CONFLICT MANAGEMENT IN ORGANIZATIONAL PERFORMANCE IN THE ANAMBRA STATE MINISTRY OF WORKS, AWKA.

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Abstract
Conflict should not always be seen as something undesirable but rather as a necessary outcome that can bring positive consequences if properly managed. This study examined conflict management and organizational performance in Ministry of Works Anambra State. The study was quantitative in a nature as data collection was based on the primary sources, while the conflict management theory was adopted as the theoretical framework of analysis. The study therefore revealed that; there is a significant positive relationship between effective conflict management and the improvement of organizational performance in Anambra State Ministry of Works. Again, the study found out that; there exists a significant positive relationship between proper collaboration and increased employee productivity in Anambra State Ministry of Works. Thestudy concludes that conflict management have a significant positive relationship on the Organizational performance in Anambra Ministry of Works. Based on the findings of the study, the following recommendations where made; that in the events of any organizational conflict the personalities involved in the activities should not be attacked, instead, the problem should be the focus. Again, organizations should find out if staff appointed to top management are adequately trained and prepared to occupy administrative positions in the ministry of works Awka. This is because an untrained administrator may in the course of resolving or managing conflict create the one that will heavily affect the general performance of the ministry.
Keywords: *Conflict, Management, Organization, Productivity, Nigeria*

Introduction

Unfortunately, the term "conflict" has only the connotation of "bad" for many people; so much so that they think principally in terms of suppression, giving little or no attention to its more positive side. Adomi and Ojo, (2005) emphasizes this by stating that it seems entirely likely that many, if not most, organizations need more conflict, not less. The absence of conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization. Greenberg (2011) complements this statement arguing that conflict is not the opposite of cooperation but a mechanism that allows organiztions to perceive the benefits of cooperative work.

Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is sociable healthy because it

encourages opposition to the status quo and provides conditions for social chances and democracy stemming from pluralism and respect to diversity. Therefore, conflict is ubiquitous, not necessarily dysfunctional and can be required to defy enable to perform and stimulate progress.

Traditional workplace practices and systems with their hierarchical structures, tight divisions of labour, narrowly defined jobs, detailed rules, limit employee involvement, and managerial decision making, authority, and control are no longer adequate since they foster conflict (Hener, 2010). The high-performance workplace emphasizes conflict management as a cornerstone of the effective high-performance workplace. Due to frequent organizational conflict, performance in most organizations has taken a comparatively nosedive sequence (Jehn & Bendersky, 2013). The frequent agitation by workers for improved working conditions and other interests have led to a down toll which eventually affects organizations performance.

Conflicts in organizations have destabilizing effects on the overall performance of the organization. It leads to under performance since valuable time and resources (human and material) are used in controlling and managing conflicts rather than in enhancing output and productivity. Conflicts also lead to interpersonal disharmony in the organization which makes attainment of organizational goals difficult. Attaining organizational goals is possible if efforts are always made to reduce the overall level of conflict within the organization. Consequently, it is very imperative that efforts are made towards finding ways of effectively managing conflict so as to achieve organizational objectives.

Among Researchers and Scholars, some are of the view that conflict posed a big threat to organizational performance (Mughal & Khan 2013, George, Miroga & Omweri 2013, Mba 2013, & Amineh & Ali, 2014) while others are of the view that it is capable of increasing organizational performance (Sobia, Atif & Hira 2012, Uchendu, Anijaobi-Idem & Odigwe 2013, Etim & Okey 2013, and Zhimin & Ramani 2012). However, Hotepo, Asokere, Abdul-Azeez, and Ajemunigbohun (2010) stated that the effect of conflict (negative and positive) depends on how it is handled. This study therefore investigates how properly managed conflict can improve performance of the ministry of works in Nigeria. This study therefore is targeted to examine the effect of conflict management on organizational performance using Anambra State Ministry of work as a case.

Theoretical Explication

The theoretical framework of this research is the Conflict Management Theory Propounded by Mary Parker Follett (1933). She holds the view that conflict is inevitable in all organizations or societies where two or more people are brought

together to achieve a pre-determined end. She explains that conflict is simply an exhibition of differences in ideas or opinions on given situations. Conflict could also be a display of different methodology of interpreting phenomena. Conflict to her arises as a result of different approaches to issues or different approaches to existing conflict resolutions. She opined that conflict could be good or bad or neither good or nor bad depending on the situation. Conflict also provides good or bad results or outcome depending on the manners it is interpreted, understand and resolved by the affected parties. In an article entitled "Constructive Conflict" she noted that three different ways or methods of conflict resolution; domination, compromise, and integration.

Conflict theory is synonymous with the pluralist frame of reference which is also credited to Fox (1966). This theory views the organization as coalescence of sectional groups with different values, interests and objectives; thus, employees have different values and aspirations from those of management, and these values and aspirations are always in conflict with those: of management. Conflict theorists argue that conflict is inevitable, rational, functional and normal situation in organizations, which is resolved through compromise and agreement or collective bargaining. Conflict theorists view trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration. This view recognizes trade unions as legitimate representative organizations which enable groups of employees to influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would seem to be much more relevant than the unitary perspective in the analysis of industrial relations in many large unionized organizations and congruent with developments in contemporary society. The relevance of this theory (conflict management) is the fact that food and beverage firms consist of people who come together with the aim of achieving a given objective, as such conflict is inevitable in such a situation. Since, both players would want to achieve its individual or group objective in such given situation conflict of interest may arise which if not properly handled might result to industrial conflict.

Using the integration approach by the management will bring about the expected industrial harmony in these organizations. This is because, the divergent interest or demands of these actors are critically analyzed put forward for discussion, usually in a roundtable conference with the aim coming out with lasting solution to the cause(s) of conflicts. Conflict resolved in this fashion (integration approach) is constructive because each side is fully satisfied win-win situation.

Literature Review

Conflict Management and Organizational Productivity Re-examined

Conflict is conceived to be an outcome of behaviour which is an integral part of human life. Dunlop (2002) expresses that conflict is a disagreement between two or more individuals or groups with each individual or group trying to make the other accept its view or position. Ugbaja (2002) defines organizational conflict as any dispute, individual or group, that arises in the work place which causes disharmony among a group of workers or between an individual and the management. Sinclair (2005) sees conflict as a disagreement between employees and their employers.

Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment. Furthermore, Esbati, and Korunka, (2021) argued that when conflict is mismanaged, it can harm the relationship, but when handled in a respectful and positive way, conflict provides an opportunity for growth, intimately strengthening the bond between two people. By learning the skills, you need for successful conflict resolution, you can keep your personal and professional relationship strong and growing.

On the other hand, according to Daft (2000), organizational performance is defined as an organization's ability to attain its goals by using resources in an efficient and effective manner. Consequently, it is an evidence of the output of members of an organization measured in terms of revenue, profit, growth, development and expansion of the organization. In the same vein, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action.

Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization (Kehinde, Jegede, &Akinlabi, 2012). Different researchers have different ways to measure performance. The different type of measurement that has been applied has been classed as an objective or subjective. Tang and Zhang (2005) explained that an objective measure is measuring the financial records while subjective measures used the managers' perceptions regarding the organization performance. Nevertheless, many studies suggest using subjective measures due to the data for objective criteria could be

inappropriate, misleading and difficult to obtain. If the data are available, the data may not genuinely represent the actual organization performance as the information may be manipulated.

Conflict Management and Organizational Performance: The Nexus

Conflict management constitutes one of the most delicate and complex problems of the modern industrial society. This phenomenon of a new complex industrial set-up is directly attributed to the emergence of the "Industrial Revolution". The pre-industrial revolution period was characterized by a simple process of manufacturing, small-scale investment, local markets, and a small number of persons employed which resulted to a close relationship between the manager and the managed. Due to the personal and direct relationship between the employer and the employee, it was easier to secure cooperation among employees in organizations. Any grievance or misunderstanding on the part of either party could be promptly removed. Also, there was no management interference in the economic activities of the employees. Within this period, industrial relations were simple, direct, and personal. This situation underwent a remarkable change which resulted in the advent of the industrial revolution. The size of the business increased requiring enormous investment in financial and human resources. There emerged a new class of professional managers causing divorce between ownership and management, and relations between the employer and the employee became estranged and gradually antagonistic. This new set-up rendered the old philosophy of industrial relations irrelevant and gave rise to complex, indirect, and impersonal industrial relations.

The challenge of modern-day business is the increased awareness on the part of employees about their rights and privileges. Izidor (2015) asserts that the rise in this awareness has become a pain in the neck of growing management to such concerns that it attempts to diminish the glory of capitalistic mindedness that once bestride the pathway to managing like a colossus. Conflict management in most organizations seems to be affected by this development the frequency of management-employee conflicts is fast raising among organizations. These types of conflict prevent the existence of conflict management which reflect a state of organizational instability (Sayles and Strauss, 2009). The Nigeria workplace context had for decades been embattled in the demands for increased concern on issues that relate to an employer-employee relationship which is a form of motivation. (Akinwade, 2011).

In recent times, industrial disharmony is assuming unprecedented proportion in most of the food and beverages firms in Nigeria. The incessant grievance and conflicts between management and employee in food and beverage industry has more than ever before been publicized in the manifestation of negative consequences such as decline in the performance of an organization and that of the

employee (Agba, Ushie; &Agba, 2009). Albert and Yahaya (2013) lent credence to this view, that the pattern of industrial relations in Nigeria has been conflictual in nature with disruptive consequences and significant work-stoppages. Various reasons and explanations have been adduced as to why the relationship between labour and management is conflict ridden. Arguably, it is observed that management of food and beverage firms in Anambra State practice management of exclusionism, neglect of power sharing mechanism which ensure partnership amongst stakeholders in the workplace and derogation of organizational communication pattern may breed disharmony in contemporary organizations (Iheriohanma, 2007). Consequently, labour and management, as well as owners of means of production have developed a web of rules to govern their day-to-day interactions so as to promote harmonious relationship between them (Dunlop, 1958). Different conflict handling mechanisms have also been developed to minimize the occurrence and reoccurrence of industrial disharmony in the focused firms. In these firms, collective bargaining, work-floor democracy and other grievance management procedures were introduced to induce conflict management. Despite these innovations, industrial disputes seem to be assuming unprecedented level in these organizations. A pure state of conflict management scarcely exists in the food and beverage industry in Anambra state, as grievance between employees and management erodes the set objectives of the organizations. It seems the Managers of these organizations believe too much in their ability and ego, it seems they believe in dishing out orders, directives and policies to the workers, they failed to involve employees in all policy process.

In some cases they make decisions not minding its implication on the people who are to implement them. Social relations in these firms are creamed in master servant power chain to such an extent that the employee has no close ties with the owners of work, or its agents. Orders are given using the steam shovel approach such that no one worker is allowed to know the reason for any decision that affects the tasks they do (Nkiinebari, 2014).

Employee working in such organizational climate may feel dissatisfied as the managements of this organization are only concerned about the organization and not considering how the employee feels. Such organizational culture breeds disharmony between management and employee. These seem to lead to low employee engagement, loyalty and employee satisfaction in the organization. Iheriohanma (2007) asserts that management practice of exclusionism, neglect of power sharing mechanism which ensures partnership amongst stakeholders in the workplace and derogation of organizational communication pattern may breed disharmony in contemporary organizations.

Probably, the conditions of employment, have been inadequate with respect to the area of job security, redundancy, health, welfare and safety of workers are not favourable to the employee. As most of the employees complained that their hard work and commitment are not always put into consideration when the organization wants to downsize rather the management attach some elements of organizational politics. In the area of health, welfare and safety of workers the policy are made in favour of the organization and management are not committed to it. Numerous firms in Nigeria are tormented by a bunch of issues created by wasteful and incapable administrative style or strained relationship amongst administration and the worker's party (Fapohunda, 2012). These may have led to employees exhibiting such attitudes as lack of cooperation and withdrawal attitude of the employees in the place of work, reduced commitment and increased intent to leave by employees. Other visible symptoms are bad tempered behaviour and appearance, moodiness, worry and tension, insubordination, increase in wastage and decline in productivity of the worker who indulges in self criticism, develops negativism and in extreme cases tries to destroy the valuable property of the organization. In the end, the focused firms performance suffer as employees whose intention is to leave at every given opportunity may not put in their best in the organization as the loyalty of such an employee may not lie with the organization. This could be responsible for delayed production, increase in equipment breakdown and excess expenditure in replacing and training new employees.

Despite the immense contribution of food and beverage firms to the growth of Nigerian Economy and Anambra State in particular, through the creation of employment, income generation for government, tax, GDP and food security, the potentials inherent in this industry appear thwarted by the nature of conflict management in these organizations.

Empirical Review

Again, Onyeizugbe, Aghara, Olohi and Abaniwu (2018), in a related study on Industrial Harmony and Employee Performance in Food and Beverage Firms in Anambra State of Nigeria argued that the non-existence of a pure state of industrial harmony, management practice of exclusionism, and derogation of organizational communication pattern among food and beverage firms in Anambra state have led to grievance between employees and management which has eroded the set objectives of these firms. This study seeks to determine the extent of relationship that exists between industrial harmony and employee performance in selected Food and Beverage Firms in Anambra state while specifically the study seeks to ascertain the extent of relationship that exists between joint consultation and employee engagement in selected Food and Beverage Firms in Anambra State, and to determine the extent of relationship that exists between industrial democracy and employee loyalty in selected Food and Beverage Firms in Anambra State. The study employed correlation survey research design. The population of the study was 390

employees of five selected Food and Beverage Firms in Anambra State, Pearson product moment correlation was used to analyze the data collected. The findings revealed that there is a very strong significant positive relationship between joint consultation and employee engagement, and there is a very strong positive relationship between industrial democracy and employee performance. The study concluded that industrial harmony plays a crucial role in determining employee performance in selected Food and Beverage Firms in Anambra State and recommended that management of the focused firms should give room for unions in the organizations to air their views and try as much as possible to align the needs of the employees to that of the organization, management of the focus organizations should create an atmosphere of feeling of belonging by allowing the employees to participate in decision making on matters that relate to them.

Okon, Asu, Patrick and Antigh (2012) carried out a study to determine the impact of inter-union conflicts on industrial harmony. University of Calabar Teaching Hospital and Federal NeuroPsychiatric Hospital Calabar were the only tertiary health institutions in Nigeria's Cross River State and the 2575 total staff strength of the two organizations was the study population. A total of 266 subjects was randomly sampled. Pearson Product Moment Correlation test was conducted to test the null hypothesis and it was established that there was significant influence of inter-union conflicts on industrial harmony in the study case. Recommendations to reduce the inter-union conflicts and enhance industrial harmony include, among others, the removal of salary disparity among unions, and the review of law and working conditions.

Moorthy (2005) carried out a study on industrial relations scenario in Textile Industry in Tamil Nadu. The paper attempted to identify the changes that have occurred in industrial relations scenario in textile industry in Tamil Nadu after the economic reforms introduced during the nineties. The study concluded that economic reforms have affected industrial relations in textile industry in Tamil Nadu as there is a declining tendency in industrial disputes. The prevailing atmosphere of labour unrest could be attributed to total violation of certain norms of discipline by a section of trade unions and also by some employers.

Mojaye and Dedekuma (2015) conducted a study on the influence of communication on Industrial Harmony in the Civil Service of Delta State Nigeria. The study tries to establish a link between communication and good industrial relations and industrial peace. The study focused on the Delta State Civil Service and attempted to find out the role that effective communication had played in ensuring industrial peace since the advent of the state. Questionnaires were administered to 325 civil servants out of which only 299 were useful. One of the research questions was whether there is any relationship between industrial harmony and effective communication. The study showed that while effective

communication may not necessarily lead to good industrial relations but it may engender industrial peace.

Nkiinebari (2014) conducted a study on workplace democracy and industrial harmony in Nigeria. This study seeks to unravel the immediate causes of this workplace social distance. In an effort to provide the antidote for workplace cooperation, selected manufacturing firms in Port Harcourt Nigeria were studied. The population consisted of 588 workers of selected manufacturing firms in Port Harcourt and the sample size determined using the Krejcie and Morgan (1970) sample size table was 234. For data analysis, frequencies and descriptives were used, the use of percentages, mean scores and standard deviations were used alongside linear regression to examine the relationship between Workplace democracy and Industrial harmony. The study revealed that there is a high prevalence of tall structured organization which creates a gap between labour and management, thus mutual cooperation seemed not to be existing. Qualitative and quantitative methods were used in gathering and analyzing the data and recommendations were obvious that some mutual conditions among which due process, voting and collective bargaining are palliative agents capable of reducing the evident relationship strain between labour and management which have frequently resulted in strikes as the extremes.

Idowu (2012) investigated the impact of workers` training programmes on industrial strike reduction among industrial workers in Nigeria. The purpose of the study is to ascertaining the relevance of workers` training programmes, as an alternative approach to human capital formation, to industrial strike reduction among industrial workers in Nigeria. A total of 230 respondents were selected for the study using stratified sampling technique to reflect the two strata of public and private organizations.

Two sets of questionnaire, with three subscales, titled „Workers Training Programmes Scale (WTPS) and Industrial Strike Reduction Scale (CRS) were used for data collection. All the hypothesized research questions were examined using Regression Analysis and t-test statistical methods at 0.05 alpha levels. The finding revealed that workers` training programmes (taken together) had significantly influenced industrial strike reduction among industrial workers. It was also found that only three independent variables (conflict skill, communication skill and interpersonal relations skill training programmes) have significantly influenced industrial strike reduction. However, it was found that management skill and computer skill training programmes were not as significant in influencing industrial strike reduction in selected work organizations. Also, there was no significant difference in the level of female and male workers` participation in workers` training programmes in both public and private organizations selected for the study.

Ukonu, and Gideon (2016) investigated the role of national industrial court in sustaining harmony in Nigerian health sector: a case of university of Abuja teaching hospital. The main objective is to examine the role National Industrial Court (NIC) has played in sustaining harmony in Nigeria health sector while the specific objective is to examine the role National industrial Court has previously played and can still play futuristically to enhance the desired industrial harmony in University of Abuja Teaching Hospital, the entire health sector and other sectors of the economy. This study concludes, that the role of National Industrial Court in sustaining industrial/organisational harmony especially in the health sector cannot be over emphasised. Basically, industrial harmony is requisite to economic growth, development and industrial advancement in any economy. As such, whether in the instances of inter union disputes or in the demesnes of employee and employer relationship, NIC has risen to the challenge to extinguish the rising tensions that might have escalated out of proportion in UATH as well as other institutions.

Nkiinebari (2015) studied employee engagement and workplace harmony in Nigeria Civil Service. The study attempted to examine the extent to which employee engagement as a non-financial incentive can significantly influence the degree of workplace harmony in the Nigeria civil service. Samples of 400 employees were randomly drawn from 10 ministries in the Rivers State Civil Service, Nigeria. Structured questionnaire items were administered on the sampled respondents and data gathered were tested using the Pearson Product Moment Correlation statistics for relationship in the hypothesis one as well as the independent T-Test analysis for test of influence of the hypothesis two. Results revealed a significant relationship and influence of the variables of employee engagement on workplace harmony in the studied sector. The results culminated into our condition that employee engagement is a critical non-financial incentive that has significant relationship on workplace harmony. Thus, it is recommended that institutional collaboration between management and employees, employee career enhancement as well leadership cooperation should be encouraged to attract workforce loyalty to the vision and mission of the state civil service.

Makinde (2013) carried out a study on securing a harmonious working environment through effective industrial relations at workplace: The Nigerian perspective The study was motivated by the need to create harmonious working environment void of strike actions in Nigeria. The study made use of primary data sourced from 220 respondents through administering of questionnaire. Their responses were tested using appropriate statistical tools like the simple percentage and the Chi-square research techniques; our study revealed that Harmonious Working Environment can be secured through Effective Industrial relations at workplace only that the challenges confronting the unions has not make their activities effective in a way. Therefore, the study recommended that organizations should create enabling

environment for union activities to thrive by assisting them where necessary so as to stabilize the organization.

Nwokocha (2015) conducted a conceptual study on the title Employers and the Enhancement of Industrial Harmony in Private Sector Organizations in Nigeria. The study examines the role of employers in enhancing industrial harmony in organizations with a focus on private sector organizations in Nigeria. The paper posits that conflict is inevitable in all organizations and, as such, the employer who has the responsibility of making major organizational policies to achieve corporate objectives must play a dominant role in ensuring industrial harmony. The paper exposes some of the factors that undermine industrial harmony and productivity in private sector organizations to include leadership behaviour, lack of effective communication, work environment, and non-recognition of trade union as a bargaining party. It further explicates that productivity and growth are not fully enhanced because of management practice of exclusionism, poor labour-management policies, and dehumanization of work environment. As panacea to mitigate conflict and promote a culture of harmony that will achieve organizational goal, the study proposes that management of private sector organizations in Nigeria should fashion out a framework of joint committee/expanded collective bargaining, create work culture that is based on collaboration and team work, initiate participatory management and develop and restructure an effective communication process. Instituting these measures will help to close conflictual loopholes that hinder industrial harmony and productivity in private sector organizations in Nigeria.

Sholokwu and Olori (2016) investigated management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. The study examined the relationship between Management Practices and Industrial Harmony in the Oil and Gas Firms in Rivers State. Sample size of 343 were derived using Taro Yamane formula to from the population of 2400 respondents that consist of managers and employees in twelve oil and gas firms in Rivers State. Descriptive survey method of research was adopted and data were collected through questionnaire. The demographic data were analyzed using simple percentage and Mean score were used in the analysis of items on the questionnaire. The Spearman's Rank Correlation statistical method was used to test the seven hypotheses at 0.01 level of significance which was facilitated by Statistical package for Social Sciences (SPSS) software. The results revealed a significant relationship between Management practice and Industrial harmony. It was also found that organizational culture significantly moderates the relationship between managerial practices and industrial harmony in Oil and Gas Companies in Rivers State. Therefore, the study concludes that Management practice affects Industrial harmony in Oil and Gas Companies in Rivers State. Based on the findings, the study recommended that Oil and Gas Companies should embark on good management practices by implementing

collective agreement, reducing casualisation of staff and to develop a promotion policy, to fewer incidences of strike and grievances to attain industrial harmony. However, this research is not exhaustive; hence, it suggests that future research should be carried out on the effect of Staff casualisation practices on industrial harmony in manufacturing firms in Rivers state.

Fejoh (2015) examined industrial democracy as determinant of job satisfaction among workers of Public Health Institutions in Ogun State, Nigeria. The study investigated industrial democracy as a determinant of job satisfaction among workers of public health institutions in Ogun State of Nigeria. The study employed the ex-post-facto research design. Questionnaire was administered to a purposely selected population of 100 staff of Olabisi Onabanjo University Teaching Hospital, Sagamu, Ogun State and State Hospital, Ijebu-Ode, Ogun State. Pearson moment correlation coefficient was used to test all the five hypotheses. The findings show that industrial democracy factors of information participation, consultative participation, associative participation, administrative participation and decisive participation have significant positive correlation with workers job satisfaction as follows– information participation($r=0.622$, $p<0.005$); consultative participation($r=0.800$, $p<0.05$); associative participation ($r=0.876$,$p<0.005$); administrative participation ($r=0.818$, $p<0.005$) and decisive participation ($r=0.809$, $p<0.005$). The study therefore recommended that managers of tertiary health institutions in Ogun State should develop a plat form where all cadres of workers will participate in the management of the institution and be updated with key happenings in the institutions as this will guarantee their satisfaction and higher productivity.

Akuh (2015) investigated industrial harmony for academic excellence: an imperative for a productive educational system in Nigeria. The objective of the study was to discuss the imperative of industrial harmony for academic excellence and a productive educational system in Nigeria. To ensure harmonious industrial relations, the leader of every institution will need to encourage, open and frank discussion of the institution‟ s problems with the subordinates; seek the opinion of those doing the institutional job i.e. the staff; explain their discussion to those who have to carry them out; recognize the contributions of all involved in the institutional job; set collaborative goals to encourage team work instead of autocracy and listen to rather than talk at their subordinates. In conclusion, effective and understood grievance procedure that is simple, straightforward, flexible, proactive, responsive, devoid of protocol and time conscious is central to harmonious industrial relations. Above all, promoting visionary and disciplined leadership within our educational system is a key to a conductive environment for learning devoid of corrupt practices and indiscipline.

Osad and Osas (2013) investigated harmonious industrial relations as a panacea for ailing enterprises in Nigeria. The paper is aimed at studying whether harmonious

industrial relations can be used as a panacea for organizational ailments especially that relating to human resources management. The method and techniques employed in collecting data and information for this study include critical summary of some existing literature and data collection (questionnaire and oral interview). The study concludes inter alia is that a harmonious industrial relation is indeed a most potent panacea for organization suffering from poor management, and that the support framework exists for the internalization as a management culture. The pivot is transaction theory and the theme is that collaboration will ensure positive change and team effort.

Akhaukwa, Maru and Byaruhang (2013) studied the effect of collective bargaining process on industrial relations environment in public universities in Kenya. The study found that academic staff felt that union and management did not cooperate well neither did they have mutual regard of each other nor were they willing to confer. Besides, management did not facilitated union‟s operation and its attitude to the union was not favorable. Hence, the industrial relations environment in the three public universities where the study was conducted was found to be poor. Academic staff were also discontented with the spirit of willingness to give and take, the degree of members‟ participation and feedback. The study further revealed that collective bargaining process had a significant effect on industrial relations environment in public universities in Kenya. Also, collective bargaining made a significant (and positive) contribution to industrial relations environment. This implies that a flawed process that is perceived to be unfair is likely to result in poor industrial relations environment and vice versa.

In all empirically reviewed literature, it appears that, none really considered employee loyalty, employee engagement and employee innovativeness as a dependent construct in relation to the joint consultation, industrial democracy and communication pattern as index for organizational performance. Also, none of the works reviewed on conflict management and organizational performance was carried out in Anambra State ministry of works. All these are research gaps which this study will fill when completed.

Methodology

The researcher adopted Survey research design for the study. The survey research design enables the researcher to generate data through the standardized collection procedures (structured questionnaire).

This study focuses on Conflict management and organizational Performance in Anambra State Ministry of Works. Anambra state is located at South-Eastern part of Nigeria with its capital city and administrative headquarter at Awka.

The population of the study include the management, Administrative staff, top managements and other staff. According to the directory of staff in the Anambra State Ministry of Works, the total work force of the Anambra State Ministry of

Works numbering three hundred and eighty four (384) was used as the population size for the study.

When it is not possible to study an entire population, a smaller sample is taken using a proportional stratified random sampling technique. To this end, the study made use of the entire three hundred and eighty-four staff of the Anambra ministry of works.
The instrument for data collection was basically on the questionnaire which was designed to reflect a modified (5) points likert Scale: Strongly Agree (SA) - 5 Points; Agreed (A) - 4 Points; Disagree (D) - 3 Points; Strongly Disagree (SD) - 2 Points and Undecided (U) - 1Point.

The data collected were presented and analyzed using quantitative method of data analysis. The researcher used structured questionnaire which was arranged in a five (5) point Likert-Scale of Strongly Agreed (SA), Agreed (A), Undecided (U) Disagreed (D), and Strongly Disagreed (SD). Therefore, frequency distribution table, simple percentage, statistical mean were used for data analysis while inferential statistics of Chi-square (X^2) parametric test was used for the test of hypotheses.

Data Presentation and Analysis
The table given below shows the major causes of conflict in an organization. They are ranked in order of the magnitude of their mean and standard deviation. Among the first top ranking causes are poor communication / miscommunication with a mean of 4.61, Poor Organizational Structure with a mean of 4.11, also Poor Performance has a standard deviation of 3.82, Repetitive negative behavior has a mean of 4.79 and standard deviation of .17, strong negative misperception is accepted with mean of 4.48, Breach of trust and faith between individuals, Personality clashes has standard deviation of .71 and .61 respectively.

Goal difference also has a standard deviation of .45 and mean of 3.95 is accepted a conflict. Unresolved disagreement that has escalated to an emotional level is accepted and so the issue of wages and salaries Mean (3.95), Unfavorable government policies has a mean of 3.05 and Lack of cordial relationship between labor and management has a mean of 4.16 is also accepted as conflicts in an organization. One good thing is to be noted that all the thirteen items presented are accepted as possible causes of Conflict in an organization.

Table 1: Responses to what are the causes of organizational Conflict?

	Descriptive Statistics					
Sr. No	**Causes of conflict**	**N**	**Mean**	**Std. Deviation**	**Variance**	**Remarks**
1	Poor communication / miscommunication	201	4.61	0.49	0.24	Accepted
2	Poor organizational structure	201	4.11	0.32	0.1	Accepted
3	Poor performance	201	3.82	0.51	0.26	Accepted
4	Repetitive negative behavior	201	4.79	0.41	0.17	Accepted
5	Strong negative misperceptions	201	4.48	0.5	0.25	Accepted
6	Perceived breach of faith & trust between individual	201	4.00	0.71	0.5	Accepted
7	Personality clashes / ego problem	201	4.07	0.61	0.38	Accepted
8	Differences in values	201	3.47	0.87	0.75	Accepted
9	Goal differences	201	3.95	0.4	0.16	Accepted
10	Unresolved disagreement that was escalated to an emotional level	201	3.89	0.31	0.1	Accepted
11	Issues of wages and salaries	201	3.95	1.12	1.25	Accepted
12	Unfavorable government policies	201	3.05	0.53	0.28	Accepted
13	Lack of cordial relationship between labor and management	201	4.16	0.37	0.14	Accepted

Source: Primary Data

This research interest question was answered using ten variables extracted from the questionnaire; the summary is presented in this table below. Table 2 shows the major effects of conflict. According to the opinion pool, communication breakdown with a mean of 4.77 is dominant factor that affecting the conflicts, low morale has a mean of 4.54; low qualities has a standard deviation of 0.49 and mean 4.41. Productivity, Lack of direction Lack of new ideas, Economic loss Competition among Conflicting parties and Insubordination, Fragmentation has mean score of 4.46, 4.52, 4.11, 4.25, 3.71, 3.96, and 4.11 respectively. Leads to economic loss have highest standard deviation within the factor effecting conflicts as 1.07. All the items asked in the questionnaire were accepted as effects of conflict in an organization and they singly and collectively contribute to organizational productivity with different intensity and variations.

Table 2: **What are the effects of conflict on the organizational performance?**

Sr. No.	Effect of conflict	Descriptive Statistics				
		N	Mean	Std. Deviation	Variance	Remarks
1	Communication breakdown	201	4.77	0.42	0.18	Accepted
2	Low morale	201	4.54	0.50	0.25	Accepted
3	Low quality	201	4.41	0.49	0.24	Accepted
4	Low productivity	201	4.46	0.50	0.25	Accepted
5	Lack of direction	201	4.52	0.50	0.25	Accepted
6	Lack of new ideas	201	4.11	0.61	0.38	Accepted
7	Leads to economic loss	201	4.25	1.07	1.15	Accepted
8	Competitive among conflicting parties	201	3.71	0.84	0.71	Accepted
9	Insubordination	201	3.96	0.81	0.65	Accepted
10	Fragmentation	201	4.11	0.61	0.38	Accepted

Source: Primary Data

Hypothesis Testing

A factor analysis was also made to compare the overall variance explained by the two statistical techniques. Factor analysis was employed to identify latent dimensions underlying indicators that measured respondent participation. This statistical approach involves finding a way to condense information about a number of original variables into a smaller set of dimensions (factors) with a minimum loss of information (Hair et al., 1998). Each factor is interpreted according to its loadings, that is, the strength of the correlations between the factor and the original variables (Tabachnick and Fidell, 1996).

Creating a small set of factors can reveal "latent" patterns of relationships among the variables. In this respect, a factor can be regarded as a single (unobserved) variable that reflects the variations in a set of variables with high loadings. Principal Component Analysis (PCA) was used to extract factors using Varimax rotation to ensure that the extracted factors were independent and unrelated to each other, and to maximize the loading on each variable and minimize the loading on other factors (Bryman and Cramer, 2005).

A principal Component analysis (PCA) was computed to determine underlying structures of 13 facilitators (n = 384). Factor analysis was conducted independently for the above one set of variables by using SPSS. Analysis of the constructs included two stages: factor extraction and factor rotation. Factor extraction was conducted through principal axis factoring. In the current research, PCA was chosen as the extraction method because it is easy to interpret and has accurate results (Tabachnick&Fidell, 2001). Hair, Black, Babin, Anderson, and Tatham (2005) and Tabachnick and Fidell both suggested the method for deciding on the number of factors is the screen test of eigenvalues

plotted against factors by looking for the point where a line drawn through the points changes slope. As Gorsuch (cited in Tabachnick&Fidell) reported, results of the screen test are obvious and reliable. The Kaiser-Meyer-Olkin (KMO) test was also performed to test the factorability of the correlation matrices.

Discussion of Findings

The finding indicates that conflict management have a significant positive relationship on the Organizational performance in Anambra Ministry of Works. It supports the work of Uzma, Zohurul and Sununta (nd) that conflict has an effect on the quality of education which is directly related to human resource potential development of the country. Theoretical postulation supposes that the presence of conflict within the organizational level will make performance to suffer. The finding shows that conflict management have a significant positive relationship on the Organizational performance. Adeyemi, Ekundayo&Alonge (2010) in their findings supported this study that conflict management and the resultant consequence has been to the detriment of the working atmosphere and should be discouraged. It is on this note that institutions of higher learning should understand that violence will not erupt without antecedents of conflict, one can assume that most of the conflicts degenerated because their antecedents were not appropriately managed (Agbonna, Yusuf and Onifade, 2009). Though it is worthy of note that successful management of human resources is one of the solutions to optimal operation of an organization (Ezeanyim, 2011). Organizations should also be aware that for any organization to be successful in achieving its goal, the people in that organization need to have shared vision of what they are striving for, and clear objective.

Conclusion and Recommendations

The study concludes that conflict management have a significant positive relationship on the Organizational performance in Anambra Ministry of Works. It supports the work of Uzma, Zohurul and Sununta (nd) that conflict has an effect on the quality of education which is directly related to human resource potential development of the country. Theoretical postulation supposes that the presence of conflict within the organizational level will make performance to suffer. The finding shows that conflict management have a significant positive relationship on the Organizational performance. Adeyemi, Ekundayo&Alonge (2010) in their findings supported this study that conflict management and the resultant consequence has been to the detriment of the working atmosphere and should be discouraged.

The following recommendations were made:

1. That in the events of any organizational conflict the personalities involved in the activities should not be attacked, instead, the problem should be the focus.
2. Organizations should find out if staff appointed to top management are adequately trained and prepared to occupy administrative positions in the ministry of works Awka. This is because an untrained administrator may in the

course of resolving or managing conflict create the one that will heavily affect the general performance of the ministry.

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