realization of the organizational goals and objective. The focus of the study will be on how to manage conflict effectively in order to avoid those problems.

1.3   OBJECTIVE OF THE STUDY

The major objective of this study is to investigate the effects of conflict management on organizational productivity.

Other objective include:

-To examine the impact of conflict on organizational productivity

-To examine the nature of conflict on employee job commitment

-To find the means of managing conflict with the organization

-To examine the different types of conflict and its impacts on organizations

-To emphasized the relationship between conflict and the organizational productivity

1.4   RESEARCH QUESTIONS

For the purpose of this study the following research questions were formulated to guide the study:

-How can conflict lead to organizational decline in productivity level?

-What bring about conflict in an organization?

-what are the general effects of conflict on organization performance?

2

-How conflict be effectively managed in an organization in order to increase productivity?

1.5 SIGNIFICANT OF THE STUDY

The research work will be of great significant and valuable to the following:

The management in an organization will find it very important because it deals and reveals different strategies methods ad ways management can employed in handling or managing of conflict in their organizations and especially the institutions Plateau State Polytechnic Barkin Ladi, Where conflict has become the order of the day, it will serve as a guide towards the choices of conflict handling styles. It will also help to reduce the tension of conflict in organizations, because management are now aware and are well trained on how to tackle conflict when it arise and not to be afraid of it as well.

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The significant of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organization setting (Rahim 2002p 108).

1.6 SCOPE OF THE STUDY

This project work will focus on conflict management and organizational productivity in Plateau State Polytechnic Barkin Ladi.

1.7 LIMITATION OF THE STUDY

-The inability of respondents to give the researcher adequate time and to fill the questionnaire was very frustrating thus causing unnecessary delay in gathering information on the project topic.

- Time constraint is another treat to the research work, the academic session was on and exams was by the corner yet there was a high demand on supervisors to summit project jointing the two was challenging.

- Finance was another challenge faced by the researcher during this research work, money for research materials was scare.

1.9 DEFINITION OF TERMS

1.8.1 Conflict: This is defined as a disagreement between two or more organizational members or group based on the fact that they need share resources or because they have different goals, values or perception.

1.8.2 Management: Mary Parker Follett (1868- 1933) allegedly defined Management as the act of getting things done through people she described management as philosophy.

Management is the process of planning organization, leading and controlling the effort of an organization member and of using all other organizational resources to archive stated organizational goals.

1.8.3 Organization: This is the defend as a coordinate social unit, made of up of two or more people that function on a relatively continues basis to archive a common goal.

1.8.4 Productivity: this can be defined as a measure of how effectively all the factors of production have been put to use.

1.8.5 Conflict Management: may be defined as expressed struggles between two or more interdependent parties perceiving incompatible goal, scare resources and interference from others in achieving their goals. (Hocker & Wilmot) (2001).

However Conflict Management Is a process of controlling and preventing dispute from reoccurring in an organization so that the set goals and objectives will be achieved.

Conflict management: this is a holistic approach to detergent orientation between two parties (employer and employee) as the case may be with the objective of mitigating the effect of the conflict preventing conflict from inquiring and to make the most of the opportunities offered by the same conflict.

1.8.6 Organizational productivity: This is the aggregate level at which all the resources in the cooperate organization are being put use, its measurement in the real terms of the output level of all resources in the organization.

1.9 PLAN OF THE STUDY

This project is carried out to investigate on 'the role of youth club in the promotion of community development'.

The project contain five chapters, chapter one deals with general introduction, background of the study, statement of the research problem, aims and objectives of the study, research hypothesis, significance of the study, scope and limitation of the study, definition of key terms, plan of the study and references.

Chapter two consist of literature review/ theoretical frame work of the project. Here it begins with the introduction of the chapter, definition of key terms i.e. youth, youth club, community, development, community development, theoretical framework and reference.

Chapter three contains research methodology, introduction of the chapter, research design, types and sources of data, instrument of data collection, sampling methods and procedure, method of data analysis and interpretation, and references.

Chapter four consist of data presentation and analysis, introduction of the chapter, data presentation, findings, and references.

Finally, chapter five of this project comprises the summary, conclusion, and recommendations, bibliography and questionnaire design.

REFERENCE

Brockmann. E. (1996). Removing the paradox of conflict from group decisions. Academy of Management Executive. Vionz,p.61-62.

Cappozzoli, T.I(.(199S). Resolving Conflict within teams. Journal for Quality and Participation. V18n7, p.28-30.

Convey. S (1994). Performance Measurement in Cross functional teams. CMA Magazine. V 68n8. 913-15.

Darling L Walker. W. (2007). Effective Conflict Management uses of the Behavioural Style . Model, Leadership and organization Development Journal, Vol.22 No.5 Education Ltd.

Guidi, M. A.(199S). Peer-to~peer accountability. Nursing management. V2 6n10, p48.

International Journal of Academic Research in Management (IJARM) Vol.2. No.4, (20 13): Conflict management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island. By Mba Okechukwu Awu.

Jones & George (2003): Organizational conflict, Negotiation, Political and change, contempory management 3rd edition, Power point presentation by Charlie Cook ~ the MC G Raw-Hill companies, Inc.

Mary, P.F (1925) Conflict Management strategy paper" creative experience"

Melissa, F. (2014). Productivity in development policy literature? A critical survey. The Hague, Netherland.

Ngu, SM. (2008). Management Principle and workers motivation in Nigeria Zaria: Gaskiya Corporation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In view of the significance attached to the research work and topic conflict management and organizational productivity; this chapter tends to review relevant materials to the subject matter and the study. To this and materials written by different school of thought will be reviewed, such as conceptual framework on conflict, organizational productivity, conflict management, productivity etc. And empirical reviews scholarly theories, approach as relationships associated with the research topic and scholarly findings.

2.2 The Concept Conflict

According to Mart (2001) conflict may be defined as "Disagreement between individuals or groups". It is expected especially in the early stages of group formation. Conflict can also be defined as follows; "it is tension that is experienced when one perceives that one's needs or desires are likely to be denied. Such tension could arise because the person experiences two different needs.

Flippo (2010) defines conflict as "any discontent or deprivation that affects organizational performance. As such it can either be stated or unvoiced, written or unwritten, legal or ridiculous. G.A. Cole (2014) defines conflict thus; conflict is a condition that arises when two or more individuals or groups perceive their own interest as being deprived by others and when great feelings can be raised.

The oxford advanced learners dictionary defines conflict as "a fight or serious differences of opinions or wishes among two or more group over certain goals. Conflict can also be seen as armed sighting, a war, as struggle between opposing

principles or a clash of feelings or interests which is seen as been at variance to one another. From the above analysis conflict can be term as more often associated with negative connotations. Nonetheless, some societies View conflict as an opportunity for change and could either be negative or positive depending on the issue on ground. Conflict is a disagreement that does arise at micro and macro levels on the basis of the above, one can conclude by saying that conflict can have either a positive negative impact on human communities and management.

Conflict is also said to be a social problem in which two or more individuals, parties, families, communities, or districts start arguments with one another (Dzurgba, 2006). Conflict is an unchangeable and persistent, part of the organizational life (Baron,1995 Fisher,2015;Papa and Pood 2013). Schramm Nielsen (2002) defines conflict as a stage of opinion and argument about something perceived to essential by at least one of the persons involved. Duke (1999) observed that conflict could arise between individuals or groups in an organization if the goals are not specified or when the management shift blame on all or a units involved in work places. However, not all conflicts are good. Conflict refers to a social interaction and a social situation, where interests and activities of (individuals or groups] actually, or apparently, confront, block and disable the realization of one party's goals (Jambrek, Penic, 2008). In addition, conflict is a process where person A deliberately makes an effort to prevent efforts of person B with an opposing action, which will result in frustrating person B to achieve his goals or satisfy his needs (Robbins, 1995).

The potential for conflict happen whenever and wherever people have contact. As people are organized into groups to seek a common goal, the possibility of conflicts makes headlines. Conflict has a bad connotation for many people. All conflicts are not the same. We see conflicts on all levels (Barker et al. 2008). We

have different opinion with family, friends, and coworkers. "Conflicts are rarely resolved easily. Most conflicts are managed as individuals work out difference (Barker et al. 2008). While no specific definition of conflict exists, most definitions involve the following factors: there are at least two independent groups, the groups perceive some incompatibility among themselves and the groups interact with one another in some way (Putnam and Poole, 2013). Two example definitions are, "process in which one party perceives that it's interactive process in which one party perceives that it's interest are being opposed or negatively affected by another party (Wall and Callister, 1995.p.517) and "the interactive process manifested in different, disagreement, or dissonance within or between social entities" (Rahim,1992,p 16).

Jones et al (2000) is of the opinion that conflicts are inevitable part of organizational life since the goals of different stakeholders such as managers and staffs are often incompatible. Conflict is an unpleasant fact in any managerial set as long as people compete for jobs, resources, power, recognition and safety.

2.3 Theoretical Causes of Conflict in Plateau State Polytechnic Barkin Ladi

Many people try to avoid conflict at all costs, some people tend to blames someone or something else for causing it. These responses do not resolve conflict and many make the condition worse. Conflict is a normal part of life and there are many issues that could cause conflicts to happen within an organization such as Plateau State polytechnic Barkin Ladi. Conflict can occur between employees, committee members, ordinary members, management, management and staff, union and governments, HODs and lectures, lectures and student, between lectures and nonacademic staff E.t.c.

The following are five most common factors that lead to conflict Situations Within any organization:

i. Misunderstandings: conflict can arise from misunderstandings about;
- Work condition and wages
- Different expectations about how things should put right.
- The nature, aims and objectives of a job.
- The different duties of management & employees.
- Differences in value norms, beliefs, needs or priorities.

ii. Poor Communication: Communication relies on accurate and complete messages being send as well as being received.

Problems can be reduced by paying attention to have well you send messages and how well you receive them. Both managers and workers are responsible for ensuring that these issues are considered. There are many ways to improve information flow and communication. Here are some suggestions.

- Keep message records / day books.
- Keep policy records which include all policies as decided at meetings.
- Hold regular staff/ management meetings for passing on information.
- Have frequent employee/ employer's meetings.
- Ensure correspondence is available for everybody to see.
- Share minutes of all meetings promptly and widely.
- Ensure there is clarity about what the objectives are and about what decisions have been made.
- Ensure decisions are implemented.
- Everybody must participate in talk at meetings.

- Try to spend twice as much time listening as you spend talking. Bad communication from staff to clients is another source of conflict. It is important that house rules are written down for clients and that there are no barriers in the interpretation of those rules. Distressed clients can very quickly become confused and angry if they feel that they are not being listened to especially by those who say they care.

iii. Lack of planning: Lack of planning often means an organization moves from one crisis to the next. This sense of disorganization and lack of direction can be stressful and create many problems including misunderstandings. The time spent in real and long term benefits to clients.

iv. Poor Staff Selection: Inappropriate chose of staff can result in ill feeling and conflict, feelings of ill- will be increase by dismissing staff members. While staff conflict problems can never be largely avoided. They can be minimizing with good staff choice procedures. Considering existing staff views when approaching staff chosen will help to minimize conflicts in the workplace.

v. Frustration, stress and' Burnout: When people becomes frustrated or stressed they are more irritable and more likely to create conflict than at other times. It is vital to are more irritable and more likely to create conflicts than at other times.it is vital to recognize the signs of stress in people's work conditions In order to prevent burnout. Try to help people identify the cause of work related stress and take steps to enhance these factors or better still try to anticipate possible causes of stress before they arise.

These factors could include:

- Threats of violence or actual violence.

- Overcrowding or lack of privacy.
- Verbal abuse
- Dirty or untidy cleanness
- Noise
- Embracement
- Continual crises
- Lack of ability to influence the working environments.
- Tension between staff members.
- Poor direction from management.
- Criticism and lack of support.
- Poor communication.

There are several causes of conflict, conflict may occur when:

- A party is required to engage in an activity that is related with his or her needs or interests.
- A party needs behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences.
- A party wants some mutually desirably resource that is in mall supply, such that the wants of all parties involved may not be satisfied largely.
- A party possesses attitudes, values, skills, and target that are perceived to be exclusive of the attitudes, values, skills and target held by others.
- Two parties have partially exclusive behavioral preferences regarding their concerted actions.
- Two parties are interdependent in the performance of functions or activities. (Rahim, 2002,p. 207).

In most organizations, such as Plateau State Polytechnic Barkin Ladi,

conflicts increase as employees assert their needs for an increased share in organizational rewards, such as post, acknowledgment, appreciation, fringe benefits, wages and salaries, breach in implementation of collective opinion, years of service, independence e.t.c. Even management faces conflicts with much power from outside the organization, such as government, unions and other coercive groups which may impose delay on managerial actions.

Conflict arises from more than one source, and so their true origin may be difficult to identify. Important initiators of conflict conditions include:

i. People Disagree for some reasons (De Bono, 2009)

a. They view things differently because of differences in understanding and view point. Most of these differences are usually not essential. Personality differences or misunderstanding in emotional needs may cause conflicts. Conflicts arise when two groups or individual interacting in the same manner See the situation differently because of different sets of information pertaining to the universe, enlighten, background, disposition, reason or outlook. In a particular mood, individuals that perceive in a certain manner. For example, the half-full glass of one individual can be half empty to another. Obviously both individual convey the same thing, but they do so differently owing to contrasting perceptions and dispositions.

b. People have different ways, principles, values, belief and norms, which determine their choices and goals. When choices contradict, people want different things and that can create conflict situations. For examples, a risk-taking manager would be in conflict with a risk-minimizing supervisor who believes in certain control and a well-kept routine.

c. People have different theoretical and philosophical outlooks, as in the case of different political parties. Their concepts, aims and ways of reacting to situations are different.

This often creates conflicts among them.

d. Conflict situations can arise because people have different status. When people at superior levels in the organization feel indignant about suggestions for change put forward from their employees or associations, it invoke conflict by tolerating and allowing such suggestions, potential conflict can be avoided.

e. People have different thinking styles, which encourage them to disagree, leading to conflict situations. Such thinking styles may be useful for such purposes, but ineffectual or even perilous in other situations (De Bono,1999).

f. People are stepped to disagree under particular circumstances, such as in sports. Here are conflicts is mandatory and even pleasurable.

ii People are concerned with fear, force, fairness or funds (De Bono,1999).

a. Fear relates to imaginary concern about something which may occur in the future, one may fear setbacks. Embracement, reprisal or hindrances, which can lead to conflict situations.

b. Force is a mandatory ingredient of any conflict situation; force may be ethical or emotional. It could be withdrawal of cooperative or approval. These forces are instrumental in generating, strengthening and terminating conflicts.

c. Farmers refer to an individual's of what is right and what is wrong, a fundamental factor learnt in early childhood. This sense of fairness determines the

moral values of an individual. People have different morale values and accordingly appreciate a condition in different ways, creating conflict situations.

d. Funds or expenditure can cause conflict, but can also force a conclusion through acceptable to the conflicting parties. The cost of being in conflict may be control (in i money terms) or uncontrollable, being expressed, in terms of human lives, suffering, diversion of skilled labor, neglect or loss of morale and self-esteem (De Bono, 1999).

Filley (2009) identified nine main factors which could initiate conflict situations in an organization these include:

1. Ambiguous jurisdiction: This happen when two individuals have duties assign to them which are interdependent but whose work boundaries and role definitions are not clearly define.

ii. Good incompatibility and conflict of interest refer to accomplishment of different but mutually conflicting objectives by two individuals working together in an organization. Obstructions in accomplishing target and lack of clarity on how a job may initiate conflicts barriers to goals accomplishment or group is seen as preventing another party achieving their goals.

iii. Communication barriers, as difficulties in communicating can cause misunderstanding, which can then cause conflict situations. iv. Rely on one party by another groups or individual.

v. Differentiation in organization, where within an organization sub unit are made responsible for different, specialized tasks. This create separation and introduces differentiation. Conflict situations could happen when actions of such -units are not properly coordinated and integrated.

vi. Association of the parties and specialization: When individuals specialized in different areas, work in a group, they may disagree amongst themselves because they have different goals, views and methodologies owing to their various backgrounds, training and experience.

vii. Behavior regulation: Organizations needs to have firm regulations for individual behavior to ensure protection and safety. Individuals may perceive these regulations differently, which can cause conflict and negatively affect output.

viii. Unresolved prior conflicts which remain unsettled over time create anxiety and stress, which can further intensify existing conflicts. A manager most importantly functions to avoid potential harmful outcome of conflict by regulating and directing it into areas beneficial for the organization.

Several factors causes conflict and such factors are always interrelated but may vary according to specific circumstances. As such, those who are attracted with the tasks of managing conflict should understand the causes of such conflict and diagnose them very well in order to manage it efficiently. These include the following:

- Degeneration of cultural values and selfishness: One of the major causes of conflict in the communities or organization is due to degeneration of cultural values in the society and the senseless ego motives of individual and groups in the society such conflicts in communities are founding intertribal or interethnic tension in which majority of the perpetrators i.e. the conflict entrepreneur are only doing so far to destabilized as well as the promotion of some selfish interest flashed to them by the benefactors of such interest in the form of disguise.

- Religious Conflict have assumed a general frightening dimension in the world over the persistent threat of war experience in most parts of Nigeria is attributed to

religious antecedents which many people hold as a means of salvation of their own entries. It may not be the gains that some people make out of these fatalistic incidents that matters but the catastrophes that is associated with such dangerous treads in the Nigerian body polity. Muslims and Christians are always dagger head with one another due to religious hence conflict become inevitable.

- Poverty: Poverty has further emanated the circumstance of conflict in Nigeria which is worsened by lack of abundant resources. This have led to the dissatisfaction of the majority of the people who live beyond the poverty level who are aggrieved by seeing those in the control of public affairs spending public funds anyhow. These people refuse to better the loss of the people instead, they prefer to better their economic lots and their people.

- Scarcity of Resources: The resources at hand to any group, organization or society is generally scare therefore conflict can develop among those who complete for these resources.

- Personality Clashes: If individuals do not agree with each other in the organization there is no agreement on anything. These differences in values attitude and behavior may cause conflict.

- Communication Problems as well as differences in understanding of things: This results in mutual suspicious, misgiving and misunderstandings. The end result of this is mistrust. Communication problems exist because not all groups have the same fact.

Thus, each group's behavior as a product of the information, it has received and understood.

- Differences in Values and Ethnocentrisms: These are based on belied systems and are sometimes non-negotiation and so it may become complex to understand and resolve.

- Inequality in Allocation and Distribution of Societal Resources; That is especially the government expenditure that creates regional imbalances, lack of transparency, accountability and consultation. Rumor mongering, inventively and non-responsiveness to genuine demands of the people as well as popular views, lack of respect for assigned constitutional responsibilities i.e. the executive verses the legislature, the government verses traditional institutions.

- Conflict due to frustration: This occur when a motivated drive is blocked before a person reaches a desired goals. C.S Habu etal (2013).

2.4 Types of Conflict in Plateau State Polytechnic.

There are different types of conflict depending on the circumstances prevailing and the catalytic factors prevalent in the organization, community, region country on the society in questions. The following are the types of conflict.

1. Role of intra - Persons Conflict: This type of conflict occurs within individuals. This type of conflicts is refers to as "conflict of consciences". As individuals, we belong to many social groups, association, unionists etc and hence role conflict might arise from his necessity of a person to carry out one or more roles in the same situation e.g whether to take mothers or father's advice. Another example is where your role as a husband or wife conflicts with role as an executive or other worked? e.t.c both roles encroach on each other in such a way as to cause conflict.

2. Inter-Personal Conflict: This is conflict between two or more people e.g between a husband and wife, a superior officer and his subordinate between one superior

officer and another or between one subordinate and the other . This is the most common, frequent and easiest conflict we experience often in our daily lives.

3. Inter Group State or Organization Conflicts: This type of conflict occur between individuals or people with the same group, state or organization e.g conflict within a political party, a worker union, between people belonging to the same family, clan, and tribe e.t.c.

4. Inter Group, Conflict: Inter group conflict occurs between groups, association, communities or conflict e.g the issue of the ownership of Bakkassi Peninsula between Nigeria and Cameroon, Iraq and America etc. This can be known as an aspect of international mobility of conflict this is because if Nigeria and Cameroon should go to war now, many other countries will be involved and affected. C.S Habu etal (2013).

There are several approaches to types of organizational conflicts but for our will analysis we will take a look at the following types (liener,2010).

- Vertical Conflicts occur because the supervisor is always telling an employee what to do and tries to micro manage, while/ although he/ she job, This types of conflict exists in organizations where the organizational structure has a high degree of formality.

- Horizontal conflicts occur between employees within the same department i.e. on the same hierarchical level. These conflicts can manifest themselves for many reasons, such as the different interests/ ideas related to distribution of resources.

- Line Staff Conflicts occur between support staff 8: line employees, within a department or an organization.

19

- Role Conflicts can stem from an incomplete or otherwise fallacious understanding of the assignment given to an employee at a specific moment in time.

There are two types of conflict cases: Personal and organizational (Petkovic et al, 2008). Personal causes come from personal characters when people interact, personal causes can be summarized in the next four groups (Petkovic et al, 2008).

Bad Estimation of a Person: Conflicts often happen because of bad perception of the other side. The sides in conflict are not objective and understand their behavior of opposite sides, as they wish to hurt the other side and its interests.

- Errors in Communication: These errors come from people's inability to listen to each other. in addition, errors come from information lost in upward and downward communication, due to inadequate understanding or one's emotional status in the moment of communication.

There are three basic types of conflict according to Barker el al 2008).

1. Task Conflict

2. Inter personal conflict and

3. Procedural conflict:

1. Task Conflict: Group: Group members may disagree about facts or opinions from authorities. The interpretation of fact may be questioned. Disagreement about the substance of the discussion is called task conflict. Task conflict can be productive by improving the quality of decisions and critical thinking processes. Another potential area for conflict is:

2. The interpersonal relationship within the organization: The team interpersonal conflict is used to indicate the disagreement that most people call a "personality clash. This may take the form of antagonistic remarks that relates to the personal attributes of a group member or disregard any organizational goals to antagonize a particular group member.

Conflict of this type is expressed through more subtle nonverbal behaviors. There may be icy stares or at the other extreme, an avoidance of eye contact. Interpersonal conflict may be inevitable and must be managed for optional group maintenance.

3. Procedural Conflict exits when group members disagree about the procedures to be followed in accomplishing the group objectives. New procedures may be formulated and a new agenda suggested. Even the group goal may be modified. Procedural conflict, like task conflict may be productive (Barker et all (2008).

2.5 Approaches/ Theories of Conflict Management in Plateau State Polytechnic Barkin Ladi

Mary Parker (1992) suggested three different ways of managing or resolving conflict in an organization viz:

   i.   Dominance

   ii.   Compromise

   iii. Integration

i. Dominance: The management of conflict through dominance implies a success for one party over the other. It would require the use of force and suppression of the party by the strong. In this case, it does not mandatory mean that the conflict is

resolved. As far as Follett is concerned, this method of managing conflict is like sweeping the dust under the carpet. (Sapru 2009).

ii. Compromise: Under this method, each party in the conflict situation surrenders certain values or interests in order to allow peace to reign, She pointed out however that just like the first method (Domination), this method has its own weakness with the magnitude of the short comings depending on each conflict situation, environment and the extend of the compromise or value surrendered by each party in the conflict (Ngu, 2008). She warns however that a conflict resolved though this approach is not the best, despite its widely acceptance because it may simply suspend a greater magnitude of the problem which is likely to resurface in either the same form or in an entirely different manner. Often, also people resist the temptations of reaching compromise due to ego clashes or stated positions (Sapru 2009).

iii. Integration: In giving preference for the resolution of social conflict through integration, Follett argues that when conflicting interests meet, they need not oppose, but only confront. What should be sought in this confrontation of differing interest is an integration that gives all parties what they really need (Sapru 2009). This seems to receive the approval of follet as the best, each party has to recognize the importance of ex-raying all the various aspects of the conflict to put forward for discussion, usually in round table conference. This would require the application of Herbert, Simon's. Rational comprehensive Model of Decision making or the general systems theory in order to interpret and understand not only the whole but also everything.

Conflict management strategies such as suppression, smoothing, settlement of third party intervention, cooperation, democratic process, job rotations as well as

confrontation have also been specified. Problems solving, appeal to superior organizational goals, prevention and avoidance, expression of opportunities and resources, use of authority and compromise were also opined to some of the management strategies used by managers in resolving organizational conflict (Ibukun, 1997)

Moshane & Gilnow (2002) as well as Robbin (2001) collectively proffered the various ways of conflict management strategies too include:

- Collective Bargaining

- Reconciliation

- Negotiation

- Arbitration f

1. Collective Bargaining is a situation whereby the representatives of each group come together with a mandate to work out a modality together.

2. Reconciliation is an act of procuring good will or inducing friendly feelings. This involves a situation whereby groups who are in conflict and who have failed to reach agreement, can come together once again to attempt to settle their difference. This is usually at attempted before the more serious stage of a strike by workers or lockout by management is taken.

3. Negotiations are a process in which two or more people who have common and conflicting interest state and discuss proposals concerning specific term of a possible agreement. It is a deliberate process, conducted by representative of the groups mediating to reconcile their difference to each agreement by consensus.

4. Arbitration is one of the conflict management strategies in which an independent person act as an adjudicator or judge in dispute to negotiate on the terms of settlement. Both parties in the conflict have to agree with who the arbitrator should be. And that the decision of the arbitrator will be binding on them all. The arbitrator listens to and investigates the demands and counter demands, hence its take over the role of decision making.

2.6 The Meaning of Organization

According to Robinson (2008), Organization is an establishment set aside to provide services to members of the public.

Darling J. & Walker W. (2007) linked conflict idea to the organization by stating that, even when conflict is a natural phenomenon is social relations (as natural as harmony), It can nevertheless be managed within organization, the submission above blend with the information that, conflict can never be totally do away with within organizations but can be efficiently managed in order to move organization to the greater height and performance level.

Organizations, be it public or private, small or big exist essentially to achieve certain economic, social or political objectives. These objectives may be informed of profit making, provision of services, production of goods and increase in sales turnover etc. However, these objectives can only be achieved when human resources are employed utilize other resources such as raw materials, machineries, money and information (George & Jones, 1996).

Organizations are made up of different people with different attitude, beliefs, abilities and personality, therefore conflict is inevitable. There is no organization that can efficiently carry out its day to day activities without encountering some

form of conflict, Therefore, conflict is the commonest, general and wide spread phenomenon that is synonymous with group activities and interaction.

According to Uya (1992,), conflict cannot be completely dissociated from human beings and their endeavors, be it group or organization. According to Longman Dictionary of Contemporary English third edition see Organization as the way in which the different parts of a system are arranged and work together.

2.7 The Meaning of Productivity

Productivity, in general terms is the ratio of the output of the enterprise to the inputs, it consider both total factor productivity and labor productivity (Mahoney,2009).

Longman Dictionary of Contemporary English third edition defined Productivity as the rate at which goods are produced and the amount produced compared with the work time and money needed to produced them: Management is always seeking ways to increase workers' productivity. An enterprise consists of technology and people organized to accomplish some purpose. The success of an enterprise can be accessed on the basis of its output and or the process and inputs that produce this output.

Productivity, in general terms is the ratio of the output of the enterprise to the inputs.

We consider both total factor productivity and labor productivity (Mahoney 2009).

Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. When all outputs and inputs are included in the productivity measure it is called total productivity. Outputs and inputs 'are defined in the total

productivity measure as their economic values. The value of outputs minus the value of inputs is a measure of the income generated in a production process. it is a measure of total efficiency of a production process and as such the objective to be maximized in production process.

Productivity measures that use one or more inputs or factors, but not all factors, are called partial productivities. A common example in economics is labor productivity, usually expressed as output per hour. At the company level, partial productivity measures are such things as worker hours, materials or energy per unit of production.

In macroeconomics the approach is different. In macroeconomics one wants to examine an entity of many production processes and the output is obtained by summing up the value-added created in the single processes. This is done in order to avoid the double accounting of intermediate inputs. Value-added is obtained by subtracting the intermediate inputs from the outputs. The most well-known and used measure of value added is the GDP (Gross Domestic Product). It is widely used as a measure of the economic growth of nations and industries. GDP is the income available for paying capital costs, labor compensation, taxes and profits.

For a single input this means the ratio of output (value-added) to input. When multiple inputs are considered, such as labor and capital, it means the unaccounted for level of output compared to the level of inputs. This measure is called in macroeconomics Total Factor Productivity (T F P) or Multi Factor Productivity (MFP).

Productivity is a crucial factor in production performance of firms and nations increasing national productivity can raise living standards because more real income improves people's ability to purchase goods and services, enjoy leisure,

intuitive housing and education and contribute to social and environmental programs productivity growth also helps businesses to be more profitable.

This section discusses conceptual issues surrounding productivity. Subsection 2.1 outlines the concept of productivity, including the distinction between partial productivity measures, such as labor and capital productivity, and total fatter productivity (TFP). Because TFP is often (erroneously) seen as a measure of technological change, Section 2.2 outlines several reasons why TPP cannot be equated with technological progress.

When economists refer to productivity, at the broadest level they are referring to an economy's ability to convert inputs into outputs. Productivity is a relative concept with comparisons either being made across time or between different production units.

For example, if it is possible to produce more output in period 2. When using the some i amount of inputs that were used in period 1, then productivity is said to have improved. In other words productivity is higher in the second period compared to the first.

Different types of input measure give rise to different productivity measures. For example, labor productivity measures involve dividing total output by some measure that reflects the amount of labor used in production. The total number of worker hours is one such measure, although some studies have used total numbers employed. Capital productivity is measured by dividing total output by a measure reflecting the total amount of physical capital used in the production process.

Productivity measures, such as labor productivity and capital productivity that only relate to one class of inputs are known as partial productivity measures. Caution needs to be applied when using partial productivity measures as changes in input

proportions can influence these measures. A 'simple substitution of capital for labor within the input mix of a firm or industry can also raise average labor productivity. This means that movements in the average labor productivity statistics do not always represent true changes in the underlying productivity of labor.

The level of TFP can be measured by dividing total output by total inputs. Total inputs are often an aggregation of only physical capital and labor, and may overlook inputs such as land. When all inputs in the production process are accounted for, TFP growth can be thought of as the amount of growth in real output that is not explained by the growth in inputs. This is why Abram vim (1956) described the TFP residual as a 'measure of our ignorance'.

As TFP levels are sensitive to the units of measurement of inputs and outputs, they are rarely of primary interest. Rather, the measurement of TFP growth is of primary interest. Hence, it is common to use the notation 'TFP' to refer to growth rather than levels, and this is the convention adopted in this paper.

2.8 The Concept Organizational Productivity

Organizational productivity is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative, analytical approach. When assessing productivity, it is important to fully understand each of the key drivers that impact productivity. In addition to evaluating each driver individually, it is necessary to determine how all these drivers work together and function as a whole. Changes to one driver might and probably will have an effect on others. Effective Assessment involves understanding how each driver contributes to overall productivity (Paul S. G &: Douglas H.H 2014).

Productivity is a term we all have used at some point. You see, it's clear to us that we need to elevate work performance by eradicating tasks that don't add value, avoiding "reinventing the wheel moments", applying best practices and so on. However, just as it is clear, how many can actually say that they turned productivity into a solid and long term strategy. Embedded it into business goals? Standardized practices among business units?

These are questions that help us to quickly understand if "productivity" is really not just a fad or a work philosophy. Just as any other strategy, it requires processes and measures that will allow us to clearly understand how business is actually functioning and the steps needed in order to boost performance. Some plan is required and people must be made responsible for it.

2 8.1 Factors Influencing Organizational Productivity

Every organization, company, startups e.t.c strive for growth and success. Apart from various secondary goals their main objectives is to increase the revenue which can be achieved by increasing productivity. However, very few companies or organizations among thousands can actually achieve this goal. The obvious question that would come to mind is that is the goal is crystal clear and easy to understand why only few organizations can achieve this? The reason is that to achieve a substantial and consistent growth organizational productivity has to grow consistently in quantity and quality. Since today's business is driven by LT, improving productivity in this area could be the key to success for any business (Paul 5.6 81. Douglas H.H 2014).

2.8.2 HOW TO IMPROVE PRODUCTIVITY IN AN ORGANIZATION

Whether you have three employee in your company or 300m, its essential to continually review, reinvent and reinvest in the resources that keep it visible in a competitive market.

Taking steps to improve your organization's productivity includes motivating your workers and providing them with the best tools possible to perform their job. Productivity principles can serve as the blue print for a startup company as well as nonprofits seeking to increase volunteer enthusiasm.

REFERENCES

Mark, M. A.(2001). Conflict accountability. Nursing management. V2 6n10, p48.

International Journal of Academic Research in Management (IJARM) Vol.2. No.4, (20 13): Conflict management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island. By Mba Okechukwu Awu.

Mary, P.F (1925) Conflict Management strategy paper" creative experience"

Flippo. (2010). Productivity in development policy literature? A critical survey. The Hague, Netherland.

Nielsen, M. Baron (2002). Management Principle and workers motivation in Nigeria Zaria: Gaskiya Corporation.

Paul, S. B, Douglas, H.H. (2014). A paper on productivity in organization.

G.A. Cole (2014). Using perspective taking to manage conflict in teams. Journal of applied Behavioral Science. V32nl, p.101-115.

Jones & George (2000): Organizational conflict, Negotiation, Political and change, contemporize management 3rd edition, Power point presentation by Charlie Cook ~ the MC G Raw-Hill companies, Inc.

Charles, H. (2004) Introduction to Conflict Management: 0k quality Publishers, Jos.

Dagett. (3.5 And Jambrek, M.B.(2013). Human Resource Management: Click Print: Plateau State, Jos

CHAPTER THREE

3.0 Introduction

This chapter deals with the evaluation of the area of study that is the Plateau State polytechnic Barkin Ladi, it explore the historical background, objectives of the organization, functions of key departments in the Polytechnic as well as the achievement and problems of the institutions.

3.2 Method of Data Collection

These represent instrument used by the researcher in order to obtain information for the research work. This involves the use of questionnaire.

Questionnaire: The researcher decided to use questionnaire method because it gives respondents a chance to express their opinion fully. At least 120 questionnaires were distributed and 100 were received valid for the research work.

Relevant information regarding major idea of the hypothesis of the starting for the purpose of demonstrating whether or not they are true, Data can also be referred to as things, idea, concepts, of facts known from which conclusion may be drawn after proper investigation partied out. The sources used in the data collection of this study are classified into to two.

3.4 Population of the Study

Ohaja, (2003:70) define research population as all those persons or things that fall under the umbrella of the topic or meet the research objectives. Therefore the researcher chooses the entire staff and students of Plateau State Polytechnic, which consist of management, Senior & Junior staff, union representative as well as students of the institutions.

The target population of this total number of department of accountancy four (4) staff, with seven (7), department of agricultural engineering technology, with ten (10) staff department of Business Administration and management with total number of five (5) staff, department of chemical engineering technology , with total number of four (4) staff. With computer science And four (4) staff, with total number of computer engineering eight (8) staff, department of electrical/electronic engineering with total number of six (6) staff, estate management valuation with total number of five (5) staff, foundry engineering technology department with total number eight (8) staff, hospitality management department with total number of nine (9) staff, department leisure and tourism management with total number of seven (7) staff, department of mechanical engineering technology with total number of five (5) staff, department of metallurgical engineering technology with total number of six (6) staff, department of office technology and management and department of public administration With total number of six (6) staff, and department of quantity surveying with total number of four (4) staff and science laboratory technology with six (6) staff, with total number of three (3) staff department of statistic, five (5) staff in urban and regional planning The questionnaires were distributed to the teaching and non-teaching staff. In which 5 some are 3 questionnaires were giving to the each department mentioned above.

3.5 Sampling Size and Sampling Techniques

The sample size use for this study is the random sampling and a sample size of hundred (40) out of the total number of students and staff of the institution will be use the random sample therefore is a sample in which every person on the population has an equal chance of being selected by applied mathematics concerned with the collection & interpretation of quantitative data and the use of probability theory to estimate population parameter.

The researcher will use the random sampling techniques; the techniques will be sued in order to give every respondent an equal opportunity. The selection of unit does not affect the change of any unit from being selected.

3.6 Instruments for Data Presentation and Analysis

The questionnaire was prepared in simple and unambiguous language each question has a list of obtains and respondents required ticking only the correct answer according to their feelings. The researcher shall adopt the Rensis Likert methods of data that are very important to the study. Data collected from respondent shall be presented in a tabular form: The formats of Rensis Likert Methods of Data Analysis are as follows:

- Strongly Agreed

- Agreed

- Strongly Disagreed

- Disagreed

- None of the above

3.7 Historical Review of Study

Plateau State Polytechnic Barkin Ladi as an institution that came into existence in April 1979, by Edict No of that year, it was known as the Plateau State College of Technology and was situated at a temporary site dony west of mines, Jos while commenced at the permanent site at Hiepang in Barkin Ladi Local Government Area on the 4th of April, 1980. The college of technology was upgraded to a polytechnic. It thus became known as the Plateau State Polytechnic Batkin Ladi.

3.8 Objectives of the Organization

The objectives of Plateau State Polytechnic Barkin Ladi institution include the following:

a. To also provide desire of in-service institution to the development of local technology and the adoption of appropriate technology.

b. To provide desired institution, training and research in technology, science and commerce.

c. To meet up with the present development in communication technology.

3.9.1 Functions of Key Departments of the Polytechnic.

a. Council: The government council which is the highest administrative organ is responsible for the general supervision and control of the institution to initiate policies and ensure the effective implementation of some members of this council are appointed by the Plateau State Government.

b. The Academic Board: This board has the rector as its chairman and registrar as the secretary have direct control of the academic department which also assists in the administration. The following are the list of schools that exist in the institutions.

i.   School of General Studies (SGS).

ii. School of Administration and Business studies (SAP)

iii. School of science and technology (SST).

iv. School of engineering (SEES). There are several departments in this school.

v.   School of Environmental studies.

3.10 Achievements and Challenges of Plateau State Polytechnic Brakin Ladi.

Plateau state polytechnic over the years has produced man power with the required skills to feet into our industries; it has produced science, art and commercial skills to our learning product ready for employment in the labor market.

It has also provided avenues for employment training and retraining of staff from various organizations through in service. Plateau state polytechnic in its quest to educate more students, it has extended its state, example of such center include Bokkos, Shendam, Langtang, Mangu to mention but a few. The institution has also introduced more courses since its inception and other courses have been accredited. Physical structures and modern equipment have also been put in place to improve learning in the institution.

The challenges of this institution range from poor funding and insufficient staff to handle the over populated students. Over the year institution has had its fair share of strict that has affected its school calendar.

Finally at the moment the school is face with problems of accrediting more courses.

REFERENCE

Convey. N (1990). Performance Measurement in Cross functional teams. CMA Magazine. V 68n8. 913-15.

Darling L Walker. W. (2007). Effective Conflict Management uses of the Behavioral Style . Model, Leadership and organization Development Journal, Vol.22 No.5 Education Ltd.

International Journal of Academic Research in Management (IJARM) Vol.2. No.4, (2003): research management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island.

Paul, S. B, Douglas, H.H. (2014). A paper on productivity in organization.

Sessa, VJ. (1996). Using perspective taking to manage conflict in teams. Journal of applied Behavioral Science. V32nl, p.101-115.

Charles, H. (2004) Introduction to Conflict Management: 0k quality Publishers, Jos.

Charles, 3-H. Dagett. (3.5 and Freejob, M.B.(2013). Human Resource Management: Click Print: Plateau State, Jos

Osula (1982): Organizational conflict, Negotiation, Political and change, contempory management 3rd edition, Power point presentation by Charlie Cook ~ the MC G Raw-Hill companies, Inc.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

Having gathered the data through the administration of questionnaire, the collected data will be coded, tabulated and analyzed according to the research questions. In order to analyze the data collected effectively and efficiently for easy management and accuracy, the five (5) point linker's method will be use. The data collected will be interpreted using the distribution and frequency tables.

4.2 PRESENTATION AND ANALYSIS OF DATA

Question 1: Are there any Advantages of managing conflicts situation in the institution.

From the table above, its shows that majority of the respondents with 80 agree and strongly agreed that there are different advantages of managing conflict situation in an organization, 15 disagree are undecided of whether or not conflict has an advantage.

Variable	No of respondents	Percentage %
Inter group conflict	10	25%
Intra group conflict	15	37.5%
inter personal conflict	5	12.5%
Intra personal conflict	10	25%
Total	40	100%

Source Field survey 2019

Question 2: What are the types Of Conflict experience in Plateau State polytechnic Barkin Ladi.

From the abo e table it shows that 10 respondents are of the view that Intra Group conflict are more common or experienced in the institution, while 15 of the respondents are of the view that Inter Personal Conflict are more experience in the Institution, 5 said Inter Group conflict occurs While 10 View the type of conflict that occurs more frequently in the Institutions.

Variable	No of respondents	Percentage %
Reduce Productivity	10	25%
Wastage Resource	5	12.5%
Improve Conflict Management skill	10	25%
Increase Productivity	10	25%
Prolong Academic Year	5	12.5%
Total	40	100%

Source field survey 2019

From the table above it shows that 10 respondents agree that the effect of conflict prolong academic year, 5 are of the View that conflict reduce productivity, 10 say that it increases productivity if prove management skills and 5 respondents say that conflict causes wastage of resources.

Question 3: Are there any management styles available or use for conflict resolution in the organization.

Variable	No of respondents	Percentage %
Collaboration	10	25%
Bargaining	5	12.5%
Compromise	20	50%
Confrontation	5	12.5%
Total	40	100%

Source field survey 2019

From the table above it shows that 10 respondents are of the view that collective bargaining is a style available for the management of conflict in the organization, while 5 respondents view it to be compromise, 20 respondents say collaboration and 5 respondents said confrontation.

4. What are the causes of conflict in Plateau state Polytechnic Barkin-Ladi.

Variable	No of respondents	Percentage %
Communication Problem	15	27.5%
Difference in experience	5	12.5%
Salaries and wages	15	37.5%
Breach of collective bargaining	5	12.5%
Total	40	100%

Source field survey 2019

The table above shows that 15 identified communication problems as causes, 5 believed differences in expectations are causes of conflict 15 of the respondent believe that salary and wages, lack of resources are reasons for conflict on the campus.

40

believe that salary and wages, lack of resources are reasons for conflict on the campus.

4.3 RESULT OF FINDINGS

About 39% 0f the respondents believed that Inter-Group conflicts are most common on the campus, which to an extent is due to the benefits enjoyed by one union of institution but which may not necessarily be applicable to others by simple extension. This is not frequent and when it happens they are controlled or managed through dialogue and negotiations. Although there are other root causes of conflict in the institution which the findings shows that breach of collective bargaining has in recent times cause conflict which most at times negotiations, strike has been employed as strategies for resulting such conflicts, 26% of the respondents are of the opinion that communication issues are causes of conflict and 6% are of the opinion that differences in expectations are reasons for conflict in Plateau State Polytechnic.

Communication is vital in an institution of learning, many members and students do not seek for the right information and many still are not bordered about happenings on campus, and thus more are the basis of communications or information on campus.

On the possible effect of conflicts, majority of the oral interviews are of the opinion that conflicts can actually have negative effects on organizational operations. While it can as well have positive effects on the organizational operations when it is properly managed and in good time it will create a balanced posture.

Thus the research findings in question 3 shows that 35 respondents agree that conflict prolong academic year and when it is resolve its effect rush and graduated

41

half bake. And the effect on the management is always a clash work or programmed. And as such when this effect of conflict management skills and increase productivity thereby reduce wastage of resources. This position is supported by the strategies for managing conflicts in the finding in question 4, more than 70% of views agreed that the best strategies are collaboration and bargaining. Going by the relative peace enjoyed conflict are resolved through these two strategies.

Conflict between management and students are common in the institution and most often at times is due to insufficient facilities as the most recent case at hand was on water and electricity where students in the girl's hotels came out in their number blocking the school main entrance gate with write ups and it was resolve through dialogue and compromise and such amenities were made available after that not.

Conflict between union and management were also observed from oral interviews to be a common reaction in the institutions, and most often at time is on the issue of wages & salary resulting to industrial action most especially strike action by the staff of the institutions. It has been a recurrent issue in the past; it was resolved through collective bargaining and normal academic session thick off, salaries were paid and hereby increasing the Morales of the Lecturers.

Conflict do occur between the management and the non-academic staff of the institutions mostly it's because of terms and conditions of services and salary, it has it recent times resolved through compromise and bargaining. Conflict also occur within lecturers and students of the institutions, the root cause of such conflict was reveal by the majority of students in the HND class of the institution who said that textbooks issues and assignments has been causing conflict between them and most at times they resolve it through collaboration between the students, or compromise.

Breach of collective bargaining has been a recurrent issue in the polytechnic, leading to another conflict situation, the advantages of conflict management in the institution cannot be over emphasized 46% of the respondents strongly agree while 34% agree that there are advantages of managing conflicts situation, a good conflict will improve decision outcomes of work and service, conflict management boarders understanding and problems, increase the resolution of conflict situation, and as such increase productivity.

4.4 RELEVANCE OF FINDINGS

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting (Rahim, 2002). Property managed conflict can improve organizational productivity. Conflict management minimizes the positive outcomes of conflict with the goal of improving learning in an organization.

Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby improving organizational Productivity. To Henry (2009) conflict builds the spirit of teamwork and cooperation among the employees of an organization. The relevance of conflict in an organization cannot be over emphasized, when conflict occur in an institution and is been properly managed using the right strategies to handled such conflict it will increase productivity and enhance the objectives and goals of the institution and organize conflict have both positive and negative effect on management.

The results from the study indicate that the major cause of organizational conflicts in the institutions Plateau State Polytechnic Barkin-Ladi is communication issue and wages and salary issues. Hoarding information may lead to rumors among the

people and if not properly handled can destabilize the system. Prompt dissemination of information among the various components of the institutions should be made a priority by management. Lack of resources or inadequacies of same are potential factors for conflict. Basic provisions, amenities like water and electricity should be readily available for students.

It is pertinent on the pertinent on the polytechnic management to ensure that the available limited resources are utilized optimally for the benefit of the organization and other stakeholders from this study, it was discovered that inter-group conflict was identified as the main type of conflict in the institution. The spirit of team work need be instituted, meetings like the beginning and end of year briefings used in the institution should be sustained and made inspiring and motivational in nature, areas of differences can easily be trashed out from such meetings, about 5% of the despondence believed that conflicts interfere with organization operations and wastes resources. This means that the implications are well known by the people, although differences of opinions exist on this, a properly managed polytechnic will lead to the attainment and achievements of her goals and objectives. Majority believe that conflict can be managed through collaboration and bargaining and other strategy as the case may be.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter deals with the conclusions, of the summary of findings in chapter four and thus making recommendations and suggestions for further research and from the findings in this project work.

5.2 SUMMARY OF FINDINGS

From this research work or study, it is obvious that conflict in academic settings is not an exemption, there is potential for conflict in practically every decision which the management must make. Since conflict is seemingly unavoidable, particularly in a scholarly setting it is obviously necessary for administrators to know that recognize conflicts can have both positive and negative effect on management.

The results from the study indicate that the major cause of organizational conflicts in the institutions Plateau State Polytechnic Barkin Ladi is communication issue and wages and salary issues. Hoarding information may lead to rumors among the people and if not properly handled can destabilized the system. Prompt dissemination of information among the various components of the institutions should be made a priority by management. Lack of resources or inadequacies of same are potential factors for conflict. Basic provisions, amenities like water and electricity should be readily available for students.

It is pertinent on the polytechnic management to ensure that the available limited resources are utilized optimally for the benefit of the organization and other stakeholders from this study, it was discovered that inter-group conflict was identified as the main type of conflict in the institution. The spirit of team work

need be instituted, meetings like the beginning and end of year briefings used in the institution should be sustained and made inspiring and motivational in nature, areas of differences can easily be trashed out from such meetings, and about 5% of the despondence believes that conflicts interfere with organization operations and wastes resources. This means that the implications are well known by the people, although differences of opinions exist on this, a property managed polytechnic will lead to the attainment and achievements of her goals and objectives. Majority believe that conflict can be managed through collaboration and bargaining and other strategy as the case may be.

5.3 CONCLUSION

Conflicts are a significant portion of the human nature and it exceptionally important to study it not only for theoretical purpose but also for organizational practices. Conflict analysis, it's impact and it's management has an important role in private, public and political organizations as well as in judicial and work disputes, the outcome from the study indicate that the major causes of organizational conflicts are lack of resources, poor communication employee own personality differences, and increased competition. This ultimately lead to increased imposition of negative effects on the organizational work performance such as poor working condition, poor communication, collaboration and relationships among employees, low productivity and wastage of organizational resources.

Thus it is pertinent on the organizations management to ensure that efficient management strategies must be employed in order to combat the conflicting situation as well as to bring and maintain peace in the organization by strengthening the relationships among all the employees. Though conflict is often

seen as pessimistic, it has still a capacity of enhancing organizational/innovativeness and productivity, which improves organizational productivity and performance. Moreover, conflicts tend to develop the strength of teamwork and coordination among the lecturers of the institutions. The study also revealed that the most used means of managing conflict among the management and employees in Plateau State Polytechnic Barkin-ladi are negotiations, dialogue and collective bargaining.

5.4 RECOMMENDATIONS

In the height of the findings of this study, the following are recommended.

1. Management must combat and diversified but appropriate strategies to combat and manage conflicts as they emerge before escalating to unmanageable level.

2. Efforts should be made by the management to occasionally stimulate conflict (Adomi and Amie 20050) by encouraging diverge views and rewarding staff and departments/units for outstanding performance. This can come up during the end of year briefings.

3. Proper communication procedures should be put in place to pass information across to staff and students from time to time. All necessary parts of the institutions should be copied when information are conveyed through black and white.

4. Efforts should be made by the management to organize seminars/ workshops on organizational conflict management from time to time for the employees. This will enable employees learn about conflict and how it can be efficiently managed for individuals and organizational effectiveness.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

At the end of this research work the researcher has seen the following as researchable to future research. Thus they are as follows:

- Leadership style and conflict management.
- Conflict management and socio-economic development in Nigeria.
- Peace building and conflict management in organizations.
- Conflict, gender and productivity.
- Communication an effective tool for conflict management.

REFERENCE

Brockmann. E. (1996). Removing the paradox of conflict from group decisions. Academy of Management *Executive*. Vionz,p.61-62.

Cappozzoli, T.I(.(199S). Resolving Conflict within teams. Journal for Quality and Participation. V18n7, p.28-30.

Convey. S (1994). Performance Measurement in Cross functional teams. CMA Magazine. V 68n8. 913-15.

Darling L Walker. W. (2007). Effective Conflict Management uses of the Behavioural Style . Model, Leadership and organization Development Journal, Vol.22 No.5 Education Ltd.

Guidi, M. A.(199S). Peer-to~peer accountability. Nursing management. V2 6n10, p48.

International Journal of Academic Research in Management (IJARM) Vol.2. No.4, (20 13): Conflict management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island. By Mba Okechukwu Awu.

Jones & George (2003): Organizational conflict, Negotiation, Political and change, contempory management 3rd edition, Power point presentation by Charlie Cook ~ the MC G Raw-Hill companies, Inc.

Mary, P.F (1925) Conflict Management strategy paper" creative experience"

Melissa, F. (2014). Productivity in development policy literature? A critical survey. The Hague, Netherland.

Ngu, SM. (2008). Management Principle and workers motivation in Nigeria Zaria: Gaskiya Corporation.

Paul, S. B, Douglas, H.H. (2014). A paper on productivity in organization.

Sessa, VJ. (1996). Using perspective taking to manage conflict in teams. Journal of applied Behavioral Science. V32nl, p.101-115.

Charles, H. (2004) Introduction to Conflict Management: 0k quality Publishers, Jos.

Charles, 3-H. Dagett. (3.5 and Freejob, M.B.(2013). Human Resource Management: Click Print: Plateau State, Jos

Mark M. A.(2001). Conflict accountability. Nursing management. V2 6n10, p48.

International Journal of Academic Research in Management (IJARM) Vol.2. No.4, (20 13): Conflict management and Employees Performance in Julius Berger Nigeria Plc. Bonny Island. By Mba Okechukwu Awu.

Mary, P.F (1925) Conflict Management strategy paper" creative experience"

Flippo. (2010). Productivity in development policy literature? A critical survey. The Hague, Netherland.

Nielsen, M. Baron (2002). Management Principle and workers motivation in Nigeria Zaria: Gaskiya Corporation.

Paul, S. B, Douglas, H.H. (2014). A paper on productivity in organization.

G.A. Cole (2014). Using perspective taking to manage conflict in teams. Journal of applied Behavioral Science. V32nl, p.101-115.

Jones & George (2000): Organizational conflict, Negotiation, Political and change, contemporize management 3rd edition, Power point presentation by Charlie Cook ~ the MC G Raw-Hill companies, Inc.

Charles, H. (2004) Introduction to Conflict Management: 0k quality Publishers, Jos.

Dagett. (3.5 And Jambrek, M.B.(2013). Human Resource Management: Click Print: Plateau State, Jos

Convey. N (1990). Performance Measurement in Cross functional teams. CMA Magazine. V 68n8. 913-15.

Darling L Walker. W. (2007). Effective Conflict Management uses of the Behavioral Style . Model, Leadership and organization Development Journal, Vol.22 No.5 Education Ltd.

Jigawa State Polytechnic,
College of Business and Management Studies,
Dutse,
Jigawa State.
20th July, 2019.

Dear Sir/ Madam,

REQUEST FOR INFORMATION

I am a final year student of Higher National Diploma (HND) in Public Administration in the above named institution, currently carrying out a research work on the topic "Conflict Management and Organizational Productivity": A Case Study of Plateau State Polytechnic Bakin Ladi. In view of this, i am requesting your cooperation and to please supply me with the relevant information i will need to carry out this research work through this questionnaire.

All information given will be strictly confidential and mainly for the purpose of this research work.

Yours Faithfully,

Umar Abdullahi

This questionnaire was designed to collect information from the individual of different organization and the questionnaires were divided into two sections.

Section A

This requires the personal data of the respondents like sex, age, Occupation and educational qualification.

1. **Sex**

a. Male   ( )   b. Female

2. Age Variation

a. 18 -20 ( )   b. 21-30 ( )   c. 31-40   ( )   d. 40- above ( )

3. **Occupation**

a. Occupation ( ) b. Civil servant ( )   c. Farmer ( )   d. Private (   )

e. Employer ( )   f. Other ( )

4. **Educational Qualification**

a. ND   ( )   b. MSC/MBA   ( )   c. HND/BSC( )

5. **Religion**

a. Islam   ( )   b. Christianity ( )   c. Others ( )

6. Marital Status

a. Married   ( )   b. Single ( )

SECTION B

The section require the organization experience of the respondent's right from the membership to what they are by choosing from the responses provided to each question.

Section B.

1. Are there any Advantages of managing conflicts situation in the institution.
   a. Inter group conflict ( )

   b. Intra group conflict ( )

   c. inter personal conflict ( )

   d. Intra personal conflict ( )

2. What are the types Of Conflict experience in Plateau State polytechnic Barkin Ladi.

   a. Reduce Productivity ( )

   b. Wastage Resource ( )

   c. Improve Conflict Management skill ( )

   d. Increase Productivity ( )

   e. Prolong Academic Year ( )

3. Are there any management styles available or use for conflict resolution in the organization?

   a. Collaboration ( )

   b. Bargaining ( )

   c. Compromise ( )

   d. Confrontation ( )

4. What are the causes of conflict in Plateau state Polytechnic Barkin-Ladi.

   a. Communication Problem ( )

   b. Difference in experience ( )

c. Salaries and wages ( )

d. Breach of collective bargaining ( )

5. Is conflict valued for your organization

a. Agree ( ) b. Disagree ( ) c. Highly Agree ( ) d. Highly Disagree
( ) c. Neither agrees not disagrees ( )

6. The conflict provides an opportunity for change

a. Agree ( ) b. Disagree ( ) c. Highly Agree ( ) d. Highly Disagree
( ) c. Neither agrees not disagrees ( )

7. At what level the conflict occurs in your organization

a. Top level ( ) b. middle level ( ) c. All Level ( )

8. The feedback bout always welcome?

a. Agree ( ) b. Disagree ( ) c. Highly Agree ( ) d. Highly Disagree
( ) c. Neither agrees not disagrees ( )

9. Do people know what procedure are available

a. Yes ( ) b. No

10. How many people know how to use staff to resolving procedure?

a. 20-40 % ( ) b. 40-60% ( ) c. 60-80 % ( ) d. 80-100% ( )

11. Does your organization have sufficient resources (time, money, and people) to deal
with conflicts?

a. Yes ( )

12. Disputants have right to defend themselves

a. Agree ( ) b. Disagree ( ) c. Highly Agree ( ) d. Highly Disagree
( ) c. Neither agrees not disagrees ( )