



CONFLICT MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT IN NIGERIAN BOTTLING COMPANY

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ABSTRACT

Every organization encounters conflicts on a daily basis. Conflict is inevitable; however, it is possible to manage them in a way when recognized on time. It is necessary to continuously track the organizational signals which point to their existence. This study aimed at examining conflict management and organizational development in Nigerian bottling companies. This study sought to examine the effect of conflict management on the growth and development of the organization, investigate the influence of compensation/incentive as factors to resolve conflicting issues in an organization, and to determine the consequences of conflict on the productivity of an organization. The Traditional View Theory and Human Relations theory were adopted for this work. The research adopted a survey research design. The targeted population comprised two hundred (200) members of staff of Nigerian Bottling Company (NBC). The sample size of the study was 133. Pearson's correlation technique was used to test hypothesis one, while the t-test was used for testing hypothesis two using the data obtained from administered questionnaire copies.

The study found that the initial null hypothesis, that inadequate conflict management has no negative impact on an organization's growth and development, was rejected. The resulting Pearson correlation was .878, with a .001 significance level, which is considered less than 0.05. As a result, the alternative hypothesis was accepted at a 5% level of significance, while the null hypothesis was rejected. As a result, the research shows that there was a link between conflict resolution and organizational development. The study recommended that Organizations should take great pain to see that roles are clearly defined in order to minimize role conflict, no room for ambiguity should be created in the roles and responsibilities of officers, and members of staff of the organization.

Keywords: Conflict, Compensation, Insubordination, Organizational Development, Fragmentation, Economic Loss

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INTRODUCTION

Conflict can arise between individuals, between individuals and groups, or between groups, and it is a natural element of organizational life. While conflict is commonly regarded as dysfunctional, it can also be constructive since it can force a problem to be presented from various angles. When conflict stimulates innovation, new perspectives on old problems, the clarity of points of view, and the development of human capacity to deal with interpersonal differences, it can be both beneficial and negative. When conflict generates resistance to change, creates turmoil in organizations or interpersonal relationships, fosters distrust, builds a sense of defeat, or increases the chasm of misunderstanding, it is considered negative. Conflict is defined as the presence of conflict that develops when various individuals' or groups' aims, interests, or values are incompatible and obstruct each other's attempts to fulfill organizational objectives (Kazimoto, 2013). It is a communication process and an unavoidable result of transactional relationships in the workplace, appearing as disagreement and dissonance among and between individuals and groups. Workplace conflict will always exist in any business as long as individuals struggle for jobs, power, recognition, and security. As a result, management's job is to manage disputes rather than suppress or resolve them in order to improve rather than harm organizational performance.

Because the outcome of the conflict in an organization is determined by how well or poorly it is managed, in order for it to have a positive impact on the attainment of organizational goals. Relational employee disagreements consume more than a quarter of supervisors' time. Since the 1980s, this figure has more than doubled. The increased complexity of businesses, the usage of teams and group decision-making, and globalization are all reasons for this.

Companies and managers must deal with conflict management on a regular basis. Employee morale, attrition, and litigation are all affected by conflict, which has a positive or negative impact on a company's success. Employee turnover can cost a corporation up to 200 percent of its annual income (Maccabeus and Shudder, 2009).

Positive performance is induced by constructively managed conflict, whereas destructively managed conflict heats up the work environment, causing

dislocation and polarization of the entire group, as well as a drop in productivity and job performance (Akanji, 2005). This suggests that a well-managed dispute strives to enhance organizations in order to boost workplace performance. Weaknesses in corporate decision-making can be exposed through good conflict management tactics, prompting the establishment to make changes and seek positive solutions. As a result, management has a responsibility to effectively resolve conflict for the sake of improving organizational performance, because the result of such action will be improved communication, time management, cooperation, and corporate productivity (Obasan, 2011).

Internal (intrapersonal) and interpersonal conflicts are occupying so much time and attention in many firms in Nigeria today, particularly brewing enterprises, that they are beginning to appear as if conflict is their core business (Ojielo, 2002). This trend is largely owing to Nigerian business executives' unwillingness to approach conflict management in the same systematic way that they approach information, human resources, and financial management systems. Instead, conflict is perceived and dealt with piecemeal, and it is regarded as a local occurrence. Because of the incapacity to view and manage workplace conflicts in a systematic manner, conflict has become dysfunctional in certain businesses. Strikes, the unhealthy rivalry between and among sub-units and individuals within an organization, workplace sabotage, slow work, labor turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge, and a slew of other workplace affronts are all evidence of this (Ojielo, 2002).

OBJECTIVES OF THE STUDY

The primary objective of this study is to critically assess different measures through which conflict could be managed and its consequences in the achievement of organizational goals. Study is being made with the Nigerian Bottling Company (NBC) as a case study. Specifically, the study aims:

To examine the effect of conflict management on the growth and development of an organization.

To investigate the influence of compensation/incentive as factors to resolve conflicting issues in an organization.



To determine the consequences of conflict on the productivity of an organization. However, the following research questions were developed to have the opinion of the respondent elicited.

What is the effect of conflict management on the growth and development of an organization?

What is the influence of compensation/incentive as factor to resolve conflicting issues in an organization?

What are the consequences of conflict on the productivity of an organization?

STATEMENT OF RESEARCH HYPOTHESES

The following hypotheses were to be tested for the purpose of this research work;
H₀₁ H₀: Poor management of conflict will have a negative effect on the growth and development of an organization.

H₀₂ H₀: Financial compensation/incentives can be used as a major determining factor to resolve conflicting issues in an organization.

LITERATURE REVIEW

COMPENSATION

Old Pay/Salary: Another issue that may cause resentment is putting a staff member on an outdated salary. This is the act of reducing a worker's salary because he or she failed to reach a management goal. Although some employees regard this as a positive challenge to get them to buckle up, the majority of employees see it as a punitive measure designed to show them the route out of the firm.

By assessing and reacting to the conflict, the initial stage is reactionary. The second stage is to be proactive and assess how the employee reacted to the choice. The manager tries to come up with a new method and observes how the employee reacts once more. Once the manager believes the best decision for the organization has been made and the employee feels justified, the manager must decide whether the issue is a one-time occurrence or one that should be set down as policy.

The entire procedure begins with a reactive circumstance and progresses to a proactive decision. Also, it is centered on attaining the greatest possible outcome for the company, but it stresses the employee's feeling of fairness.

Management of Conflict

Conflict management, according to Anderson (1990) and Burton (1987), has a wide range of applications. The significant element of conflict management, according to Burton (1987), is that it is an attempt by the status quo to control the dispute or minimize the escalation of the conflict. The term "conflict resolution" refers to the process of addressing or eliminating the source of a conflict. In this work, conflict management shall refer to both conflict containment (controlling the dispute) and conflict resolution (resolving the conflict). Organizational conflict can be managed in a variety of ways, depending on the reasons, origins, and settings. The goal of conflict management, whether done by the parties involved or by a third party, is to affect the entire structure of a conflict situation to contain the destructive components of the conflict process (e.g. hostility, use of violence) and assist parties with incompatible goals in finding a solution to their conflict. Effective conflict resolution is successful in a variety of ways.

- (1) reducing the disturbance caused by the existence of a disagreement, and
- (2) finding a satisfactory and acceptable settlement.

Every organization, no matter how small or complex, has a set of methods or procedures for dealing with conflict. The extent to which such methods minimize conflict behaviour and assist in reaching a satisfying settlement can be used to determine their success or effectiveness.

Different people have different dispute-resolution strategies. In most conflict situations, we are unaware of how we act. We basically do whatever comes naturally to us. We do, however, have a personal strategy, and because it is learned, we may change it at any time by learning new and more successful conflict-resolution techniques. There are two key problems that people must consider when they become involved in a conflict:

Getting your personal goals accomplished – Conflict arises when one person's goal clashes with the goal of another. Individual goals may be extremely important to him, or they may be unimportant to him.

Maintaining a positive relationship with the other person – In the future, individuals may be required to engage effectively with the other person. The



relationship may be extremely essential to the individual or it may be insignificant to him.

'Business currently is working in a chaotic climate where businesses are striving for strategies to increase their performance and competitiveness,' according to Dodd (2003). When personnel in organizations are grouped into managed groups to achieve a shared goal, conflicts are common. According to Hocker and Wilmot, not all conflicts are bad, and not all conflicts are good (1995). Conflict is often viewed as a negative force that works against people's common aspirations. Unresolved disagreement has a tendency to escalate into a larger conflict. The larger it becomes, the more likely it is to amass more issues. Knippen and Green (1999) opined that conflict management styles have been linked to the quality of agreements obtained during negotiations and other conflict management situations, but their impact could be much larger. We contend that conflict management methods can have a widespread impact on work-life in organizations by influencing the degree to which employees are exposed to persistent conflict. The degree of stress experienced by individual employees is influenced by the intensity of the conflict. People with diverse dispositions tend to generate different social situations for themselves, according to previous studies. As a result, a person's situation is determined not just by external circumstances, but also by how he or she approaches people and problems. Similarly, conflict experience is influenced not only by external factors but also by the conflict management methods that people employ when dealing with challenges at work. Individuals and groups participating in conflict can sometimes be harmed as a result of the conflict. Conflict, on the other hand, can sometimes strengthen the capacity of individuals impacted to deal with challenges, and thus be utilized as a motivator for creativity and change. All kinds and types of conflict are reduced, eliminated, or terminated through conflict resolution. People commonly use phrases like negotiation, bargaining, mediation, and arbitration when discussing conflict resolution. Appropriate sorts and levels of conflict can benefit businesses. That is the goal of conflict management, not conflict resolution. Conflict resolution is not the same as conflict management. With the purpose of promoting learning in an organization, conflict management minimizes the negative results of conflict and promotes the positive outcomes of conflict (Rahim, 2002).



Organizational Performance and Development

Organization development (OD) is a process that focuses on aligning strategy, structure, people, rewards, measurements, and management processes to improve an organization's potential. It's an interdisciplinary field with roots in psychology, culture, innovation, social sciences, adult education, human resource management, change management, organizational behaviour, and research analysis and design, to name a few. Organizational development is a long-term, methodical, and ongoing process of increasing organizational effectiveness, resolving challenges, and enhancing performance. It is also one of the Talent Development Capability Model's identified capabilities. The concept of organizational performance suffers from a lack of conceptual clarity. The term "performance" is frequently applied to a wide range of topics, from efficiency to effectiveness to improvement. The term performance, according to McCloy, Campbell, and Cudeck (1994), refers to the behaviours or acts that are deemed significant to the goals of the organization in question. They went on to say that performance might be defined as the action itself, rather than the conclusion, consequences, or result of behaviours actions. As a result, they suggested that performance is multidimensional, with a variety of substantive performance components that are distinct in terms of the intercorrelation and patterns of covariation with other variables for each given type of job. Organizational performance, on the other hand, does not have a single definition. The main reason for this is that researchers from several fields of study, such as psychology, human resource management, public administration, and organizational behaviour, have looked into the topic. As a result, it's no surprise that the literature has a wide range of definitions for organizational performance. Organizational performance is a critical leadership component that impacts how organizations are managed. Organizational performance, according to previous literature assessments, is a multifaceted notion that reflects the diverse nature, circumstances, and objectives of organizations at any given time. Defining organizational performance, according to Lebas and Euske (2006), necessitates sound judgment and understanding of how to present activities will affect future outcomes. The authors also argue that performance might be interpreted in a variety of ways depending on the assessor's background. The concept of performance, according to Corvellec (1995), is relative to time, organizational goals, and the sort of instruments used



to measure performance. Organizational performance, according to Daft (2000), is defined as an organization's capacity to achieve its goals through utilizing resources in an efficient and effective manner. As a result, it is evidence of the output of an organization's members as measured in terms of income, profit, growth, development, and expansion. In a similar vein, organizational performance refers to an organization's capacity to fulfil pre-determined goals such as high profit, high quality product, huge market share, strong financial results, and survival utilizing appropriate strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to compare how well a company is performing in terms of profit, market share, and product quality to competitors in the same industry. As a result, it is a reflection of an organization's productivity as measured in terms of revenue, profit, growth, development, and expansion (Kehinde, Jegede, and Akinlabi, 2012). Performance is measured in a variety of ways by different scholars. The many types of measurements used have been classified as either objective or subjective. According to Tang and Zhang (2005), objective metrics are based on financial records, whereas subjective indicators are based on managers' assessments of the organization's performance. Despite this, several researches implies that employing subjective assessments to replace data for objective criteria is ineffective, deceptive, and difficult to obtain. Even if the data is available, it is possible that the data does not accurately reflect the actual performance of the organization because the information might be changed. It is also influenced by industry-specific characteristics, making it unsuitable for cross-industry comparisons. As a result, Falshaw and Glaister (2006) came to the conclusion that objective metrics are inadequate for research purposes. Subjective measures, on the other hand, are a simpler approach to assess performance. It's a good method because it allows the company to compare and contrast different companies. Organizations can also use subjective measures to track sales, market share, productivity, customer satisfaction, and product quality (Haber & Reichel, 2005). Falshaw et al. (2006) demonstrate that subjective and objective metrics provide the same results.



THEORETICAL REVIEW

This research is based on notions about conflict resolution and organizational development. The theoretical review establishes what theories now exist, and their connections. The equity theory was examined for this review.

Equity Theory

This theory was propounded by J.S. Adams in 1965. According to the theory, people are driven based on how they judged the links between their inputs and their outputs (rewards). The inputs are the contributions of the individual in terms of effort, time, talent, dedication, loyalty, honesty, effectiveness, efficiency, and so on. The consequences include cash pay, recognition, promotion, employment stability, job assignments, punishment, and so forth. People often evaluate the links between their contributions and the outputs of others within the same or other organizations (Kingsley, 2005).

The notion holds that it is crucial for there to be equity within an organization because if there is inequality, a person may take unfavourable action to address it. For instance, a worker who believes he is not being treated fairly, meaning that he is receiving less compensation than others who are making the same dedication and effort, may resort to negative means to seek redress

METHODOLOGY

The goal of a study design is to ensure that the data acquired allows the researcher to address the research problem in the most logical and unambiguous way feasible. In social science research, obtaining information relevant to the research subject often entails determining the types of data required to test a theory. The survey research design is used in this study. The population of the study comprises of two hundred (200) members of staff of Nigerian Bottling Company (NBC), Ikeja selected through simple random sampling technique. However, 133 questionnaires were successfully collected.

Primary data was used in the study. The core data were collected by handing out questionnaires to workers at the Nigerian Bottling Company (NBC), Ikeja, in order to make sense of and characterize a few key concepts in the study, as well as to collect data for research purposes. Data were gathered from publications and the company's website. Pearson's correlation technique will be used to test



hypothesis one, while the t-test would be used for testing hypothesis two using the data obtained from administered questionnaires.

Presentation of Data

The research questionnaires were administered to one hundred and thirty-three (133) members of staff of Nigerian Bottling Company (NBC), Ikeja.

Analyses of Research Objectives

The SPSS statistical tool was used to analyze the survey results in this study. Based on the respondents' replies to each item in terms of conflict management and organizational growth, a frequency distribution and percentages were calculated. The study's objectives, research questions, and hypotheses will be used to guide the analysis.

The Effect of Conflict Management on the Growth and Development of an Organization

	A	SA	U	D	SD	Total
Discipline as a veritable tool being used in the accomplishment of organizational goals can however prevent hegemony, distrust, fear, conflict, if properly managed	46	44	0	30	23	133
	34.6%	33.1%	0%	22.6%	9.8%	100%
If conflicts arise and they are managed properly, this will prevent delays of work, disinterest, lack of action which could lead to a complete breakdown of the group/organization	50	46	0	29	8	133
	37.6%	34.6%	0%	21.8%	6.0%	100%
A well-managed conflict through best course of action will increase the organization's performance in terms of utilizing the scarce resources and achieving the organizational objectives.	63	39	0	25	6	133
	47.4%	29.3%	0%	18.8%	4.5%	100%

Source: Survey Field, 2022

Explanation

From the table above, question one reveals that 46 respondents representing 34.6% agreed that discipline as a veritable tool being used in the accomplishment of organizational goals can prevent conflict if properly managed, 44 respondents representing 33.1% strongly agreed, 30 respondents representing 22.6% disagreed while 23 respondents representing 9.8% strongly disagreed. Question two shows

that 50 respondents representing 37.6% agreed that if conflicts arise and they are managed properly, this will prevent delays of work, disinterest, lack of action which could lead to a complete breakdown of the group/organization, 46 respondents representing 34.6% strongly agreed, 29 respondents representing 21.8% disagreed while 8 respondents representing 6.0% strongly disagreed. Question three reveals that 63 respondents representing 47.4% agreed a well-managed conflict through best course of action will increase the organization's performance in terms of utilizing the scarce resources and achieving the organizational objectives, 39 respondents representing 29.3% strongly agreed, 25 respondents representing 18.8% of respondents disagreed while 6 respondents representing 4.5% strongly disagreed.

THE INFLUENCE OF COMPENSATION/INCENTIVE AS FACTORS TO RESOLVE CONFLICTING ISSUES IN AN ORGANIZATION

	A	SA	U	D	SD	Total
Money is a strong incentive factor for motivation, but there is a limit to which money can serve as a motivating factor for human beings	76	29	0	16	12	133
	57.1%	21.8%	0%	12.0%	9.0	100%
Non-financial incentives like recognition, fair treatment of workers, award of prizes for exceptional productivity are strong factors as motivation that reduces conflict in an organization	39	38	0	30	26	133
	29.3%	28.6%	0%	22.6%	19.5%	100%
Withholding of promotion and usage of old pay/salary could dampen staff morale and further affect productivity	30	26	0	48	29	133
	23.3%	18.8%	0%	36.1%	21.8%	100%

Source: Survey Field, 2022

Explanation

From the table above, question one reveals that 76 respondents representing 57.1% agreed that money is a strong incentive factor for motivation, but there is a limit to which money can serve as a motivating factor for human beings, 29 respondents representing 21.8% strongly agreed, 16 respondents representing 12.0% disagreed while 12 respondents representing 9.0% strongly disagreed. Question two shows that 39 respondents representing 29.3% agreed that non-financial incentives like recognition, fair treatment of workers, award of prizes for exceptional productivity are strong factors as motivation that reduces conflict in an organization, 38 respondents representing 28.6%



strongly agreed, 30 respondents representing 22.6% disagreed while 26 respondents representing 19.5% strongly disagreed. Question three reveals that 30 respondents representing 23.3% agreed that withholding of promotion and usage of old pay/salary could dampen staff morale and further affect productivity, 26 respondents representing 18.8% strongly agreed, 48 respondents representing 36.1% of respondents disagreed while 29 respondents representing 21.8% strongly disagreed.

THE CONSEQUENCES OF CONFLICT ON THE PRODUCTIVITY OF AN ORGANIZATION

	A	SA	U	D	SD	Total
Excessive conflict creates tension and frustration amongst people	58	49	0	25	1	133
	43.6%	36.8%	0%	18.8%	0.8%	100%
Conflict breeds antagonism and discontentment which lowers the organizational productivity	80	34	0	12	7	133
	60.2%	25.6%	0%	9.0%	5.3%	100%
Conflict reduces communication leading to inter-group rivalry and loss of productive ideas	64	38	0	26	5	133
	48.1%	28.6%	0%	19.5%	3.8%	100%
Discontentment leads to resignation of dynamic and creative individuals	72	33	0	14	14	133
	54.1%	24.8%	0%	10.5%	10.5%	100%

Source: Survey Field, 2022

Explanation

From the table above, question one reveals that 58 respondents representing 43.6% agreed that excessive conflict creates tension and frustration amongst people, 49 respondents representing 36.8% strongly agreed, 25 respondents representing 18.8% disagreed while 1 respondent representing 0.8% strongly disagreed. Question two shows that 80 respondents representing 60.2% agreed conflict breeds antagonism and discontentment which lowers the organizational productivity, 34 respondents representing 25.6% strongly agreed, 12 respondents representing 9.0% disagreed while 7 respondents representing 5.3% strongly disagreed. Question three reveals that 64 respondents representing 48.1% agreed that Conflict reduces communication leading to inter-group rivalry and loss of productive ideas, 38 respondents representing 28.6% strongly agreed, 26 respondents representing 19.5% disagreed while 5 respondents representing 3.8% strongly disagreed. Question four shows that 72 respondents representing 54.1% agreed that discontentment leads to resignation of dynamic and creative

individuals, 33 respondents representing 24.8% strongly agreed, 14 respondents representing 10.5% of respondents disagreed while 14 respondents representing 10.5% strongly disagreed.

Analyses of Research Hypotheses

In hypothesis 1, Pearson's correlation technique was used to measure the relationship between the independent and dependent variables while the one sample t test was used to test hypothesis 2. Proper interpretation and analysis technique was used to explain the hypotheses testing.

Hypothesis One

H₀: Poor management of conflict will not have negative effect on the growth and development of an organization

H₁: Poor management of conflict will have negative effect on the growth and development of an organization

Descriptive Statistics

	Mean	Std. Deviation	N
Conflict Management	1.6500	.88732	80
Organizational Development	2.0375	1.02431	80

Correlations

		Conflict Management	Organizational Development
Conflict Management	Pearson Correlation	1	.878**
	Sig. (2-tailed)		<.001
	N	133	133
Organizational Development	Pearson Correlation	.878**	1
	Sig. (2-tailed)	<.001	
	N	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The Pearson Correlation investigation depicted the strength and direction of the two variables. Considering the investigation, 133 respondents were outlined. Conflict Management (Mean: 1.6500; SD: 0.88732) and Organizational Development (Mean: 2.0375; SD: 1.02431). In the meantime, association coefficient worth of .878** exhibiting a strong and positive relationship between conflict management and organizational development. This construes that the null



hypothesis is excused which states that poor management of conflict will not have negative effect on the growth and development of an organization

Hypothesis Two

H₀: Financial compensation/incentives cannot be used as a major determining factor to resolve conflicting issues in an organization.

H₁: Financial compensation/incentives can be used as a major determining factor to resolve conflicting issues in an organization.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Financial Compensation	133	1.8000	.89159	.09968

One-Sample Test

	Test Value = 1						
	T	Df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
Financial Compensation	8.025	79	<.001	<.001	.80000	.6016	.9984

Interpretation

The figure of .001 under the Significance (2-sided p) column indicates that the null hypothesis should be rejected since it is less than .05, the reason for this is that the value of .001 represents the probability that the observed difference is not due to chance ($100 \times .001 = 0.1\%$). Therefore, the researcher has statistical evidence to conclude that financial compensation/incentives can be used as a major determining factor to resolve conflicting issues in an organization

Discussion of Findings

The initial null hypothesis, that inadequate conflict management has no negative impact on an organization's growth and development, was rejected. The resulting Pearson correlation was .878, with a.001 significance level, which is considered less than 0.05. As a result, the alternative hypothesis is accepted at a 5% level of significance, while the null hypothesis is rejected. As a result, the research shows

that there is a link between conflict resolution and organizational development. Conflict, according to Awan and Saeed (2015), arises from incompatibility of aims and interests, and if it persists, the organization will be destroyed. Employee satisfaction, insubordination, decreased productivity; economic loss, fragmentation, and poor performance are all effects of conflict in the workplace.

The second null hypothesis asserts that financial compensation/incentives cannot be employed as a primary determining factor in resolving contentious issues inside a company. We reject the null hypothesis and the alternative hypothesis, which claims that financial compensation/incentives can be employed as a key determining factor in resolving competing issues in an organization, with a significance figure of .001. According to Wruck (2000), bringing about value-creating organizational change requires a strong, positive relationship between rewards and performance.

CONCLUSION

The perspectives of diverse researchers were scrutinized as learning opportunities for today's corporate executives, directors, and captains of industries. The sources of workplace conflict were investigated using Nigerian bottling company as a case study.

Some textbooks, internet sources, and project work that were relevant to the discussion were attentively studied, and useful data were extracted. The null hypothesis, which claims that poor conflict management has no detrimental impact on an organization's growth and development, was rejected, indicating that there is a strong link between conflict management and organizational development. One hundred and thirty-three (133) respondents were chosen from among the company's employees to complete closed-ended questionnaires based on the project's theme.

It is possible to deduce from this research that a well-managed conflict in an organization aids in the achievement of its objectives.

Also, that while making excuses, finding someone to blame, reacting emotionally to issues, changing the subject, and other common ways of resolving conflicts in organizations are non-productive and destructive.



Conflict is inevitable in any organization because people strive for jobs, resources, power, recognition, and security, according to the findings. Though money is seen as a need-satisfier, there is a limit to how much money can be used to meet people's needs because there are non-monetary incentives such as recognition, fair treatment of employees, opportunities for advancement, group solidarity, praising and recognizing good worker performance, awarding prizes for exceptional productivity, providing fringe benefits, and so on.

RECOMMENDATIONS

The following recommendations are made based on the study's findings.

Organizations should take great pain to see that roles are clearly defined in order to minimize role conflict, no room for ambiguity should be created in the roles and responsibilities of officers, and members of staff of the organization.

The organization should ensure a good and less authoritative leadership style as this can in return ensure good conflict management. Participating style of leadership should be introduced, where every member of staff will have room for a say in the affairs of the organization.

All conflicts should be channeled through the normal protocol to the established machinery for managing conflict which should ensure that the interests of the parties involved are duly represented.

Managers should develop appropriate strategies to resolve conflicts as they arise in their organizations.

Members of an organization should learn to allow organizational goals to supersede their personal interests. Individual interest should subsume under that of the organization.

Parties to the conflict should strive to accept in good faith the decisions reached in the course of resolving or handling conflict.

A committee should be set up to manage conflict in any organization through dialogue and negotiations.

Organization Learning and Effectiveness: In order to attain this objective, conflict management strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems.

Needs of Stakeholders: Sometimes multiple parties are involved in a conflict in an organization and the challenge of conflict management would be to involve these parties in a problem solving process that will lead to collective learning and organizational effectiveness. Organizations should institutionalize the positions of employee advocate, customer and supplier advocate, as well as environmental and stockholder advocates.

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