CONFLICT RESOLUTION STRATEGIES AND ORGANIZATIONAL PERFORMANCE: AN EXPLORATORY ANALYSIS

Umana, Etebong Attah

Department of Business Management, Faculty of Management Sciences

Ebonyi State University, Abakaliki, Nigeria

etebongumana@gmail.com

Abstract

This study examined conflict resolution strategies and how they affect organizational performance. The study employed explanatory design which is based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study. The findings revealed that a good management-labour conflict strategy improves decision outcomes and groups productivity. It was equally revealed that effective conflict resolution strategy ensures good communication, time management, good cooperation and organizational performance. It was also shown that conflict resolution strategy helps to better good human relations between management and staff and reduces late coming, absenteeism and poor attitude of an employee towards work. It was thus concluded that it is very imperative for management of organization to understand their organization and know the strategy or method of conflict resolution to use as to blend with the particular conflict situation.

Keywords: Conflict resolution strategies; Management-employee relationship; Good conflicts; Effective conflict management; Organizational performance; Organizational conflict

INTRODUCTION

The establishment and continuous existence of organization through the realization of set goals and objective requires the continuous and effectives functioning of its material input with the human element being indispensable. However, the human element required to facilitate goals attainment often are involved in disagreements over factors such as interest, view of style of management, among others. The reactionary effect is due to the perceived incompatibilities

resulting typically from some form of interference or opposition which is term conflict. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict, it has been observed that an industrial conflict produces considerable effects on organizations and should be consciously managed as much as possible.

In order for people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict is bad, this is because both concepts are pervasive and co-exist in our social life. Rahim (2001) opined that management-labour conflict may be interpersonal or intergroup. Interpersonal conflict occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Intergroup conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programme of the organization. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Management-labour conflicts arise in group because of the scarcity of freedom, position, and resources. People who value independence tend to resist the dependency and for interdependence and, to some extent conformity with a group. Generally, conflicts are known to have created problems of disquieting dimensions to organizations and thus, the need to isolate strategies for their resolutions with the hope of optimizing organizational performance. Therefore, management is duty bound to resolve conflicts properly for the sake of increasing organizational performance. Consequently, this study examines management-labour conflict resolution strategies and how it affects the organization.

STATEMENT OF THE PROBLEM

One of the most fundamental problems currently destabilizing the survival of many organizations is the issue of industrial conflicts that arise between management and employees. Chukwu (2008) posited that most of the workers in an organization are very often restless and confrontational in their approach to issues which affect them as a group.

Most managers of organization perceive the workers as lazy, uncooperative individual, who always hold secret labour meetings and plan drastic actions against the organization, they constitute a threat to the labour interest, while workers in turn perceive the management as exploiting them (Ezema, 2007). It is this perception arising from the management and the workers that sometimes result in conflict.

Also, the problem of incessant industrial conflicts, disputes, strikes, lockouts, and boycotts have generated much concern not only among employers of labour but also employees themselves and other stakeholders as well. The magnitude of the adverse effects can well be understood when one considers the huge losses in productivity, reduced profits, damages to organization's assets. The negative impact of such event is like "ill wind that does nobody good". All parties are usually affected, employees in the areas of poor inter-personal relationship between them and the management, and among themselves, loss of pay, termination and dismissal from employment; for the society, potency for social disorder, instability of jobs and mass unemployment which could affect the fulfillment of its obligation.

Given the reality as described above, it behooves on labour and management to seek ways of coping and minimizing undesirable tensions and conflicts, and its unpleasant consequences for this reason.

Tseveendurj (2008) observed that a healthy conflict resolution strategy should integrate the internal sub-system with the higher level of the organizational hierarchy. Ford (2007) identifies the effect of conflict resolution strategy on organizational performance as follows; it enhances improved quality of services, it helps to better human relations between management and staff, it reduces incidence of conflicts in the organizations, it helps lessen disruptions in production activities, it equally lessens wastages in time and resources usage, it reduces late coming, absenteeism and poor attitude of an employee towards work, it lessens delays in task performance as employees are motivated after when the conflict is properly resolved. Effective conflict management result to good communication, time management, good cooperation and increase organizational performance. However, these assertions need to be re-examined against the background of Nigerian industrial organization, hence this study.

THEORETICAL FRAMEWORK

This study will anchor on early conflict management model. This theory was propounded by Blake and Mouton in 1964. The theory explained styles for handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and problem solving. In the 1970's and 1980's, researchers began using the intentions of the parties involved to classify the styles of conflict management that they would include in their models. The model based on the concerns of the parties involved in the conflict. The combination of the parties concerned for their own interests (that is, assertiveness) and their concern for the interests of those across the table (that is, cooperativeness) would yield a particular conflict management style. Pruitt called these styles yielding (low assertiveness/high cooperativeness), problem solving (high assertiveness/high cooperativeness), inaction (low assertiveness/low cooperativeness), and

contending (high assertiveness/low cooperativeness). Pruitt argues that problem-solving is the preferred method when seeking mutually beneficial options. The relevance of the theory to the study is that it stresses on ways of handling conflicts in an organization.

AN OVERVIEW OF ORGANIZATIONAL CONFLICT AND CONFLICT RESOLUTION
Organizational conflict

Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved while Azemosa (2004) says organizational conflict is in opposition between individual owners and managers on one hand and working people on the other. Adesina (2009) in his view of conflict posits that it is the striking together, mutual interference of opposing or incompatible forces, ideas, interest content, discard. Often times conflict either overtly or covertly manifest themselves thereby enabling people to sense their existence. Based on the above, one can deduce that conflict can occur with:

- An individual; this is known as intra-personal conflict
- between two groups; this is known as inter personal
- Between or among groups of people, units or department, this is known as inter group or unit conflict.
- Between or among different organizations or nations, this is known as international conflict.

Fujana (1997) states that modern organizational conflicts seem inevitable since the concerns of management is to maximize profit while labour is concerned with the best conditions for their services. In this process, conflicts emerge between the social partners in an effort of each partner to obtain maximum benefits of the other. He defines organizational conflict as a breakdown in the standard mechanism of decision making which leads an individual or group to experience difficulty in selecting a mutually acceptable alternative. He continues that organizational conflicts do arise within the rank and file of all the actors in the organization including the entire constituent of the whole set of individuals. Such conflicts are referred to as inter personal. It also involves an organized group of individuals acting concertedly. Umana and Okafor (2019) asserts that group decision-making requires careful deliberation and is most advantageous when participants generate answers from a list of choices without prejudice. However, groupthink may be the root cause of conflict and can wreak havoc when it occurs undetected, where minority opinions are stifled.

Causes of organizational conflicts

In any organization, there are many causes of conflicts. Henry (2009) observes that conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge. Furthermore, if the task of individuals working as a group is not clearly defined by the management, they will lead to more conflicts. Conflict between individuals may results from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within the group. Additionally, according to the literature, there are innumerable origins of industrial dispute and each produces its own variety of effects. In general, Duke (1999) identifies six major sources of industrial conflict and they include;

i.   The interpersonal disagreements that arise when one person is experiencing individual stress.

ii.   The problems resulting from role conflict, a condition that occurs when there is a clash over one's role in the organization.

iii.   The power struggle that puts groups against one another to achieve their own selfish objectives.

iv.   The misunderstanding and disagreements from differentiation, i.e. the case that arise because people approach common problems from very different orientations.

v.   The interdependence requirements for collaboration which if not extensive and balanced between the parties cause communication and interaction breakdowns which in turn, if critical, lead to more intensive conflicts.

vi.   The external pressures from forces outside the enterprise that breed internal pressure as the system seeks to adapt but not to disrupt its internal orders.

Conflict resolution strategies

Conflict resolution according to Alper, Tjosvold& Law (2000) involve implementation of strategies to limit the negative aspects of conflicts and increase the positive aspects of conflict at a level equal to or higher where the conflict is taking place. The aim of conflict management is to enhance learning and group outcomes, that is, effectiveness of performance in organizational setting. It is not concerned with eliminating all conflicts or avoiding conflict. Rahim (2001) says that conflict resolution strategy is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. He added that committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding
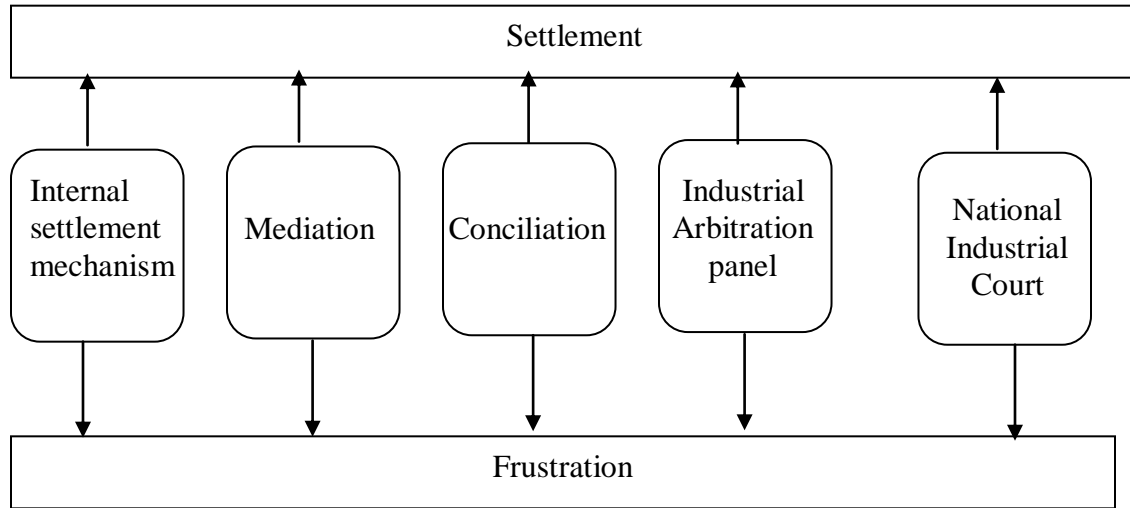
certain beliefs) and by engaging in collective negotiation. He also identified conflict resolution strategies and explained them as follows:

i) **Accommodating:** The accommodating strategy essentially entails giving the opposing side what it wants. The use of accommodation often occurs when one of the parties wishes to keep the peace or perceives the issue as minor. For example, a business that requires formal dress may institute a "casual Friday" policy as a low-stakes means of keeping the peace with the rank and file. Employees who use accommodation as a primary conflict management strategy, however, may keep track and develop resentment.

ii) **Avoiding:** The avoidance strategy seeks to put off conflict indefinitely. By delaying or ignoring the conflict, the avoider hopes the problem resolves itself without a confrontation. Those who actively avoid conflict frequently have low esteem or hold a position of low power. In some circumstances, avoidance strategy can serve as a profitable conflict management strategy, such as after the dismissal of a popular but unproductive employee. The hiring of a more productive replacement for the position soothes much of the conflict.

iii) **Collaborating:** Collaboration works by integrating ideas set out by multiple people. The object is to find a creative solution acceptable to everyone. Collaboration, though useful, calls for a significant time commitment not appropriate to all conflicts. For example, a business owner should work collaboratively with the manager to establish policies, but collaborative decision-making regarding office supplies wastes time better spent on other activities.

iv) **Compromising:** 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. 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.

v) **Competing:** Competition operates as a zero-sum game, in which one side wins and other loses. Highly assertive personalities often fall back on competition as a conflict management strategy. The competitive strategy works best in a limited number of conflicts, such as emergency situations. In general, business owners benefit from holding the competitive strategy in reserve for crisis situations and decisions that generate ill-will, such as pay cuts or layoffs.

Organizational conflict strategies process

In order to fully explain the organizational conflict resolution, the model of organizational conflict resolution mechanism will be used.

Figure 1. Model of disputes settlement mechanisms in Nigeria

Settlement

Internal settlement mechanism	Mediation	Conciliation	Industrial Arbitration panel	National Industrial Court

Frustration

Source: Adopted from Fajana (2006).

Disputes settlement in Nigeria takes place at two levels, using the internal machinery which is collectively negotiated and the external machinery which is statutory and established by the State. The statutory machinery is invoked when the internal machinery fails.

Mediation

Section 3 (2) of the Trade Disputes Act of 1976 provides that if the attempt to settle the dispute through the voluntary machinery of negotiation fails, or if no collective agreement for the settlement of a trade dispute exists the parties shall within seven days of' the failure (or if no collective agreement exists, within seven days from the date on which the dispute arises or is first apprehended) meet together by themselves under the presidency of a mediator mutually agreed upon and appointed by or on behalf of the parties with a view to settling the dispute amicably. Fashoyin (1992) observes that mediation is not commonly used in Nigeria and that only few employers in the private sector use it, especially in resolving interpersonal and procedural disputes. Fashoyin adduced four reasons for the non-use of the mediation in Nigeria: The First reason is that the Ministry of Labour and Productivity does not enforce the use of the machinery as provided by law. In similar vein, pool of mediators or resource persons in this field cannot be easily identified by the parties. The second reason has to do with cost considerations since the mediators have to be settled, which in contrast to conciliatory service by the Ministry which is rendered free and readily available. The third reason centres on the fact that the parties must agree on the choice of the mediator which may not be easy for them to agree upon. The fourth reason is that mediation will normally be used for issues that may result in considerable cost or damage if a solution is not quickly found. If the dispute is not settled within fourteen days

of the date on which a mediator is appointed, the dispute shall be reported to the Minister of Labour and Productivity. The report shall record the points on which the parties disagreed and describe the steps already taken by the parties to reach a settlement. On receipt of the report, the Minister may if he is not satisfied about the steps taken so far to settle the dispute through mediation, he may within seven days appoint a conciliator.

Conciliation

Experience had shown that the Minister usually appoints a staff from the Ministry of Labour and Productivity to act as conciliator. The duty of the conciliator is to enquire into the causes and circumstances of the dispute and negotiate with both parties with a view to bringing about settlement. Conciliation as a process of peace making in industrial relations aims to bring about the speedy settlement of disputes without resort to strikes or lockouts and hasten the termination of work stoppages when these have occurred. Fashoyin (1992) notes that the conciliator works under guidelines, such as demonstrable impartiality, refrain from blaming one party in the presence of' the other, all in a bid to reduce tension and narrow differences.

Ubeku (1983) frowns at the frequent breach of the guideline by the conciliator either out of inexperience or lack of patient to achieve results. Conciliation is viewed as arising from the failure of collective bargaining. Consequently, conciliation is seen as an extension of collective bargaining. If the conciliator succeeds in reaching a settlement of' the dispute within fourteen days of his appointment, he is required to report the fact to the Minister and forward to him a memorandum of the terms of the settlement signed by the representatives of the parties, and from the date on which the memorandum is signed (or such earlier or later date as may be specified therein), the terms recorded therein shall be binding on the employers and workers to whom those terms relate. However, if a settlement of the dispute is not cached within fourteen days of the conciliators appointment, or if after attempting negotiation with the parties he is satisfied that he will not be able to bring about a settlement, the Conciliator shall immediately report the fact to the Minister.

Industrial Arbitration Panel (IAP)

Apart from the use of conciliator, the Minister may refer a dispute to a Board of Inquiry which is primarily fact finding machinery. However, it is seldom used. Negotiation between the parties to a trade dispute end with conciliation. If conciliation fails, the Minister is required within fourteen days to refer the dispute to the Industrial Arbitration Panel (IAP) for settlement. Arbitration has been defined as a procedure for the settlement of disputes under which the parties agree to be bound by the decision of an arbitrator whose decision is in general final and legally binding on

both parties. Unlike the ordinary civil courts where litigants can go directly to the court, all trade disputes go to the Panel under referral by the Minister of Labour and Productivity. As soon as a trade dispute is referred to the panel, the chairman of the panel in exercise of his statutory powers shall constitute a Tribunal consisting of either:

a)   The Chairman/Vice chairman and two or more Arbitrators, or

b)   An arbitrator assisted by two or more Assessors, or

c)   A Sole Arbitrator,

The panel fixes the time and place for the hearing and must notify the parties. The proceedings of the panel are intended to be relatively informal both in terms of the pre-panel procedure and the hearing. At the hearing, a party may be represented by the person of his choice. Parties can be represented by either Legal Practitioner or their officials. Ubeku (1983) observes that legalistic approach to the settlement of labour disputes manifests itself in several ways at the panel: the rules of evidence not strictly followed are entertained and regularly used. Counsel appearance at the court makes proceedings appear like court proceedings. Though the panel is not a court but the Chairman is addressed as "my lord" and the parties are referred to as "applicants" and "respondents". The decision of the panel is known as an 'award'. An award cannot be communicated to the parties directly by the panel. The award must first be forwarded to the Minister who will release it to the parties. In special circumstances, the law empowers the Minister to remit an award back to the panel for reconsideration on ground of public policy or interest. If no notice of objection to the award is given to the Minister within seven days of the release to the parties, the Minister shall publish in the official Gazette, a notice confirming the award and the award shall be binding on the employers and the workers to whom it relates as from the date of the award or such other date as may be specialized in the award. Ubeku (1983) expresses displeasure at tie delay in the arbitration process which he sees as causing frustration for both the employers and the employees in Nigeria. He maintains that in dispute settlement procedure times is of essence and by the National Policy on Labour; one of its cardinal objectives is the expeditious settlement of' disputes. This notwithstanding delay continues to be a frustrating feature of IAP.

Aturu (2001) questions the overbearing power of the Minister by stating that under section 18 of the Trade Disputes Act, the powers given to the Minister are too many and so much power that it is unsafe to entrust to one person. According to the writers, queries have been raised as to why the Minister must confirm an IAP award before it would become binding. Why should parties go through the tedious process of resolution up to arbitration only for the Minister to refuse to coat in the award? This is capable of generating a fresh dispute if not against the former adversary but against the government which may be accused by one of the

parties of partialities. Fashoyin (1992) observes that trade unions tend to prefer arbitration to conciliation, especially where interest disputes or economic issues are involved. The exceptions are the unions in the public sector which appear skeptical about the neutrality of public employer in the arbitration process. The suitability of arbitration over litigation in specific cases may depend on the relationship between the disputants. However, it does not diminish the fact that arbitration has advantages over litigation. Nigerian trade unions have by tradition and by their positions been fully engaged in the resolution of' disputes despite their misleading portrayal by the electronic and mass media as "trouble markers" and "radicals", union officials roles as "managers of discontent" and peace-makers hardly receive a mention except in the cloistered surroundings of boardrooms where a gratified management is showering encomiums on some union leaders whose intervention have either averted industrial action or brought one to a speedy end (Otobo&Fallah, 2007).

Ubeku (1983) laments that IAP out of enthusiasm sometimes hands down decision not in accordance with the practice in the industry. The back-dating of ward on arrears appears inconsistent with the provisions of the Government income policies. The duty of the tribunal is simply to settle industrial disputes within a defined framework and not to make law or policy. He cited that in 1978, the Federal Government in a policy abolished the granting of car loan directly by an employer from its own resources but the employer may guarantee the employee to go to bank for such a loan. The Civil Service Union took the matter to the IAP in 1980 and the panel changed Government policy by ruling that the old system of direct car loans be maintained, thus changing a fundamental labour policy of the country. The same award was later confirmed by the National Industrial Court.

Agomo (1995) supports the view of Aturu (2001) when she noted that apart from delay in making awards, there is also delay in confirmation of awards sent to the Minister. Furthermore, the procedural provision whereby power is centered on the Minister constitutes an inherent weakness on the system and makes the IAP look like a government organ. However, apart from some shortcomings, IAP is seen as making contributions to industrial peace in the country by acting as a bridge across the wide gap between labour and management. If notice of objection to the award of the panel is given to the Minister within seven days from the release to the parties, the Minister is obliged to refer the dispute to the National Industrial Court (NIC) for adjudication.

Ways of managing organizational conflict

Overall conflict management should aim to minimize affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict

management strategy, to effectively bring about the first two goals, and also to match the status and concerns of the two parties in conflict (Rahim, 2001).

In order for conflict management strategies to be effective, they should satisfy certain criteria. The criteria below are particularly useful for not only conflict management, but also decision making in management.

- **Organization learning and effectiveness:** In order to attain this objective, conflict management strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems.
- **Needs of stakeholders:** Sometimes multiple parties are involved in a conflict in an organization and the challenge of conflict management would be to involve these parties in a problem solving process that will lead to collective learning and organizational effectiveness, organizations should institutionalize the positions of employee advocate, customer and supplier advocate, as well as environmental and stockholder advocates.
- **Ethics:** A wise leader must behave ethically, and to do so the leader should be open to new information and be willing to change his or her mind. By the same token, subordinates and other stakeholders have an ethical duty to speak out against the decisions of supervisors when consequences of these decisions are likely to be serious. Without an understanding of ethics, conflict cannot be handled.

Steps to managing conflict

Maccoby & Studder (2011) posit that the first step is reactionary by assessing and reacting to the conflict. The second step is proactive by determining how the employee reacted to the decision. The manager tries to take (create) a new approach, and once again tries to discern how the employee reacts. Once the manager feels that the best decision for the organization has been chosen, and the employee feels justified, then the manager decides if this is a single case conflict, or one that should be written as policy. The entire process starts as a reactive situation but then moves towards a proactive decision. It is based on obtaining an outcome that best fits the organization, but emphasizes the perception of justice for the employee. Maccoby & Studder (2011) identify five steps to managing conflict

1. **Anticipate**: Take time to obtain information that can lead to conflict.
2. **Prevent:** Develop strategies before the conflict occurs.
3. **Identify:** If it is interpersonal or procedural, move to quickly manage it.
4. **Manage:** Remember that conflict is emotional
5. **Resolve:** React, without blame, and you will learn through dialogue.

They also have degrees of conflict management style.

1. Integrating involves opening up, creating dialogue, and exploring differences to choose an effective solution for both groups. This style is positively associated with individual and organizational outcomes (Rahim, 2001).

2. Obliging tries to find the same interests of the parties, while trying to minimize the true feeling of the conflict, to satisfy the other party.

3. Dominating is a coercive manager who forces their own way.

4. Avoiding is ignoring the problem in hopes that it will go away.

5. Compromising is a manger that is willing to make concessions and the employee makes concessions for a mutual agreement.

OBSERVATIONS AND CONCLUSION

Based on the literature explored, the following findings were made;

i.   A good conflict improves decision outcomes especially on task-related conflict and group productivity by increasing the quality through a constructive criticism and individual playing a devil advocate role.

ii.   The model of conflict resolution mechanism is mainly employed by organizations in Nigeria

iii.   Effective conflicts resolution ensures good communication, time management, good cooperation and increase organizational performance.

iv.   Conflict resolution strategy lessen disruptions in production activities and enhances improved quality of services.

v.   Conflict resolution strategy helps to better good human relations between management and staff and reduces late coming, absenteeism and poor attitude of an employee towards work.

Conclusion

Conflict in an organization is inevitable in as much as both management and workers want to maximize their goals. Conflict resolution strategy assists in limiting the negative aspects of conflicts and to increase the positive aspects of conflicts at a level equal to or higher than where the conflict is taking place. Since a good conflict improve decision outcomes and ensure group productivity when properly managed, it is thus imperative for managers of organization to understand their organization and know the strategy or method of conflict resolution to use so as to blend with the particular conflict situation. Further studies, therefore, becomes imperative to identify good conflicts and how managers can use them to improve organizational

performance. Also, a methodological work is required to analyze how interpersonal conflicts affect organization performance.

Future researches should also examine conflict resolution in service-oriented and non-service oriented organization; employees-employees and management-employees conflict and its effect on productivity of organization. Lastly, there is the need for research that would ascertain the moderating effects of gender, leadership style and personality traits on the relationships between conflict management strategies and productivity.

REFERENCES

Adesina, H. (2009). Fundamentals of management. Lagos: Mangrove Books.

Agbaje, F. (2007). The legal and constitutional anatomy of the new industrial court act. Labour Law Review, 11(1), 19-33.

Alper, S., Tjosvold, D. & Law, K. (2000). Conflict management, efficacy and performance in organizational team. Personal Psychology, 53,625-642.

Aturu, B. (2001). A handbook of Nigeria labour laws. Lagos: Fredrick Ebert Stiftung.

Azornosa, O. (2004). Industrial conflicts in Nigeria universities: The case of the academic staff union of the university teacher's strike of December, 2003. Anthology and Applied Social Science, 2(1), 23-29.

Blake, R. & Mouton, J. (I 964). The managerial grid. Houston: Tx-gulf

Chukwu, J. (2008). The challenge of labour conflict to an emerging economy. International Journal of Business Management, 2(4), 25-35.

Dechurch, L. & Marks, M. (2001). Maximizing the benefit of task. Conflict Management, I2(1), 24-22.

Duke, C. (1999). Organizational conflicts affecting technology commercialization from non-profit laboratories. Journal of Product Brand Management, 4(5), 5-15.

Ekong, E. (2000). Management styles in Nigeria universities under military rule and the challenges of democracy: How democratic university can be. Journal of Sociology, 2(2), 61-72.

Ezema, E. (2007). An introduction of sociology. Enugu: HRV Publishers.

Fajana, S. (2006). Industrial relations in Nigeria: Theory and features (3rded). Lagos: Labofin and company.

Fashoyin, T. (1992). Industrial relation in Nigeria (2nd ed.). Lagos: Longman Nig. Ltd.

Ford, J. (2007). Organizational conflict management: What is a system? Retrieve at: www.mediate.com/pfriendly.cfm?id. Accessed on 4th April, 2010.

Fujana, W. (1 997). Industrial relations in Nigeria. Ikeja: Longman.

Henry, O. (2009). Organizational conflict and its effects on organizational performance. Research Journal of Business Management, 2(1), 16-24.

Jones, G., Gorge, J. & Hill, C. (2000). Contemporary Management (2nd ed.) Boston: Mc Graw-Hill

Kuhn, T. & Poole, M. (2000). Do conflict management styles affect group decision making? Human Communication Research, 26(1), 558-510.

Maccoby, M. & Scudder, T. (2011). Leading into the heat of conflict. Journal of Sociology, 65(2), 46-5 I.

Otobo, D. &Fallah, J. (2007). Disputes settlement mechanism in Africa: A case study of Nigeria. A reports from the ILO, Geneva.

Rahim, M. (2001). Managing on conflicts in Organization (3rd ed.). Westport: Quorum.

Schramm-Nielsen, J. (2002). Conflict management in Scandinavia. Department of International Communication and Management. Copenhangan Business School, Denmark.

Tseveendorji, O. (2008). Conflict resolution: A basis for effective conflict management of banks in Bangui city. Thesis submitted to St. Louis University, Bangui city, Philippines.

Ubeku, A. (1983). Industrial relations in developing countries: The case of Nigeria. London: Macmillan press.

Umana, E.& Okafor, L. (2019). The menace of groupthink on organizational performance. EPRA International Journal of Economic and Business Review, 7(4).