Effect of Conflicts Management on Employees Performance

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ABSTRACT - This study titled "Effect of Conflicts Management on Employees Performance" is aimed at investigating the types, causes and effects of organizational conflicts in the organization as well as the strategies adopted in managing the conflicts in the bank. The qualitative research method was adopted for the study. Primary data were collected from selected staff of the bank using questionnaire and interview techniques. Secondary data were collected from published works. Data generated from the study were organized and presented in tables and percentages. The following statistical tools were specifically used to test the hypotheses; simple linear regression and Pearson's Product-Moment Correlation Coefficient. The major findings of the study were as follows; Conflicts regularly occur in the bank. These include intrapersonal, inter-personal and group-management conflict. The causes range from personal trait and goals, organizational policies to poor communication and reward system. The conflict management strategies adopted include avoidance, accommodation, competition, compromise, collaboration, mediation, counseling, team resolution, etc. Conflicts have adverse effects on employees and the organization. Effective conflict management enhances organizational performance

Keywords: Conflict Management, Employees and Performance

INTRODUCTION

Conflict management has received increasing attention in the organizational literature during the last two decades because of a shift in attitudes towards conflict in organizations (Prentice, 2006). Many benefits such as increasing of work time, ability to control one's behaviour in conflict

situations, enhancing of interpersonal communication skills, reduction of suspensions, prevention of violence, reduction of detentions and improving the ability to respect the different perspectives or opinions of individuals at workplace are achieved as a result of conflict management programs. It is for this reason that managing conflict is more important than avoiding it.

Conflict among employees in an organization is not simply inevitable; rather it is the nature of complex organizations (Albert, 2011). However, if managed properly, it can have a positive impact on employee satisfaction and performance (Dana, 2000). Research indicates that management executives are spending twice as much time settling employees' disputes than they did a decade ago). If conflicts are managed properly by applying the best course of action, the organization can increase it is performance in terms of utilizing the scarce resources and achieving the organizational objectives.

Conversely, unmanaged conflict negatively impacts both employee satisfaction and performance. Timely management of conflict has the potential of improving employee satisfaction and job performance. Management should therefore resolve conflicts so that organizational performance can be increased (Armstrong, 2006).

Albert (2011), averred that there are productive and destructive conflicts in workplace, according to him, "conflict is said to be positive when it is constructively discussed by the parties and amicable terms for settlement reached". He emphasized that constructively managed conflict in workplace induces a positive employee performance while poorly managed conflict lowers employees morale, reduces employees performance, increase employee absenteeism, increase the chances of losing skilled personnel, leads to loss of man and machine hours, and may lead to an increase in the number of defective products produced due to lack of employees commitment to work.

In the organization context, performance is the ability to carry out the job well (Armstrong, 2006). An organization may therefore involve a third party consultant when key performance indicators such as sales, return on investment and profit margins have reduced due to poor conflict

management (Posthuma, 2011). A third party often requires good communication skills to be able to understand and moderate the conflict (Brett, 2001). Furthermore when all attempts of negotiation fail, a third party helps to resolve the dispute through communication (Hofstede, 2013) The third strategy adopted by organizations to manage conflict is Communication. Communication is a process that contains expressing, listening and understanding (Banerji and Dayal, 2005).

While studies have shown that the strategies of negotiation, third party intervention and communication have worked in organizations globally and regionally. Since employees are the key players in a conflict situation, while at the same time form the key resources in driving performance, the banking sector therefore provides a good basis to ascertain the influence of conflict management on organization performance. This study sought to determine the effects of conflict management on the employee's performace with respect to the banking sector.

Statement of the Problem

There has been a growing interest in conflict management in recent years. First, research has stimulated interest in strategies and approaches to handling conflict which in the past may have involved litigation through the courts, Second, there is increased legalization of the workplace, particularly in the areas of occupational health and safety, discrimination, and harassment, Third, there has been heightened interest in the need for organizations to move to high performance work systems.

Traditional workplace practices and systems with their hierarchical structures, tight divisions of labor, narrowly defined jobs, detailed rules, limit employee involvement, and managerial decision making, authority, and control are no longer adequate since they foster conflict. The high-performance workplace emphasizes conflict management as a cornerstone of the effective high-performance workplace.

Consequently, it is very imperative that efforts are made towards finding ways of effectively managing conflict so as to achieve organizational objectives. The problem of poor conflict

management in corporate organizations with particular emphasis on United Bank of Africa, Zenith bank Nig Plc, and First Bank of Nigeria, Plc. is the focus of this Research

Research Objectives

The main objective of this study is to examine the effect of conflicts management on employees performance. The specific objectives are:

i.   To examine the different strategies of conflict management in organizations

ii. To determine the impact of effective conflict management on organizational performance

Research Hypotheses

The study will be conducted with the help of the following alternate hypotheses:

H_1:   There are different strategies of conflict management in organizations

H_2:   Effective conflict management enhances organizational performance.

LITERATURE REVIEW

Conceptual Framework On Conflict Management

Damachi (1999) emphasises that if those workers rights and employee prerogative are trampled upon, could also cause conflict. These include pay, condition of service, and fringe benefits among others. Azamosa (2004) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

One important task of management is to create an environment in which individuals and groups of people can cooperate with one another to achieve their goals and the goals of the organisation as a whole. Yet one persistent problem in organisations is that individuals and work groups compete for limited resources, power, status, etc. to the extent that their competition leads to disruption (or even enhancement) of cooperative endeavours. These competitions (bad or good) are generally referred to as conflicts.

According to Fajana (1995), conflict can be defined as a disagreement between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party. Conflict can be regarded as a reality of management and organisational behaviour and can be related to power and politics. Mullins (2005) sees conflict as behaviour intended to obstruct the achievement of some other person's goals. According to this author, conflict is based on the incompatibility of goals and arises from opposing behaviours. It can be viewed at the individual, group or organisational level.

Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party. Conflict can arise over a multiple of organisational experiences, such as incompatible goals, differences in the interpretation of facts, negative feelings, differences of values and philosophies, or disputes over shared resources. As defined above conflict tends to be associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences.

But in some cases, it can actually stimulate creative problem solving and improve the situation for all parties involved. In this article, we simply view organisational conflict as competition by the individuals and groups for organisational resources and organisational rewards. Since industrial relations basically aims at the relationship among various actors in the workplace, it then becomes necessary to examine the causes and effects of conflict and to provide insights into how such relationship could be adequately performed.

Otobo (1987) writing on effects of strikes and lockouts examined resultant effects of industrial conflict at three levels namely psychological, political and economic. In all, every party to industrial action is affected. The need for an effective conflict management to ameliorate the problems emanating from conflict and assist organisation in their struggle for the attainment of corporate objective cannot be over emphasised.

Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are resolved effectively. Knippen, Yohan, and Ghalla (2011), asserted that conflict management broadens understanding of the problem, increases the resolutions and tend to work towards consensus and to seek a genuine commitment to decision making. Since there is a broader, stronger element of disagreement and discord within the conflict process, a considerable amount of mental and psychological energy is generated. The ability to divert this energy into productive achievement for both parties involved in the conflict can result in the conversion of conflict into a joint finding and problem solving solution (Prentice, 2006).

Blake and Mouton (2009), accept that the most important aspect of a successful conflict management is the attempt to shift the behavioral and attitudinal components of a relationship from a competitive to a cooperative orientation. They do, however, suggest that both the common enemy and the super ordinate goal approaches fall short of the need to achieve a genuine conflict resolution. This is because both can be seen as being mainly temporary in character, both are primarily defensive and both strategies may widen a conflict by externalizing it (Poole, 2009). Blake and Mouton (2009), offer an approach which emphasizes consultation based interventions, openness of communication, and greater participation in decision-making and problem-solving interactions. Conflict management strategies are important in every organization in order to generate creative thinking and to establish a problem-solving attitude (Sanda, 2008). Moreover, effective conflict management is quite a major undertaking because there are not too many guideposts to indicate how to move towards conflict resolution. It is, therefore, a task which demands attention to attitudinal and behavioral elements, to outcome and emotional needs and to interpersonal as well as interdepartmental requirements.

The institutionalization of interaction of information, skills, values and situation consists of four steps (Ekong, 2013). The first step is bringing in the consultant which represents an administrative response for effective conflict management. The second step is associated with various information-giving activities. The third step is aimed at attitudinal change through data-feedback,

team-training, sensitivity and T-Group training or Grid development. The final step involves a structural change in the relationship between departments and a move towards integrative interactions and conflict resolution.

Strategies for Conflict Management

A positive approach to organisational conflict is that it is absolutely necessary. Accordingly, opposition to ideas should be explicitly encouraged and both the stimulation and resolution of conflict should be encouraged. Even if this view is not hold by, management conflict in organisations is inevitable. This inevitability of conflict is caused by forces residing both inside and outside the organisation.

The external environments of the organisation sometime change in ways that necessitate a reshuffling of priorities and resources allocation among internal subunits, and stimulate shifts in the balance of power and patterns of influence between them. Therefore instead of avoiding conflict, organisations should endeavour to manage or reduce them to the benefit of the organisation. There are several managerial strategies used in managing conflict, and essentially, they are directed at its cause, these include:

i. **Controlling the Context:** To minimize conflict that arises out of organisational design and layout strategies, management must formulate sound procedural strategies to institutionalize and channel conflict. If conflicts are inevitable and normal in organisational life, then proper procedures for solving them must be established.

ii. **Controlling the Issue in Dispute:** The attempt here is to issue in an attempt to resolve the dispute. This involves separating issues into their smallest components and dealing with them separately in attempt to make it easier to resolve major disputes. Fractioning conflict issues help to avoid stalemate by making it possible for one party to concede on one issue without feeling it has lost the contest.

iii. **Controlling the Relationship Directly:** In adapting this strategy, management hopes to change the attitudes of the group members or individuals toward each other. This approach is more functional in inter-group conflict. Management directly intervenes in the dispute

by physically separating the unit involved on holding direct negotiations between the units or individual or formally requiring intense interaction.

iv. **Altering the Individual Involved:** Because altering the individual personality is much more difficult than altering his position in the organisation, it may be feasible to swap the individuals in dispute.

v. **Develop a Common Set of Goal:** Much of the conflict between groups in any social organization arises because the subsystems have different goals. Most managers are rewarded through pay increases, promotions etc. to the extent that they accomplish the goals and the objectives of their particular subsystem is concerned about making itself look good and is also concerned about working with other subsystems towards common goals and objectives. An approach known as the "the organisational confrontation meeting" is developed by Beckhard to encourage organisational subsystems to work towards establishing and striving for common goals.

vi.

Techniques of Conflict Management in Corporate Organizations

This is the focal point of this study. It could be defined as the tools, methods, art or style of handling conflict. A union leader once said the best way to manage conflict is to prevent crises. Other methods of conflict resolution are discussed below.

i. **Compromise**

Compromise strategy is another method of managing conflict. In compromise strategy, each party in the conflict situation surrenders certain value or interests in order to allow peace to reign. Just like the first method (domination), this method has its own shortcoming with the magnitude of the shortcomings depending on each conflict situation, environment and the extent of the compromise or values surrendered by each party in the conflict. However, conflict resolved through compromise method is not the best, despite it's widely acceptance since it may be suspended yet a greater magnitude of the problem might likely resurface in either the same form or in an entirely different manner (Fadipe, 2010).

Often time's people resist the temptations of reaching compromise due to ego clashes or stated positions. A traditional way of coping with conflict is to compromise, agreeing in part with the other person's view or demand. This is the lose-lose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals. The compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution (Parker, 2012).

This strategy prevails most often in conflicts where the parties hold approximately equivalent power. Business owners frequently employ compromise during contract negotiations with other businesses when each party stands to lose something valuable, such as a customer or necessary service.

ii. Forcing

A third way according to Robinson, et al (2013), is forcing, pushing one's own view on others; this, of course, will cause overt or covert resistance. This is the win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence. It emphasis is on self-interest, whereas in collaboration and bargaining the two sides come together to try to resolve their problems, when power is the dominant mode, the actions are unilateral or in coalitions acting unilaterally.

Parker (2012), forcing, a win-lose situation, involves using your authority or power to decide on the outcome of a conflict regardless of the opinion of the participants. In project management, forcing can lead to low morale and low ownership. However, forcing is very useful when you need to resolve a conflict in the shortest possible time. Forcing, also known as competing. An individual firmly pursues his or her own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

iii. Bargaining

Korbanik, et al (2012), bargaining assumes that neither party will emerge satisfied from the confrontation but that both, through negotiation, can get something they do not have at the start, or more of something they need, usually by giving up something of lesser importance. One party generally wins more than the other; by the skillful use of tactical trades, he can get the maximum possible from the other side. Bargaining is another form of dominant conflict style. In this case, both individuals are trying to create a win-win situation, but one individual wants to get more out of the bargain. For example, when buying a car, customers sometimes negotiate with the car salesman. The car salesman wants to sell the car for the highest price possible, while the customer wants to get the car for the lowest price possible.

iv. Avoidance

This technique entails calming down the conflict through no attention. Ojo (2005) argues that through avoidance more information is gathered by management on the issue(s) at dispute before a decision is taken. Sometimes, it requires physical separation so as to avoid violent demonstration of grievances and differences which will aggravate the situation.

v. Accommodation

This technique requires making concession by one of the parties in the dispute in order to resolve the conflict. This is usually appropriate when one party is interested in satisfying the other party's interest more than his/her own interest. Ojo (2005) states that it is appropriate when the issue is more important to the other party. Sacrifice and concessions are made to please the opponent so as to maintain the relationship. Often this earns one social credit that will be used later for commendation.

vi. Competition

This technique requires introduce entails calming down the conflict through non-attention. Ojo (2005) argues that through avoidance more information is gathered by management on the issue(s) at dispute before a decision is taken. Sometimes, it requires physical separation so as to avoid violent demonstration of grievances and differences which will aggravate the situation.

vii. Collaborations

This technique requires consultation, discussion and negotiation between all the parties in dispute. Juhel (2002) expresses that when the conflicting parties openly discuss all relevant issues in an open and honest manner, tempers are cooled and solution found. It works well when it is important to find a joint solution and this leads to a "wins a win" situation.

viii. Modifying The Organizational Structure

This technique requires the modification of organizational structure in order to resolve a conflict. For instance conflicts arising from bureaucratic rigidities, span of control, centralization, command structure, etc can only be resolved through modification of the organizational structure to ease decision-making and communication. Juhel (2002) posits that when the removal of an indicated personal does not resolve the conflict, this technique is most appropriate.

ix. Employees Morale

Nicole (2011), employee morale can be defined as the job satisfaction, outlook, and feelings of well-being an employee has within a workplace setting. Proven to have a direct effect on employees' performance, it is one of the corner stones of business. Recognized as one of the major factors affecting employees' performance and overall financial stability of any business, low morale may lead to reduced concentration, which in turn can cause mistakes, poor customer service and missed deadlines. It also can contribute to a high turnover rate and absenteeism. Furthermore, employee morale proves to be detrimental to the business in these respects. Morale can drive an organization forward or can lead to employee discontent, poor job performance, and absenteeism (Ewton, 2007).

With low morale comes a high price tag. The Gallup Organization estimates that there are 22 million actively disengaged employees costing the American economy as much as $350 billion per year in lost productivity including absenteeism, illness, and other problems that result when employees are unhappy at work. Failing to address this issue lead to decreased performance, increased rates of absenteeism and associated costs, increased conflicts in the work environment,

increased customer or consumer complaints, and increased employee turnover rates and costs associated with selection and training replacement staff (Nicole, 2011).

Impact of Conflict on Organizational Performance

Chandan (2005) expresses that where they not brought under control in good time, conflicts could work against the achievement of organizational goals. Individual and group responses in conflict situations could range from sabotage, slowing down the pace of work, over-load to lack of cooperation. More importantly, targets and objectives are achieved by groups and individuals and as such them, more critical the conflict is to the core operations of the organization and the higher the position in hierarchy of persons in conflict situation, the more devastating the impact of such conflict situations. Precisely, because the goals of the organization are formulated by individuals, when the same individuals are in conflict situation some organizational goals either do not get achieved in good time or may be re-aligned or modified.

Chandan (2005) observes that under conflict situation organizational performance is hampered. This is because as conflict rages on individual workers become more aggrieved, less committed to work, frustrated, unmotivated and less productive. These lead to levity, loss of time, low performance and output. Ultimately, organizational performance is adversely affected. McDaniel (2001) supports this by stating that the problems of organizational conflict is that if it not properly managed, it hampers performance, lowers moral, causes more and continued conflict and breeds indiscipline and misconduct. These hamper performance, profitability and performance of the organization. The bad consequence of organizational conflict makes it imperative for management to ensure that conflicts are promptly resolved as they occur.

Impact of Effective Conflict Management on Organizational Performance

Effective conflict management requires that the grievances of the parties in dispute be addressed or, at least, reduced to its barest minimum so that the aggrieved parties feel palliated. Effective conflict management, according to Ojo (2005) is imperative for corporate organizations because of its impact (directly or indirectly) on corporate performance. First, it has been ascertained that effective conflict management restores trust, confidence, calm and harmony among employees and

management effect of this is that it strengthens management employee relations on the one hand, and employee relationships on the other.

The implication is that effective conflict management creates conducive work environment which not only promotes teamwork and commitment but also enhances organizational performance. Second, Ojo (2005) posits that effective conflict management enables workers to achieve their goals in the organization which may include status enhancement. This is often associated with enhancement of position, earnings and welfare. These are important sources of motivation. Thus, when these are achieved, workers are motivated to higher performance. Thus impacts positively on organizational performance.

Third, effective conflict management ensures that there is continuous production and operations do not cease. Continuous work process due to effective conflict management promotes organizational performance. Bryant (2000) adds that effective conflict management boosts moral, enhance performance and profitability, all of which enhance organizational performance.

METHODOLOGY

Conceptually this study focuses on conflict management in corporate organizations. No doubt, it will be practically difficult to cover all organizations in this study. Hence, the research is restricted to United Bank of Africa, First bank of Nigeria and Zenith Bank Nig. Plc., Asokoro, Abuja. Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A simple size of 115 was obtained from the population of 162 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula 115(100%) of the questionnaires distributed 110 (95.6%) were returned and 5(4.4%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Pearson product moment correlation coefficient was used to test the hypotheses.

TEST OF HYPOTHESES

Test of Hypothesis One

H_O: There are no different strategies of conflict management in organizations

H_1:   There are different strategies of conflict management in organizations

Table 1: Descriptive Statistics

	Mean	Std. Deviation	N
strategies of conflict	2.8253	1.27682	110
management in organizations	3.1613	1.37593	110

Source: SPSS version 25.00

Table 2: Correlations

		strategies of conflicts	management in organizations
strategies of conflicts	Pearson Correlation	1	.716(**)
	Sig. (2-tailed)		.000
	N	110	110
management in organizations	Pearson Correlation	.716(**)	1
	Sig. (2-tailed)	.000	
	N	110	110

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

Source: SPSS version 25.00

Table (1) shows the descriptive statistics with a mean response of 2.8253 and std. deviation of 1.27682 for strategies of conflicts and a mean response of 3.1613 and std. deviation of 1.37593 for management in organizations and number of respondents (110). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (2) is the Pearson correlation coefficient for strategies of conflicts and management in organizations. The correlation coefficient shows 0.716. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant impact between strategies of conflicts management in organizations (r = .716). The computed correlations coefficient is greater than the table value of r = .195 with 383 degrees of freedom   (df. = n-2) at alpha level for a two-tailed test (r = .716, p< .05). However, since the computed r = .716, is greater than the table value of .195 we reject the null hypothesis and conclude that there are different strategies of conflict management in organizations (r =.716, P<.05).

Test of Hypothesis Two

H_O: Effective conflict management does not enhances organizational performance

H_1:   Effective conflict management enhances organizational performance

Table 3: Descriptive Statistics

	Mean	Std. Deviation	N
Effective conflict management enhances	1.8261	1.16043	110
organizational performance	1.9065	1.26713	110

Table 4: Correlations

		Effective conflict management	enhances organizational performance
Effective conflict management	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	1110	110
enhances organizational performance	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	110	110

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

Table (3) shows the descriptive statistics of the Effective conflict management via, enhances organizational performance with a mean response of 1.8261 and std. deviation of 1.16043 for Effective conflict management and a mean response of 1.9065 and std. deviation of 1.26713 for enhances organizational performance (110). By careful observation of standard deviation values, there is not much difference in terms of the standard deviation scores. This implies that there is about the same variability of data points between the dependent and independent variables.

Table (4) is the Pearson correlation coefficient for Effective conflict management and enhances organizational performance. The correlation coefficient shows 0.955. This value indicates that correlation is significant at 0.05 level (2tailed) and implies that there is a significant relationship between Effective conflict management and organizational performance (r = .955). The computed correlations coefficient is greater than the table value of r = .195 with 383 degrees of freedom (df. = n-2) at alpha level for a two-tailed test (r = .955, p< .05). However, since the computed r = .955,

is greater than the table value of .195 we reject the null hypothesis and conclude that effective conflict management enhances organizational performance is high (r =. 955, P<.05).

CONCLUSION

For an organisation to grow effectively and efficiently it depends on the way it manages the conflict within its organisation. Having studied the opinions of the various stakeholders as far as this research is concerned, it should be noted that the employee's should be flexible and should direct their energy towards the achievement of organisational goals and objectives. It should be more than a target, against which performance is routinely assessed, in viable and vibrant plan for success of the organisation. Organizational conflict is a regular feature in corporate organizations which arises whenever there is disagreement between individual or group of individuals and management. Various strategies are adopted in managing the conflicts but the strategy adopted in each instance depends on the nature of the conflict and the person involved. The strategies adopted are largely effective in resolving the conflicts. However, the reoccurrence of specific conflict is not mainly due to ineffective conflict management but the dynamic socio-economic situation. Organizational conflicts adversely affect employees and management as well as their relationships. It impacts negatively on workers" performance and overall performance and growth of the organization. In view of this; the researchers rightly conclude that if the organisation can effectively and efficiently manage conflict within its operation, this will lead to high level of organisational performance which will result into achievement of the organisational goals and objectives. Successfully managing conflict has a domino effect, allowing managers to create a workplace where employees can thrive.

RECOMMENDATIONS

Based on the findings of this research, the researches make the following recommendations:

i.   Since conflict is indispensable in an organisation, management should not take it with kids' glove as it can influence the employee performance, and this can either mar or make the organisation in achieving its stipulated objectives from time to time.

ii. Management should ensure that there is effective communication between the management team and subordinates. This will ensure that all are aware of management policies and

actions as well as contributory to decision-making in the organization. This will eliminate alienation and communication gap.

iii. The organisation should embark on training and retraining of its employees in area of conflict management so as to create a conductive working environment for the employees.

iv. There should be effective interpersonal relationships, as well as effective management employee relationships. This should be underscovered by democratic management style. This will ensure that employees" problems are well addressed and opportunities are always offered to them to achieve their goals.

v. There should be efficient and effective communication between and among all categories of the employees the organisation. This will reduce conflictful situations in the organisation.

vi. There should always be adequate reward system or compensation plan for employees. These include adequate pay packages, prompt promotion and advancement and effective welfare and social security programmes.

vii. Problems of shared resources among the employees by the management should be dealt with before it affects the performance of the organisation.

viii. Management should formulate policies that will ensure that conflicts that may occur within the organisation are quickly resolved.

ix. There should always be regular training and development programmes which will not only improve the skills and intelligence of employees but should also make them welldisposed to their work. This will in assignments competently as tasky assignments are an important source of conflict and stress in the work environment.

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