

# Conflict Resolution and Management Strategies on Organisational Performance of Federal Polytechnics in South-East, Nigeria

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**Abstract:** Conflict is in the nature of complex organisation, it is an inevitable phenomenon. Resolving and managing conflicts in academic institution like the polytechnics is a complex task that requires sufficient expertise in administration, communication, handling of staff related issues, financial management. Thus impact of conflict resolution and management on organizational performance of federal polytechnics in south-east, Nigeria which is the focus of this study tend to specially ascertain the effect conflict resolution and management strategies on organizational performance of Federal Polytechnics in South-East, Nigeria and to determine the relationship between the institution's trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria. The study adopted a survey approach with a population of 9594 academic and non-academic staff of the three Federal Polytechnic in the South-East, Nigeria. Using the Taro Yamane formula, a sample size of 400 was obtained. The study revealed, among others that there is no significant effect of conflict resolution/ management and organizational performance of Federal Polytechnics in South East, Nigeria. Based on the findings of the study, the researcher recommended, among others that Parties to a conflict should avail themselves of the opportunity to discuss their differences and collectively fashion out ways of addressing the situation at hand. When parties to a conflict have fruitful negotiations, the possibility of reaching an amicable compromise is higher, leading to speedy resolution of the conflict.

**Keywords:** Conflict, Conflict resolution, Conflict management, Performance, Communication.

## 1. Introduction

Conflict is a global phenomenon in organizations, it is unavoidable among individuals. Within complex organizations like the polytechnic involves people with diverse interest, views, values, goals, orientation, attitudes, perception, levels of understanding, etc. and cannot be conceptualized without inherent differences and contradictions, these lead to conflict, Mamira & Ganker (2007), and it and arise in case of disagreements over workloads, problem in communication, individual differences as well as in case of clashes between the employees and the employers. Conflict as part and parcel of human organizations it is an inherent and has major sources the internal and external. The internal conflicts as abound within the organisation; between management and their employees or

between employees in the institution while external conflicts occur outside the organisation; between the institution unions and the federal government. External conflicts seem to be the crux of the crises in the institution and they occur at alarming rates due to the diverse nature of the parties involved. Various unions in the federal polytechnics are always in constant conflict with either the management or the federal government. These unions are the Academic Staff Union of polytechnics (ASUP), Non-Academic Staff Union (NASU), Senior Staff Association of Research and Allied Institutions (SSAUTRAI), National Association of Academic Technologists (NAAT) and the Senior Staff Association of Nigerian polytechnic (SSANIP).

Polytechnic Education just as other tertiary institutions in Nigeria was set up primarily to produce in depth technical manpower in administrative, technical and commercial fields for the development of national economy. According to the National Board for Technical Education (1993), polytechnics are technical institutions offering multi post-secondary technical education programmes outside the universities leading to the award of diplomas/certificates such as the National Diploma (ND), Higher National Diploma (HND) and Post-HND professional diplomas.

Irrespective of these unique functions and stated objectives, conflicts within and among the categories of people in the polytechnic community is inherent. These categories of people; students, academics, non-academics and their unions have different purposes and expectations from the polytechnic. In pursuance of their individual and group purposes and expectations, they sometimes disagree with one another due to their indifference which results to conflict.

The existence and drastic effect of conflict cannot be neglected, Resolving and managing conflict in such institution of higher learning, the principal and the sub-structures of the organisation are to provide the necessary vertical and horizontal links as well as interrelationships that ensure maximum potentials for communication and understanding, applying the right strategies to manage or resolve the overall conflict becomes very essential to its administrative responsibility because this is one problem any administration in an organisation will want to put more interest in, by deploying all

available resources, in order to improve its performance toward socio-economic development.

Conflict resolution or management is very essential because when this conflictual situation is not resolved, the effect is disharmony and dearth of peace. Conflict when not properly resolved or managed, no matter at what level, the organization will not be able to achieve its aims and objectives and develop as expected even with the highest quality of staff and infrastructure. Hence, unmanaged and unresolved conflict is counterproductive to any organization. The nature of conflict that exists in federal polytechnics in South East, Nigeria varies from one polytechnic to another. These include intra-personal conflict, interpersonal conflict, inter-group conflict, ethnocentric conflict and subordinate conflict etc. The consequences of these conflicts on the polytechnic organization have been regrettable, and it degenerates to the extent of disruption of academic programmes, decreasing employees satisfaction, creating poor communication/ communication breakdown, creating uncomfortable environment for serious academic activities low employees morale, decreases productivity, increases insubordination, poor cooperation, leads to economic losses, fragmentation, lack of direction and development of new idea, low quality service delivery, reduces room for bargaining or negotiation, competition among conflicting parties creates overall organization's loss. Thus the need for effective conflict resolution and management strategies becomes imperative to prevent a reoccurrence. It is on this note that the researcher examines the impact of conflict resolution and management strategies on organizational performance of Federal Polytechnics in South-East, Nigeria.

## 2. Statement of Problem

It is a complex task to any organisation is to develop conflict resolution and management strategies to resolve conflicts at their early stages, conflict situations are frequently allowed to develop to almost uncontrollable proportions before anything tangible is done to address them. It is often too late to resolve them by peaceful or procedural means. With respect to academic institutions in general and Federal Polytechnics in south-east in particular, evidence on ground shows frequent issue of conflict often resulting into strike actions amongst the stakeholders (Management, Government, Union as well as the Students). Often the Academic Staff Union of Polytechnics (ASUP) and the Federal Government of Nigeria have been in industrial disharmony over the non-implementation of agreements reached by both parties by the Federal Government, issues of poor conditions of service of academic staff members in government; problem of underfunding and infrastructural neglect in the polytechnic; as well as lack of autonomy and academic freedom which ASUP claims, affect the quality of teaching, research and scholarship in the polytechnic. These issues have featured prominently as the primary causes of the conflicts between ASUP and the government. On the other hand, the non-academic trade unions have also gone on strike

several times based on similar issue of non-implementation of agreements by government, funding, salary and allowances and the National Economic Empowerment and Development Strategy (NEEDS) assessment report (Paul, 2013). Other forms of conflicts also found in the polytechnic are between students and polytechnic authorities as well as between academic staff and the students. These unresolved conflicts in the polytechnic seemed to have resulted in serious consequences on both organisation's and staff performance as well as the student academic performance, its manifestation can be seen in employee low turnover, low morale, reduced productivity, quality problems, reduced collaboration, passive/aggressive behavior, inefficient management credibility, negative upward attention and distrust (Cram & Mac Williams, 2011). The essence of this research is to examine the impact of conflict resolution and management strategies on organizational performance of Federal Polytechnics in South-East, Nigeria

## 3. Objectives of the study

The broad objective of this study is to examine the impact of conflict resolution and management strategies on organizational performance of Federal Polytechnics in South-East, Nigeria.

### A. Other specific objectives include

1. To ascertain the effect conflict resolution and management strategies on organizational performance of Federal Polytechnics in South-East, Nigeria.
2. To determine the relationship between the institution's trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria.

### B. Research Question

1. What are the effects of conflict resolution and management strategies on of Federal organizational performance of Federal Polytechnics in South-East, Nigeria?
2. What is the relationship between the institution's trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria?

### C. Research Hypotheses

1. Conflict resolution and management strategies have no significant effect on organizational performance of Federal Polytechnics in South-East, Nigeria?
2. There is no significant relationship between the institution's trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria.

## 4. Concept Review: Conflict and Organisational Conflict

Conflict is natural and essential part of organizational life. It is an integral part of organisational change and impossible to avoid. Conflict is a fact of life in any organization, since people compete for jobs, resources, power recognitions and security.

In addition, dealing with conflict is a difficult task to management, (Adomi & Anie, 2005). To Robbins & Sanghi (2006), conflict is a process that begins; when one party negatively perceives that another party has affected or is about to affect something that the first party cares about negatively. An organization with limited resources is more likely to experience, conflict as their members and departments fight/disagree to obtain a share of limited resources. Under these circumstances, the goal of one individual or group cannot be reached without the cooperation of the other individuals or group. Organizational conflict is said to occur when members engage in activities that are incompatible with those of colleagues or unaffiliated individual who utilize the service or products of the organization, Rivers (2005). Organizational conflict appears in a variety of forms and has varying causes; these can generally be separated in several categories. According to Robbins & Sanghi (2005), organizational conflicts are classified into three types;

- a) Task conflict: This relates to the content and goals of the work. It is the conflict that occurs as a result of the content and goal of the work.
- b) Relationship conflict: It focuses on interpersonal incompatibilities among groups members. It includes personal clashes, revisions, animosity etc. this relates to how the work gets done in an organization.
- c) Process conflict: These relate to the process of doing the actual work. It is the conflict that occur on the actualizing the goal. It could be on the job description and specialization. In the same vein, Anderson (2006) also opines that organizational conflict can be categories into followings;
  1. Intra-personal conflict with incompatibilities within a person's cognitive system.
  2. Inter-personal conflict between people
  3. Intra-group conflict within a group
  4. Inter-group conflict between groups.

### 5. Conflict Resolution and Management

Conflict management as a concept has been conventionally associated with conflict containment and settlement. It is the practice of identifying and handling conflict in a sensible fair and efficient manner, it requires such skills as effective communication, problem solving and negotiating with a focus on interest (Gordon, 2004). Conflict management is the use of resolution and stimulation techniques to achieve the desired level of conflict, (Robbins & Sanghi, 2010). Conflict management is aimed at enhancing learning and group outcomes that are 'effectiveness or performance in organizational setting, (Rahim, 2002).

There is a unique different between conflict management and conflict resolution which is more than semantic (Robbins, 2005). Conflict management does not necessary imply conflict resolution. Conflict management involves designing effective macro level strategies to minimize the dysfunctions of conflict

and enhancing the constructive functions of conflict and to enhance learning and effectiveness in an organization, while conflict resolution on the other hand, involves the reduction, elimination or termination of all forms and types of conflict. In practice when people talk about conflict resolution, they lay emphasis on the terms like negotiation, bargaining, mediation or arbitration (Rahim, 2002).

In contemporary organization, what is needed is conflict management and not conflict resolution. This is because conflict management enhances organizational learning which is essential for the longevity of any group. Organizational learning involves knowledge acquisition, knowledge distribution, information interpretation and organizational memorization (i.e preserving information for future access and use). This enables organizational members to collectively engage in the process of diagnosis and intervention in problem (Burke, 2004). To Rahim (2002), five conflict handling styles are the following;

1. Integrating style
2. Obliging style
3. Dominating style
4. Avoiding style
5. Compromising style.

In the same vein, communication and collective bargaining strategy has been suggested as the approach for managing union-management conflict in organizations. The approach is internationally acclaimed as the legal instrument by which workers and management settle conflicts arising from employment contracts, (Fajana & Shadare, 2012). Presently, faster rates of adoption of collective bargaining strategies have been encouraged in Nigeria by the Trade Union Amendment Act (2000) and by the positive use of this machinery for resolving conflict. All the conflict management strategies rely on communication to convey the intended message. A good negotiation must have a good communication strategy in place so that the agreement arrived at are understood by all parties involved in a conflict.

Conflict resolution approach for resolution of conflict in Nigeria is offered in the provision of the trade disputes Amendment Decree, 1988 No. 39 and Trade dispute Act CAP 18, 2004 which provided five steps for legal management of conflict in organizations in the country.

These are voluntary settlements of conflict using internal machinery of grievance procedures and the external machinery involving appointment of mediator, conciliator and reference of disputes to industrial arbitration panel, National Industrial Court and the constitution of a Board of Inquiry if such is considered necessary. In conflict resolution, the award of the National Industrial Court is final and binding on the employees and employers from the date of the award in the country.

### 6. Organizational Performance

One of the important questions in business has been why some organization succeeds while other failed. Organization performance has been the most important issue for every

organization whether public or private. In a bid to explain the concept of organizational performance, Daft (2000) defines organisational performance is the organization’s ability to attain its goals by using resources in an efficient and effective manner. Richardo & Wade (2010), opines that organizational performance is the ability of the organization to achieve its goals and objectives. Sirwan, (2004) also asserted that organizational performance as the ability of an organisation to achieve its goals and objectives. Based on the study organizational performance can be said to reflect with the assessment of Adomi & Anie (2005) in their assessment of performance of an organization, they said that two major things must be considered which are the effectiveness and efficiency of the individuals furnishing the constituent effort that is viewed by them. In public institution like Federal Polytechnics, their main focus is to achieve the mission, goals and vision of which they were established. The performance measurement may be based on efficiency service delivery. Efficiency here refers to the relationship between output and input. Efficiency service delivery can be said to be an effective operation produces maximum input for any given quantity and quality, (Eneanya, 2009).

**7. Theoretical Framework: Contingency theory**

One of the theories that lend credence to this study is the contingency theory originated with the work of Joan Woodward (1958). This theory proposed that there is no best way to make a decision or manage an organisation as the choice of action or outcome is dependent upon the external or internal situation and successful decision making is said to be dependent upon these internal and external factors influencing the system. Rothman (2014) credited Fisher and Keashly (1991) as being pioneers of this theory in conflict management. They applied this theory to conflict and saw that an approach for applying best theoretical and analytical tools is to identifying the nature and status of a given conflict and systematically choose the best measures in resolving the conflict based on the situation as of the time the conflict occurred. Based on the contingency principle, every conflict resolution and management strategies has it place,

depending on the goal and relationship of the conflicting parties, different measures may need to be applied. This approach is quite advantageous to the polytechnics because of its ability to adapt to external pressure and the potential for learning from specific situation and using these lessons to influence future management of same or similar situation. It therefore allows the conflicting parties to determine their choice of management strategy. This theory also provides opinions to conflict management measures by contingent.

**8. Methodology**

The research design adopted for this study was survey research design. The study was conducted in South Eastern Nigeria and it covered Federal Polytechnics in the area. The data was obtained through primary and secondary data. The population of the study consists of the staff of the three federal polytechnics in South East Nigeria with the total number of nine thousand, five hundred and ninety-four staff. Taro Yamani Formula was adopted to determine the optimum sample size of 400. The data collected for the study was through the administration of copies of structured questionnaires on a four-point Likert scale to illicit information from the respondents. The sample size of 400 was determined using Taro Yamane technique and stratified random sampling. Content validity, was used for this study to measures a concept by logical analysis of the item and a test- re- test exercise will be adopted using Pearson product moment correlation formula on the instrument randomly before it will be certified to be reliable. The data collected were analyzed using descriptive statistics; mean scores to answer the research questions while inferential statistics such Pearson correlation analyses was adopted in the test of hypotheses at 0.05 level of significance.

**9. Data presentation and findings**

The presentation will take the form of tabulation followed by the analysis, explanation and interpretation of the data collected from the questionnaire.

*Research Question 1: What are the effects of conflict resolution and management strategies on organizational*

Table 1

Mean scores of respondents’ responses on the effects of conflict resolution and management strategies on organizational performance of Federal Polytechnics in South East, Nigeria, N=328

S. No.	Questions	Σ Fx	X	Decision
1	Compromise as a strategy for conflict resolution and management helps when it is difficult to reach consensus to a complex issue thereby creating room for effective resolution.	1052	3.2	Agree
2	Negotiation as a proactive strategy for conflict resolution and management helps to reach agreement and call back striking workers to perform their duties.	659	2.0	Disagree
3	Proper flow of information and communication are used for conflict resolution in the institution to bring about harmonious environment for performance in the organisation.	988	3.0	Agree
4	Avoiding style for resolving and managing conflict seems more appropriate when one party is in the better position to resolve a conflict.	723	2.2	Disagree
5	Domineering style of conflict handling speed up decision needed to resolve conflict which in turns has a positive impact on overall performance in the institution.	741	2.2	Disagree
6	Obliging style of conflict resolution and management strategy gives in to the wishes of the polytechnic’s management is the best strategy during negotiation	648	1.9	Disagree
7	Integrating style of conflict management creates room for openness, dialogue and multi-dimensional approach in industrial relations thereby improving organizational harmony for productivity.	1004	3.0	Agree

Source: Field Survey, 2020

*performance of Federal Polytechnics in South East, Nigeria?*

The data for providing answers to the above research questions are presented on table 1.

Table 2; presents the mean scores of respondents’ responses for research question one, which is on proactive strategies for conflict resolution and management and performance of Federal Polytechnics in South-East, Nigeria.

The idea behind the research objective, from where this research question was formulated, was born out of the need to explore a preventive approach to conflict resolution and management in organisations, since the curative measures seem not to be producing the desired results. To this end, seven tentative statements were put forward to elicit responses from respondents with respect to the stated objective. Using a four point Likert scaling, our decision rule for each question is derived from the mean score of the cumulative frequencies of the respondents’ responses to each of the statements made. If the mean score averages at 2.5 and above, it is assumed that the respondents generally agreed to the particular statement in focus. On the contrary, a mean score of less than 2.5 indicates a disagreement to the particular statement in focus.

The first of the seven statements in this subsection sought to ascertain the efficacy of mutual compromise as a strategy for conflict resolution and management. With a mean score of 3.2, respondents agree to the assertion that compromise as a strategy for conflict resolution and management helps when it is difficult to reach consensus to a complex issue thereby creating room for effective resolution. The implication for this is simple. In a situation where the parties in a conflict all hold tightly to their stands on the issue in focus, it will be difficult, if not impossible to achieve an amicable solution. For parties in a conflict to come to a compromise, they must first, sit at the table to negotiate. Negotiations usually occur where the issues have begun to manifest and is showing potentials of degenerating into a crisis. On this note, respondents disagreed to the assertion in the second statement that negotiation as a proactive strategy for conflict resolution and management helps to reach agreement and call back striking workers to perform their duties. The idea behind the question seems contradictory, but it was carefully inserted to test the intelligence of most of the respondents. By the assertion in the statement in focus, workers have already gone on strike, so, there is no pro-activeness in the matter.

While the respondents agree to the third statement that proper flow of information and communication are used for conflict resolution in the institution to bring about harmonious environment for performance in the organization, it disagreed to the idea in the fourth, fifth and sixth statements that avoiding style of resolving and managing conflict seems more appropriate when one party is in the better position to resolve a conflict. The disagreement is in order because it is better to address issues than to avoid them. The fifth statement that domineering style of conflict resolving and managing, speed up decision needed to resolve conflict which in turns has a positive impact on overall performance in the institution is also false and was appropriately disagreed to by the respondents. This is because one’s decisions on others are never a democratic and effective method of conflict resolution in the long run.

The sixth statement to which respondents also disagreed to harped on the habit of one party always giving in to the whims and caprices of the other party to a conflict as the respondents also disagreed to the notion that obliging style of conflict resolution and management strategy gives in to the wishes of the polytechnic’s management is the best strategy during negotiation. The last statement in this subsection seem to proffer a more holistic approach and respondents agree that integrating style of conflict resolution and management creates room for openness, dialogue and multi-dimensional approach in industrial relations thereby improving organizational harmony for productivity. In all, the pattern of responses of the respondents to the issues raised with respect to the first research question is that positive statements received positive reviews or responses and vice versa. The other sections will further consolidate or negate this assertion as we proceed to the second research question drawn from the second specific objective of the study.

*Research Question 2: what is relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria?*

The data for providing answers to the above research questions are presented on table 2.

Table 2; focuses on the second research question which is on the relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria. This section has six statements. The first

Table 2  
Mean scores of respondents’ responses on the relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria, N=328

S. No.	Questions	Σ Fx	X	Decision
8	Management tries to work with the unions to find solution to the problem which will satisfy their expectations and enhance performance of the institution.	605	1.8	Disagree
9	Management and staff unions work together to actualize the goals and objective of their institution.	720	2.2	Disagree
10	When the expectations of the unions are met, it improves their ability to work thereby enhancing their overall performance.	996	3.0	Agree
11	Impact of staff unions in your institution cannot be overemphasized.	1061	3.2	Agree
12	Good relationship between the staff unions and the management creates harmonious environment for staff productivity.	1023	3.1	Agree
13	Government and the management recognizes the impact of academic and non-academic staff unions in the attainment of the polytechnic common goals.	985	3.0	Agree

Source: Field Survey, 2020

statement that management tries to work with the unions to find solution to the problem which will satisfy their expectations and enhance performance of the institution was disagreed to as the mean score of the responses from the respondents is 1.8, below the 2.5 threshold. Respondents also disagreed to the assertion that management and staff unions work together to actualize the goals and objective of their institution. This is because if they actually ‘work together,’ then the constant disagreements that have become commonplace will not arise.

The third to sixth statements were all agreed to by the respondents. They agree that when the expectations of the unions are met, it improves their ability to work thereby enhancing their overall performance. The agreement to this assertion is not out of place as most of the respondents, as reported in table 2 above are union member, either academic or nonacademic. This also informed their agreement to the fourth statement that the impact of staff unions in their institutions cannot be overemphasized. Respondents are also of the view that a good relationship between the staff unions and the management creates harmonious environment for staff productivity. They also agree to the last statement in this subsection that government and the management recognizes the impact of academic and non-academic staff unions in the attainment of the polytechnic common goals.

**A. Test of Hypotheses**

The hypotheses for this study were tested using the Pearson Product Moment Correlation Coefficient. Correlation coefficient test is an inferential statistics and a non-parametric technique used as a tool for establishing the degree of association between two variables. Data used for the test were obtained from the responses of respondents to various questions in the questionnaire item that relate to the various hypotheses. A 0.05 level of significance was adopted for the study.

**B. Hypotheses One**

Conflict resolution and management strategies have no significant effect on organizational performance of Federal Polytechnics in South East, Nigeria.

Correlations between Conflict resolution / management strategies and organizational performance			
		Conflict Management	Organisational Performance
Conflict resolution/ Management	Pearson Correlation	1	-.274**
	Sig. (2-tailed)		.881
	N	328	328
Organisational Performance	Pearson Correlation	-.274**	1
	Sig. (2-tailed)	.881	
	N	328	328

Results from the table above indicate that the correlation coefficient (r) is -.274. This means that there is no significant effect between conflict resolution/management and organizational performance. Hence, since the probability value

of .881 is greater than the level of significance which is 0.05, the null hypothesis is hereby accepted and the conclusion here is that there is no significant effect between r conflict resolution/ management strategies and organizational performance of Federal Polytechnics in South East, Nigeria.

**C. Hypotheses Two**

There is no relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria.

Variables		Trade Unions	Organisational Performance
Trade Unions	Pearson Correlation	1	-.145**
	Sig. (2-tailed)		.775
	N	328	328
Organisational Performance	Pearson Correlation	-.145**	1
	Sig. (2-tailed)	.775	
	N	328	328

Results from the table above indicate that the correlation coefficient (r) is -.145. This means that there is a negative relationship between trade unions and organizational performance. Hence, since the probability value of .775 is greater than the level of significance which is 0.05, the null hypothesis is hereby accepted and the conclusion here is that there is no relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria.

**10. Discussion of the findings**

This academic exercise was conducted on the topic of conflict resolution/ management strategies and organizational performance, focusing on Federal Polytechnics in South-East, Nigeria. Two hypotheses were formulated and tested in this study. Results from the test of hypothesis one and led us to accept the null hypotheses. Hypothesis one sought to ascertain effect of conflict resolution/management strategies and organizational performance of Federal Polytechnics in South East, Nigeria. Result from the test of the hypothesis shows that there is no significant effect of conflict resolution/ management and organizational performance of Federal Polytechnics in South East, Nigeria. This goes to show that the institutions studied hardly adopt any strategy in dealing with conflicts and disagreements. The disagreement often led to strike action before anything is done; it is always through collective bargaining/negotiation

The goal in hypothesis two is to determine the relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria. Result from the test of the second hypotheses reveal that there is no relationship between the institution’s trade unions and organizational performance of Federal Polytechnics in South-East, Nigeria.

## 11. Conclusion

As we draw this academic exercise to a close, we assert that this study has demonstrated that conflict resolution and management is not only important, but necessary to ensure the smooth running of any organization. Every organisation needs an atmosphere of industrial harmony to excel, no organisation can succeed in an atmosphere of strife and conflict, even though it is inevitable in all forms of human interaction, hence, the need to devise strategies to manage it. Effective management and resolution of conflict situations will even lead to fostering greater unity, cooperation and harmonious work environment. In most human interactions, people tend to bond better and understand one another better after a period of disagreement or crisis. It is on that basis that we proffer the following recommendations for the study.

## 12. Recommendation

1. Public or private organisation should adopt effective conflict resolution and management strategies to resolve and manage conflict. All the stakeholders of the institution must be carried in the formulation and implementation of policies that bother on wages and salaries, condition of service, funding of institution etc. Labour unions on their parts should see themselves as partners in progress and should not always be confrontational on issues affecting their welfare and working conditions.
2. Polytechnic conflict resolution and management committee should adopt the identified conflict management strategies to help tackle conflicts between academic and non-academic staff in polytechnic to promote peaceful co-existence and teamwork among them for effective and efficient achievement of the polytechnic goals.

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