

**CONFLICT MANAGEMENT AND RESOLUTION IN SMALL AND MEDIUM SCALE
ENTERPRISES IN ANAMBRA STATE**

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DECLARATION

I, Nkwonta Nkechi Caroline, a Post Graduate Student in the Department of Management with Registration number: PG/MSc/06/46329 do hereby declare that the work incorporated in this dissertation is original and has not been submitted in part or in full for any other diploma or degree of this or any other university.

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DEDICATION

This dissertation is dedicated to God Almighty, on whose Grace alone I was able to complete this work.

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ABSTRACT

This study looked at the extent to which conflict management and resolution affect productivity in small and medium scale enterprises in Anambra state. The objectives of the study include to identify the causes of conflict in small and medium scale enterprises, to highlight the positive and negative causes of conflicts, to evaluate the strategies for managing them and to assess to which worker's productivity are affected by conflicts. This study utilized data from primary and secondary sources, the primary sources was gathered from questionnaire and personal interview while the secondary sources was from the use of textbooks, journals, magazines, newspapers etc. The study was aimed at finding the best methods of managing conflicts in small and medium scale enterprise in Anambra state. The researcher introduced the research topic by studying the background of the topic, formulating the research questions and hypothesis. The study also led the researcher to review some work done by other researchers on the topic, also, the study discussed the research methodology used for the topic which was the survey method and the methods used for the analysis of the data collected. Subsequently, the study discussed the data collected also the tests of hypotheses was carried out using such instruments as the T- test statistical tools and Pearson Correlation Coefficient. The result of the analysis revealed that there really exists conflicts in small and medium scale enterprises and there are consequences of such conflicts in the organizations studied and the strategies used by management in resolving conflicts in their organizations did not yield positive results. The study at the end of the work discussed the summary of the major findings of the research which revealed that that workers' productivity is affected by conflicts, to this end, the study recommended among others that better strategies should be adopted by management in resolving conflicts in their organizations, such strategies include in-house resolution, dialogue etc, this will ensure that everyone is carried along and it will make for optimal performance of staff in the organization.

TABLE OF CONTENTS

| | |
|------------------|-----|
| Title Page | i |
| Declaration | ii |
| Approval | iii |
| Dedication | iv |
| Acknowledgements | v |
| Abstract | vi |

CHAPTER ONE

INTRODUCTION

| | | |
|-----|------------------------------------|----|
| 1.1 | Background of the Study | 1 |
| 1.2 | Statement of the Problem | 4 |
| 1.3 | Objectives of the Study | 5 |
| 1.4 | Research Questions | 5 |
| 1.5 | Formulation of Research Hypotheses | 6 |
| 1.6 | Significance of the Study | 6 |
| 1.7 | Scope of the Study | 7 |
| 1.8 | Limitations of the Study | 7 |
| 1.9 | Operational Definitions of Terms | 8 |
| | References | 11 |

CHAPTER TWO

LITERATURE REVIEW

| | | |
|-------|--------------------------------|----|
| 2.1 | Conceptual Framework | 12 |
| 2.1.1 | Kinds of Conflicts | 14 |
| 2.1.2 | Types of Conflicts | 19 |
| 2.1.3 | Conflict Approaches | 20 |
| 2.1.4 | Conflict Dynamics | 20 |
| 2.1.5 | Features of Impending Conflict | 21 |
| 2.1.6 | Sources of Conflict | 21 |

| | | |
|-------|--|----|
| 2.1.7 | Conflict Management in a Globalized World | 22 |
| 2.2 | Theoretical Framework | 23 |
| 2.2.1 | The Power-Politics Approach | 25 |
| 2.2.2 | The Conciliatory Approach | 26 |
| 2.2.3 | Classical Ideas | 27 |
| 2.2.4 | Role Theory | 27 |
| 2.2.5 | The Traditional View of Conflict | 28 |
| 2.2.6 | The Behavioural View of Conflict | 28 |
| 2.2.7 | The Interactionist View of Conflict | 29 |
| 2.3 | Empirical Review of Conflict Management and Resolution | 29 |
| 2.3.1 | Causes of Conflicts in SMEs | 29 |
| 2.3.2 | Consequences of Conflicts in Organisations | 32 |
| 2.4 | Effects of Conflicts | 33 |
| 2.5 | Conflict Management Strategies | 35 |
| 2.6 | Bargaining – The Universal Process | 46 |
| 2.6.1 | Factors Determining the Outcome of the Bargaining Process | 46 |
| 2.7 | New Development in Conflict Management Theory and Practise | 54 |
| 2.8 | Diagnosis | 54 |
| 2.9 | The Judicial Approach | 55 |
| 2.10 | Parties Involved in Conflict Management in Organisations | 56 |
| 2.11 | Conflict Resolution Methods | 57 |
| 2.12 | Summary of Review of Related Literature | 58 |
| | References | 60 |

CHAPTER THREE

METHODOLOGY

| | | |
|-------|---------------------------|----|
| 3.1 | Research Design | 63 |
| 3.2 | Sources of Data | 63 |
| 3.2.1 | Primary Sources of Data | 63 |
| 3.2.2 | Secondary Sources of Data | 64 |

| | | |
|-----|---------------------------------|----|
| 3.3 | Population of the Study | 64 |
| 3.4 | Sample Size Determination | 64 |
| 3.5 | Instruments for Data Collection | 65 |
| 3.6 | Validity of the Instruments | 66 |
| 3.7 | Reliability of the Instruments | 66 |
| 3.8 | Method of Data Collection | 68 |
| 3.9 | Method of Data Analysis | 68 |
| | References | 69 |

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

| | | |
|-----|-----------------------|-----|
| 4.1 | Data Analysis | 70 |
| 4.2 | Test of Hypotheses | 97 |
| 4.3 | Discussion of Results | 104 |
| | References | 106 |

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

| | | |
|-----|-------------------------------------|-----|
| 5.1 | Summary of Major Findings | 107 |
| 5.2 | Conclusion | 108 |
| 5.3 | Recommendation | 108 |
| 5.4 | Contribution to Knowledge | 109 |
| 5.5 | Suggested Area for Further Research | 110 |
| | Bibliography | 111 |
| | Appendix I | 115 |

LIST OF FIGURES

| | | |
|-------------|---|----|
| Figure 2.1 | Conflict Management Steps | 40 |
| Figure 2.2 | Conflict Management Model | 41 |
| Figure 2.3 | Skjorshammer Conflict Management Level | 42 |
| Figure 2.4 | The Johari Window | 52 |
| Figure 4.1a | Pie Chart distribution of returned questionnaires | 72 |
| Figure 4.1b | Bar Chart distribution of returned questionnaires | 72 |
| Figure 4.2a | Pie Chart of Gender Distribution | 73 |
| Figure 4.2b | Bar Chart of Gender Distribution | 73 |
| Figure 4.3a | Pie Chart of Marital Status | 74 |
| Figure 4.3b | Bar Chart of Marital Status | 74 |
| Figure 4.4a | Pie Chart of Age Distribution | 76 |
| Figure 4.4b | Bar Chart of Age Distribution | 76 |
| Figure 4.5a | Pie Chart of Qualification | 77 |
| Figure 4.5b | Bar Chart of Qualification | 77 |
| Figure 4.6a | Pie Chart of Staff Cadre | 79 |
| Figure 4.6b | Bar Chart of Staff Cadre | 79 |
| Figure 4.7a | Pie Chart of number of years worked | 80 |
| Figure 4.7b | Bar Chart of number of years worked | 80 |

LIST OF TABLES

| | | |
|-----------|--|----|
| Table 4.1 | Distributed and Returned Questionnaire | 71 |
| Table 4.2 | Gender distribution of Respondents | 72 |
| Table 4.3 | Marital Status of the Respondents | 73 |
| Table 4.4 | Age Distribution of the Respondents | 75 |
| Table 4.5 | Highest Educational qualification | 76 |
| Table 4.6 | Organizational Cadre of Respondents | 78 |
| Table 4.7 | Number of years worked in the organization | 79 |
| Table 4.8 | Unpredictable Policies | 81 |
| Table 4.9 | Different Personal Values | 82 |

| | | |
|------------|--|-----|
| Table 4.10 | Role Ambiguity | 83 |
| Table 4.11 | Positive and Negative Consequences of Conflict | 84 |
| Table 4.12 | Decreased Production | 85 |
| Table 4.13 | Increased Understanding of Others | 86 |
| Table 4.14 | Poor Work Relationship | 87 |
| Table 4.15 | Introduction of Healthy Competition | 88 |
| Table 4.16 | Collaboration as a Tool for Handling Conflict | 89 |
| Table 4.17 | Use of Collective Bargaining | 90 |
| Table 4.18 | Intimidation and Harassment | 91 |
| Table 4.19 | Setting of Super Ordinate Goals | 92 |
| Table 4.20 | Delays in Task Performance | 93 |
| Table 4.21 | High Employee Turn Over | 94 |
| Table 4.22 | Project Failure | 95 |
| Table 4.23 | Management Style and Leadership | 96 |
| Table 4.24 | Management Style and Poor Welfare Package | 98 |
| Table 4.25 | Chi Square Tests | 98 |
| Table 4.26 | One Sample Kolmogorov- Smirnov Test | 100 |
| Table 4.27 | Collaborative Conflict Management System | 101 |
| Table 4.28 | Chi Square | 101 |
| Table 4.29 | Descriptive Statistics | 102 |
| Table 4.30 | Correlation Matrix | 103 |

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Conflicts like change will always occur given the dynamics of human interactions; It will occur between family members, workers, colleagues, supervisors, boards of management in our work or play environments, between organisations and within organisations. Why is this? Because we all have different interests, goals, perception, viewpoints, values and experiences. The Paradox of conflict is that it is both the force that can tear relationships apart and the force that binds them together, meaning that they can be either healthy (constructive) or unhealthy (destructive). This dual nature of conflict makes it an important concept to study and understand.

It is normal for people to live and work well together to have conflicts from time to time. We disagree with each other because we see the world differently and we have different ideas about what we want and how to do things. Our individual and collective backgrounds and experiences e.g. in cultural, spiritual, political and economic aspects are different, each and every one of us has a different and unique personality.

Conflict has been defined as disagreement between people with different ideas or beliefs, it is also defined as disagreement through which parties involved perceive a threat to their needs, interests or concern. Although conflict is a normal part of human life, providing numerous opportunities for growth through improved understanding and insight, there is a tendency to view conflict as a negative experience caused by difficult circumstances. Disputants tend to perceive limited options and finite solutions rather than multiple possibilities that may exist 'outside the box' in which we are problem solving.

Conflict should not be regarded as an isolated event that can be resolved or managed, but as an integral part of society's on - going evolution and development. It should not be

understood solely as an inherently negative and destructive occurrence but rather as a potentially positive and productive force for change if harnessed constructively. Having understood what conflict is, it is clear that the existence of conflict in an organization is as natural as the organization itself. Conflict is a natural part of life, this is because no two individuals are the same. An organization is a collection of people from different cultural backgrounds, they have different sets of values and ideas. Individuals look at situations or problems in organizational life from their unique perspective, which is the result of the circumstance within which they have grown.

Conflict management refers to long term handling of intractable disputes. It is the label for the variety of ways by which people handle grievances, standing up for what they consider to be right and against what they consider to be wrong. When two or more people have to work together and combine ideas, the doorway of conflict is open. The manufacturing industry like any other study set up is a dynamic community. It is a work situation that is not static. Job and work situation as well as terms of employment that may not be in agreement with all employees often result in conflicts.

Adetukasi (2002) in a seminar paper posited that the element of profit is consequent upon workers' productivity: the lower the cost of production, the more the profit, and also that for any organization to be effective and efficient in achieving its goals, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objectives for each team/department and individual.

Behavioural scientists and personnel management practitioners are of the opinion that the success of an organization depends on people. The role of man can never be overemphasized, No matter the extent of automation to which activities in an organization is subject to, man still remains a very valuable factor, It therefore necessitates that an understanding of how people could be monitored and carried along in a work setting be thoroughly looked into.

In the organization setting, conflict may be seen as a break-down in communication, in dialogue, in production and in operation, when this happens, the organization faces problems that no matter the plan, structures and control measures put in place, the occurrence of

conflict is inevitable in any organization that has human beings interacting among themselves on one hand and with the interpersonal structures on the other hand. In understanding the behaviour of human beings at work, a good knowledge of their basic need is necessary, these needs may be classified as psychological, social and egoistic.

Conflicts in so many organizations are everyday phenomenon erupting at the least provocations and depending on the type and causes can and does obstruct the smooth running of an organization and its productivity. The goal of human behaviour is adjustment to needs-stimulated tension in a way that will bring satisfaction.

A small business whether small or big, simple or complex, private or public, etc is created to provide competitive prices. Business in Nigeria has been classified as small, medium and large. However, a small scale industry can be defined by criteria of project costs, capital, cost, turn over by the employee etc. The federal and state ministries of commerce and industry have adopted the criterion of value of installed fixed capital to determine what a small scale industry is, in this respect the value has varied from N60,000 in 1972, N159,000 in 1975, N250,000 in 1979, N500,000 in 1986 to a fixed investment of not more than N2,000,000.00 (two million naira) In 1992. This figure is exclusive of building and subject to government determination and land prevailing objectives of public policy. In the wake of SFEM and SAP, this value has now been reviewed and subsequently increased to five million naira. Since this happened, there may be a need to classify the small scale industry into MICRO and SUPER MICRO business, with a view to providing adequate incentives and protection for the former. In the meantime, any business or enterprise below the upper limit of N250,000 and whose annual turnover exceeds that of a cottage industry currently put at N5,000 per annum is a small scale industry. The National Directorate of Employment (NDE) concept of small scale industry has been fixed to a maximum of N35,000.

The Small and Medium Enterprises Equity Investment Scheme SMEEIS is a voluntary initiative of the bankers' committee approved at its 246th meeting held on 21st December 1999. The initiative was in response to the Federal Government's concern and policy measures for the promotion of small and medium enterprises (SMEs) as vehicles for rapid industrialization, sustainable economic development, poverty alleviation and employment generation.

The scheme requires all banks in Nigeria to set aside ten percent (10%) of their profit after tax (PAT) for equity investment and promotion of Small and Medium Enterprises. The 10% of the profit after tax to be set aside annually shall be invested in SMEs as the banking industry's contribution to the federal government efforts towards stimulating economic growth, developing local technology and generating employment. The funding to be provided under the scheme shall be in the form of equity investment in eligible enterprises and or loans at simple digit interest rate in order to reduce the burden of interest and other financial charges under normal bank lending as well as provide financial, advisory, technical and managerial support from the banking industry. Every legal business activity is covered under the scheme with the exception of trading (merchandising and financial services) 10% of the fund set aside has been earmarked for lending to microfinance enterprises.

1.2 Statement of the Problem

Without much doubt, one of the greatest problems in Nigeria today is that of handling dwindling productivity of workers and the management of conflicts. The manufacturing firm like any other business concern is established, organized and operated primarily to produce goods and services and make profit. Conflict makes the organizations' climate not to be conducive for both workers and management thereby generating low morale and productivity.

In view of numerous pressures resulting from harsh economic conditions, industrial conflicts tend to be on the high side. This is because workers are always demanding for higher wages and better welfare in order to meet up with the increasing cost of living, and until this issue is addressed, there cannot be genuine conviction that all efforts put in place to resolve/manage conflict may achieve the desired objective. Effective conflict resolution systems, even in very small organizations, create opportunities for conflicts to be identified and addressed early and constructively.

The researcher is well aware that there has been various studies on this topic but this study is being undertaken mainly due to the large concentration of industries in Anambra state and also the entrepreneurial spirit of the people, constant conflict therefore reduces the

productivity and hence the economic activities of the state.

There are various causes of conflicts, in an organization as a result of people with divergent views coming together to work, these could be: unmet expectations, unreasonable or unclear policies, interdependent tasks, organizational complexity incompatible personalities, unclear job boundaries, limited resources, time pressure.

1.3 Objectives of the Study

This research intends to achieve a number of objectives by filling a knowledge gap. These objectives include the following:

1. To identify the causes of conflicts in small and medium scale enterprises in Anambra state.
2. To highlight the positive and negative consequences of conflicts in small and medium scale enterprises.
3. To evaluate the strategies for managing conflicts in small and medium scale enterprises in Anambra state.
4. To assess the extent to which workers' productivity are affected by conflicts in small and medium scale enterprises in Anambra state.

1.4 Research Questions

1. What are the causes of conflicts in small and medium scale enterprises in Anambra state?
2. What are the positive and negative consequences of conflicts in small and medium scale enterprises in Anambra state?
3. What are the strategies for managing conflicts in small and medium scale enterprises in Anambra state?

4. To what extent will workers' productivity in small and medium scale enterprises be affected by conflicts?

1.5 Formulation of Hypotheses

Hypothesis 1:

Ho: Management style and poor welfare package do not significantly represent the major causes of conflict in small and medium scale enterprises.

Hypothesis 2:

Ho: There are no positive and negative consequences of conflicts in small and medium scale enterprises in Anambra state.

Hypothesis 3:

Ho: A collaborative conflict management system will not promote industrial harmony in small and medium scale enterprises in Anambra state.

Hypothesis 4:

Ho: Workers' productivity in small and medium scale enterprises are not significantly affected by conflicts.

1.6 Significance of the Study

The significance of the study cannot be overemphasised; it is believed that the study will go a long way towards identifying and examining the immediate causes, effects and procedures

for resolving conflicts in Nigeria, it is also significant because data so generated from the study is sufficient in expanding further field knowledge of this topic from many other dimensions. It is significant to the existing body of knowledge; the study also presents sufficient challenges for academics and practitioners to increase their research interest in their field of knowledge of this topic. The government and also policy makers will also benefit from this in that they will learn how to apply the best and most effective and adequate industrial relation strategies to manage/resolve whatever kind of crises may likely occur. There is also the need to undertake the study of industrial dispute because the researcher stands to benefit from the study, such benefit could be seen in her application of the immense knowledge gathered from this work to organizations and the larger society.

1.7 Scope of the Study

This study focused mainly on conflict management and resolution in small and medium scale industries in Anambra state. Due to financial and time constraints, this study will be limited to six selected companies in Anambra state, the companies are: Cutix Nigeria limited, Geolies Nigeria limited located in Onitsha, Dikbeem Nigeria limited, Olimax Nigeria limited located in Nnewi, Delink Nigeria limited and Surjars Nigeria limited located in Awka .

1.8 Limitations of the Study

Although business and other social sciences investigation strive to employ scientific tools and methods, even the very attempt is itself bedevilled by various kinds of problems; such problems limit the level of accuracy and reliability that the social scientist can achieve in any specific research endeavour.

A work of this nature will certainly have numerous set back and obstacles on its way, these include:

1. *Time constraint*: A study of this type would normally require years to put together, the luxury of such time was not there for the researcher, this certainly was a major constraint.
2. *Cost*: The financial involvement for a study like this was a challenging one.
3. *Human Complexities*: Also since there were complexities inherent in human nature, there is a limit to approximating scientific methods towards eliciting accurate response from people.
4. *Negative attitude of some corporate bodies*: Some Nigerian corporate bodies have not fully developed a culture of providing relevant information on their activities for research purpose. Officials that are to give relevant details and information have not been forthcoming because of their attitudinal disposition to research work. Also some of the questionnaires distributed were not properly filled while some were not filled at all.
5. *Dearth of materials*: Though the topic is not a new one in the broad area of management, getting recent textbooks and other research materials like journals and periodicals that addressed the issue are extremely difficult, based on this, the researcher sought solace in internet research which also had its attendant problems.

1.9 Operational Definition of Terms

For the purpose of clarification and understanding of this study, some concepts require operational definition.

1. **Conflict**: Conflict is a breakdown in the standard mechanism of decision making so that an individual or group experiences difficulty in selecting an alternative action.
2. **Management**: It is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.

3. **Motivation:** Motivation is a general term applying to the entire class of drives, desires, needs, wishes and effort to satisfy a want or goal.
4. **Mediation:** this is an amicable settlement of dispute under the chairmanship of a person mutually agreed upon by both management and worker's representative.
5. **Human Relation:** Is defined as the area of management practice that is concerned with the integration of people into work situation.
6. **Trade Union:** This is an association of staff aimed at protecting and promoting the interest of workers.
7. **Personality:** Personality is the stable psychological structure and processes that organize human experience and shape a person's action and reaction to his environment.
8. **Productivity:** Is usually defined as a ratio of output produced per unit of resources. It can be looked at as how well resources have been used in producing a given level of output over a period of time.
9. **Organization:** A group of people brought together for the purpose of achieving certain objective. An entity designed to achieve a common goal.
10. **Organizational Performance:** The degree of how well or badly the organization achieved its set goal.
11. **Leadership:** A process of guiding and directing people and influencing their behaviours positively for the benefit of the group to which they belong.
12. **Conflict Management:** To regulate a conflict and to reduce its negative effects
13. **Conflict Resolution:** To address the underlying issues of a conflict and to focus on the relationship and communication between parties
14. **Conflict Transformation:** To overcome the root and structural causes of conflict and to strengthen conflict solving capacities in individuals, communities and society.

15. Dispute: Short- term disagreement that are visible on the surface and relatively easy to resolve because they involve interests that are negotiable. Dispute often exist within a larger, longer and more deep-rooted conflict
16. Conflict Prevention: To prevent a conflict from escalating violently or to take action before a violent outbreak of a conflict emerges.
17. Conflict Settlement: The imposition of a settlement by a third party, for example through a judge or an arbitrator.

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CHAPTER TWO

LITERATURE REVIEW

In every organization, conflict is inevitable. Conflicts occur between management and staff and between the different levels of management. Proper management is very important in all works of life, it accounts for good planning, organizing and directing of self, employees, machinery and stock in a company.

Eckhart (2004) posits that without good management of conflict, the organization will degenerate, make losses and may eventually close down. Conflicts in fact are inevitable in all organizations, they can be destructive and can sometimes do good to people. They (conflicts) need to be managed by the groups involved so that they do not escalate and yield some negative results. Conflict management deals with how to control or manage an existing conflict so that it does not escalate, thereby leading to chaos, crisis and war. At this, efforts are made to ensure that constructive conflicts do not degenerate and become destructive, in which case, they will be difficult to manage. Conflict resolution deals with settlement of conflict that may have already taken shape. It can be by reconciliation or alienation. Conflicts should be resolved before they get to the destruction phase. This research seeks to throw light on conflicts and its management for increased productivity.

Conflict exists in the workplace as it does in many other parts of life. Most of industrial conflict is resolved in a spirit of cooperation between employees and employers.

Amalene (1998) defines industrial conflicts as disagreement between individuals or groups within the organization stemming from status, goals or culture.

2.1 Conceptual Framework

Conflict management must be viewed as a part of a larger process of ensuring that man lives in peace and in an orderly way, conflict should also be channelled towards positive effect in every human community. In the view of Fisher (2001) bringing about peace in a conflict situation is a process which involves different stages, the best and most crucial of which is

conflict transformation. The stages are: Conflict Prevention, Conflict settlement, Conflict management, and Conflict resolution. And since conflict is inevitable in organizations and there is an extent to which conflicts become manageable, it then follows that the management of organizations should learn to manage and control conflicts effectively and timely too. In support to the above statement, Yusufu (2009) is of the view that if organizational conflicts are not properly managed, there will be low levels of productivity, high labour turn over, absenteeism, damage to tools and losses in output due to the time it takes to get back to optimum level of production at the end of the conflict (strike). These sometimes make the difference between profits, loss or breakeven point so much and may lead to winding up of the company. Given the way conflict process operates, the goals of strategic managers should be to intervene as early as possible in the process such that conflict does not reach the “felt stage” and particularly, the manifest stage.

At the manifest stage, conflict is very difficult to resolve successfully and is much more likely to lead to a bad aftermath.

At what point then should a manager intervene? Ideally, managers should intervene at the latent stage and act on the conflict. Good and early strategic planning can prevent many of the problems that occur later, for example when managers are changing a company’s strategies, they should consciously think about the effects of these changes on a group relationship. Similarly, when changing organizational structure, strategic management should anticipate the effect the changes will have on the functional and divisional relationship. Many large organizations do act in this way and require that the potential effect of strategy structure changes on the organization be included on the strategic planning process to prevent conflict arising. Organizations are complex and many unexpected things can happen as managers go about changing organizations, consequently, managers cannot always intervene at the latent stage to prevent conflicts from arising. Frequent intervention is only possible in the felt and manifest stage. It is here that managers may have the best chance of finding a solution to the problem.

The management of organizational conflict involves the (a) maintenance of a moderate amount of conflict at interpersonal, intrapersonal, intra group and intergroup ends and (b) enabling the organizational members to select and use the styles of handling interpersonal

conflict so that various situations can be effectively dealt with. The management of organizational conflict involves the diagnosis and intervention of conflict at various levels. A diagnosis should indicate whether there is need for intervention and the type of intervention needed.

Bouldley (2007) posited that even though conflict is often said to be final for organisations, most recommendations relating to original conflict still fall within the realm of conflict resolution, reduction or minimization. Action recommended from the current industrial conflict literature show a disturbing lag with the functional set of background assumptions which are endorsed.

2.1.1 Kinds of Conflicts

In order to address conflict and manage or resolve it effectively, one needs to know the particular conflict that is taking place. Burgess and Burgess (1997) highlighted the following kinds of conflict in small and medium scale enterprises:

Institutionalized Conflicts: These are inherent in organizations. They often result from organizational attempts to structure work assignments. This is seen in the case of departmentalization in which organizations group their personnel into major departments as Finance, Marketing and Production. Once this is done, it is not unusual to find personnel becoming highly concerned with the needs of their own particular department and relatively unconcerned with those of others. Such conflict situation is often inevitable since many people feel a greater loyalty to their particular department than to their organization generally. Other situations that give rise to institutionalized conflicts are when the organization creates a hierarchy. In this case, each hierarchical level tends to be in some degree of conflict with the one above it. Similarly, line and staff personnel are often at loggerheads. Each of these examples of institutionalized conflicts is caused by the creation of a formal organization. Management cannot sidestep them; they are inherent in a hierarchical structure. All that can be done is to try and manage them properly.

Distributional Conflicts: These involve disputes over who gets what or who gets how much. They tend to be structured in a *win-lose* (also called *zero sum*) way. This means "that the more one party gets the less his opponent gets. For example, labor management disputes over issues such as wages and benefits, conflicts between nations over land, and conflicts between co-workers over prime vacation times. In each of these, a win for one means a loss for the other. If employee wages go up, management profits may go down. If one worker gets to go on vacation over the Christmas period, the other does not.

Theorists disagree on the best way to handle these. Some say they can be solved cooperatively by separating the people from the problem, focusing on interests rather than positions, inventing options for mutual gains, and relying on objective criteria. Negotiators can come up with win - win outcome. Others disagree. The strategies recommended for distributional bargains are complex, yet, the situations can be sufficiently difficult that simple answers are hard to come by. Although, other factors contribute to making conflicts difficult to handle, high-stakes distributional conflicts are often resistant to resolution.

Gender Conflict: This is multifaceted; it could arise from differences in style that men and women tend to have towards work, towards play, towards problem solving and toward relationships. It can also derive from stereotypes deeply ingrained in culture where women are seen as generally subservient to men and expected to maintain their "*proper place*".

Finally, it may arise from stereotypes about power, where the man is seen as powerful, and the woman as weak, submissive and dependent.

Generational Conflict: Conflicts between generations are common. At the personal level, they take the form of parent-child conflicts, which exist from childhood through adulthood. They center on questions of appropriate behaviour and control - that is who makes decisions for whom. When children are young, parents are expected to dictate behavioural expectations and make choices for their children, even where they resist. At some point, however, children are expected to grow up and take control of their own behaviour and lives. If parents continue to intervene at this point, conflicts usually result.

Other generational conflicts involve changes in norms and lifestyle. Things that are appropriate or even required of one generation are frightening or appalling to another.

Family therapists and conflict resolution specialists advise that such conflicts be handled like other interpersonal conflicts. Rather than taking a strong stand and refusing to budge, most conflicts can be handled well if both parent and child are willing to listen attentively to each other and try to develop a win-win approach that meets both needs.

Identity Conflicts: These involve an assault on a person's or group's fundamental self. Such assaults are so profoundly threatening that these conflicts tend to escalate quickly, becoming intractable. Identity has to do with a sense of security; when this is violated, the defensive response is rapid and strong. When identity is threatened, the threatened party tends to become both aggressive and defensive. Victims tend to reinforce and rigidify their own sense of righteousness, while simultaneously defining the threatening party as evil or less than human; when such views become ingrained, they are hard to reverse. Parties to identity conflicts are generally unwilling to take the step of sitting down together to work things out because even sitting together is regarded as a threat to one's identity.

Traditional conflict resolution techniques will not work here, but second level techniques that work at breaking down negative stereotypes can be used. This however, is a long slow process that may take years or even generations to come about.

International Conflicts: This term is applied in several related but every different ways. One distinction is between private and public-sector international conflicts. Private sector international conflicts are those between individuals or organizations from different nations. They have all the characteristics of domestic interpersonal or inter-organizational conflicts with the added complications of differing cultures, differing traditions and sometimes differing language and legal systems. One of the problems in this circumstance is an ambiguity regarding which country's laws and courts should be used to resolve the dispute. Public sector international conflicts are conflicts between governments and other public entities. Traditionally, both political sciences and conflict resolution scholars considered this kind of international conflict to involve sovereign nation states. These conflicts can range in severity from minor disagreements on joint policies (for example, trade policies) to extremely broad based differences affecting all segments of two or more nations' interactions. The extreme is war defined by Quincy Wright (1965 cited by Burgess and

Burgess, 1997) as the simultaneous conflict of armed forces, popular feelings, and national cultures so nearly equal to lead to the extreme intensification of each.

Interpersonal Conflicts: These occur between individuals - parents and children, siblings, friends, co-workers, even strangers. Most of such conflicts are routine and hardly noticed. Children argue about many things. Most interpersonal conflicts are resolved without much thought. In some situations, one side acquiesces to the other, feeling that the problem is not worth arguing about. In other situations, the parties talk it out (negotiate) in an effort to meet the needs of both sides. Conflict becomes a problem only in the small number of situations in which it escalates when both people are highly invested in the dispute and are unwilling to work out an amicable solution. This is the one that gets noticed because it is destructive. It is this type that needs active conflict resolution effort.

Conflict elements in interpersonal conflicts are varied. First, both parties may be involved in an overt struggle, and thus, realize they are in conflict. Both parties may believe they have incompatible goals; each person believes he cannot get what he wants or needs if the opponent gets what he wants or needs. Resources may be perceived to be scarce; they both feel there is not enough to go around. Though, this may not be true, it is perception that drives conflict not reality. And finally, the parties are interdependent and must interfere with each other in some way. The timing of the conflict can occur at critical stages in a relationship, either at the initiation or at the end. They can be instructive or destructive on how they are handled. If handled in a cooperative, problem-solving way, the outcome is most likely going to be positive. They become destructive if parties change their goal from trying to win to trying to hurt the other party.

Role Conflict: This has been defined as incongruity of the expectations associated with a role (Sell, Brief and Schuler, 1981). In other words, within an organizational context, individuals are frequently confronted with situations in which they may be required to play a role which conflicts with their value systems or to play two or more roles which conflict with each other. Altman et al (1985) hold the view that the first line supervisor is the classic illustration of this kind of situation. While management expects him to be part of their team, the workers believe that he should serve as their link with management. Trying to serve both

roles usually results in the supervisor being caught in the middle.

This is also the case with workers who are expected by their fellow employees to adhere to group norms, while simultaneously receiving pressure from management to increase their output. Such developments create a state of inner conflict for those workers who want to meet all of their work expectations. Problems such as these do result in conflict because the individual is trying to fill role expectations from two different (and sometimes opposing) groups.

Labour-Management Relations and Conflict: Labour and management have a fundamental conflict of interest that is currently highly managed and structured by laws and collective bargaining agreements. This structure has many benefits. It has routinized labour. Management of conflict sufficiently is such that lengthy strikes are relatively uncommon and violence which used to be commonplace, is now rare. However, the structure has disadvantages, especially, problematic which is the inherent adversarial nature of most collective bargaining and grievance procedures. These procedures discourage and at times, even preclude more collaborative problem-solving, approaching to labour-management relations that theoretically could benefit both sides.

Value Conflicts: Values are ideas about how things ought to be, about how we differentiate good from bad and better from worse. We have values about family relationships (for instance, that women and men should share family decision making responsibilities), about work relationships (for example, that deadlines are to be met, no matter what it takes), and about community issues. We develop our values from our families, friends, schools, religious upbringing and other life experiences. Since everyone's life experiences are different, their values are likely to be different as well. Because values are fundamental beliefs that help us make sense of the world, they are very hard to change. For this reason, values cannot be negotiated the way interests can. People will negotiate over the price of a car or a house (interests) but they will not negotiate their values - their concept of right and wrong.

Although, everyone has different values, those value differences do not have to result in conflict. They create conflict only when one person or group tries to impose its value system

on another. When that is done, the result is usually a deep-rooted protracted conflict that is difficult to resolve. An example of such includes the conflict over religion.

Most dispute resolution procedures (litigation, mediation, arbitration, elections, and so on) that are effective for resolving interest-based conflicts are not effective in the case of value conflicts. In most cases, they cannot be resolved, if resolved means "*made to go away forever*". They can however, be managed in constructive ways. Such methods include analytical problem solving workshops, dialogue processes and the like. They help people to get to understand one another much more deeply. Although, such understanding seldom shift people's values or even their positions on key issues it does allow them to view the debate in a new way, as they come to understand that honest, intelligent, "good" people can actually have values (and hence position) different from their own. This tends to increase people's tolerance of differences and to de-escalate conflicts, even if it doesn't lead to complete conflict resolution.

2.1.2 Types of Conflict

Stoner and Winkler (1998) identify five types of conflict possible in organizational life, they are:

- a. *Conflict within the Individual*: This occurs when an individual is uncertain about what work he is expected to perform, when some demands of the work conflict with other demands or when the individual is expected to do more than he feels capable of doing. This type of conflict often influences how the individual respond to other types of organizational conflicts.
- b. *Conflict between individuals*: This type of conflict is frequently seen as being caused by personality differences. More often, such conflicts erupt from role related pressure (e.g. between managers and subordinates) or from the way people personalize conflict between groups).
- c. *Conflict between individuals and groups*: This type is often related to the way individual deal with the pressures for conformity imposed on them by their work group. For example, an individual may be punished by his work group for exceeding

or falling behind the group's productivity norms.

- d. *Conflicts between groups in the same organization*: This is conflict that occurs between the different groups within the same organization (e.g. line staff conflicts and labour- management conflicts).
- e. *Conflict between organizations*: This is considered an inherent and desirable type of conflict in many countries and is usually called competition. Such conflict is known to lead to emergence of new products, technology and more efficient utilization of resources.

2.1.3 Conflict Approaches

Conflicts may arise between dissimilar parties such as between a majority and a minority, an established government and a group of rebels, a master and his servant, an employer and his employees, a publisher and his authors. These are asymmetric conflicts, Here the root of the conflict lies not in particular issues or interests that may divide the parties but in the very structure of who they are and the relationship between them. It may be that this structure of roles and relationships cannot be changed without conflict. Classical conflict resolution in some views applies only to symmetric conflicts. In asymmetric conflicts, the structure is such that the top- dog always wins, the under-dog always loses. The only way to resolve the conflict is to change the structure but this can never be in the interest of the top- dog, so there are no win-win outcomes and the third party has to join forces with the under-dog to bring about a resolution.

2.1.4 Conflict Dynamics

This model sees conflict formations arising out of social change leading to a process of violent or non violent conflict transformation and resulting in further social change in which hitherto suppressed or marginalized individuals or groups come to articulate their interests and challenge the existing norms and power.

2.1.5 Features of Impending Conflict

Conflicts in the workplace usually follow this scenario: It usually starts with a grievance, the grievance is usually followed by a complaint, this aims at addressing the reason for the grievance. When a complaint is not properly and satisfactorily handled, it deteriorates then a conflict is imminent, any of the following situations may be noticeable:

- (i) Unusual labour turnover (ii) Unauthorized absenteeism (iii) Boycotts (iv) Sabotage
- (v) Low Productivity (vi) Demonstrations and Protests (vii) Strike actions (viii) Rampage (ix) Strained Relationships (x) Grievances and Litigation.

2.1.6 Sources of Conflict

Considine (1999) state that the major causes of organizational conflict are:

Shared Resources: If every unit in an organization had access to unlimited resource, the problem of how to share their resources would not arise. Conflicts arise because these vital resources are limited, and when they are allocated, some groups inevitably get less than they want or need.

Differences in Goals: Organization subunits tend to become specialized or differentiated as they develop similar goal tasks and personnel. Such differentiation often leads to conflict of interest or priorities, even when the overall goals of the organization are agreed upon. For instance, the sales department of an organization might want lower prices to in order attract customers while the production department might want higher prices to meet manufacturing cost.

Interdependence of Work Activities: Work dependence exists when two or more subunits depend on each other to complete their tasks. Here conflicts arise and escalate depending on the management of the situation. Sometimes conflicts occur when all the groups involved are given too much tasks.

Individual Styles: Some people enjoy conflicts, debates and arguments and when

kept under control, mild discord can stimulate organizations' member and improve their performance, some however escalate their authority for example or have low self esteem which may frequently provoke their colleagues by over reacting to mild disagreement. Generally, inter group conflict happens more when group members differ in work attitudes, age and education.

Organizational Ambiguities: Some phrases have different meaning for different groups and when used, can be understood and interpreted differently by them. Conflict in organizations in developing countries especially manufacturing industries are caused by: Non or irregular payment of salaries and wages, poor working conditions, management indifference to workers' welfare, Unfair disciplinary practise or victimization, lack of prospects for promotion, Non implementation of collective agreement, Uncompromising attitude of either the union or management, lack of welfare packages for workers like insurance schemes, health insurance schemes etc, Disparities in wages and salaries of workers who perform identical functions within an organization.

2.1.7 Conflict Management in a Globalised World

Conflict management is another way of controlling conflict before or during and after it has occurred. According to Onigu, Otite and Albert (1999)" It is more elaborate and wider in conception and application, when necessitated; it involves conflict resolution and transformation. It is more of a long term arrangement involving institutionalised provisions and regulative procedures for dealing with conflicts wherever they occur'

This view of the comprehensiveness and institutionalisation involved in conflict management is further stressed by Zartman (2007), when he wrote that "conflict management refers to the elimination, neutralisation of conflict from erupting into crises or to cool a crisis in eruption'

Over the years, the literature on conflict has reflected tensions between conflict management and conflict resolution. Now however, the two issues seem to have been joined by general

acknowledgement that the process of conflict management can be an effective route towards conflict resolution. In a related text, it has been suggested that different phases of conflict e.g., pre crisis, conflict and post conflict stages may require different governance structures and systems. Following the limited amount of literature available on conflict resolution and prevention in the context of governance, this survey has concluded that the structures and systems of governance need not be different during different phases, but rather that the issues that such systems and structures must address will certainly be different is defined as an interactive process manifested in the compatibility, disagreement or difference between or within social entities (that is individuals, group, organisations etc). Calling conflict an interactive state does not preclude the possibilities of intra individual conflict for it is known that a person often interacts with oneself. Obviously one also interacts with others.

Conflict occurs when a social entity is (a) required to engage in an activity which is incongruent with his or her needs or interests, (b) Holds behavioural preferences, the satisfaction of which is incompatible with other person's implementation of his or her preferences, (c) wants some mutually desirable resource which is in short supply such that the wants of everyone may not be satisfied fully and (d) possess attitudes, values, skills, goals which are salient in directing one's behaviour but which are perceived to be exclusive of the attitudes, values, skills and goals held by the other party. Conflicts also occur when two or more entities (e) have partially exclusive behavioural preferences regarding their joint action and (f) are interdependent in the performance of their functions and activities.

2.2 Theoretical Framework

Looking at the theoretical framework of the study, conflict management uses strategies to reach a level equal or higher than at a time a conflict had taken place by increasing benefits from as well as reducing the damages. Another goal of conflict management is to improve group outcomes and learning ability. However, it does not concern preventing conflicts, as may be beneficial for companies and organisations. Group outcome are proven to be increased, when conflict management is coped with properly

To fully understand conflict management, first we need to know the meaning of conflict.

There is no single definition of the word, but it includes at least two parties that interact with each other due to disagreement or incompatibility. Conflicts can be caused by several factors. One of them is a requirement for a party to engage in an activity that does not meet their needs. Others may be difference in interests and activities reciprocally desired resource in shortage etc. Conflicts can be two types- performance conflict and relationship conflicts. In the first case, there are differences in the viewpoints and opinions of two distinctive social entities for a certain problem or task. On the other hand, the second case involves interpersonal incompatibilities or relationships due to frustration and emotions. It can have noxious impact on organizational and group outcomes such as group loyalty, job satisfaction, commitment to the workgroup and others. Generally, relationship conflicts have a personal matter and do not benefit the group's goals, whereas performance conflicts concern a problem directly related to a task of the group. It is interesting to know that neither of them has positive influence on team member satisfaction nor team performance. However, in 20% of the studies there is a link between performance conflicts and improved task performance. Thus conflict management becomes crucial for the reduction of the harmful impact on groups.

At the macro level, Ross (1993) sees conflict of interest as collective behaviour that occur as parties act because of perceived divergent interests or incompatible goals among them, aimed at obtaining scarce resources, either tangible or symbolic. He made the difficult distinction between a dispute and a conflict. A dispute is a particular issue or event being contested, while a *conflict* refers to the underlying deeper differences among the parties. Thus, it is easier to resolve disputes than conflicts. A particular dispute may be resolved while underlying conflict remains. To him therefore, conflict management occurs when a large conflict can be progressively de-escalated through the successive settlement of a series of component disputes. He sees conflicts as intimately related to a fundamental human propensity to form and identify with groups readily.

Ross (1993), identified two theories of conflict that define the different sources of conflict at the macro level. First, is the Social Structure Theory of Conflict. This theory identifies the competing interests of groups as prime motivators of conflict. According to this theory,

actions of others create real threats which promote in-group solidarity and collective responses against opponents. The key mechanism is the link between threat from outside the group and ethnocentric feelings and actions which result in increased in-group identity, less frequent defection, and greater punishment of deviants.

The second is the *Psycho-cultural Conflict Theory* which explains conflicts in terms of psychological and cultural forces that frame beliefs about self, others, and behaviour.

These dispositions which constitute the inner worlds of a group and its members are used to sense external events and the behaviour of others. Early socialization and relationships with others are particularly important in forming psycho-cultural dispositions; later experiences continue to reinforce and modify them at other stages of the life cycle (Ross 1993).

Since both theories of conflict attribute the primary source of conflict to different forces, each leads to different methods of managing conflict successfully. Structural theory encourages such conflict management strategies that involve altering incentives, payoffs, or organization of society. On the other hand, *Psycho-cultural Conflict theory* focuses on processes that alter perceptions or the affective relationship between key parties. According to this theory, interests are more subjective and changeable than in the structural view.

2.2.1 The Power- Politics Approach

This is a situation in which the third party takes the initiative to manage a conflict out of concern (personal) bordering on realizing its own broader strategic interests rather than the interest of the parties to the conflict. The third party throws into the conflict its leverage, weight but not confidence, process and impose outcome on the parties. The cold war era witnessed the superpowers largely managing conflicts among states based on power politics.

A number of tactics used in this regard include “light” tactics as ingratiation, gamesmanship, persuasion and promises, and “heavy” tactics such as threats and irrevocable commitments. Although increasingly severe contentious tactic are a feature of conflict escalation contentious tactics are not necessarily destructive. Through ingratiation, one party seeks to make the other party favourably disposed towards them and so lessen their resistance to yielding specific tactics include flattery, agreeing with the other party’s opinions and doing

them small favours. Gamesmanship tactics involve “inducing a state of upset or unrest that has the effect of lowering the other’s resistance to yielding” Ingratiation and gamesmanship both work best when the target is not aware that these tactics are being employed.

Persuasive arguments are overt attempts to induce the other party to lower their aspirations. A party usually argues either that they have a legitimate right to their desired outcome or that it is in the other party’s best interests to lower their aspirations.

Another tactic involves making an irrevocable commitment to pursuing some potentially mutually harmful course of action. In making an irrevocable commitment, ‘the locus of control over the outcome of the exchange has been shifted from the shoulders of one party to those of another who is now the only one capable of preventing mutual disaster’ presumably by choosing to yield. The advantage of this tactic is that it can be effective and it does not require much relative power (unlike promising or threatening) the drawback is that it can entail substantial risks, must be used pre-emptively, must be clear and credible and can foster escalation.

2.2.2 The Conciliatory Approach

It involves a process in which the third party tries to bring the parties in conflict to agreement through improving communication between them, helping them interpret the issues that divide them and exploring avenues toward a peaceful settlement. Deep - seated conflicts especially those involving deep emotions necessarily require the systematic replacement of negative feelings and perceptions with positive ones and thereby helping the parties in conflict discover some mutuality of interests which could be capitalized on for the resolution of the conflict. Organisational conflict must not necessarily be reduced, suppressed or eliminated but managed to enhance individual, group and organisational effectiveness. The management of conflict at the individual, interpersonal, group and intergroup levels involves the maintenance of a moderate amount of conflict at each level and helping the organisational participants to learn the five styles of handling interpersonal conflict for dealing with different conflict situations effectively. The process of intervention is mainly designed to manage conflict by enabling organisational participants to learn the various styles of handling conflict to deal with different situations effectively. The structural

approach is mainly designed to manage conflict by changing the organisation's structural design characteristics. A structural intervention aims mainly at maintaining a moderate amount of conflict by altering the structural sources of conflict.

2.2.3 Classical ideas

The classical theory on conflict resolution states that conflict is an intrinsic and inevitable aspect of social change. It is an expression of the heterogeneity of interests, values and beliefs that arise as new formations generated by social change come up against inherited constraints. But the way we deal with conflict is a matter of habit and choice. It is possible to change habitual responses and exercise intelligent choices.

2.2.4 Role Theory

The third is the *role theory*, which posits that conflict is one of the primary motivations for deviant behaviour (behaviour that violates the social norms defining legitimate goals or legitimate means for attaining goals within a community). Although an Individual may be both adequately and appropriately socialized, he may nevertheless find himself confronted with conflicting expectations, or expectations that exceed his ability, and as a consequence, he may experience inner conflict and exhibit deviant behaviour. The theory recognizes that internal conflict and the resultant deviance, is often a reflection of external conflict or of a mal-integration of the social system. Thus, the occurrence of different types of internal conflict will be influenced by the individual's positions and roles within the social structures of which he is a part; the opportunities and techniques for dealing with inner conflict are differently available at different positions within a social system; internal conflict that is a reflection of environmental inconsistencies, or mal-integration, is best handled by altering the social environment.

Views about conflict have undergone an interesting evolution since the importance of conflict first came to the limelight. Initially, scientific-management experts such as Friedrich Taylor believed that all conflicts ultimately threatened management's authority and thus, had

to be avoided or quickly resolved. Robbins (1988) calls this *the traditional view*. Another school of thought, the behavioural view argues that conflict is a natural and inevitable outcome of any group interaction which does not need to be evil. The recent view sees it as not only a positive force in a group but argues that some conflict is absolutely necessary for a group to perform effectively. This is the inter-actionist approach of conflict.

2.2.5 The Traditional View of Approach

This view is consistent with the attitudes that prevailed about group behaviour in the 1930s and 1940s. It viewed conflict negatively assuming it to be bad. As such, conflict was to be avoided. From findings provided by studies like those done at Hawthorne, it was argued at this time that conflict was a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and a failure of managers to be responsive to the needs and aspirations of their employees.

The approach to conflict reduction under this view was quite simple. Since all conflicts are to be avoided, attention was directed to the causes of conflict and corrections were made in order to improve group and organizational performance. Research studies now provide strong evidence to dispute that this approach to conflict reduction results in high group performance. In spite of this, most people still evaluate conflict situations utilizing this outmoded standard. Most people today still look at conflict as undesirable. This may be because we live in a society that has been built on the traditional view. Tolerance to conflict counter to most cultures even in the developed world. In most cultures, the home and the school are usually the most influential institutions during the early years when attitudes are forming. All these institutions most of the time reinforce anti-conflict values and emphasize the importance of getting along with others.

2.2.6 The Behavioral View of Conflict

This view dominated conflict theory from the late 1940s through the mid 1970s. They argued that conflict was a natural occurrence in all groups and organizations. Since it was inevitable, the behavioral school advocated acceptance of conflict. They rationalized its existence; accepted its inevitability and held that it cannot be eliminated. In fact, there were times conflicts benefit a group's performance.

2.2.7 The Interactionist View of Conflict

This is also referred to as the Contemporary View by Vecchio. Beginning in the mid-1970s, Organization Behavior specialists realized that conflict had both positive and negative outcomes depending on its nature and intensity. This perspective introduced the revolutionary idea that organizations could suffer from too little conflict. Known as the interactionist view, it actually encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is likely to become static, apathetic and non-responsive to the needs for change and innovation. Excessive conflict on the other hand can erode organizational performance because of political in-fighting, dissatisfaction, lack of team work and turnover (see Fig.1). This is what Moorhead and Griffin call a moderate degree of focused conflict which can stimulate new ideas, promote healthy competition and energize behaviour.

The major contribution of the inter-actionist approach, therefore, is encouraging group to maintain an ongoing minimal conflict level - enough to keep the group alive, self critical and creative (Robbins, 1988). Deutsch (1978) opines that conflicts do not need to be destructive. A destructive conflict is one whose participants are dissatisfied with the outcomes and feel they have lost as a result of the conflict. A constructive conflict on the other hand, is one that has productive consequences where the participants are all satisfied with the outcomes and feel they have gained as a result of the conflict. In loosely structured groups and open societies, conflict which aims at a resolution of tension between antagonists, is likely to have a stabilizing and integrating effect on the relationship.

2.3 Empirical Review of Conflict Management and Resolution

2.3.1 Causes of Conflicts in Small and Medium Scale Enterprises (SMEs)

Numerous factors have been found to bring about conflict situations. For instance, Fernandez (2004) investigated some of the major causes of conflict in SMEs using regression method and analysis of variance and made the following findings:

- Aggressiveness, physical fight, raised voices
- Statements expressing negative feelings – jealousy, distrust amongst groups/individuals
- Individuals being prevented from getting their due rewards after performing well
- People choosing not to pass useful information to others
- Individuals refusing to talk to one another or sarcasm, etc. all contribute to conflict situations.

Osunwa (2000) applied OLS regression of the log dispute scale, a range of covariates using data from the health employee relations survey conducted in Nigerian health establishments to model the determinants of conflicts in hospitals. His findings show that:

- Unscheduled ward round by doctors
- Failure to respond to call by health professionals
- Lack of cooperation from nurses in the ward
- Non-acceptance by some doctors of suggestions made by other staff and vice-versa
- Shirking of responsibilities by some senior nurses
- Professional incompetence
- Corrupt management, etc. represent important determinants of conflict in health institutions. This implies that lack of well defined hierarchical responsibilities could lead to conflict.

Greenberg and Baron (1993) investigated the relationship among conflict, employee commitment and productivity of business organizations in the United States using regression analysis and made the following findings:

- a) *Grudges*: When people are angered by others and especially when they are made to "lose face ", they are likely to develop strong negative attitudes towards the individuals responsible for these outcomes. As a result, they spend a lot of time and effort planning or actually seeking revenge for these wrongs. Unfortunately, such grudges can persist for years with obvious negative effects for the organization or work group involved.
- b) *Faulty Attributions*: These are errors concerning the causes behind others' behavior.

When individuals find that their interests have been thwarted by another person, they generally try to determine why this person acted in that way. Was it malevolence - a desire to harm them or give them a hard time? Or did the provoker's actions stem from factors beyond his or her control? Evidence suggests that when people reach the former conclusion, anger and subsequent conflict are more likely and more intense than when they reach the latter conclusion.

- c) *Faulty Communication:* This refers to the fact that individuals often communicate with others in a way that angers or annoys them, even though it is not their intention to do so. Faulty communication often involves a lack of clarity - for example, a manager is sure that she communicated her wishes clearly to the subordinate but the subordinate is confused about what he is supposed to do. When the manager later finds the task has not been completed she is annoyed. The subordinate, in turn is angered by what he considers unfair treatment.
- d) *Inappropriate Criticism:* This is described as negative feedback delivered in a manner that angers the recipient instead of helping him/her do a better job. Negative feedback delivered in a considerate and timely manner that does not contain threats, and which does not make unflattering attributions about the causes behind our behavior or performance, is more preferable to one that is harsh, contains threats, is not timely, is general, offers no suggestion for improvement and is motivated by anger. What is surprising however is that, although some people know these facts, they find it difficult to follow them in their dealings with subordinates, co-workers, friends and family. Also, many people are reluctant to deliver negative feedback to others. As a result, they make no comment until the problem becomes so great, or their anger and irritation so strong, that they have an angry out-burst. A second surprising factor about negative feedback is that people often show a strong self-serving bias with respect to criticism. In other words, we perceive criticism that we deliver as more fair, designed to help, more appropriate and more deserved than the criticism we receive. The result is that we devote little or no effort to doing a better job in this area.

Personal Behaviour Factors: Several personal characteristics that make one person different from another play a role in organizational conflict. Some people's values or

perceptions of situations are particularly likely to generate conflict with others. For example, a manager may highly value the idea that all employees must "*pay their dues*", his argument being that he spent much of his early career in an unglamorous lower-level position and that others would benefit from a similar experience. Of course, the imposition of this value on ambitious young subordinates could create serious conflict. Similarly, if a manager tends to perceive people in a certain way (for example if he is quick to infer laziness or incompetence from only limited evidence), his responses to certain situations can be a source for conflict. In addition, some people simply enjoy being argumentative and combative. For such individuals whose personal style is especially conflict-prone, life is a continuing series of escalating hostilities and battles.

Studies by scientists show that conflict prone individuals are likely to possess certain traits. For highly authoritarian individuals are prone to antagonize their co-workers by escalating otherwise trivial differences. Also, people with low self-esteem may more readily feel threatened by others and therefore overreact. Both authoritarianism and low self-esteem can predispose people to feel the need to "*defend their turf*" against trivial threats. In conclusion, we see that conflict in work settings often stems from relations between individuals and from their personal characteristics, as well as from underlying organization-base factors. Greenberg and Baron (1993) interpret this situation as quite optimistic. This is because in their opinion, interpersonal behavior and even many personal characteristics can be modified. Indeed, in many cases, these may be easier to change than organizational structure, and easier to modify than built-in underlying conflicts of interest. This reason, according to them, understanding interpersonal causes of organizational conflict may offer important, practical benefits.

2.3.2 Consequences of Conflicts in Organisations

Hotepo examined the influence of conflict on organizations using questionnaire survey which was conducted among 190 respondents from a Malaysian organization. Specifically, the study examined the effect of conflict on management of organizations and reveals that the response of the managers on the issues of benefits of conflicts to organization and the results indicated that conflicts have both positive and negative effects to the organization.

This reflects that if conflicts are not resolved properly, they might affect the organization adversely in terms of poor performance, lack of cooperation, wasting of resources and productivity. He further concludes that conflict has positive effect to the organization especially in building cooperation among the employees, encourages organizational innovativeness and improves quality decisions in resolving conflicts, which account for 46%. Therefore, he recommended that it is the duty of the management and the employees to develop ways on how to promote cohesiveness in organizations and if possible, conflicts should be resolved at their stage to enhance organizational performance.

This corroborates the findings of the Business and Economics Journal, Volume 2010: BEJ-15 (<http://astonjournals.com/bej>; cited on 7/9/2012) which is presented thus:

2.4 Effects of Conflicts

| Positive effects | No. | % |
|---|------------|----------|
| Builds cooperation | 16 | 16.7 |
| Organizational Innovativeness and | | |
| Productivity | 09 | 9.4 |
| Individual developments | 07 | 7.3 |
| Improving quality decisions | 07 | 7.3 |
| Conflict management skills | 5 | 5.2 |
| Negative effects | | |
| Interferes with organization operations | 18 | 18.6 |
| Lack of cooperation | 12 | 12.5 |
| Wasting of resources | 07 | 7.3 |

| | | |
|-----------------|-----------|------------|
| No productivity | 09 | 9.4 |
| No Cohesion | 06 | 6.3 |
| TOTAL | 96 | 100 |

Source: Business and Economics Journal, Volume 2010: BEJ-15 field survey, 2009.

However, Dowdell's (2008) study on effects of conflict in SMEs in Canada offers an interesting opinion on the effects of conflict on organizations. From his findings, he concluded that these effects can be characterized into informal and formal effects as highlighted below:

Informal Effects of Conflict

When an employee suddenly quits, he has an unusual number of unexplained unplanned absences, or becomes anti-social toward his co-workers; this is often the result of an informal conflict. With that said, when an employee feels disgruntled or under-appreciated, it affects his job performance until he can seek and get resolution for his grievances.

For instance, if an employee feels he is being sabotaged on the job (i.e., an unpleasant supervisor places blame on him or others for their own mistakes), he is unlikely to continue performing well on the job or participating in voluntary team activities.

Formal Effects of Conflict

When a group of employees voluntarily joins a labor union or other formal organizations, and this group determines it must strike to achieve a desired effect (i.e., better wages or a safer work environment), overall employee performance suffers as a result.

This is especially true for those impacted by the strike, such as union members who decide to cross a picket line, or those who decide not to and lose income as a result.

Coser (1956) analyzed the influence of conflict in corporate organizations using structural equation model technique on the data collected from 371 professionals working in different sectors of New York and found that conflict within a group frequently helps to revitalize

existent norms; or it contributes to the emergence of new norms. He concludes that social conflict is a mechanism for adjustment of norms adequate to new conditions. He also asserts that a flexible society benefits from conflict because such behaviour, by helping to create and modify norms, assures its continuance under changed conditions. By implication, conflict serves as a useful warning signal, thereby, minimizing the danger of catastrophic breakdown.

The findings of Armstrong (1998) suggested that conflict can also serve as a means of ascertaining the relative strength of antagonistic interests within the structure, and in this way constitute a mechanism for the maintenance or continual re-adjustment of the balance of power. His study on conflict which employed survey research design and sampled 450 employees of SMEs based in London concludes that since the outbreak of a conflict indicates a rejection of a previous accommodation between parties, once the respective power of the contenders has been ascertained through conflict, a new equilibrium can be established and the relationship can proceed on this new basis.

2.5 Conflict Management Strategies

A plethora of studies have been carried out in different climes and settings to verify the conflict handling strategies of managers in different types of organizations (Okoroafor, 2012). Mckenna and Richardson (1995) carried out a survey of 303 Singaporeans, to ascertain their conflict styles, and their concepts of power, needs, assertiveness and personal leadership. Using the Thomas-Kilman Conflict model instrument, the study investigated some interesting gender, age, role and occupational differences in conflict management. The Thomas-Kilman model does not offer a win-win solution to conflicts, but argues that there are a number of different ways to deal with conflict, and each of these modes of conflict management can be useful under different sets of circumstances. His five-step model comprises *Collaborating, Accommodating, Compromising, Avoiding, and Competing*. They concluded that the two predominant modes of conflict for both men and women were *Compromising* and *Avoiding*. Although, the greatest tendency for men was *compromising* and for women, *avoiding*, the general conclusion is that there is a tendency for men to be relatively unassertive and relatively uncooperative in the way they deal with conflict.

Women have a greater tendency towards unassertiveness but less of a tendency towards uncooperativeness. Thus, the conflict resolution strategies adopted by males and females in Singapore, are influenced by societal gender-behaviour expectations.

The study defined eight occupational categories - administrative and management, armed forces, clerical, private services, production and engineering, information system and public services. Of these eight, administrative and management staff were found to be predominantly collaborative; public services and clerical staff were predominantly avoiding; and the others had a tendency towards compromising as a mode of conflict. The administrative and management staff tended towards assertive yet, uncooperative behaviour; clerical workers tended to be unassertive and uncooperative; and service employees to uncooperative but unassertive. The general trend supports a correlation between personality and job.

Finally, the study found that for all age groups surveyed, there was a tendency towards compromising as conflict resolution strategy. All the age groups with the exception of 31-35 years of age, tended towards unassertiveness. Thus, most of the respondents would combine unassertiveness with either cooperative or uncooperative behaviours, resulting in avoiding or accommodation as a conflict management strategy. With increasing age, respondents have a clear tendency to become more assertive, with the 31- 35 age group indicating a collaborative style- combination of assertive and cooperative behaviour. This suggests that maturity, as measured by age, may be significant in the adoption of a more collaborative style of conflict resolution.

This last conclusion of Mckenna and Richardson (1995) agrees with *Covey's Maturity Continuum*. Covey (1989) which holds that the natural laws of growth follow an incremental, sequential, highly integrated approach to the development of personal and interpersonal from dependence to *independence and to interdependence*, with each beginning life as an infant, totally dependent on others. We are directed, nurtured, and sustained by others. Then, gradually over the ensuing months and years, we become more and more independent - physically, mentally, emotionally, and financially - until eventually

we can essentially take care of ourselves, becoming inner-directed and self-reliant. As we continue to grow and mature, we become increasingly aware that all of nature is interdependent, that there is an ecological system that governs nature, including society. We further discover that our nature have to do with our relationships with others - that human life also is Independent. This realization has implications for conflict handling in organizations.

In another study, Darling and Walker applied the behavioural style paradigm as a tool to manage conflict effectively, using an actual case as a point of study. Using two dimensions of interactive behaviour - assertiveness and responsiveness - the researchers define four behavioural styles in conflict handling: the Relater, the Analyzer, the Director and the Socializer. *Relaters* combine higher-than-average responsiveness with a comparatively low level of assertiveness. They tend to be sympathetic to the needs of others quite sensitive to what lies below someone's surface behaviour. They are genial team players who like stability more than risk and who care greatly about relationships with others. They are likeable, often somewhat timid and slow to change, and generally resist direct involvement. Of the various behavioural styles, relaters are most likely to use empathy and understanding in interpersonal problem-solving and conflict situations. Their trust in others, often brings out the best in their colleagues.

The *Analyzers* combine a low level of emotional responsiveness and a low level of assertiveness. They tend to take precise, deliberate and systematic approaches to their work, and usually gather and evaluate such data before they act. They are generally industrious, objective and well-organized. Analyzers are self-controlled and generally cautious people who prefer analysis over emotion. They also prefer clarity and order, often are viewed as being a bit formal, and tend to resist compromise in conflict situations.

The *Directors* blend a low level of emotional responsiveness with a relatively high degree of assertiveness. They tend to be task-oriented, know where they are going and what they want, express themselves succinctly, and get to the point quickly. They are often pragmatic, decisive, result-oriented, objective and competitive. They are usually willing to take risks,

and are valued for their ability to get things done. They are firm and forceful people, confident and competitive, decisive and generally determined risk takers in conflict situations. While their impatience sometimes generates concern by others, the directors leave little doubt about who is in charge of the conflict issue under consideration.

The *Socializers* integrate high levels of both emotional responsiveness and assertiveness. They tend to look at the big picture, often take fresh, novel and creative approaches to problems, and are willing to take risks in order to seize opportunities, particularly in conflict situations. A socializer's ability to charm, persuade, excite and inspire with visions of the future can be a strong motivating force. Socializers tend to decide and act quickly on management issues. They are outgoing, optimistic and enthusiastic people who like to be at the centre of things. Socializers are creative and innovative individuals who have lots of ideas and love to discuss them at length.

Oluboyede angled his thought on team building. He argues that the modern health care outfit require some organization to ensure effective delivery and this can be achieved by cooperation and coordination of the efforts of the numerous professionals involved. He further stresses that the coordinated efforts of all the multi-disciplinary team and the multifarious interests aids the health care manager in providing an enabling environment for all to function. Darling and Walker conclude that effective management teams are made up of all four types of individuals, and the most productive management team in a firm will usually have a balance of individuals who reflect each behavioural style. A willingness to recognize and develop individuals with each style can enable total management team to reflect the assets of all four styles.

In a Nigerian study, Olorunsola examines the sources of internal conflict among staff at the University of Ilorin Library. Out of a total workforce of 96, the researcher selected 50 individuals randomly for the study. Thirty-five usable responses were received, on which the survey was based. The study revealed a bureaucratic structure, poor communication and organizational policies, and inadequate material resources as the major causes of conflict in the organization. The close inter-dependency between units in the Library has also been

identified as a source of friction among staff. The study provides evidence for the effectiveness of managing conflict through prevention, by means of improved communication and argues for a pro-active approach to handling conflict.

Henkin carried out a study to develop a profile of preferred conflict management behaviours and strategies among a sample of principals in a large, urban school district in the United States, who work in site-based managed schools. Three hundred principals were invited to participate, but responses were received from 103, representing 34.3% of the sample. Three research questions underlined the research:

- i) What strategies do principals use to manage conflict in site-based managed schools?
- ii) Do principals' conflict management strategies vary by individual characteristics (gender, age, education, positional incumbency)?
- iii) Do principals' conflict management strategies vary in terms of the school governance context?

The study used Putnam and Wilson's Organizational Communication Conflict Instrument (1982;OCCI) - a 29 item scale that provides self-reports of behaviours and strategies used to define, participate in, and manage conflict. The study focuses on communicative-based conflict strategies, with conflict management viewed as communicative behaviour, the Likert type response continuum used, ranges from 1 (equal to always) to 7 (equal to never). For scoring purposes, the study identified three factors through factor analysis, as behavioural dimensions of conflict management. They are:

Non-Confrontation

- I withdraw when someone confronts me about a controversial issue;
- I downplay the importance of a disagreement.

Solution Orientation

- I suggest solutions that combine a variety of viewpoints;
- I suggest that we work together to create solutions to disagreements.

Control

- I dominate arguments until the other person understands my position;
- I stand firm in my views during a conflict.

Scores on the non-confrontation scale were high indicating respondents' avoidance as a means to deal with conflict. Respondents indicated tendencies toward collaborative, consultative modes of problem solving, the behavioural orientations may be described as collaborative with moderate tendencies toward control. Non-confrontation, solution-oriented, and Control scores, did not differ in terms of gender, age, racial identification, education level, years of administrative experience, or years in current principalship. Conflict management behaviours were not significantly different among elementary, middle or high school principals.

In yet another study, Darling and Fogliasso in the light of globalization trends, sought how to best utilize a workforce rich in diversity of talents, backgrounds and communication styles deal with conflict in the workplace, and effectively manage that conflict across cultural boundaries. Using a multi-national bank with a diverse workforce as study, the researchers first established the basic premise that conflict is a fact of life, including a business's life. From this base, they defined the causes of conflict - the different expectations, experiences, frames of reference and goals. They put forth a three-phase model management, incorporating nine different steps. This is represented as Fig 2.1.

Fig 2.1: Conflict Management Steps

| <u>Preliminary Steps</u> | <u>Resolution Steps</u> | <u>Maintenance Steps</u> |
|------------------------------|-----------------------------|--------------------------|
| 1. Power Based development | 1. Assumption Analysis | 1. Action Feedback |
| 2. Relational Acceptance | 2. Objective Identification | 2. Feedback Review |
| 3. Meaningful communications | 3. Alternative Selection | 3. Containing Oversight |

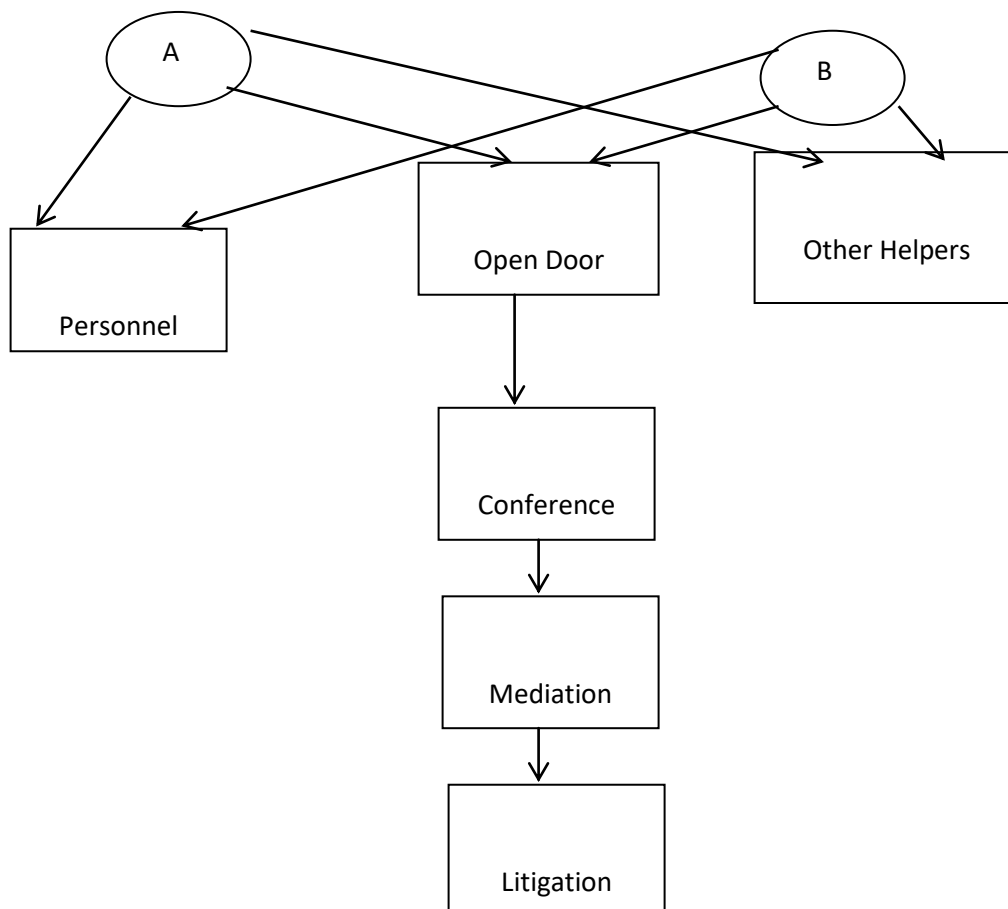
Source: Darling, J.R. & Fogliasso, C. E. (1999), "Conflict Management Across

The Three phases give way to the model for conflict management in Fig 2.2.

precise plan, and continuing review and oversight of the process.

Skjorshammer carried out a study in a middle-sized city hospital in Norway, which provides treatment services in the area of general surgery, internal medicine and psychiatry. The study was aimed at the design, development, installation, and operation of a new conflict management system with new procedures for managers and professionals to process disputes. The design process of the new system was framed according to an action research approach characterized by creating change through dialogue and the use of local experts. The conflict resolution programme offers a structure composed of four levels, where each level represents a different approach to conflict management. Together these make up a comprehensive system similar to the flow of a potential escalation of a conflict, from avoidance to the end point of litigation/arbitration (see Fig 2.3).

Fig 2.3: Skjorshammer Conflict Management Model



Source: Skjorshammer, M. (2001)

At level 1, in figure 2.1, the objective of the "open-door" level is to lower the threshold for raising an issue, dispute or conflict in order to work it out early as close as possible to the parties' own work, role, work group, and immediate superior. This level has three channels - immediate superior, personnel development, and/or other helpers. At level 2 is the next step in the management system where the conflict is intractable. A conference is between the parties facilitated by a mediator. At the third level is formal Mediation. This is an internal effort on the part of the organization to resolve the dispute and find an amicable settlement within its boundaries. And at the end-point of the conflict management system, is Litigation. If the parties have not reached an agreement at an earlier point in time, a definite decision about the dispute will be made through litigation. Litigation means that representatives of the employer association and labour union become involved in the conflict management process, but may eventually end in court if not resolved by these parties.

Appelbaum did an in-depth theoretical paper with practical application, exploring the problem of conflict in a multi-cultural group setting. The paper is essentially a review of contemporary research on the challenge of conflict arising from the globalization of trade and advancement of technology, the assemblage of diverse task groups in the same organizations, and the emerging new models of team work.

The paper examined the process and structural models of conflict as well as the cognitive and interactional theories of conflict, to consider congruence with organizational demands. The process model views conflict between two or more parties in terms of the dynamics of conflict episodes. Thus, conflict is sequentially ordered in five events - Frustration, Conceptualization, Behaviour, Interaction, Outcome. The structural model identifies the parameters that shape the conflict episode - Behavioural Predisposition, Social Incentive Structure, and Rules and Procedure. Thus, conflict can be defined as an interpersonal dynamic which is shaped by the internal and external environments of the parties involved, and this dynamic is manifested in a process which affects group performance either functionally or dysfunctionally (Appelbaum et al, 1998).

The author highlights the cognitive perspective area of conflict. The term "cognitive" is used to refer to those conflict theories that hold thoughts and perceptions as supreme in determining communication behaviour. It focuses on the mental process and perceptions that influence conflict behaviour. While it is interested in behaviour and interaction, it lays far greater emphasis on what goes on internally, intellectually, and psychically. It contends that because people are unique, they interpret and produce message in unique ways. Therefore, the personal characteristics of communication play a central role in understanding conflict. Three research questions dominate the cognitive experience:

- i) How do individuals and groups differ in their approach to conflict? For example, are males more aggressive than females?
- ii) What traits best predict communication conflict? Personality traits and beliefs indicate a long list of predispositions - domineering, verbal aggressiveness, assertiveness, dogmatism, authoritarianism, and so on;
- iii) How do perceptions influence communication in conflict?

The interactional perspective contends that behaviour is the place to explore for meaning in understanding and resolving conflicts. According to this perspective, action or behaviours are a series of interconnected events; and interpretation is established through the patterns of those interlocked events. The dominant research questions here are:

- a) What rules or structures do people use to make interpretations and construct social meanings in conflict situations?
- b) What interactional patterns exist in conflict?
- c) How do people use messages to accomplish multiple goals in conflicts?

The authors concluded by identifying nine strategies for managing conflicts and disagreements constructively - Dominate, Smooth, Maintain, Bargain, Co-exist, Decide by Rule, Collaborate, Release, and Yield.

Chuang in a theoretical paper with practical application, examine the factors reducing or facilitating the effects of group diversity on intra-group conflicts. Specifically, it examines how organizational culture affects the ways demographically diverse groups function, with emphasis on group processes and intra-group conflict. Five major individual demographic

attributes were defined as influencing organizational functioning. They are Age, Gender, Race/Ethnicity, Organizational tenure, and functional background. Organizational culture is a social control system that shapes Individual's behaviour, and exerts a significant influence on the functioning of diverse groups.

The writers argue that organizational cultural intensity and content, not only have direct impact on intra-group conflict, but also moderate the relationship between group diversity and intra-group conflict, depending on the degree of value congruence and the value content shared among group members.

These research works, in their studied diversity, represent the core variables and parameters against which the findings of our empirical investigation are judged.

Conflict in organizations includes inter-departmental rivalries, disputes between managers and inter-personal tensions. Those aspects connected with the employment relationship, that is, the employment of one person by another for the production of a defined product or service, is usually referred to as *Industrial Conflict*. This area of organizational conflict is outside the scope of this work. This study concentrates on the purely interpersonal kind of conflicts in organizations and firms.

The effects of conflicts on an individual organization or a society are usually too costly to be ignored. It has been reported that practicing managers spend approximately twenty one percent of their time dealing with conflict and its impact.

Greenberg and Baron examined the linkage between conflict and its resolution in the United States using regression analysis and found that conflict resolution/transformation is a process. As a process, they come to about the same changing phenomenon, defined by several planned and unforeseen intervening variables which require an equally dynamic phenomenon of conflict management. They therefore conclude that conflict as a process is managed to avoid its escalation and reduce instances or degrees of anger, and criminal misconduct. And if conflict is so managed to produce peace, such a built up peace may not be a permanent condition, especially if such a particular conflict was a symptom or part of a larger aggregate existing between two communities. Peace is a relative condition not a permanent one. They however recommend that it may be more appropriate to speak of

conflict management as a means of coping with the process of resolving or transforming conflict.

In a separate study, Greenberg and Baron examined collective bargaining as a conflict management style using the labour unions in Alaska United States as a case study. The following can be picked from their study:

2.6 Bargaining – The Universal Process

By far, the most common strategy for resolving organizational conflicts and therefore, for managing them effectively is bargaining or negotiation. In this process, opposing sides to a dispute exchange offers, counter offers and concessions either directly or through representatives. If the process is successful, a solution acceptable to both sides is attained and the conflict is effectively resolved, perhaps with "*extras*" such as enhanced understanding and improved relations between the two sides. If bargaining is unsuccessful, costly deadlock may result and the conflict may intensify.

So much research has been carried out about bargaining but we shall touch on just a few of such information here. In bargaining (negotiation) an attempt is usually made to reach a consensus among or between the parties. Sometimes, it is explicit as in the case of labour negotiation or the buyer- seller interaction. At other times, it proceeds in a very or tacit way like when trying to get a more interesting job assignment or to take off from work early. In such cases, the terms of the exchange are not spelt out clearly, yet this is negotiation (bargaining).

2.6.1 Factors Determining the Outcome of the Bargaining Process

- i) *The specific tactics adopted by the bargainers:* Many of the tactics are designed to reduce opponents' aspirations - to convince them that they have little chance of reaching their goals and should instead, accept offers that are actually quite favorable to the opposing. Examples of such strategies include: one side suggesting that it has other potential partners and will withdraw from the current negotiation if its

proposals are not accepted. Also, one party to the dispute may claim that its break-even-point is much lower than it really is -a procedure known as the "big lie" technique. If the other side accepts this information, it may make sizeable concessions. Third, the nature of initial offers affects the course of the negotiation and the final settlement. Relatively extreme offers seem to put strong pressure on opponents to make concessions resulting in settlements favourable to the side adopting positions. On the other hand, if initial offers are too extreme, opponents may be angered and decide to seek other negotiating partners.

- ii) *The Cognitive Set or Focus Adopted by Negotiators:* When bargainers adopt a positive frame, that is, focusing on the potential benefits of negotiations and of the settlement that may result, bargaining is facilitated. In contrast, when they adopt negative frame by focusing on potential losses or costs, bargaining is impaired.
- iii) *Perceptions of the People Involved:* Negotiators enter bargaining with important misperceptions about the situation. Particularly, they begin with the view that their own interests and those of the other side are entirely incompatible - "*the incompatibility error*". Also they often begin with the false view that the other party places the same importance or priority that they do on each issue, a tendency known as the "*fixed sum error*". Both assumptions are wrong and often prevent bargainers from obtaining an agreement that is maximally beneficial to both sides. These misperceptions concerning interests and priorities do change during the course of negotiations, that is, if handled by experienced negotiators. If however, these misperceptions are retained by negotiators over period of negotiations, it will result in both parties experiencing lower pay offs than would otherwise be true. It is necessary therefore, that steps be designed to improve the accuracy of negotiators' perceptions of the situation they face and each other's interests and priorities. Such steps may include training negotiators to seek information from each other during negotiation rather than clinging to their initial assumptions and making them aware of fixed sum errors described above.
- iv) *Participant's Overall Orientation Towards this Process:* This is the single most important factor determining the success of negotiations in producing settlements satisfactory to both sides. People taking part in negotiations can approach it from

either distinct perspectives.

Okoroafor carried out a survey on conflict management styles in Nigerian Health Institutions using a sample of 400 health practitioners. With correlation and Z-test as statistical tools, she found that third party involvement can take many forms but the most common are either *Mediation or Arbitration*; others include: *Conciliation and Consultation*.

i) Mediation

This occurs when a neutral third party helps to facilitate a negotiated agreement. Formal mediation has a long history in labour disputes, international relations, and marital counseling. Informally too, every manager might be required to play a mediating role from time to time. In mediation, the third party attempts through various tactics like introducing humour when there is tension, or clarifying their interests to themselves and to each other, or a deadline - to facilitate voluntary agreement between the disputants. Mediators have no formal power and cannot impose an agreement on the two parties. Instead, they seek to clarify the issues involved and enhance communication between the opponents.

Research shows that mediation has a fairly successful track record in dispute resolution. However, mediators are not miracle workers. The process seems to work best when the conflict is not too intense and the parties are resolved to use negotiation to resolve the conflict. Whenever the mediator is not seen as neutral or if there is dissension in the ranks of each negotiating party, mediation does not seem to work well.

ii) Arbitration

Arbitration occurs when a third party is given authority to dictate the terms of settlement of conflict. In *binding arbitration*, the two sides agree in advance to accept the terms. In *voluntary arbitration*, the two sides retain the freedom to reject the recommended agreement. In *conventional arbitration*, the arbitrator can offer any package of terms he or she wishes. In *final offer arbitration*, the arbitrator merely chooses between final offers made by the disputants. This was devised to motivate the two parties to make sensible offers that have a chance of being up held.

iii) *Conciliation:*

This describes a situation where a trusted third party provides an informal communication link between the negotiator and the opponent. It is used extensively in international, labour, family and community disputes. Conciliation and mediation overlap in several areas. In addition to acting as communication conduits, they also engage in fact-finding, interpreting messages and persuading disputants to develop agreements.

Consultancy

A consultant is a skilled and impartial third party who attempts to facilitate problem through communication and analysis, aided by his or her knowledge of conflict management. In contrast, to the previous third parties the consultant does not concentrate on issues but on improving relations between the conflicting parties so that they can reach a settlement by themselves. Instead of putting forward specific solutions, the consultant tries to help the parties learn to understand and work with each other. Building new and positive perceptions and attitudes between the conflicting parties is the long-term focus of consultancy.

Bartol and Martin investigated conflict management styles in the UK using multi-regression and identify three realities that dictate how organizational conflict should be managed. First, conflict is inevitable because it is triggered by a wide variety of antecedents. Second, too little conflict may be as counter-productive as too much. Third, there is no simple best way of resolving conflict. As a result, conflict specialists use *contingency approach* to managing conflicts. Antecedents to conflict and actual conflict need to be monitored. If signs of too little conflict such as apathy or lack of creativity appear, then, functional conflict needs to be stimulated. This can be done by nurturing appropriate antecedents of conflict and/or programming conflict with such techniques as devil's advocacy. On the other hand, when conflict becomes dysfunctional, the appropriate conflict handling style needs to be enacted. Realistic training involving role-playing can prepare managers to try alternative conflict styles.

Managers can keep from getting too deeply embroiled in conflict by applying three lessons from research result: (i) Establish challenging and clear goals; (ii) Disagree in a constructive and reasonable manner; and (iii) Refuse to get caught in the aggression-greed-aggression

spiral.

Greenberg and Baron conducted a study on the effect of culture on conflict management style. According to them, one factor that has had important implications for conflict and how it is handled is known as the *individualistic collectivistic dimension*. This they described as the extent to which a given culture emphasizes individual goals and rights or group goals and collective responsibilities and obligations. Individualistic cultures tend to value individual goals over group goals and individual rights and needs over collective responsibilities and obligations. Examples include United States, Australia and many European countries. Collectivistic cultures in contrast, tend to value group goals over individual goals, and collective needs over individual needs or rights. Cultures classified as collective include China, Korea, and many Asian countries.

They discussed a theory proposed by Ting- Toomey and her colleagues, which suggests two important links between this individualistic-collectivistic dimension and conflict and its resolution. First, according to this theory, people from collectivistic cultures are expected to show greater concern than people from individualistic cultures with efforts to maintain other people's self respect and personal image. This means that they would avoid humiliating their opponents by making them look foolish in front of others and try to give them an "*out*" - a good excuse for negative performances and outcomes. In contrast, people from individualistic cultures would be expected to show greater concern with self-first - with protecting or enhancing their own image and self respect.

Secondly, the theory also, predicts that people from individualistic cultures would tend dominating strategies (for example, competition) and more integrative strategies (for example, collaboration) to manage conflict, whereas, people from collectivistic cultures tend to use more obliging or avoidance oriented tactics.

To test these predictions, Ting- Toomey and her colleagues conducted several studies comparing the conflict handling tactics of people from various cultures. Results offered strong support for Ting - Toomey's theory, and for the view that culture plays an important role in conflict -handling actions. Greenberg and Baron (1993) conclude by holding that in

sum Ting-Toomey's study and several others have shown that cultural factors do indeed play a key role in conflict situations. People from collectivistic cultures tend to show more concern with protecting or maintaining their opponent's first than do people from individualistic cultures. And those from individualistic cultures tend to show stronger preferences for resolving conflicts through dominating and integrating approaches; whereas, people from collectivistic cultures tend to prefer strategies based more on obliging and avoiding. This is not to imply that cultural factors are all powerful; on the contrary, all individuals, regardless of their cultural background, may adopt any approach to resolving specific conflict and may differ greatly as individuals, in their concern for their own and others' face. But culture does appear to form an important backdrop for conflict. So, efforts to understand this important process and how best to manage it should certainly take cultural factors into account. To the extent that cultural influences are ignored or overlooked, the picture of conflict that emerges from ongoing research will remain incomplete.

The findings of Myers suggest that social psychologists have focused on four strategies for helping enemies become comrades. These he calls the FOUR Cs of peace making:

Contact, Co-operation, Communication and Conciliation. He summarizes them in the following way:

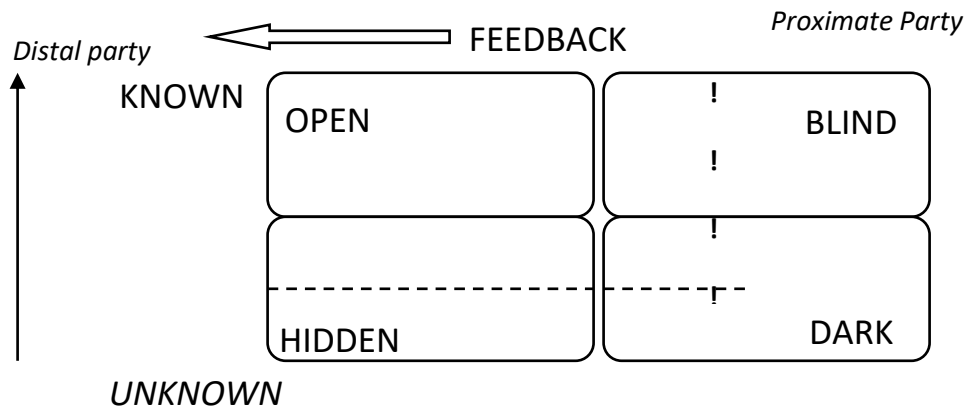
- i) *Contact:* There are reasons to believe that putting people into close contact reduces their hostilities. Studies have shown that when inter-racial contact is prolonged or intimate and when it is structured to convey equal status, hostilities lessen.
- ii) *Cooperation:* Contacts are especially beneficial when people work together to overcome a common threat or to achieve a super ordinate goal. In his boys' camp experiments, Sheriff (cited by Myers 1993) used the unifying effect of a common enemy to create cohesive groups. Then, he used the unifying power of cooperative effort to reconcile the warring groups. The results suggest how to constructively implement desegregation and strengthen our confidence that cooperative activities can benefit human relations at all levels.
- iii) *Communication:* Conflicting parties can also seek to resolve their differences by bargaining either directly with one another or through a third party mediator. Third party mediators can help by prodding the, antagonists to replace their competitive

win-lose view conflict with a more cooperative win-win orientation. Mediators can also structure indications that will peel away misperceptions and increase mutual understanding and trust. When a negotiated settlement is not reached, the conflicting parties may defer the solution.

- iv) *Conciliation:* Sometimes tension runs so high that genuine communication is impossible. In such times, small conciliatory gestures by one party may elicit reciprocal conciliatory acts by the other party. Thus, tension may be reduced to a level where communication can occur.

Joe Lull and Harry Ingham, cited by Okoroafor set up and provided for conflict resolution in an organizational setting. The model is based on the basic assumption that everyone of us is partially known and partially unknown, both to ourselves and to others. And when we open to be better known and understood by others, we reduce the likelihood of conflicts. Put in another way, the more we know of each other, the greater the cohesion between us, less the conflict, the more we know, the more we are capable of loving. Openness aids understanding. These facts are demonstrated by the Johari Window (see Fig. 2.4).

Fig. 2.4: The Johari Window



Source: Adapted from Luft, 1. (1969)

The *Johari Window* illustrates the fact that between interacting individuals in a group, there

is a Proximate Party and a Distal Party. Between the two parties, there are four zones of varying amounts of known and unknown. In the *Open Zone* (or Arena), both parties have common knowledge about a subject under consideration. It is the arena of communication where information is held in common and known simultaneously by all the parties. There is hardly any conflict in this region as agreement is greatest here.

In The *Blind Zone* (also called the Blindspot), information is available to only one party which knows what the other party does not know. Here, in the blind zone, the proximate party has the information which the distal party does not have, and which may affect him one way or the other. He needs this information to ensure smooth and harmonious relationship. The proximate party by sharing his knowledge through feedback, enables the distal party to know what he was blind to. Thus, reduces the blind zone and enlarges the open zone. Unless the proximate party shares, there will be no enlightenment, nor understanding, nor agreement for the two.

In the *Hidden Zone*, the distal party has information that he is not willing to share - where individuals and groups hide their secrets. The information is available to one party, but hidden from the other. Only the distal party through *exposure*, can reveal what he knows, thus, further widening the open zone. Again, sharing - open communication is the key to conflict resolution and cordial relationship. The final zone is the *Dark Zone*. Here, both parties are in the dark as to the real issues in contention. The facts are hidden from both parties; these may be character traits, they are not aware of, or situations and circumstances they are ignorant of. This is the most challenging zone in conflict resolution and peace management, the "*data base of creativity*" (Hall, 1973). It needs committed hardwork, sustained therapy and in some cases, psychological and spiritual help.

Generally, the greater the size of the Open Zone, the greater the cohesion and understanding between the parties. While the proximate party provides the feedback needed by distal party to know, the distal party provides the element of self-disclosure that will enable the proximate party to move from the unknown to the known. Feedback reduces the blind zone, and exposure reduces the hidden zone; and both actions increase the open zone.

2.7 New Development in Conflict Resolution Theory and Practise

A new pattern of conflicts is prevailing in the post cold war period which is evoking a new pattern of response. The main focus used to be on international wars now it is on internal conflicts. International conflicts were conducted between sovereign states, internal conflicts reflect breakdown in states, which implies the disappearance of the structures through which internal power balances are organized and the appearance of 'holes' in the international fabric of sovereign states.

2.8 Diagnosis

The management of organizational conflict involves the diagnosis of and intervention in conflict. A diagnosis of conflict in a system is important because the underlying sources and nature of conflicts may not be what they appear to be on the surface. If an intervention is made without proper diagnosis, there is the probability that a change agent may try to solve a wrong problem, this may lead to what Mitroff and Featheringham (2004) call the error of the third kind, this error has been defined by them as ' the probability of having solved the wrong problem when one should have solved the right problem" The management of organizational conflict involves a systematic diagnosis of the problems in order to minimize the error of the third kind.

The result of diagnosis should indicate whether there is need for intervention and the type of intervention necessary for managing conflict. The result of diagnosis should be discussed preferably by a representative group of managers who are concerned with the management of conflict with the help of an outside expert who specializes in conflict research and training. A discussion of the result should enable the managers to identify the problem of conflict if any that must be dealt with. Data collected through questionnaire should not identify sole basis of a diagnosis. In depth interviews with the conflicting parties are needed to gain a better understanding of the nature of conflict and the type of intervention needed.

2.9 The Judicial Approach

This has to do with conflict management within a legal framework in which a third party is given a sort of “power of attorney” based on the conflict parties’ confidence in the third party, to assume the responsibility of evolving an effective agreement concerning the resolution is hardly arrived at through this approach. This is purely legalistic and is based on legal procedural steps as available within the confine of the laws of the land. Examples are various courts using municipal laws or the International Court of Justice (ICJ) using international arbitration norms. This approach gives a zero-sum and win-lose outcome. Conflict parties are always wary to take the judicial approach because of its unpredictable outcome. The judicial approach is essentially a settlement of dispute by litigation. In this case, the adversaries have no influence in choosing the third party. Only one party is needed for an intervention to occur, and the decision-making authority is a judge.

It is easy at many levels to imagine ways in which conflict enhances a person's well being, sense of satisfaction, and quality of life. Intra psychic conflict is often a necessary component for individuals to resolve personal dilemmas and make effective choices. Intergenerational conflict within families, organizations and nations provides a vehicle for competence and autonomy.

Conflict can clarify and limit the exercise of authority in a community. It can push individuals and groups to articulate and commit themselves to goals and strategies to achieve them. (Ross). Conflict processes can also be crucial in building bonds among groups and individuals and securing needed social change.

Conflict can also be frightening, inhibiting, limiting and controlling. Severe psychic conflict produces diminishing capacity for action. Bitter conflicts between groups produce hatred, loss of property, injury and/or loss of life. People caught in the midst of intense conflicts like Lebanon, North Ireland, and the Middle East show signs of severe stress and a weakened capacity to act effectively, to sustain relationships with others and to live rewarding lives.

Conflict is paradoxical because we can only evaluate its occurrence if we know something about its context. Conflict can variously serve as an instrument of social and political *change* or social *control*. In either case, our evaluation ultimately depends upon our judgment about

who is engaged in the conflict and what is achieved. Often these evaluations are complicated, highly subjective, and based on a good deal of inference. In the end, deciding whether more or less conflict is good or bad is a very context-bound judgment and one easy to make only for extreme situations. In addition, judgments may differ when we ask about the effects of conflict on individuals, on social groups, or on the wider society. For disadvantaged groups and individuals, the ability to threaten, initiate and maintain a conflict with those who are more powerful can be critical in achieving a redistribution of resources or a change in the organization of a community. Obvious examples are the Civil Rights movements in the United States in the 1960's, Third World anti-colonial movements, and the Union movements in industrial nations in the first half of the twentieth century. In each of these cases, those in power had little interest in listening or responding to the grievances of the disadvantaged. Only the ability of the less powerful to initiate independent action in the form of escalating conflict led to a process whereby their demands were addressed and changes were made.

The ability of power-holders to suppress conflict is a reminder that the absence of conflict is not necessarily more desirable than its presence. Authoritarian regimes for example, frequently point to their social order and absence of strife as evidence of success, when in fact these characteristics represent order based on fear and repression not the expression of popular sentiment from below. Industrial disputes were surely less frequent in Nazi Germany and Stalinist Russia than in any other industrial nations at that time, but we can hardly take the absence of conflict in these regimes as evidence for fewer worker grievance and better working conditions.

2.10 Parties Involved in conflict Management in Organisations

Conflict management as it concerns manufacturing industry involves these groups:

Management: At the national level, management of manufacturing firms is

represented by the manufacturing firms both cottage, medium and large scale industry while at the enterprise level, it is limited to the organizations' management concerned,

Employees: At the national level whether at junior or senior strata, it is a collection of all the members of all manufacturing industry that are in the respective category of workers represented by their unions, usually the union or associations are run by members taken from the totality of local branch and head office within house union.

Government (Arbitrator): Government participation often arises from:

- i. The obstinate posture by which both parties involved in the conflict either at industrial or in house level. Cases referred to the minister of labour, employment and productivity are adjudicated upon by an arbitrator appointed by the minister.

2.11 Conflict Resolution Methods

There are three different methods employed by organizations in achieving conflict resolution, they are:

Suppression and Dominance Method: In this method, the manager uses his position to suppress and dominate conflicting parties by seriously sounding a note of warning to the conflicting groups stating that they should get back to their respective duty posts. He then declares the disagreement between the parties as having ended warning that he would not want the conflict revived any longer.

Compromise Method: Here the two conflicting groups will give out something, there is no win or lose situation. There are many methods of compromise, they may take the form of:

- i. Arbitration. In this case, an external person is sent to make peace between the parties in disagreement.

- ii. Making use of rules and regulations while trying to effect a compromise between the two groups in conflict.
- iii. Deciding by chance

Integrating Problem Solving: All that is required in this method of resolving conflict is to invite all the conflicting groups to a round table conference and dialogue; there are many methods which Organizations/Management can employ in this case, these are:

- i. *The use of consensus:* This involves resolving conflicts in organizations by the use of mutual agreement between the parties in conflict.
- ii. *Through Confrontation:* Here, the manager confronts the parties in dispute with facts, when they see the facts before them, they then seek the position of compromise that will lead to their conflict resolution.
- iii. *Setting Super Ordinate Goals:* In setting the super ordinate goals to the parties quarrelling, they now see how impossible it is to realize these goals individually. This spurs them to come together and resolve their conflict to enable them pursue these super ordinate goals.

It must be pointed out here that in employee management, when all techniques must have been employed in suppressing conflict and these proved abortive, the following instruments have to be used; they are mediation, conciliation and arbitration.

2.12 Summary of the Review of Related Literature

This study reviewed conflict management and resolution along the lines of a conceptual, theoretical and empirical framework. The researcher went further to review various theories and models of conflict offered by several researchers and authorities as well as diverse views and standpoints from which conflict can be assessed. The researcher examined the causes, consequences, management and resolutions of conflict and by so doing observed that studies on conflict management and resolution in SMEs in Anambra State is quite scanty.

Obviously what applies in UK or Kaduna may not necessarily apply in Anambra State, so it is vital to establish the actual situation as it pertains to SMEs in Anambra State. This is a lacuna to be filled because every area has its own unique tendencies.

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CHAPTER THREE

METHODOLOGY

This chapter focuses on the research design, sources of data collection, population of the study, determination of the sample size, the research instrument (Tools for data collection), method of data analysis and validity and reliability of the instruments.

3.1 Research Design

A research design encompasses the methodology and procedure employed to conduct scientific research. The design of a study defines the study type and sub-type, research question and hypotheses, independent and dependent variables, experimental design if applicable, data collection methods and a statistical analysis plan.

The research design adopted for this study was the survey research design and Oral Interview Schedule; here the researcher infers information about a population of interest based on the responses to a sample drawn from the entire population. This method was considered most appropriate because it helped the researcher to describe, examine, record, analyze and interpret the variables that existed in the study. Respondents from the six companies in Anambra state that formed the sample size for this study were given copies of questionnaires to complete.

3.2 Sources of Data

The success of any research undertaking depends on the availability of data. In this study, data was gathered using primary and secondary sources.

3.2.1 Primary Sources of Data

Questionnaire and personal interview were used for the purpose of primary data collection. The questionnaires were administered to a statistically determined sample size from the entire population of the six selected organizations. The interview method was used to extract response to questions which were not included in the questionnaire but vital to the research.

3.2.2 Secondary Sources of Data

Considering the limitation associated with coverage in primary data collection, there was a need to use textbooks, journals, magazines, newspapers, periodicals, official gazettes, official statistical publications, internet sources etc that are relevant to the study. These were employed essentially to provide theoretical framework for the study. Both private and public libraries were also used.

3.3 Population of the Study

The population for this study is made up of the staff and management of the organizations under study that the sample size was drawn from. Therefore the total workforce of the six companies that make up the population of the study was 1002 and represented in the table below:

Table 3.1 Population of staff under study

| | <i>Cutix</i> | <i>Geolies</i> | <i>Dikbeem</i> | <i>Olimax</i> | <i>Delink</i> | <i>Surjars</i> | <i>Total</i> |
|------------------|--------------|----------------|----------------|---------------|---------------|----------------|--------------|
| <i>Mgt Staff</i> | 30 | 15 | 25 | 20 | 40 | 35 | 165 |
| <i>Senior</i> | 57 | 30 | 45 | 36 | 35 | 42 | 245 |
| <i>Junior</i> | 80 | 122 | 97 | 111 | 92 | 90 | 592 |
| <i>Total</i> | 167 | 167 | 167 | 167 | 167 | 167 | 1002* |

Source: Field study: 2012.

The total population is 1002 but for easy computation and clarity purposes, it was approximated to 1000.

3.4 Sample Size Determination

Considering the fact that it will be cumbersome to study the entire population due principally to time, cost and accessibility, a subset of the population called sample size was determined, this is so that judgement on the whole can be made on the basis of the part that was studied. The researcher is quite aware that there are other methods of determining Sample Size but the Taro Yamane was used statistical formular was used thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N = Total Population

e = Error Margin

Substituting and solving for n we have:

$$n = \frac{1000}{1 + 1000(0.05)^2}$$

$$n = 285.7$$

With this outcome, the sample size was approximated to 285 for easy administration

3.5 Instruments for Data Collection

Because the study is survey in nature, the following instruments were used to collect data:

1. **Questionnaire:** because of the practicability needed in this research, structured questionnaires were administered to respondents. The content of the questionnaire was such that it elicits accurate responses from respondents. The questionnaire had two sections A and B. Questions in section A was aimed at capturing the general biodata of each respondent while section B aimed at covering the data requirement for each of the hypothesis formulated.
2. **Interview Schedule:** Interview schedule was used to interview some respondents and get details about the subject matter of investigation especially those that the questionnaire was not able to elicit because of its structured nature.
3. **Telephone Interview:** Because of the problem of accessibility to some managers and other personalities, the telephone interview was used to elicit responses from them where necessary.

3.6 Validity of the Instrument

Validity as used here is the degree or extent to which instrument actually measures what it is intended to measure. In this study, efforts were directed towards ensuring a relatively high level of validity. The questionnaire and interview schedule were structured in such a way that it provided an accurate representation of the study measured. The content, degree of agreement to research objective and appropriateness was considered in structuring the questionnaire, in other words, the instrument for this research was validated by ensuring that questions were structured in a manner that enabled the researcher obtain information relevant to the purpose and objective of the study. Further, the questionnaire was shown to an expert who confirmed the validity.

3.7 Reliability of the Instrument

To test for reliability of the research instrument, a test re-rest method was adopted in which 24 copies of questionnaire was distributed to the selected organizations (four copies) for each organization. After some days, the instrument was collected and re-administered for the second time. The questionnaire distributed were completed and returned. Pearson product moment correlation coefficient was used as the statistical tool and the outcome gave a correlation coefficient of 0.97 indicating a high degree of consistency and reliability.

$$\frac{n\sum xy - (\sum x)(\sum y)}{\sqrt{n[\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

| | First Pretest | Second Pretest | | | |
|---------------|------------------|------------------|----|----------------|----------------|
| Organizations | | | | | |
| | | | xy | x ² | y ² |
| | Av. Response (x) | Av. Response (y) | | | |
| Cutix | 2 | 3 | 6 | 4 | 9 |
| Geolies | 5 | 4 | 20 | 25 | 16 |
| Dikbeem | 3 | 4 | 12 | 9 | 16 |
| Olimax | 4 | 5 | 20 | 16 | 25 |
| Delink | 5 | 5 | 25 | 25 | 25 |
| Surjars | 2 | 2 | 4 | 4 | 4 |
| Total | 21 | 23 | 87 | 83 | 95 |

Source: fieldwork, 2012

$$n = 17, \Sigma x = 21, \Sigma y = 23, \Sigma xy = 87, \Sigma x^2 = 83, \Sigma y^2 = 95$$

$$\begin{aligned}
 r &= \frac{17(87) - (21)(23)}{\sqrt{17 [(83) - (21)^2] [17(95) - (23)^2]}} \\
 &= \frac{1479 - 483}{\sqrt{(1411 - 441)(1615 - 529)}} \\
 &= \frac{996}{\sqrt{(970)(1087)}} = \frac{996}{\sqrt{1053420}} = \frac{996}{1026.36} = 0.97
 \end{aligned}$$

$$r = \mathbf{0.97}$$

The Calculated correlation coefficient of 0.97 indicated a very strong positive relationship between the two test–retest exercises. This showed a high degree of consistency and affirmed the reliability of the instrument for data collection.

3.8 Method of Data Collection

Copies of the questionnaire were administered to staff of the six organizations under study and retrieved after one week. The oral interview was a face to face question and answer session, the questions were similar and this technique provided a great deal of information to the researcher since it enabled the respondents divulge some information orally which due to confidentiality they did not put in writing for fear of official reprisal. Available information were also used and also the researcher gained some insights by observing the respondents.

3.9 Method of Data Analysis

Data collected were coded, grouped into frequencies, computed and arranged into tables for easy reference. In analysing the data from the questionnaire administered, simple percentage was used by the researcher. To test the hypotheses put forward by the researcher, test statistics such as Pearson Correlation Coefficient was used in testing the hypotheses to determine the nature and strength between the research variables and student t-test was used to test the significance of the correlation coefficient.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

In the previous chapter, the Research methodology was handled stipulating that the research design is a survey. In this study, the data collected from the survey is to be presented by means of table to make them amenable for further analysis. By analysis is meant the process of noting relationships and aggregating data in a variable with similar characteristics and also splitting the units into their parts. The data collected is going to be used as a basis for reasoning, calculation and deduction. It is also going to be used as a basis for writing up the discussion on the findings and summary of major findings, conclusions and recommendation in the next section.

4.1 Data Analysis

For the purpose of this study and analysis, only relevant questions that will help us test the hypothesis would be chosen and analyzed. In analyzing the data from the questionnaires administered, simple percentage was used by the researcher, test statistics such as Pearson's Correlation Coefficient was used to determine the nature and strength of relationship between the research variables and student t- test to test the significance of the correlation coefficient and Chi square was also used. The breakdown of the relevant information and the response pattern of the respondents are presented below. The data are presented in tables, pie charts as well as bar charts to buttress the researcher's facts and figures.

Table 4.1: Distributed and Returned Questionnaire

| <i>Organization</i> | <i>No</i> <i>Distributed</i> | <i>%No</i> <i>Distributed</i> | <i>No</i> <i>Returned</i> | <i>%No</i> <i>Returned</i> | <i>Total</i> <i>Analyzed</i> | <i>%</i> <i>Analyzed</i> |
|---------------------|---------------------------------|----------------------------------|------------------------------|-------------------------------|---------------------------------|-----------------------------|
| Cutix | 50 | 16.6 | 50 | 17.55 | 50 | 17.55 |
| Geolies | 50 | 16.6 | 47 | 16.49 | 47 | 16.49 |
| Dikbeem | 50 | 16.6 | 45 | 15.79 | 45 | 15.79 |
| Olimax | 50 | 16.6 | 49 | 17.19 | 49 | 17.19 |
| Delink | 50 | 16.6 | 48 | 16.84 | 48 | 16.84 |
| Surjars | 50 | 16.6 | 46 | 16.14 | 46 | 16.14 |
| Total | 300 | 100 | 285 | 100 | 285 | 100 |

Source: Field Survey

From the above table, it can be deduced that a total of 300 questionnaires were distributed equally to the six organizations. Out of the 50 questionnaires that went to Cutix, all of them were returned which represented 17.54%. Out of the 50 that were sent to Geolies, 47 or 16.84% were returned and analyzed. Of the 50 questionnaires that went to Dikbeem, 45 or 15.79% were returned and analyzed while out of the 50 that went of Olimax, 49 or 17.19% were returned and analyzed. Delink received 50, 48 or 16.84% were returned and analyzed. Finally, Surjars got 50 questionnaires of which 46 or 16.14% were returned and analyzed. The data is further presented in a pie-chart and bar chart in figures 4.1a and 4.1b.

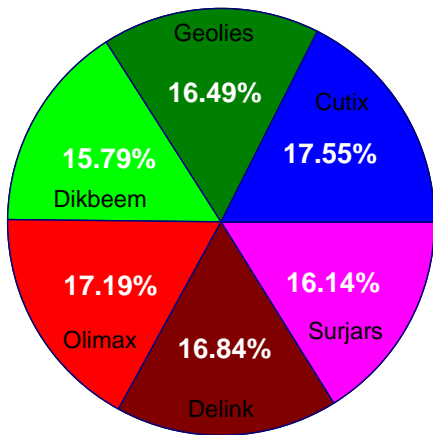


Figure 4.1a

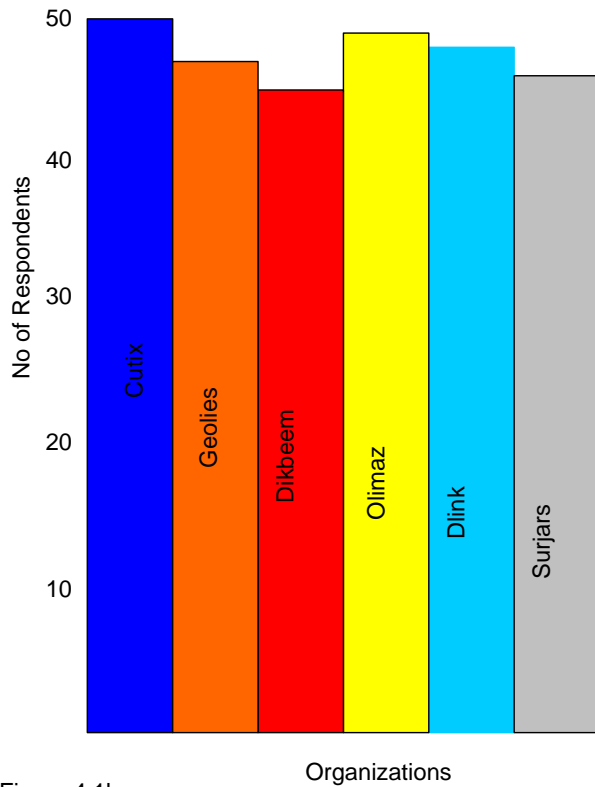


Figure 4.1b

Figures 4.1a and Figure 4.1b show the distributed and returned questionnaire in pie chart expressed in percentage and bar chart of number of respondents respectively.

Background Information of the Respondents

Table 4.2.: Gender distribution of Respondents

| <i>Category</i> | <i>Cutix</i> | <i>Geolies</i> | <i>Dikbeem</i> | <i>Olimax</i> | <i>Delink</i> | <i>Surjars</i> | <i>Total</i> | <i>%Total</i> |
|-----------------|--------------|----------------|----------------|---------------|---------------|----------------|--------------|---------------|
| Male | 32 | 35 | 40 | 38 | 39 | 36 | 220 | 77.19 |
| Female | 18 | 12 | 5 | 11 | 9 | 10 | 65 | 22.81 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100 |

Source: Field Survey

The table above represents the distribution of gender in the organizations. It shows that 220 were males which represent about 77.19% while 65 or about 22.81% were females. The

discrepancy in the number is due to the fact that the jobs in the organizations are quite tedious and requires the efforts of male often times. The data is further presented in a pie-chart and bar chart in figures 4.2a and 4.2b.

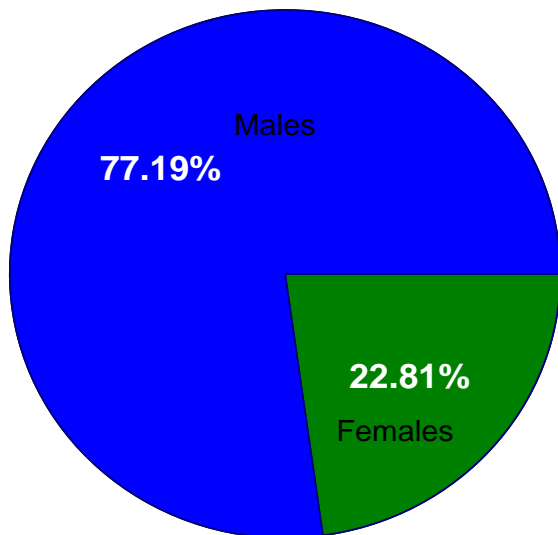


Figure 4.2a

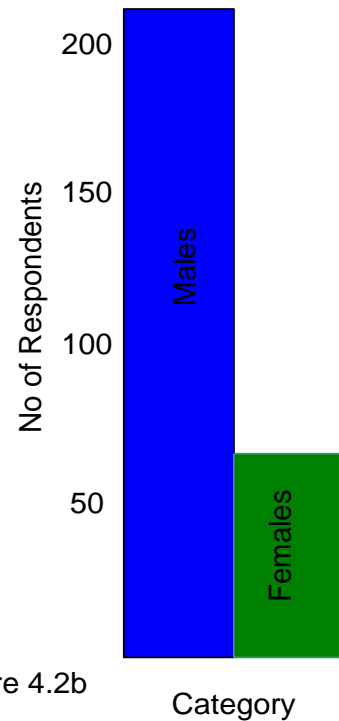


Figure 4.2b

Figures 4.2a and Figure 4.2b show the gender distribution in pie chart expressed in percentage and bar chart of number of respondents respectively

Table 4.3: Marital Status of the Respondents

| <i>Category</i> | <i>Cutix</i> | <i>Geolies</i> | <i>Dikbeem</i> | <i>Olimax</i> | <i>Delink</i> | <i>Surjars</i> | <i>Total</i> | <i>%Total</i> |
|-----------------|--------------|----------------|----------------|---------------|---------------|----------------|--------------|---------------|
| Married | 34 | 22 | 31 | 27 | 29 | 30 | 173 | 60.70 |
| Single | 11 | 24 | 12 | 21 | 16 | 13 | 97 | 34.04 |
| Divorced | 2 | 1 | - | - | - | 2 | 5 | 1.75 |
| Widowed | 3 | - | 2 | 1 | 3 | 1 | 10 | 3.51 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100 |

Source: Field Survey

The table above shows the distribution of the Respondents presented in marital status. It shows that the 173 of the 285 Respondents were married while 97 or 43.04 percent are single. The table also shows that 5 or 1.75% are divorced while the remaining 10 or 3.51 percent represent the number of respondents that are widowed. The data is further presented in a pie-chart and bar chart in figures 4.3a and 4.3b.

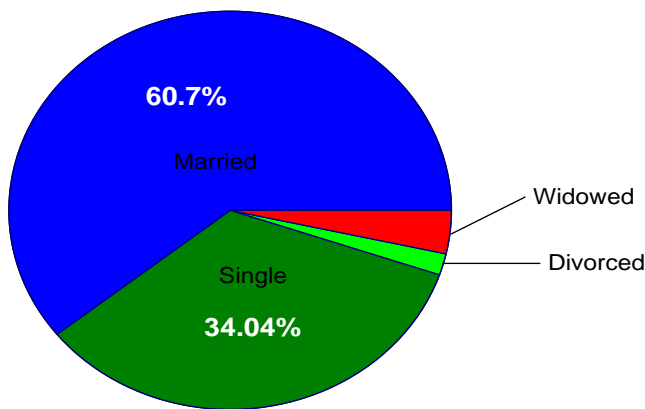


Figure 4.3a

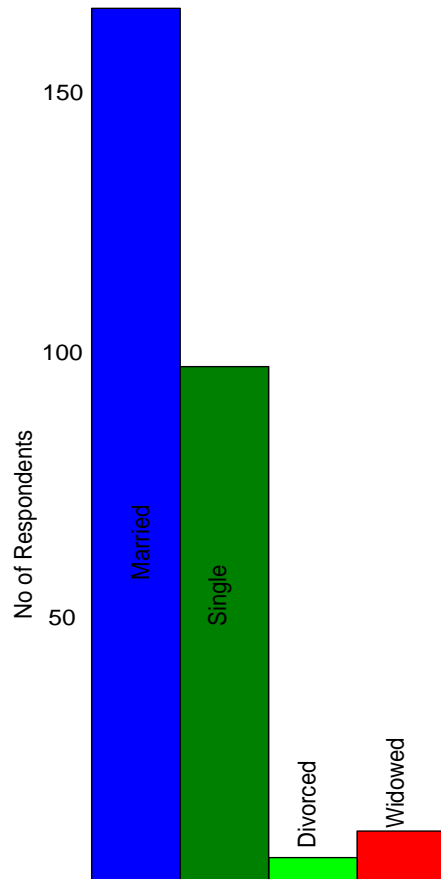


Figure 4.3b

Category

Figures 4.3a and Figure 4.3b show the marital status in pie chart expressed in percentage and bar chart of number of respondents respectively

Table 4.4: Age Distribution of the Respondents

| Category | <i>Cutix</i> | <i>Geolies</i> | <i>Dikbeem</i> | <i>Olimax</i> | <i>Delink</i> | <i>Surjars</i> | <i>Total</i> | <i>%</i> <i>Total</i> |
|---------------------|---------------------|-----------------------|-----------------------|----------------------|----------------------|-----------------------|---------------------|--|
| Less than 20 | 2 | 1 | 1 | 3 | 2 | 1 | 10 | 3.51 |
| 21=====30 | 15 | 11 | 16 | 17 | 14 | 17 | 90 | 31.57 |
| 31=====40 | 19 | 17 | 14 | 18 | 21 | 15 | 104 | 36.49 |
| 41=====50 | 11 | 10 | 10 | 8 | 7 | 9 | 55 | 19.29 |
| 51=====60 | 3 | 5 | 2 | 3 | 2 | 2 | 17 | 5.96 |
| 61 and Above | - | 3 | 2 | - | 2 | 2 | 9 | 3.18 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100 |

Source: Field Survey

Table 4.4 represents the distribution of the Respondents by Age. It indicates that less than 20 years has 10 or 3.51% of the total Respondents. Between the ages of 21-30, a total of 90 or 31.57% fall within that range while between ages 31 and 40 years, a total of 104 or 36.49% belonged there. The table also depicts that between ages 41 and 50 years, a total of 55 or 19.30% belonged to that range whereas between 51 and 60 years, 17 or 5.96% were there and finally 61 years and above, a handful of 9 or 3.18% were in that age. The data is further presented in a pie-chart and bar chart in figures 4.4a and 4.4b.

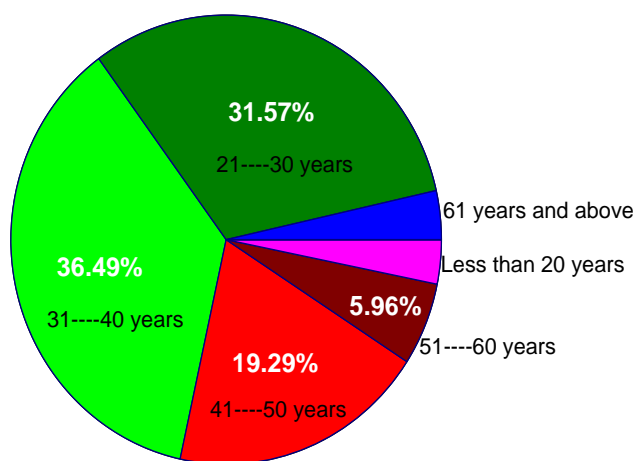


Figure 4.4a

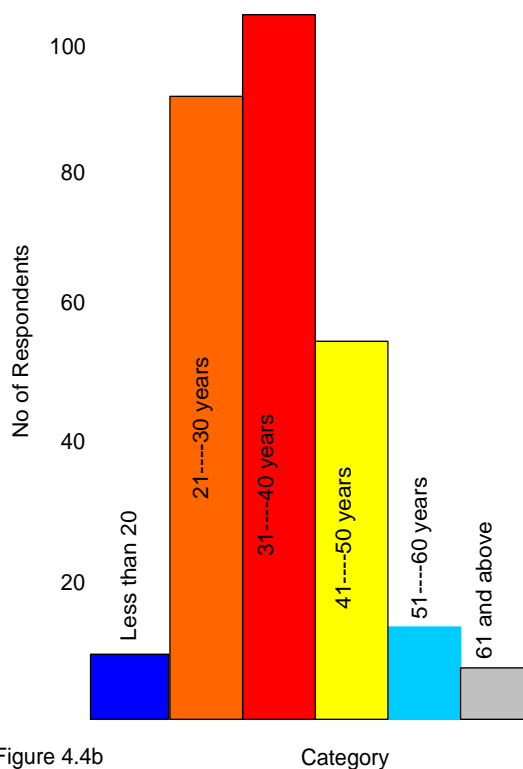


Figure 4.4b

Figures 4.4a and Figure 4.4b depict the age distribution in pie chart expressed in percentage and bar chart of number of respondents respectively

Table 4.5: Highest educational qualification

| Category | Cutix | Geolies | Dikbeem | Olimax | Delink | Surjars | Total | (%)Total |
|--------------------------|-------|---------|---------|--------|--------|---------|-------|----------|
| SSSE (wasc/GCE) | 15 | 22 | 17 | 16 | 21 | 19 | 110 | 38.60 |
| OND (NCE) | 19 | 13 | 16 | 18 | 17 | 17 | 100 | 35.09 |
| First Degree(HND) | 11 | 9 | 8 | 9 | 7 | 8 | 52 | 18.25 |
| Masters (MBA) | 3 | - | 2 | 3 | 2 | 2 | 12 | 4.21 |

| | | | | | | | | |
|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-------------|
| Professional | 2 | 3 | 2 | 3 | 1 | - | 11 | 3.85 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100 |

Source: Field Survey

Table 4.5 shows the highest education qualification of respondents, 110 or 38.60% showed that their highest qualification is SSSE which includes WAEC, GCE etc. 100 or 35.09% revealed that they have OND which includes NCE, and other diplomas. The table also indicates that First degree including HND is 52 or 18.25% while Masters Degree which includes MBA is 12 or 4.21% and finally other professional qualification is 11 or 3.85%. The data is further presented in a pie-chart and bar chart in figures 4.5a and 4.5b.

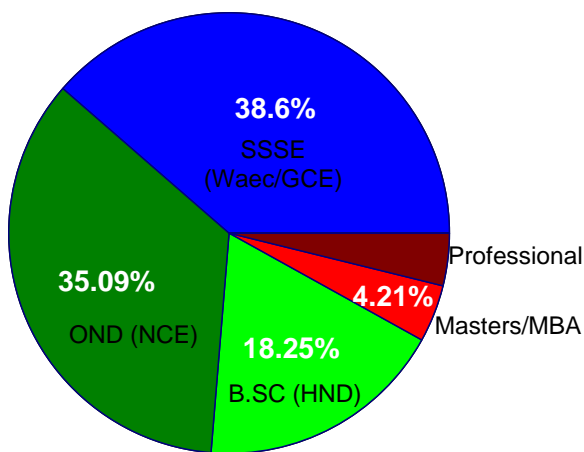


Figure 4.5a

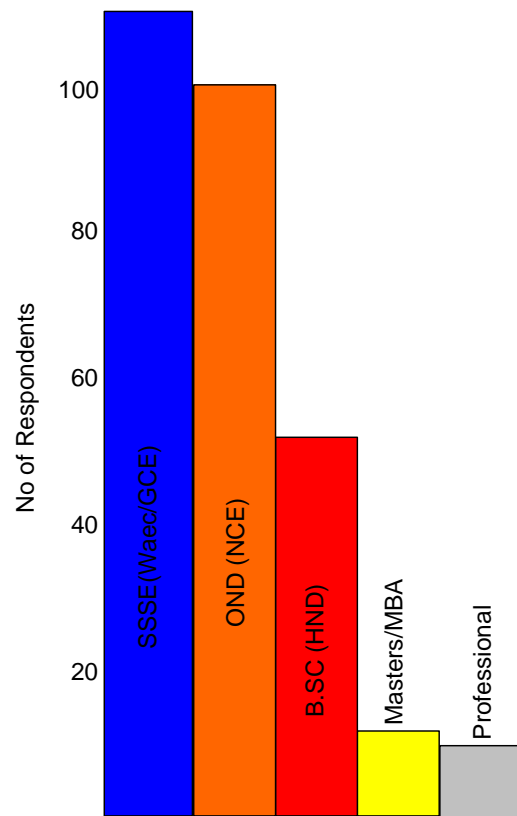


Figure 4.5b

Figures 4.5a and 4.5b illustrate the highest qualification in pie chart expressed in percentage and bar chart of number of respondents respectively

Table 4.6: Organizational Cadre of Respondents

| <i>Category</i> | <i>Cutix</i> | <i>Geolies</i> | <i>Dikbeem</i> | <i>Olimax</i> | <i>Delink</i> | <i>Surjars</i> | <i>Total</i> | <i>%Total</i> |
|------------------------|--------------|----------------|----------------|---------------|---------------|----------------|--------------|---------------|
| Top Management | 4 | 3 | 4 | 5 | 3 | 2 | 21 | 7.37 |
| Middle Cadre | 11 | 13 | 12 | 10 | 13 | 10 | 69 | 24.21 |
| Operative Cadre | 35 | 31 | 29 | 34 | 32 | 34 | 195 | 68.42 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100.00 |

Source: Field Survey

Table 4.6 indicates that 21 or 7.37% of the respondent are Top Management cadre level while 69 or 24.21% represent the Middle Cadre level and 195 or 68.42% represents the operative cadre level. The data is further presented in a pie-chart and bar chart in figures 4.6a and 4.6b.

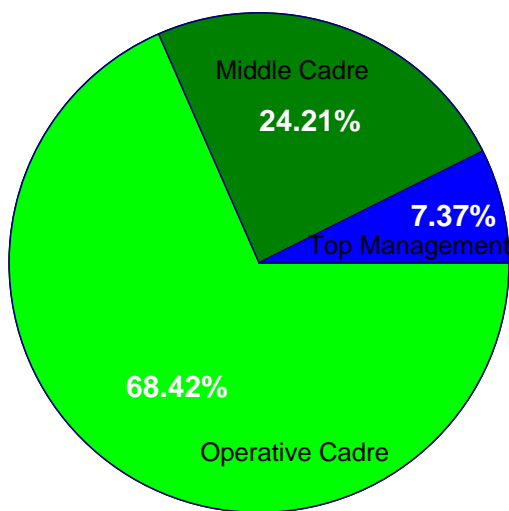


Figure 4.6a

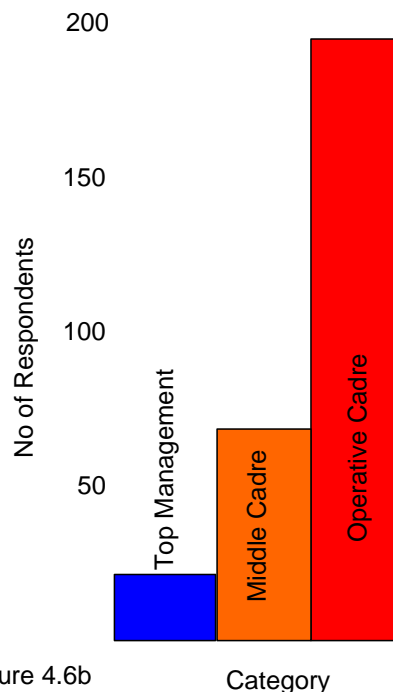


Figure 4.6b

Figures 4.6a and 4.6b indicate the Management level in pie chart expressed in percentage and bar chart of number of respondents respectively

Table 4.7 Number of years worked in the organization

| Category | Cutix | Geolies | Dikbeem | Olimax | Delink | Surjars | Total | % Total |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|---------------|
| 1=====5 | 6 | 2 | 3 | 1 | 4 | 7 | 23 | 8.07 |
| 6=====10 | 9 | 12 | 11 | 7 | 6 | 8 | 53 | 18.60 |
| 11=====15 | 16 | 18 | 14 | 17 | 21 | 9 | 95 | 33.33 |
| 16=====20 | 11 | 10 | 8 | 13 | 9 | 13 | 64 | 22.46 |
| 21 and above | 8 | 5 | 9 | 11 | 8 | 9 | 50 | 17.54 |
| Total | 50 | 47 | 45 | 49 | 48 | 46 | 285 | 100.00 |

Source: Field Survey

Table 4.7 shows the number of years worked in the organizations. 23 or 8.07% of the respondents have worked for 1-5 years, 53 or 18.60% have worked for between 6 to 10 years while 95 or 33.33% have worked between 11-15 years. 64 or 22.46% have worked between 16-20 years and finally 50 or 17.54% represent those that have worked for 21 years and above. The data is further presented in a pie-chart and bar chart in figures 4.7a and 4.7b.

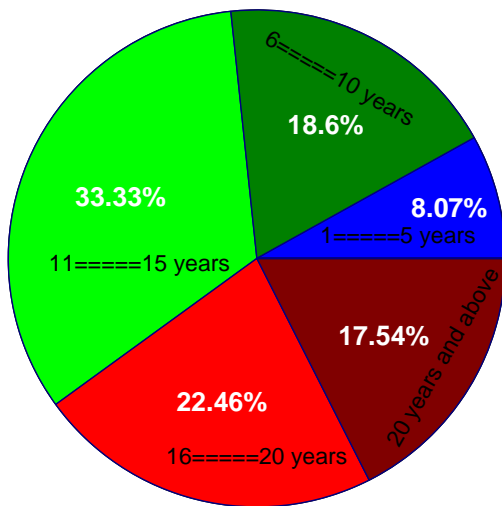


Figure 4.7a

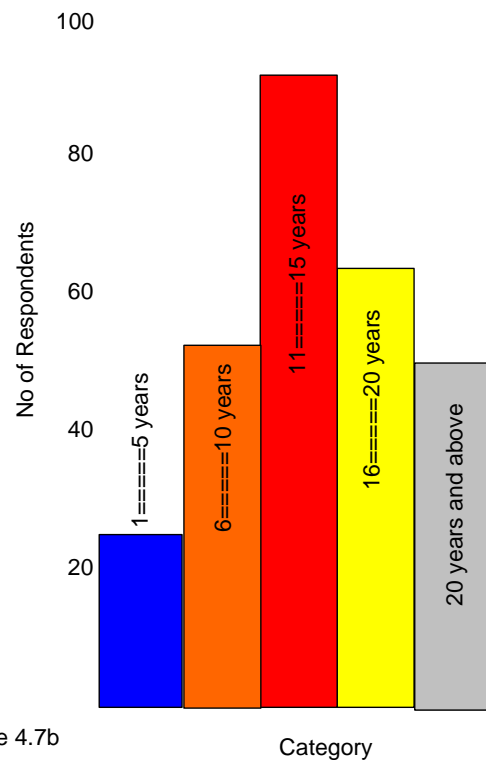


Figure 4.7b

Figures 4.7a and 4.7b represent the number of years worked by respondents expressed in pie chart as percentage and in bar chart respectively.

Objective One: To identify the causes of conflicts in small and medium scale enterprises.

Table 4.8: Unpredictable policies

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjax</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|---------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 9 | 12 | 7 | 11 | 8 | 12 | 9 | 14 | 10 | 18 | 5 | 13 | 128 | 44.91 |
| B-Agree | 6 | 15 | 5 | 12 | 5 | 9 | 4 | 16 | 6 | 11 | 4 | 10 | 103 | 36.14 |
| C-Disagree | - | 7 | 2 | 4 | 1 | 2 | 1 | 2 | - | 1 | 2 | 6 | 28 | 9.82 |
| D-Strongly Disagree | - | - | - | 2 | 2 | 4 | - | 1 | - | 2 | - | 3 | 14 | 4.91 |
| E-Undecided | - | 1 | 2 | 2 | - | 2 | 1 | 1 | - | - | 1 | 2 | 12 | 4.22 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.8 depicts that 128 or 44.91% strongly agreed that unpredictable policies can cause conflicts in organizations, 103 or 36.41% agreed to that effect while 28 or 9.82% disagreed. Finally 14 or 4.91% strongly disagreed that they do not, whereas and 12 or 4.22% are undecided.

Table 4.9: Different Personal Values

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 8 | 15 | 7 | 14 | 9 | 11 | 6 | 13 | 7 | 13 | 6 | 12 | 121 | 42.46 |
| B-Agree | 3 | 9 | 5 | 11 | 3 | 13 | 8 | 17 | 4 | 9 | 3 | 15 | 100 | 35.08 |
| C-Disagree | 2 | 6 | 3 | 2 | 2 | 3 | - | 1 | 2 | 6 | 1 | 2 | 30 | 10.53 |
| D-Strongly Disagree | 1 | 3 | 1 | 3 | 2 | - | - | 1 | 1 | 3 | 2 | 3 | 20 | 7.01 |
| E-Undecided | 1 | 2 | - | 1 | - | 2 | 1 | 2 | 2 | 1 | - | 2 | 14 | 4.91 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.9 depicts that 121 or 42.46% strongly agreed that different personal values can cause conflicts in organizations, 100 or 35.08% agreed to that effect while 30 or 10.53% disagreed. 20 or 7.01% strongly disagreed and finally 14 or 4.91% are undecided as to whether different personal values can cause conflicts in organizations.

Table 4.10: Role Ambiguity

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>%</i> <i>Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|------------------------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 7 | 8 | 9 | 13 | 11 | 9 | 7 | 15 | 8 | 12 | 5 | 14 | 118 | 41.40 |
| B-Agree | 5 | 11 | 7 | 9 | 4 | 15 | 7 | 14 | 6 | 13 | 7 | 12 | 110 | 38.60 |
| C-Disagree | - | 6 | - | 6 | - | 5 | 1 | 3 | - | 4 | - | 5 | 30 | 10.53 |
| D-Strongly Disagree | 3 | 7 | - | 3 | - | - | - | 2 | - | 1 | - | - | 16 | 5.61 |
| E-Undecided | - | 3 | - | - | 1 | - | - | - | 2 | 2 | - | 3 | 11 | 3.86 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.10 illustrates that 118 or 41.40% strongly agreed that Role ambiguity can cause conflicts in organizations, 110 or 38.60% agreed to that effect while 30 or 10.53% disagreed, Also 16 or 5.61% strongly disagreed that role ambiguity causes conflicts and finally 11 or 3.86% are undecided.

Objective Two: To identify the positive and negative consequences of conflict in small and medium scale enterprise.

Table 4.11: There are positive and negative consequences of conflict in your organisation

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 10 | 24 | 12 | 26 | 13 | 19 | 11 | 22 | 5 | 27 | 8 | 21 | 198 | 69.47 |
| B-Agree | 5 | 11 | 4 | 5 | 3 | 10 | 4 | 12 | 11 | 5 | 4 | 13 | 87 | 30.53 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.11 shows that 198 or 69.47% strongly agreed that conflict has either positive or negative consequence within their organization while 87 or 30.53% agreed to that effect.

Table 4.12: Decreased production as a negative consequence of conflict in organizations

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 4 | 9 | 3 | 7 | 6 | 11 | 4 | 8 | 7 | 9 | 3 | 10 | 81 | 28.42 |
| B-Agree | 6 | 14 | 4 | 9 | 4 | 7 | 5 | 11 | 5 | 7 | 6 | 12 | 90 | 31.58 |
| C-Disagree | 1 | 5 | 3 | 5 | 2 | 6 | 2 | 9 | 3 | 5 | 1 | 8 | 50 | 17.54 |
| D-Strongly Disagree | 2 | 4 | 5 | 10 | 3 | 3 | 4 | 3 | - | 8 | - | 4 | 46 | 16.14 |
| E-Uncertain | 2 | 3 | 1 | - | 1 | 2 | - | 3 | 1 | 3 | 2 | - | 18 | 6.32 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.12 shows that 81 or 28.42% strongly agreed that decreased production is a negative consequence of conflict in organizations, 90 or 31.58% agreed to the notion while 50 or 17.54% disagreed. The table also shows that 46 or 16.14% strongly disagreed. Finally 18 or 6.32% are undecided whether decreased production is a negative consequence of conflict in organizations.

Table 4.13: Increased understanding of others

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 11 | 24 | 12 | 28 | 11 | 21 | 9 | 25 | 9 | 30 | 9 | 23 | 212 | 74.39 |
| B-Agree | 4 | 11 | 4 | 3 | 5 | 8 | 6 | 9 | 7 | 2 | 3 | 11 | 73 | 21.61 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Uncertain | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Total</i> | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.13 illustrates that 212 or 74.39% strongly agreed that increased understanding of others can be a positive consequence of conflicts in organization while 73 or 21.61% agreed that increased understanding of others is one of the positive consequence of conflicts in their organization.

Table 4.14: Poor Work Relationship

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 5 | 9 | 7 | 10 | 7 | 15 | 8 | 12 | 6 | 11 | 4 | 11 | 105 | 36.84 |
| B- Agree | 10 | 26 | 9 | 21 | 9 | 14 | 7 | 22 | 10 | 21 | 8 | 23 | 180 | 65.16 |
| C- Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Uncertain | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Total</i> | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.14 illustrates that 105 or 36.84% strongly agreed to the opinion that poor work relationship is a negative consequence of conflicts while 180 or 65.16% agreed to that effect.

Table 4.15: Introduction of healthy competition among workers

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 5 | 11 | 7 | 10 | 9 | 13 | 7 | 25 | 8 | 11 | 10 | 15 | 131 | 45.96 |
| B-Agree | 3 | 9 | 2 | 12 | 6 | 7 | 3 | 9 | 5 | 13 | 2 | 7 | 78 | 27.37 |
| C-Disagree | 2 | 7 | 2 | 6 | - | 4 | 2 | - | 2 | 5 | - | 6 | 36 | 12.63 |
| D-Strongly Disagree | 3 | 6 | 1 | 3 | - | 5 | 1 | - | - | 3 | - | 4 | 26 | 9.12 |
| E-Uncertain | 2 | 2 | 4 | - | 1 | - | 2 | - | 1 | - | - | 2 | 14 | 4.92 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff (Junior Cadre)

Table 4.15 shows that 131 or 45.96% strongly agreed that conflict can induce healthy competition among workers, 78 or 27.37% agreed to that effect while 36 or 12.63% disagreed, the table also shows that 26 or 9.12% strongly disagreed with the notion while 14 or 4.92% are uncertain as to whether conflict can induce healthy competition among workers.

Objective Three: To evaluate the strategies for managing conflicts in small and medium scale enterprises in Anambra state.

Table 4.16: Collaboration as a tool for handling conflict

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 9 | 16 | 7 | 13 | 8 | 15 | 6 | 12 | 4 | 13 | 7 | 14 | 124 | 43.51 |
| B-Agree | 4 | 11 | 5 | 10 | 3 | 8 | 4 | 16 | 8 | 7 | 3 | 11 | 90 | 31.58 |
| C-Disagree | 1 | 1 | 3 | 7 | 1 | 2 | - | 3 | 3 | 6 | 1 | 4 | 32 | 11.23 |
| D-Strongly Disagree | - | 2 | - | - | 3 | 4 | 2 | 1 | - | 2 | - | 3 | 17 | 5.96 |
| E-Undecided | 1 | 5 | 1 | 1 | 1 | - | 3 | 2 | 1 | 4 | 1 | 2 | 22 | 7.72 |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.16 illustrates that 124 or 43.51% strongly agreed that the management uses collaboration as a tool for handling conflict, 90 or 31.58% agreed to that effect while 32 or 11.23% disagreed. The table also shows that 17 or 5.96% strongly disagreed to the view while the rest: 22 or 7.72% are undecided.

Table 4.17: Use of Collective Bargaining

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 11 | 9 | 9 | 8 | 6 | 7 | 6 | 5 | 12 | 9 | 7 | 3 | 92 | 32.28 |
| B-Agree | 4 | 7 | 7 | 5 | 10 | 5 | 9 | 3 | 4 | 5 | 5 | 7 | 71 | 24.92 |
| C-Disagree | - | 8 | - | 6 | - | 8 | - | 9 | - | 7 | - | 10 | 48 | 16.84 |
| D-Strongly Disagree | - | 11 | - | 12 | - | 9 | - | 17 | - | 11 | - | 14 | 74 | 25.96 |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.17 illustrates that 92 or 32.28% strongly agreed that the Management uses collective bargaining as a tool in resolving conflict while 71 or 24.92% agreed to that view. The table also shows that 48 or 16.84% disagreed and 74 or 25.96% strongly disagreed that Management uses collective bargaining as a means in resolving conflict.

Table 4.18: Intimidation and Harassment

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 12 | 9 | 14 | 11 | 9 | 12 | 10 | 13 | 11 | 9 | 8 | 7 | 125 | 43.86 |
| B-Agree | 3 | 10 | 2 | 8 | 7 | 4 | 5 | 7 | 5 | 11 | 4 | 11 | 77 | 27.02 |
| C-Disagree | - | 7 | - | 5 | - | 7 | - | 9 | - | 4 | - | 9 | 41 | 14.38 |
| D-Strongly Disagree | - | 9 | - | 7 | - | 6 | - | 5 | - | 8 | - | 7 | 42 | 14.74 |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.18 depicts that 125 or 43.86% strongly agreed that Management uses intimidation and harassment to resolve conflict in organizations. 77 or 27.02% agreed to the notion while 41 or 14.38% disagreed. Finally, 42 or 14.74% strongly disagreed that the strategies adopted by Management include intimidation and harassment.

Table 4.19: Setting of super ordinate goals can be used by Management in resolving conflicts

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|----------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 7 | 10 | 5 | 9 | 12 | 6 | 11 | 14 | 8 | 11 | 9 | 8 | 110 | 38.60 |
| B-Agree | 5 | 13 | 7 | 7 | 2 | 9 | 4 | 8 | 5 | 7 | 3 | 15 | 85 | 29.82 |
| C-Disagree | 3 | 5 | 4 | 6 | 2 | 8 | - | 5 | 3 | 9 | - | 7 | 52 | 18.25 |
| D-Strongly Disagree | - | 7 | - | 9 | - | 6 | - | 7 | - | 5 | - | 4 | 38 | 13.33 |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.19 shows that 110 or 38.60% strongly agreed that setting of super ordinate goals by employers can be used as a tool in resolving conflicts in organizations while 85 or 29.82% agreed to the effect. The table further depicts that 52 or 18.25% disagreed with that view while 38 or 13.33% strongly disagreed that Management uses setting of super ordinate goals as a tool for resolving conflicts in their organizations.

Objective four: To assess the extent to which workers' productivity will be affected by conflicts.

Table 4.20: Delays in Task Performance

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjars</i> | | <i>Total</i> | <i>%</i> <i>Total</i> |
|---------------------|--------------|-----------|----------------|-----------|----------------|-----------|---------------|-----------|---------------|-----------|----------------|-----------|--------------|--------------------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 12 | 29 | 11 | 30 | 9 | 21 | 10 | 27 | 11 | 24 | 9 | 26 | 219 | 76.84 |
| B-Agree | 3 | 6 | 5 | 1 | 7 | 8 | 5 | 7 | 5 | 8 | 3 | 8 | 66 | 23.16 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 15 | 35 | 16 | 31 | 16 | 29 | 15 | 34 | 16 | 32 | 12 | 34 | 285 | 100.00 |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.20 indicates that 219 or 76.84% strongly agreed that conflict can affect workers' productivity and can be manifested in delays in task performance, 66 or 23.16% agreed likewise.

Table 4.21: High Employee Turn Over

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjax</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|----------------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 12 | 30 | 10 | 29 | 8 | 21 | 12 | 27 | 9 | 27 | 10 | 29 | 224 | 78.60 |
| B-Agree | 3 | 5 | 6 | 2 | 8 | 8 | 3 | 7 | 7 | 5 | 2 | 5 | 61 | 21.40 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Total</i> | <i>15</i> | <i>35</i> | <i>16</i> | <i>31</i> | <i>16</i> | <i>29</i> | <i>15</i> | <i>34</i> | <i>16</i> | <i>32</i> | <i>12</i> | <i>34</i> | <i>285</i> | <i>100.00</i> |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.21 indicates that 224 or 78.60% strongly agreed that workers' productivity in a conflict ridden environment can be manifested in high employee turnover while 61 or 21.40% agreed to that effect.

Table 4.22: Project Failure

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjax</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|----------------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 9 | 28 | 10 | 27 | 11 | 23 | 10 | 29 | 6 | 24 | 8 | 30 | 215 | 75.44 |
| B-Agree | 6 | 7 | 6 | 4 | 5 | 6 | 5 | 5 | 10 | 8 | 4 | 4 | 70 | 24.56 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Total</i> | <i>15</i> | <i>35</i> | <i>16</i> | <i>31</i> | <i>16</i> | <i>29</i> | <i>15</i> | <i>34</i> | <i>16</i> | <i>32</i> | <i>12</i> | <i>34</i> | <i>285</i> | <i>100.00</i> |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.22 shows that 215 or 75.44% strongly agreed that failure to execute project is one of the ways by which workers' productivity is affected in an organization with lingering conflict while 70 or 24.56% agreed to that effect.

Table 4.23: Management Style and Leadership

| <i>Ratings</i> | <i>Cutix</i> | | <i>Geolies</i> | | <i>Dikbeem</i> | | <i>Olimax</i> | | <i>Delink</i> | | <i>Surjax</i> | | <i>Total</i> | <i>% Total</i> |
|---------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|----------------------|
| | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | <i>MS</i> | <i>OS</i> | | |
| A-Strongly Agree | 10 | 27 | 11 | 28 | 7 | 19 | 12 | 23 | 10 | 25 | 11 | 24 | 207 | 72.63 |
| B-Agree | 5 | 8 | 5 | 3 | 9 | 10 | 3 | 11 | 6 | 7 | 1 | 10 | 78 | 27.37 |
| C-Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| D-Strongly Disagree | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| E-Undecided | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| <i>Total</i> | <i>15</i> | <i>35</i> | <i>16</i> | <i>31</i> | <i>16</i> | <i>29</i> | <i>15</i> | <i>34</i> | <i>16</i> | <i>32</i> | <i>12</i> | <i>34</i> | <i>285</i> | <i>100.00</i> |

Source: Field Survey

MS: Management Staff (Top and Middle Cadre)

OS: Operative Staff

Table 4.23 shows that 207 or 72.63% strongly agreed that Leadership style of Management can ultimately affect workers' productivity while 78 or 27.37% agreed to the effect

4.2 Test of Hypotheses

The hypotheses earlier outlined in chapter one will be tested with the aid of Statistical packages for Social Sciences also known as SPSS. Furthermore the Pearson's Correlation Coefficient was adopted and T- test and Chi Square tests were applied to further determine the significance of the correlation coefficient. Below are the analyses and the testing of the hypotheses formulated to answer the research questions asked to guide the study.

Research Question One:

What are the causes of conflicts in small and medium scale enterprises in Anambra state?

Hypothesis One

H₀: Management style and poor welfare package does not represent the major causes of conflict in small and medium scale enterprises in Anambra state.

H₁: Management style and poor welfare package represent the major causes of conflicts in small and medium scale enterprises in Anambra state

Table (4.24)

elected Organizations * Management Style and Poor Welfare Package are not the Major Causes of Conflict in Small and Medium Scale Enterprises Crosstabulation

| | | | Management Style and Poor Welfare Package are not the Major Causes of Conflict in Small and Medium Scale Enterprises | | | | | Total |
|------------------------|---------|----------------|--|-------|-----------|----------|-------------------|-------|
| | | | Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree | |
| Selected Organizations | Cutix | Count | 29 | 12 | 2 | 6 | 2 | 51 |
| | | Expected Count | 27.2 | 14.3 | 2.0 | 5.0 | 2.5 | 51.0 |
| | Geolies | Count | 30 | 15 | 0 | 0 | 3 | 48 |
| | | Expected Count | 25.6 | 13.5 | 1.9 | 4.7 | 2.4 | 48.0 |
| | Dikbeem | Count | 26 | 11 | 0 | 2 | 5 | 44 |
| | | Expected Count | 23.5 | 12.4 | 1.7 | 4.3 | 2.2 | 44.0 |
| | Olimax | Count | 18 | 18 | 1 | 9 | 2 | 48 |
| | | Expected Count | 25.6 | 13.5 | 1.9 | 4.7 | 2.4 | 48.0 |
| | Delink | Count | 25 | 12 | 7 | 5 | 0 | 49 |
| | | Expected Count | 26.1 | 13.8 | 1.9 | 4.8 | 2.4 | 49.0 |
| | Surjax | Count | 24 | 12 | 1 | 6 | 2 | 45 |
| | | Expected Count | 24.0 | 12.6 | 1.7 | 4.4 | 2.2 | 45.0 |
| | Total | Count | 152 | 80 | 11 | 28 | 14 | 285 |
| | | Expected Count | 152.0 | 80.0 | 11.0 | 28.0 | 14.0 | 285.0 |

Source: SPSSWIN 17.00 Version output

Table (4.25)

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 41.091 ^a | 20 | .004 |
| Likelihood Ratio | 44.701 | 20 | .001 |
| Linear-by-Linear Association | 1.035 | 1 | .309 |
| N of Valid Cases | 285 | | |

a. 17 cells (56.7%) have expected count less than 5. The minimum expected count is 1.70.

Source: SPSSWIN 17.00 Version output

Table (4.24) displays the cross-tabulation of observed and expected frequencies ranging from strongly agree to strongly disagree. By careful observation, Management style and poor welfare package represent the major causes of conflict in small and medium scale enterprises

Table (4.25) shows the chi-square test statistics computed from the frequency distributions table above. The chi-square computed value $X^2_c = 41.091$ is greater than chi-square table value $X^2_{\tau} = 30.140$ with 20 degree of freedom at 0.05 level of significance.

Decision

Since the chi-square computed $X^2_c = 41.091$ is greater than tabulated $X^2_{\tau} = 30.140$. The null hypothesis should be rejected therefore we conclude that Management style and poor welfare package represent the major causes of conflict in small and medium scale enterprises.

Research Question 2:

What are the positive and negative consequences of conflicts in small and medium scale enterprises in Anambra State?

Hypothesis two:

- H₀: There are no positive and negative consequences of conflicts in small and medium scale enterprises in Anambra state
- H₁: There are positive and negative consequences of conflicts in small and medium scale enterprises in Anambra state

Table (4.26)

One-Sample Kolmogorov-Smirnov Test

| | | There are no Positive and Negative Consequences of Conflicts in Small and Medium Scale Enterprise |
|----------------------------------|----------------|---|
| N | | 285 |
| Normal Parameters ^{a,b} | Mean | 1.4351 |
| | Std. Deviation | .69213 |
| Most Extreme Differences | Absolute | .377 |
| | Positive | .377 |
| | Negative | -.265 |
| Kolmogorov-Smirnov Z | | 6.370 |
| Asymp. Sig. (2-tailed) | | .000 |

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSSWIN 17.00 Version output

From the table (4.26) the computed Z-value of 6.37 against 1.96 and a significance of 0.000, the null hypothesis should be rejected and alternate accepted. Thus there are positive and negative consequences of conflicts in small and medium scale enterprises.

Research Question Three:

What are the strategies for managing conflicts in Small and medium scale enterprises in Anambra state?

Hypothesis Three

H₀: A collaborative conflict management system will not promote industrial harmony in small and medium scale industries in Anambra state

H₁: A collaborative conflict management system will promote industrial harmony in small and medium scale industries in Anambra state

Table (4.27)**Selected Organizations * Collaborative Conflict Management System will not Promote Industrial Harmony in Small and Medium Scale Enterprises Crosstabulation**

| | | | Collaborative Conflict Management System will not Promote Industrial Harmony in Small and Medium Scale Enterprises | | | | | Total |
|------------------------|---------|----------------|--|-------|-----------|----------|-------------------|-------|
| | | | Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree | |
| Selected Organizations | Cutix | Count | 30 | 13 | 2 | 6 | 0 | 51 |
| | | Expected Count | 27.9 | 14.9 | 2.0 | 4.8 | 1.4 | 51.0 |
| | Geolies | Count | 31 | 15 | 0 | 0 | 2 | 48 |
| | | Expected Count | 26.3 | 14.0 | 1.9 | 4.5 | 1.3 | 48.0 |
| | Dikbeem | Count | 28 | 11 | 0 | 1 | 4 | 44 |
| | | Expected Count | 24.1 | 12.8 | 1.7 | 4.2 | 1.2 | 44.0 |
| | Olimax | Count | 18 | 20 | 1 | 9 | 0 | 48 |
| | | Expected Count | 26.3 | 14.0 | 1.9 | 4.5 | 1.3 | 48.0 |
| | Delink | Count | 25 | 12 | 7 | 5 | 0 | 49 |
| | | Expected Count | 26.8 | 14.3 | 1.9 | 4.6 | 1.4 | 49.0 |
| | Surjax | Count | 24 | 12 | 1 | 6 | 2 | 45 |
| | | Expected Count | 24.6 | 13.1 | 1.7 | 4.3 | 1.3 | 45.0 |
| | Total | Count | 156 | 83 | 11 | 27 | 8 | 285 |
| | | Expected Count | 156.0 | 83.0 | 11.0 | 27.0 | 8.0 | 285.0 |

Source: SPSSWIN 17.00 Version output**Table (4.28)****Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 49.478 ^a | 20 | .000 |
| Likelihood Ratio | 53.725 | 20 | .000 |
| Linear-by-Linear Association | 3.406 | 1 | .065 |
| N of Valid Cases | 285 | | |

a. 18 cells (60.0%) have expected count less than 5. The minimum expected count is 1.24.

Source: SPSSWIN 17.00 Version output

Table (4.27) displays the cross-tabulation of observed and expected frequencies ranging from strongly agree to strongly disagree. By observation, a collaborative conflict management system promotes industrial harmony in small and medium scale industries

Table (4.28) shows the chi-square test statistics computed from the frequency distributions table above. The chi-square computed value $X^2_c = 49.478$ is greater than chi-square table value $X^2_{\tau} = 30.140$ with 20 degree of freedom at 0.05 level of significance

Decision

Since the chi-square computed $X^2_c = 49.498$ is greater than tabulated $X^2_{\tau} = 30.140$. The null hypothesis should be rejected therefore we conclude that a collaborative conflict management system promotes industrial harmony in small and medium scale industries.

Research Question Four:

To what extent will workers’ productivity in small and medium scale enterprises in Anambra state be affected by conflicts?

Hypothesis four:

H₀: Workers’ productivity in small and medium scale enterprises in Anambra state will not be affected by conflicts.

H₁: Workers’ productivity in small and medium scale enterprises in Anambra state will be affected by conflicts.

Table (4.29)

| Descriptive Statistics | | | |
|------------------------|--------|----------------|-----|
| | Mean | Std. Deviation | N |
| Conflict | 1.8491 | 1.17861 | 285 |
| Productivity | 1.6772 | 1.11378 | 285 |

Source: SPSSWIN 17.00 Version output

Table (4.30) Correlations Matrix on the Relationship between Conflict and Workers' Productivity

| | | Conflict | Productivity |
|--------------|-----------------|----------|--------------|
| Conflict | Pearson | 1 | .897** |
| | Correlation | | |
| | Sig. (2-tailed) | .285 | .000 |
| | N | | 285 |
| Productivity | Pearson | .897** | 1 |
| | Correlation | .000 | |
| | Sig. (2-tailed) | .285 | |
| | N | | 285 |

Source: SPSSWIN 17.00 Version output

Table 4.29 shows the descriptive statistics of the Relationship between Conflict and Workers' Productivity. However, with a mean response of 1.84 and standard deviation of 1.17 for conflict and a mean response of 1.67 and standard deviation of 1.11 for workers' productivity, it can be said that there is about the same variability of data points amongst the dependent variables.

Table 4.30 is the Pearson correlation matrix on the relationship between conflict and workers' productivity showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.897. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there is a relationship between conflict and workers' Productivity ($r = .89$). The computed correlations coefficient is greater than the table value of $r = .195$ with 283 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($(r = .89, p < .05)$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed $r = 0.89$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we conclude that there is a statistically significant positive relationship between conflict and workers' productivity as reported in the probability value of ($r = .89$, $P < .05$).

4.3 Discussion of Results

The four hypotheses earlier stated were tested using the Statistical Packages for Social Sciences (SPSS) for easy analysis, ensure accuracy and eliminate mistakes arising from manual computations. The hypotheses were subjected to Pearson's Correlation Coefficient (2-tailed), bivariate correlation with means and standard deviation. The correlation coefficients were also subjected to t-tests and Friedman Chi-square statistics to ascertain the statistical significance of the correlation coefficient (r) at 95% confidence interval and 5 degree of freedom. The findings of the results are discussed based on the information obtained from the data analysis.

Hypothesis one was tested using the Pearson's correlation coefficient to determine the nature and strength of relationship between Management style, poor welfare packages and conflicts in small and medium scale enterprises in Anambra state. To further validate the result of the test, additional test statistics of t-test was conducted to test the significance of the correlation coefficient (r). With computed t value of $X^2_c = 41.091$ which is greater than tabulated $X^2_{\tau} = 30.140$. The null hypothesis was rejected giving rise to the conclusion that management style and poor welfare package represent the major causes of conflict in small and medium scale enterprises.

Hypothesis two was tested using the one sample Kolmogov- Smirnov test to determine whether there are positive and negative consequences of conflicts in small and medium scale enterprises in Anambra state, with a computed Z-value of 6.37 against 1.96 and a significance of 0.000, the null hypothesis was rejected and alternate hypothesis accepted resulting in the conclusion that there are positive and negative consequences of conflicts in small and medium scale enterprises in Anambra State.

Again, hypothesis three which was to evaluate the strategies for managing conflicts in small and medium scale industries in Anambra State was also tested using the Pearson's correlation coefficient and further tested using the Chi square test statistic, with a computed chi square value of $X^2_c = 49.478$ being greater than tabulated chi-square value $X^2_t = 30.140$ with 20 degree of freedom at 0.05 level of significance we can therefore safely conclude that a collaborative conflict management system promotes industrial harmony in small and medium scale industries.

Furthermore, hypothesis four which sought to assess the extent to which workers' productivity will be affected by conflicts in small and medium scale enterprises in Anambra State was also tested with the Pearson's correlation coefficient to determine the extent of the relationship between the variables. With a correlation coefficient of 0.897 which indicates that correlation is significant and that there is a relationship between conflict and workers' productivity. Hence it shows that there is a statistical significant positive relationship between conflict and workers' productivity. We therefore conclude from the test that workers' productivity will be affected by conflicts in small and medium scale enterprises in Anambra State.

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CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter summarizes the various findings emanating from this study. The various objectives and hypotheses set out in chapter one of this research were aligned with the results, also, conclusion were drawn as a result of the findings and necessary recommendation made based on the findings of the research.

5.1 Summary of Major Findings

This subsection highlights the summaries and the findings based on the objectives of the study, four hypotheses that were formulated for the study. All the four hypotheses were tested and accepted as indicated in chapter four of this study. The summaries and findings as were conducted are as follows:

- 1.** The first test showed that Management style and poor welfare package represent the major causes of conflicts in small and medium scale industries.
- 2.** The second test revealed that there are positive and negative consequences of conflict in the small and medium scale enterprises. It also showed the negative consequences far outweigh the positive consequences in most cases.
- 3.** The study also revealed that a collaborative conflict management system promotes industrial harmony in small and medium scale industries.

4. From the finding in the test of hypothesis four, it was revealed that there is a significant positive relationship between conflict and workers' productivity in small and medium scale industries,

5.2 Conclusion

Conflict management and resolution is very important in any organization as it plays a pivotal role in survival of any organization. Conflict is a natural part of life. Dealing with conflict in an effective and meaningful manner is what determines a healthy organization which in turn translates to the workers (Operative and Management staff) of the organization.

Conflict management and resolution in small and medium scale enterprises is very crucial if the organization is to survive and remain afloat. While Management can claim that most of the conflicts emanating from their daily activities are easily resolved, the satisfactory level of the resolution among staff should as well be a key factor. Most of the staff accept the key resolution just to carry on while still building on the acrimony.

What has been established is that conflict has an adverse effect on the staff (Operative and Management) and organization in general, resolving it is a collective responsibility by joining actions of staff and organization to increase the effectiveness, efficiency, competitive edge as well as the profitability of the organization.

5.3 Recommendations

Based on the findings of the study, the following recommendations were made:

The conflict resolutions in small and medium scale have a great deal of importance to the performance of both staff and management as well as the organization itself, our recommendations are thus as follows:

1. The staff and Management of the organization and the stakeholders as well should endeavour to understand what conflict is all about. This will enable them to perceive conflict in advance and try as much as possible to nip such causes in the bud before it

rears its ugly head in the organization. This should be done mostly by training the staff on conflict management and resolution.

2. Organizations should understand that there are positive and negative consequences of conflicts, however, the negative consequences far outweigh the positive, infact the positive consequences are so infinitesimal and inconsequential and hence has no bearing whatsoever in the organization. Thus addressing the issues of conflict should be of paramount importance to the Management and stakeholders as well as the staff of the organization.
3. In order to resolve conflict among workers, better strategies should be adopted by the Management and stakeholders. In- house resolution, dialogue among parties should be encouraged at all times, new ideologies in strategies for resolving conflict should be put in place. Also appeasing the party on the receiving end should be encouraged in order to boost morale of staff and Management.
4. Productivity and optimal performance of organization should be of utmost concern to Management and stakeholders, therefore, relentless efforts should be made to resolve conflict timely in order to boost productivity among staff and Management of the organization. Boosting productivity also includes better working conditions as well conducive working environment
5. Finally, Management should also try to adopt transparent strategies that are effective to the organization. The use of intimidation, coercion of workers, and threat to workers should be avoided. Management should use soft hand, good personal relationship, exhaustive dialogue and all manner of effective strategies which tend to erase the causes and grievances caused by the conflict among workers.

5.4 Contribution to Knowledge

This work is by no way an exhaustive research into the area and field of conflict resolution especially in small and medium enterprise in Anambra state and in Nigeria as a whole.

However, it represents a modest effort to address the issue of conflict resolution and management in small and medium scale organization in Nigeria vis-à-vis:

The research effort outlined that by proper management, conflict and its resolution will foster a great deal of discipline, better work ethics, focus and direction by staff and Management in small and medium scale organization.

The research also emphasized that timely resolution of conflict will always lead to improved workers productivity, good relationship among staff and Management and optimal performance of the organization while lingering conflict dampens the morale of workers thereby reducing their productivity and thus affecting the organization in general.

Through this research, Management, leaders as well and stakeholders in small and medium scale enterprises will always understand that timely and proper resolution of conflict in their organization will boost productively, create better business strategies and organization structures, have competitive edge over others thereby delivering the set objectives and goals of their organization.

5.5 Suggested Areas Further Research

Conflict management and resolution is not a new phenomena, it has been there from time immemorial: in the military, church, politics etc, in any setup, there must be conflict and there must be strategies put in place to resolve conflict. In small and medium scale enterprise, there is always conflict; the analogy is that conflict cannot be stamped out in totality. Based on the foregoing, the researcher suggests the following areas for further studies.

Future researchers should extend this study to service organizations to ascertain the predominant conflict types in such organizations with a view to finding the best method to use in resolving them.

Comparative study should be done on the environmental influences on conflicts across cultures.

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APPENDIX I

QUESTIONNAIRE

School of Postgraduate Studies

Management Department

Faculty of Business Administration

University of Nigeria

Enugu Campus

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Dear Respondent,

RESEARCH PROJECT QUESTIONNAIRE

This questionnaire presented for your completion is purely for academic research purpose. The essence of this survey is to obtain your opinion on the study “CONFLICT MANAGEMENT AND RESOLUTION IN SMALL AND MEDIUM SCALE INDUSTRIES IN ANAMBRA STATE” The research is in partial fulfilment of the requirements for an award of Master of Science (M.Sc) Degree in Management of the University of Nigeria.

The questionnaire is drawn in likert form to facilitate your choice of selection and to ease understanding, it is my request, therefore that you sincerely answer these questions since the success of this work depends on your willingness to do so.

Thanks.

Yours faithfully,

Nkechi Nkwonta.

INSTRUCTION: Tick appropriate, whichever is chosen. section one: background characteristics.

1. Sex: male () Female ()
2. Marital status: Single () Married ()
3. Age range (years): under 20 (), 21-30() , 31-40()
41-50 (), 51 and above ()
4. Educational qualification; FLSC (), WASC (),
OND (), NCE (), MBA (), MSC()
5. Other qualifications: (Please Specify)