Effect of Organizational Conflict on Business Performance (A Study of ECO Bank PLC, Awka, Anambra State)

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Abstract: *The study "Effect of organizational conflict on business performance using Eco Bank Plc, Awka as the case study" was aimed at management trying to put in place appropriate strategies to minimize conflict. The study adopted a survey research design to consider its variables. Data were collected from primary and secondary sources. Convenience sampling technique was used to determine the sample size of thirty (30) from the population. Data were collected through the method of questionnaire. Data were presented with summary statistics of tables and percentages. The study formulated three (3) hypotheses which were tested with the use of Chi-Square (x^2). The research revealed that limited resources is a major cause of conflict. The findings indicated that differences in goal attainment are significant problem in conflict management. It recommended that banks should devise means of sustaining their existing resources and invent quality products that will attract resources to their organizations.*

Key words: Organization, Conflict, Business, Performance.

INTRODUCTION

Most organizations encounter conflicts on a daily basis. This conflict cannot be avoided, but it is possible to manage them in a way that we recognize them on time. It is necessary to continuously track the organizational signal which point to their existence. Conflict, being an outcome of behaviours is an integrated part of human life. Wherever there is interaction, there will be conflict. Conflict is associated with situation that involve contradictory or irreconcilable interest between two opposing group. The basic understanding is that conflict occur when two goals are incompatible or mutuality excusive. People think that conflict is abnormal and harmony is normal is the exception rather than the rule.

If we do not react duly, this can lead to the situation that the conflict itself manages the organization. One of the more important determinants of productivity, efficiency and performance and finally job contentment is also the conflicts as an independent variable of organizational performance. By systematic research of organizational performance we want to make a positive influence on dependent variable, but first we have to understand and get a good insight into individual element of organizational performance. By this work we want to brighten the meaning of conflict on the organization, types of conflict views of conflict, and possible conflict management styles and causes of conflicts. McNamara (2007) conflict is a sign of a healthy organization. Conflicts tendencies are not new to banking or service organization. It is normal and it is positive as well as negative. It is unthinkable to find any organization without organizational conflict.

Obisi (2003) argues that Japan, which is regarded as the Mecca of industrial harmony has element of organizational or industrial conflict in one form or the other. The exits relationship between employer and employee in every establishment this is known as industrial relation. Industrial relation covers a wide range of issue on how employees relate to employers in the organization. The fundamental objective of the relationship is the determination and regulation of condition under which work is done. Ultimately, its aim is to provide mutual satisfaction between employers and atmosphere in the work environment. Any infringement on these terms of employment contract often leads to organizational conflict.

There are also both position and jobs, people occupying these position and jobs, do not see things the same way. At the same time they do not communicate effectively and so cannot understanding themselves very well, change within the banking industry fosters conflict in organizations. Example, in the workings of Automated Teller Machine (ATM). The challenges of this machine range from cash Jam to debiting a customer account without paying and also inadequate network most times.

Conflicts have both positive and negative impact in organizations. Beneficial conflict becomes dysfunctional, it's impossible to identify precisely. The very same level and stress, conflict that creates a healthy and positive movement toward goals in one group or at a

different time for the same group indeed conflict is inheritable, it will come when it will come.

This, is why it is necessary to manage organizational conflict as it cannot be eradicated, one of the greatest tragedies in managing conflict is the attitude of avoiding the conflict. A crisis ridden organization embedded with conflicting interest and goals impair development, growth and profitability. It is against in this study to identify the possible causes of conflict and their consequences in the banking industry.

Statement of Problem

Organization is a social entity that consists of a group of people who come together to achieve common set of goals. It is almost inevitable for an organization to be managed without conflicts. Therefore the concepts of conflict management become paramount. Conflicting interests have led to power tussle, loss of confidence to have retrogressive effects on both organizational members and the organization at large. The pass Academic Staff Union of Universities strike in the educational sector is as a result of members conflicting interest.

Another problem is when right of member is thought to be infringed upon, they tend to revolt conflict curses from these revolt. An example is the strike between Academic Staff Union of Universities member and Federal government that lasted for six months in the year 2013 under Goodluck reigns president. Another way conflict arises is when there is an issue of duplication of power, Abuse of power leads to conflict. This problem can be corrected if there is a structured organizational arrangement (Hierarchy of authority). It is therefore the intention of the researcher to examine the causes of these conflict and plans aimed at managing these conflicting situations.

Objective of the Study

The broad objective of the study is to examine the conflict as it is observed at Eco Bank Plc, Aroma Branch Awka.

The specific objectives of this study are therefore,

1. To examine the various forms of conflict existing in Eco Bank.

2. To determine the causes of conflict in organization.

3. To establish the implication of conflict on Eco Bank and her employees.

Research Question

The research questions postulated for the study are as follows:

1. What are the various forms of conflict existing in Eco Bank Plc?

2. What are the ways of determining the cause of conflict in organization?

3. What are the ways to establish the positive and negative implication of conflict on Eco Bank and here employees?

Research Hypothesis

Ho$_1$: Sustaining productivity in organizations does not depend on effective conflict management.

Ho$_2$: No significant relationships exist between individual performance and conflict in organizations.

Ho$_3$: Conflict does not arise due to competition for scarce resources.

Significance of the Study

The effectiveness of conflict management depends on whether the source and type of conflict are understood. Moreover, the differences in conflict perspective must be over looked.

When conflicts are effectively managed on organizations it will definitely improve the operational performance of the employees for goal attainment.

The student in the same field of study and other related form who may be opportune to work as managers will find this material useful. This or will also be vital to companies and corporation as a step toward improving on their conflict management strategies. Policy makers will as well benefit because it will help them to formulate appropriate policies on this.

Businessmen and traders are not excluded from benefiting from this study. This will enable them to design strategies for handling conflict within and outside their organization.

Scope of Study

The scope of this study covers the impact of conflict management in Eco Bank Nig Plc. The study will also proffer solution strategies and recommendation on how to manage conflict in an organization in order to enhance better organizational performance.

Limitation of the Study

The researcher encountered some difficulties in the course of carrying out the research. Firstly, it was not easy to source for relevant data for the study, this is because of the researcher was constrained by inadequate finance and unavailability of time due o other academic activities being done in school.

Definitions of Terms

Conflict: Conflict is a disagreement among two or more individuals or between group in an organization as a result of scarce economic resources which they must share among themselves.

Conflict management: Conflict management is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen as rapidly and smoothly as possible.

Retrogressive: This is returning to old-fashionable ideas, or methods intend of making progress.

Infringement: To break the law.

REVIEW OF LITERATURE

Conceptual Framework

Concept of Conflict Management

Conflict has been introduces in so many way by different Authors. According to Robbins (2008) conflict is a process in which an effort is purposely made by A to offset the effort of B by some form of Blockage that will result in frustrating B in attaining his or her goal or furthering his or her interest.

His definition of conflict acknowledges awareness, perception opposition, scarcity and blockage further he assumed it to be a determined action which can exist at either the latent or over level. McNamara (2007) opines that conflicts a process that begins when one party perceives is a process that begins when one party perceives that another party has negatively affected or is about to negatively affect, something that the first party cares about.

Onwuchewa (2002) organizational conflict is a disagreement among individual as a result of differences in their perceptions' positions status authority scarce economic resources which they will share among themselves or difference in status authority or goals. The major part of this that it hinders some people from attaining their individual goals.

Obisi (2002) organizational conflict is the inability of parties in a role set to sort out their difference which may be directly and indirectly linked to their organization. Conflict is as inevitable in a project environment as change seems to be. When project team member interact during the course of completing their task and responsibilities, there is always potential for conflict. In fact, it is virtually impossible for people with diverse background skill and norms to work project goals and objectives without conflict.

Ramzan (2013) defines conflict is said to be inevitable when there is a human factor involved. Conflict management has been increasing receive attention in the organizational literature during the past two decades due to the swing in attitude toward conflict within

organizations. Traditionally the conflict was viewed as something harmful but now it has changed to a view that realizes conflict as a reality of organizational life. Conflict is an unavoidable and persistence part of the organization life.

Views of Conflict

It is appropriate to say that there has been conflict in groups and organizations. Many schools of thought have viewed conflict in many dimensions. The following schools of thought viewed conflict in different perspective as opined by Robbins (2008)

- The traditional view

- Human relations view

- Integrationists view

The Traditional View

This early approach to conflict assumed that conflict was bad. Conflict was viewed negatively and it was violence, destructions, irrationality in order to reinforce its negative connotation. Conflict then was to be avoided. From findings provided by studies such as done at Hawthorne, it was argued that conflict was a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people and the failure of managers to be responsive to the need and aspirations of their employees.

This view proposes that since all conflict are bad and should be avoided, we should only direct our attention to the causes of conflict and correct these malfunction in order to improve group and organizational performance.

Onwuchekwa (2002) opines, the traditional view believed that conflict shows things are not working within the organization. So, conflict is a negative sign and traditionally conflicts were viewed as unnecessary and harmful to the organization.

Human Relation View

The human relations view or position argued that conflict was and natural occurrence in all organization, since conflict was inevitable, the human relation school advocated acceptance of conflict. They rationalized its existence. This view believes that conflict cannot be eliminated and there are even times when conflict may benefit on organizations performance. The human relation view dominates conflict theory from the late 1940's through the mid 1970's.

The Interactionist View

The current view toward conflict is the interactions perspective. Whereas the human relations approach accepted conflict, the interactions approach encourage conflict on the

ground that the harmonious, peaceful, tranquil and cooperative group is likely to become static, apathetic and non responsive to need for change innovation. The major contribution of the interactionist approach therefore is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group alive, self-critical and creative.

Given the interactionist view, it becomes evident that conflict is all good or all bad, in appropriate and naïve. Whether a conflict is good or bad depend on the type of conflict.

TYPES OF CONFLICT

Conflict comes in various forms. Conflict may involve inconsistencies between the individual or groups values and norms and the demand or goal assigned by higher level in the organization.

Conflict of Interest

These are related to conditions and terms of employment, when workers and management fail to reach an agreement in any collective bargaining exercise on either working condition or renewal of agreement. Conflict of interest is also known as economic conflict. Examples of conflict of interest are job security, wage increase, fringe benefits.

Conflict of Right

This concern the interpretation and explanation of employment contract and present agreement between the parties. It concern the day-to-day grievances, which may relate to production processes and management attitudes and approaches. New techniques of production which were not originally agree upon between workers and management. At time certain arbitrariness on the part of union and management are witnessed such arbitrariness could cause conflict which would become conflict of rights.

Unorganized Conflict

In this type of conflict, individual respond to conflict in their individual ways or the best way they think would resolve or aggravate the conflict. This type of conflict may not have the blessing of the entire union or group.

Organized Conflict

This is a group activity which has the blessing of the entire group to sue for conflict. If a union supports a conflict, it is an organized conflict.

Onwuchekwa (2002) opines these types of conflict.

- Conflict within the individual

- Conflict between individual

- Conflict between individual and groups

- Conflict between organizations.

Conflict within the Individual

This type of conflict is found and operates within an individual. Individual have diverse individual problem within themselves and these personal problem can lead to individual conflict which can hinder these employees or organization member from carrying out their normal responsibilities within the organization., those individual who are stressed are said to have conflict within themselves and could lead to absenteeism and lack of concentration to their work. This types of conflict is detrimental to the organization.

Conflict between Individuals

This is a conflict between two or more individual or between the individual and his group. Individual verse individual conflict may originate from two people competing for a promotion to the same position, two executives may argue for a large share of cooperate capital and so on. These conflicts are caused by false hood, nepotism. Conflict among individual have serious negative impact on commitment to organizational objective and organizational performance.

Conflict between Individual and Groups.

This is typical in organization and can be found in various union within in organizational system. Individual may wish to promote their own interest by transgressing the emergent rules of the group, there by breaking the groups norms. This will result in the group trying to impose some sanction on their opposed member, this conflict will emerge.

Conflict between Organizations

Inter-organizational conflict occurs when ever the condition for cooperation are rare or from competitive relationship, social responsibility issues etc. such conflict can have functional and dysfunctional effects.

Cognitive Conflict

This occurs when the idea and thoughts with an individual or between individual are incompatible.

Procedural Conflict

This type of conflict occurs when people differ over the process to use for resolving a matter.

Affective Conflict

This occurs when the feeling and emotion within an individual or between individuals are incompatible.

Functional Conflict

This is a confrontation between group that enhances and benefits the organization performance. Two departments may agree on a goal but not on the means to achieve it. Without such conflict in organization, there would be little commitment to change, most group would probably become stagnant. This, functional conflict can be thought of as a type "creative tension".

Dysfunctional Conflict

Today organizations are characterized by complex relationship and a high degree of task, independence so friction can easily occur.

CAUSES OF CONFLICT

Lack of Accountability

Organization conflict might arise from frustration one source of frustration is a lack of accountability. If something has gone wrong and no one is willing to take responsibility for the problem, this lack of accounting can start to permeate throughout the entire company until the issues is resolved. One way to combat a lack of accountability is to have anyone who comes into contact with a document sign his name and include the date. The paper trail may sometimes find the source of the problem which can then be addressed.

Managerial Expectation

It is the job of an employee to meet the expectation of his manager, but if those expectation are misunderstood, conflict can arise managers need to spend time clearly communicating their goal to employees to ask question about their goals, and hold regular meeting to discuss the goals and how best to reach them.

Difference in Goal Attainment

Goal difference may either emanate from functional or individual differences. Because of mutually exclusive nature of incompatible goals arising from the fact that different individuals and groups in an organizations have goals that may not be achieved simultaneously, it becomes imperative that conflict must arise.

Personal problems

If the employees has problem outside of the workplace, such as marital, parental issue and individual issues, she may take them to work with her. Consequently, if she is short and

withdrawn from her coworkers, and if they are ignorant about the cause of her behaviour, they will assume that she has an issue with them. Therefore, if she is not willing to divulge her problems to her coworkers, she should leave them at home.

Scarce or Limited Resources

Two managers might argue over who has the greater need for an assistant, whose budgets should be increased more, or how to allocate recently purchased items. Scarce resources can result to conflict in an organization. The goals of the parties compete for limited resources, scarce resources which must be shared, bring about competing group[s or individual thereby increasing conflict potentials.

Mutual Interdependence

That is, the extent to which a unit depends on each other for assistance, information and compliance, it may not be possible for a group to interact unless through the total organizations which supports them or "sequential interdependence" when one group must complete it' task before another group must complete it's task.

Breakdown in Communication

According to stoner et al (2006) much of the conflict we experience arises from our communication of our wants, need and values to others. Sometimes we communicate clearly and sometimes we communicate poorly and conflict emerges because other misunderstand our communicate ambiguities and lack of effective communication are observed practices in business organizations. Communication breakdown and ambiguity creates confusion and thereby generates conflict. Failure of one department or unit to pass on vital information or confusion in language connotation in communication process gives rise to conflict.

Self interest of Individual in the Organization

This self interest frequently manifest itself in competing objective, philosophies or method and in associated struggles of one or more levels of department to dominate other. These effect are aggravated by the tendency for organizational member to identify with the goals of their own sub-units, the attendant result of this include: disagreement, discontent, struggle, quarrel, opposition, clash of interest, resentment or even fighting.

Difference in Status and Authority

Disagreement about relative status and authority often manifest is conflict over pattern of work and interaction between the parties such as specifying who initiates or assign duties and to who and who eventually responds.

Impact/Effect of Conflict

The effect of conflict in organizations includes:

Decrease in productivity

When an organization spends much of its time dealing with conflict, member take away from focusing on the core goals they are tasked with achieving. Conflict cause member to focus less on the project at hand more gossiping about conflict or venting about frustration. As a result, organization can use money, donors and access to essential resources.

Member Leave Organization

Organization member who are increasing frustrated the level of conflict within an organization may decide to end their membership. This especially detrimental when members are part of the executive board or head of committees. Once member begin to leave, the organization has to recruit new member and appoint acting board member, in extreme cases where several member leaves or an executives board step down organizations risk dissolution.

Share and Respect Opinion

As organization member work together to solve conflict they are more willing to share their opinion with the group conflict can also cause member to actively listen to each as they work to accomplish the organization goals

Inspire Creativity

Fortunately some organization member view conflict as opportunity for finding creative solution solve problem. Conflict can inspire member to brain storm ideas, while examining problem from various perspective.

Improve Future Communication

Conflict can bring group member together and help them learn more about each other. From learning each other's opinion on topics relevant to the organization growth to understanding each member preferred communication style, conflict within an organization can give member the tools necessary to easily solve conflict in the future.

Mental Health Concerns

Conflict within an organization can cause to become frustrated if they feels as if there no solution in sight or if they feel that their opinion go unrecognized by other group members. As a result, member become stressed, which adversely affect their professional and personal lives. Organization member may have problems sleeping loss of appetite or over

reacting, headaches and become unapproachable. In some instances, organization member may avoid meetings to prevent themselves from experiencing stress and stress-related symptoms.

Identify New Members

Within organizations members actually participate in each meeting, enjoy serving on multiple committees and have an opinion on each topic the group discusses, there are also member who seemingly contribute little to the group and observe more than talk. Conflict within an organization can inspire typically silent member to step up an demonstration their leadership skills by offering meaningful solution to the problems the group is facing.

Management Conflict Style

The success of the organization depends on the ability of conflict recognition and the very way of conflict management. Conflict management implies integration of all factors which can contribute to conflict resolution or its prevention those factors are improvement of communication and practicing discipline in the organization as well as having in mind the life phase of parties included. However, there is no best way to deal with conflict. It depends on the current situation, according to McNamara 2007. Different authors know about various approaches of conflict management.

Kerzner 2000 method used to manage or resolve conflict include

Confrontation: This is probably the most common method the managers faces the conflict directly with the help of the manages the parties in disagreement attempt to persuade one another that solution to the problem is the most appropriate.

Compromise: When confrontation fails, the next approach manager usually try is compromise. In compromise, each of the parties in conflict agree to tradeoffs or makes concession until a solution is arrived at that everyone involved can live with this give-and take-approach can easily lead to a win-win solution to the conflict.

Facilitation: Using facilitation skill the manager deemphasizes area of agreement and de emphasizes area of disagreement. Facilitation of a disagreement doesn't resolve the conflict. Facilitation downplays the emotional content in which conflict occurs.

Force: This is also a method of conflict resolution. A manager uses force when he or she tries to resolve a disagreement by exerting his or her own opinion at the expense of the other people involved. Often, forcing a solution onto the parties in conflict result in a win-lose outcome.

Withdrawal: This is the least used, and the least effective mode of conflict resolution is withdrawal. A manager can simply withdraw from the conflict and leave the situation

unresolved. When this method is used, the conflict doesn't go away and is likely to reoccur later.

McNamara 2007 opines that conflict management styles include:

Collaboration: This result from high concern for a group's own interest, matched with a high concern for the interest of other partners the outcome is win-win". This strategy is generally used when concern for others are important. It is also generally the best strategy where society's interest is at stake.

Compromise: This strategy result from a high concern for four group's own interest along with a moderate concern for the interest of other partners. The outcome is "Win-lose". Win some and lose some. Thos strategy is generally used to achieve temporal solutions, to avoid destructive power struggles or when time pressures exist. One disadvantage is that partners can also sight of important values and long term objectives.

Competition: These strategy results from a high concern for a group's own interest with less concern for others. The outcome is 'win-lose'. This strategy includes most attempt of bargaining. It is generally used when basic right are at stake or to set a precedent. However it can cause the conflict to escalate and loser may try to retaliate.

Avoidance: This result from a low concern for a group own interest coupled with a low concern for a group's own interest coupled with a low concern for the interest to others. The outcome is 'lose-lose'. This strategy is generally used when the issue is trivial or other issues are more pressing. It is also used when confrontation has a high potential for damage or more information is needed. The drawback is that important decision may be made by default.

Accommodation: This result from a low concern for a group's own interest combined with a high concern for the interest of other group. The outcome is 'lose-win'. This strategy is generally used when the issues is more important to others. It is a goodwill gesture. The disadvantages are that one's own ideas and concern don't get attention.

Obisi (2003) conflict settlement procedures are two kinds the internal method of setting conflict is within the organization while the external is a result of the machineries set up or put in place by the government for resolving conflicts.

Internal Procedure for Settling Conflict

Conflict should always be settled at the lowest level. The individual concerned should first raise the issue with his nor her immediate supervisor. If the conflict is not settled by the supervisor it would go to the head of the section and then to the head of department and then to the personnel manager. The conflict be referred to as grievance committee if the personnel managers fail to settle the conflict.

External Procedure

The external procedure start after the internal procedure has become dreadlocked. The external method comprise of mediation, conciliation, industrial arbitration panel, national industries court.

According to sub-section 3 of the trade dispute Decree 1976, the parties should look for a meditation which the conflicting parties agree on and this should be done within seven days.

If mediation fails, the minister of labour within seven days sends a conciliator to look into the matter and within if days make his report to the minister. The conciliator is to know the causes and reason for conflict and not to settle disputes but if the parties willingly agree, he may settle the conflict.

Industrial Arbitration panel: if the conciliation for the minister of labour refers the case to IAP.IAP comprises of trade union member,, employs of labour and respected administration. It is like a court. The IAP can hear a case up 42 days. IAP's decision would send the outcome to the parties in conflict. If there is no objective by both parties within 21 days from the decision was published, it becomes binding on the parties. However, it there is any objection, it would be referred to the final authority.

National industrial court: the national industrial court is the highest authority in conflict settlement machinery. It is also known as court of appeal, examines and interprets the decision of the lower machineries and interprets collective agreement the industrial court comprises of many five member with a serving or retired high court judge as the chairman.

Organizational Performance

There are different views on what performance is one the organization basis, it is a record of the organization accomplishments. Kane and Armstrong (2005) performance is something that the person leaves behind and that exists apart from the purpose, also Bernadine et al. in Armstrong 2005 are concerned that, performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goal of the organization customer satisfactions and economic contributions.

The Oxford English Dictionary defines performance the accomplishment execution carrying out, working out of anything ordered or undertaker.

This refers to outputs/outcomes but also states that performance is about doing the work as being about the result achieved.

Performance could therefore be regarded as behaviour, the way in which organizations, teams and individual get work done.

Stoner et al 2006 organization performance is the measure of how efficient and effective an organization does their job. The measure of how efficient and effective an organization achieves appropriate objectives.

Two concept efficiency and effectiveness is the basic problem facing every organization. No single measure can depict performance success at individual organization and groups. These are sample of the criteria used for asses' performance, such as productivity morale absenteeism, goal achievement and personal adjustment. Each of the criteria has a number of attributes such the time period covered, specifically and eases of evaluation for example absenteeism can be judged daily but growth assessment may cover a longer period of time.

Absenteeism is specific but growth is abstract thus, absenteeism can be measured fairly easily, but growth may be difficult to evaluate because of its abstractness.

When organization performance is satisfactory one organization is judge to be successful.

Once there are conflicts among employees or organizational member in a particular organization they tend to be increase in cohesion, development of blind spot, distorted perception and increase in negative stereo typing thereby, delaying the process of decision making and goal attainment.

Theoretical Framework

Conflict is a part of organizational life and may occur within individual, between individual and groups and between group. This study on Equity theory credited to Adams. He explain how individual make comparison on the reward given to them as a result of their input with that of other to see whether it is fair or not most conflict arises as a result of employees feeling unfairly treated. When employees feel their right are infringed upon or there is no equitable distribution of shares up conflict these conflict has an adverse effect on organizational performance.

The implication of equity theory for managers is for them to realize that the equity theory has to do with perception. It is only when employees perceive that they been inequitably treated that they will react. Manager must take cognizance from the outset in ensuring that employees as much as possible are equitably treated by ensuring reward system is carefully administered.

Conflict can be treated in isolation form an organization. Onwuchekwa (2002) organization is an association of individual who are working cooperatively toward a common objective under authority and leadership. From the above definition of an organization, an organization is seen a social system deliberately structured to co-ordinate the activities of people seeking common goals. Within the organization are both position and jobs. people occupying these position and jobs do not see things the same way. At the time, they do not communicate effectively so cannot understand themselves very well though they are working toward achieving a common goals, there are also divergent interest. So in

organization there are conflict in simple terms for example, the employer generally want to buy labour at the lowest cost or lowest possible price. So as to maximize profits, where as employees wish to sell their labor at the highest possible price, this produces conflict.

However conflict can be both positive and negative. Some types or degree of conflict may prove beneficial if it is used as n instrument for change or innovation and therefore, management should strive not to eliminate all conflict rather only that which has disruptive effect on the organization effort to achieve goals. Thus, the critical issue appears to be not conflict itself but rather how it is managed.

RESEARCH METHODOLOGY

Introduction

This chapter deals with a brief description of method and design through which this research was carried out. It also describes the instrument used in the collection of data and the procedure for processing collected data and method of data analysis.

Research Design

Due to the type of data needed for the study, the study is designed to make use of survey research design. The survey research has to do with the opinion, attitude behaviour and focuses on the workers of Eco Bank Plc, Nigeria.

Population of Study

The research population is 30. The population size of the Eco Bank Plc, Nigeria is 30 employed the population of study covered the management, the supervisor, staff of Eco Bank Plc, Nigeria.

Sampling Design and Procedure

The sampling is convenience sampling. This procedure was adopted because it gives equal chance to the entire population under the study. Because of the smallness of the population size which is 30 (thirty) and will all be used in this study.

Sources of Data Collection

The sources of data collection used are:

The Primary Source: The primary sources of data collective were the use of questionnaire, personal interview and observation. A well structured questionnaire comprising demographic data of the respondent and information were completed and returned. This helped the researcher to understand the reason behind some of the answer given in questionnaires.

Secondary Sources: the following instrument of data collection was used to generate data for this reason work. Journal, questionnaire and Existing literature.

Instrument and Administration for Data Collection

The instrument and its administration used in this research work is questionnaire and interview.

Questionnaire: The sample size of the people that responded to the question is 30 (thirty) people and that is the total number of workers. The sampling technique used in this work is convenient sampling technique. This technique is used because you choose the people available to become your sample.

Method of Data Analysis

The methods of data analysis used in this study include tables, percentages and the chi-square (X^2) method the percentage methods formula is given as

$$90 = \frac{F}{N} \times \frac{100}{1}$$

Where F= total number of frequencies
N= total number of responses

The chi-square X^2 is given as this

$$X2 = \frac{\sum (Fo\text{-}Fe)}{Fe}$$

Where X^2 = chi square
Fo = observed frequencies

Fe = Expected frequencies

$\sum$ = summation

Decision Rule

Accept Hi if X^2 calculated values is greater than the tabulated value, otherwise reject Ho if the X^2 calculated value is less than the tabulated value

Level of significance

0.05%

Degree of freedom

D – F =(R-1) (K-1)

Validity of Instrument

The questionnaire is validated by the project supervisor, who examined it vividly and eliminated the error and irrelevant items.

Reliability of Instrument

The questionnaire was prepared and taken to the respondent, it was collected and the finding where analyzed. After a period of two to three weeks the same questionnaire where taken back to the same people. It was also collected and analyzed as previously done. The finding where been compared and there was no deviation in the finding which show that the test was reliable

PRESENTATION AND ANALYSIS OF DATA

Introduction

This chapter covered the presentation and analysis of data from the questionnaires administered on a cross. Section of the Eco Bank Nigeria Plc. A total number of thirty copies of questionnaire were distributed and all were completely answered and returned with the single assistance of the manger who saw that all staff complied. The collection rate was therefore 100% table were used in data presentation.

Presentation of Data

Table 1: Distribution of respondent by age

Age	No of Respondent	Percentage
Less than 25 yrs	3	10
25-35 years	19	63.33
35-45 years	6	20
45-50 years	2	6.67
50 years and above	-	-
Total	**30**	**100**

Source: Field Survey, 2022

Table I show that 3 (10%) respondent represent those less than twenty-five years, 19 (63.339) respondent represent respondent whose age lies between twenty-five and thirty-five years.

This indicates that the branch has strong work force since in the recent times the bank has increased its force on retail marketing hence, their age bracket are needed most Respondent between thirty- five years and fifty five years and above.

TABLE 2: Distribution of Respondent by Sex

Sex	No of respondent	Percentage
Male	18	60
Female	12	40
Total	**30**	**100**

Source: Field Survey, 2022

Table 2 shows that out of 30 respondent 18 (60%) respondents represent the male folk while 12 (40%) respondent are females.

Table 3 Distribution of Respondent by Marital Status

Marital status	No of respondent	Percentage
Married	10	33.33
Single	15	50
Divorced	4	13.33
Widow	1	3.4
Total	**30**	**100**

Source: Field Survey, 2022

From the table above, 10(33.33%) respondents are married while 15(50%) are single, if 4 (13.33%) are divorced and 1 respondent constituting (3.4%) is a widow.

Table 4: Distribution of Respondent by Educational Qualification

Educational qualification	No of respondent	Percentage
S.S.L.C	3	10
OND	7	23.33
B.Sc, HND	15	50
M.Sc	5	16.67
PHD	-	-
Total	**30**	**100**

Source: Field Survey, 2022

Table 4 indicates that 3 (10%) of the respondent has senior secondary school certificate qualification, 7 (23.33%) has OND, 15 (50%) respondent have B.Sc and HND while 5 (16.67%) respondent represents those with M.Sc qualification. None of the respondent has Phd qualification.

Analysis of Respondent to Research Questionnaire

TABLE 5: Conflict Arises When People Impose Their Wishes On Others

Option	No of respondent	Percentage
Strongly agree	28	93.33
Agree	2	6.67
Undecided	-	-
Disagree	-	-
Strongly disagree	-	-
Total	**30**	**100**

Source: Field Survey, 2022

Table 5 suggest that 29 (93.33%) of the respondent which has a high representation are strongly of the view that conflict arises when people impose their wishes on others while 2 (6.67%) still agree on same opinion.

Table 6: competition into higher position escalates conflict

Option	No of respondent	Percentage
Strongly agree	15	50
Agree	3	10
Undecided	-	-
Disagree	10	33.33
Strongly disagree	2	6.67
Total	**30**	**100**

Source: Field Survey, 2022

Table 6 above shows that 15 (50%) of the respondent strongly agree that competition into higher position escalates conflict in the bank, 3 (10%) respondent also agree to this source of conflict 10 (33.33%) and 2 (6.67%) respondents disagreed and strongly disagree respectively

Table 7: Management Suggest Friendly Ways of Resolving Conflict

Option	No of respondent	Percentage
Strongly agree	25	83.33
Agree	2	6.67
Undecided	3	10
Disagree	-	-
Strongly disagree	-	-
Total	**30**	**100**

Source: Field Survey, 2022

Table 8 indicates that 25 (83.33%) and 2 (6.67%) represent respondent who strongly agree and agreed that management persuades individuals in conflict. This suggest that a total of 27 (90%) of the respondent agreed while 3 (10%) respondent were undecided.

Table 8: Resolve Conflict, Parties in Conflict Resort to Laid Down Rules That Govern the Bank and Their Actions

Option	No of respondent	Percentage
Strongly agree	10	33.33
Agree	12	40
Undecided	1	3.33
Disagree	5	16.67
Strongly disagree	2	6.67
Total	**30**	**100**

Source: Field Survey, 2022

Table 8 suggest that 10 (33.33%) respondent strongly agreed, 12 (40%) agreed, 1 (3.33%) was undecided. 5 (16.67%) respondent disagreed while 2(6.67%) respondent strongly disagreed to this option.

Table 9: Management Post Pones Settlement Of Conflict When If Does Not Disrupt the Bank Work

Option	No of respondent	Percentage
Strongly agree	3	10
Agree	6	20
Undecided	-	-
Disagree	6	20
Strongly disagree	15	50
Total	**30**	**100**

Source: Field Survey, 2022

Table a above shows 3 (10%) respondent strongly agreed management postpones settlement of conflict when conflict does not disrupt the bank's work 6 (20%) of the respondent agreed 6(20%) of the respondent disagreed while 15(50%) respondent strongly disagreed. In other words, a greater number of 21 (70%) respondent opposed this view.

Table 10: A Party in Conflict Revenge When Resolution Reached Is Unfavorable

Option	No of respondent	Percentage
Strongly agree	-	-
Agree	2	6.67
Undecided	-	-

Disagree	12	40
Strongly disagree	16	53.33
Total	**30**	**100**

Source: Field Survey, 2022

Table 10 that 2 (6.67%) respondent agreed 12 (40%) of the respondent disagreed while 16 (53.33%) respondent strongly disagreed.

Table 11: Management Intensifies Effort to Resolve Conflict

Option	No of respondent	Percentage
Strongly agree	15	50
Agree	6	20
Undecided	2	6.67
Disagree	4	13.33
Strongly disagree	3	10
Total	**30**	**100**

Source: Field Survey, 2022

Table 11 above indicates 15 (50%) of the respondent strongly agreed management intensities effort to resolve conflict. 6 (20%) respondent also agreed therefore, a total of 21 (70%) respondent affirmed to this opinion. 2 (6.67%) respondent were undecided 4 (13.33%) disagreed and 3 (10%) of the respondent strongly disagreed.

TABLE 12: Sustaining Productivity in Organization Depend On Effective Conflict Management

Option	No of respondent	Percentage
Strongly agree	13	43.33
Agree	10	33.33
Undecided	2	6.67
Disagree	5	16.67
Strongly disagree	-	-
Total	**30**	**100**

Source: Field Survey, 2022

Table 12 shows that 13 (43.33%) respondent strongly agreed and 10 (33.33%) of the respondent agreed that sustaining productivity in organization depend on effective conflict management 2 (6.67%) respondent was undecided 5 (16.67) disagreed to this option.

Table 13: Significant Relationship Exist Between Individual Performance and Conflict on Organization

Option	No of respondent	Percentage
Strongly agree	16	33.33
Agree	8	26.67
Undecided	1	3.33
Disagree	3	10
Strongly disagree	2	6.67
Total	**30**	**100**

Source: Field Survey, 2022

Table 13 suggest that 16 (53.33%) respondent strongly agreed and 8 (26.67%) of the respondent agreed that significant relationship exist between individual performance and conflict in organization 1(3.33%) respondent was undecided, 3 (10%) disagreed and 2 (6.67%) respondent strongly disagreed.

Table 14: Conflict Arises Due To Competition for Scarce Resources

Option	No of respondent	Percentage
Strongly agree	20	66.67
Agree	1	3.33
Undecided	1	3.33
Disagree	8	26.67
Strongly disagree	-	-
Total	**30**	**100**

Source: Field Survey, 2022

In the above table 20 (66.67%) respondent strongly agreed 1 (3.33%) respondent agreed that competition of scare resources give rise to conflict 1 (3.33%) of the respondent was undecided of the opinion while 8 (26.67%) respondent disagreed.

Test of Hypothesis

In chapter one, three (3) hypothesis were formulated and are tested in this chapter.

The statistical method used for the test is chi-square (x^2). The formular for the calculation

$$X^2 = \sum \frac{(fo-fe)^2}{Fe}$$

Where X^2 = chi square

$\sum$ = summation

Fo = observed value

Fe = expected value

Hypothesis One

Ho: Sustaining productivity in organization does not depend on effective conflict management.

Hi: Sustaining productivity in organization depends on effect conflict management.

Question '12' of the questionnaire was used to test hypothesis one as contained in the statement of the hypothesis.

Expected values

E1 = $\underline{13+10+2+5+0}$
          5
      = 30/5 = 6

Option	Observed frequency	Expected frequency	Fo-fe	$(fo\text{-}fe)^2$	$\dfrac{(fo\text{-}fe)^2}{fe}$
Strongly agree	13	6	7	49	8.16
Agree	10	6	4	16	2.66
Undecided	2	6	-4	16	2.66
Disagree	5	6	-1	1	0.16
Strongly disagree	0	6	-6	36	6
Total	**30**	**30**	**0**	**118**	**19.64** $X^2 = $ **19.64**

Calculated Chi-Square value = 19.64

The degree of freedom

Df = (R-1) (K-1)

= (5-1) (4-1)

(4) (3)   = 12

The table value of X^2 at 0.05 (5%) level of significance and 12 degree of freedom is 21.026

Decision Rule

Since the calculated X^2 value is less than the tabulated value, we reject Hi alternative hypothesis and accept Ho Null hypothesis.

Hypothesis Two

Ho: No significant relationship exists between individual performance and conflict in organization.

Hi: There is a significant relationship between individual performance and conflict in organization. Question "13" of the questionnaire was used to test hypothesis two as contained in the statement of hypothesis.

Expected frequency values

E1 = $\frac{16+8+3+1+2}{5}$

= 30/5 =6

Option	Observed frequency	Expected frequency	Fo-fe	$(fo\text{-}fe)^2$	$\frac{(fo\text{-}fe)^2}{fe}$
Strongly agree	13	6	7	49	16.66
Agree	10	6	4	16	0.66
Undecided	2	6	-4	16	4.16
Disagree	5	6	-1	1	1.5
Strongly disagree	0	6	-6	36	2.66
Total	**30**	**30**	**0**	**118**	**25.64** X^2**= 25.64**

Calculated Chi-Square value = 25.64

The degree of freedom

Df = (R-1) (K-1)

 = (5-1) (4-1)

  (4) (3)

 =12

The table value of X^2 at 0.05 (5%) level of significance and 12 degree of freedom is 21.026

Decision Rule

Since the calculated X^2 value is greater than the tabulated value, we reject null hypothesis and accept Hi alternative hypothesis.

Hypothesis Three

Ho: Conflicts do not arise do to competition for scarce resource

Hi: Conflict arises due to competition for scarce resource.

Question '14' Of The Questionnaire Was Used To Test Hypothesis Three As Contained In The Statements Of Hypothesis

Expected value

E1 $\underline{20+1+1+8+0}$
        5
= 30/5 =6

Option	Observed frequency	Expected frequency	Fo-fe	$(fo-fe)^2$	$\underline{(fo-fe)^2}$ Fe
Strongly agree	20	6	14	196	32.66
Agree	10	6	-5	25	4.66
Undecided	1	6	-5	25	4.16
Disagree	8	6	2	4	0.66
Strongly disagree	-	6	-6	36	6.0
Total	**30**	**30**	**0**	**286**	**47.64**

Calculated Chi-Square value = 25.64

The degree of freedom

Df = (R-1) (K-1)

DF = (5-1) (4-1)

  (4) (3)

 =12

The table value of X^2 at 0.05 (5%) level of significance, and 12 degree freedom 21.026.

Decision Rule

Since the calculated X^2 value is greater than the critical value, we reject Null hypothesis and accept alternative hypothesis (Hi)

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

Introduction

This chapter highlights the summary of the finding, conclusion and the recommendation

Summary of Finding

Having analyzed the data, the following were made

- Conflict being an outcome of behaviour, is an integral part of human life. In other words, conflict is inevitable.

- Competition for limited or scarce resources also leads to conflict in organization

- Competition into higher position escalates conflict in the organization.

- Ability to manage conflict ranging from staff unrest to external conflict in Eco Bank, has resulted to higher profit which in turn has led to increased in productivity.

- Presence of conflict has significant impact on individual performance.

Conclusion

The following conclusion have been drawn from the afore mentioned findings

- The presence of conflict affects both individual and organization performance and productivity.

- Organizational member do not put in their best as a result of conflict which breeds fear for uncertainty and in turn affect productivity.

- Conflict has negative and positive finding

- Finally, sustaining productivity depends on effective conflict management.

Recommendation

To resolve conflict, there can be a general principles. It is the duty of the officer in change or the manger to study the nature of the conflict and choose from among numerous alternatives the methods which best fits a given situation for public benefit and that of management in banking industries, the following recommendation are made:

- Organization should have laid down procedure of promotion into higher positions

- Banks should desire means of sustaining their existing resources and invent quality product that will attract resources to themselves.

- Banks should set challenging but achievable target that will not create problem for conflict.

- If management of Eco Bank Nig Plc. Aroma branch could implement these afore mentioned recommendation in their effort toward conflict, organizational rivalry which is capable of diverting attention from goal attainment will be greatly minimized it not

eliminated entirely. When this is achieved, the organizational stability and efficiency will be assured, and individual within organization will achieve both their individual and organizational goal.

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