

Organizational Conflict and Employee Job Performance: A Case Study of Akwa Ibom State University

Mr. Isidore Godwin Usendok

M.Sc. Student, Department of Business Administration,
Akwa Ibom State University, Obio Akpa Campus

Citation: Isidore Godwin Usendok (2022) Organizational Conflict and Employee Job Performance: A Case Study of Akwa Ibom State University, *European Journal of Business and Innovation Research*, Vol.10, No.3, pp. 10-25

ABSTRACT: *This study investigated organizational conflict and Employee job performance in Akwa Ibom State University. Survey research design was adopted for the study. Participants comprised 226 employees selected through the use of random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to analyze data collected from the respondents. The results of the empirical tests showed a significantly positive relationship between Causes of organizational conflict (goal differences, common resources, task interdependence and specialization) and employee job performance. Also, the result of the Pearson product Moment Correlation indicated that specialization displayed the highest significant positive correlation with organizational harmony. In addition, the study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace. Moreso, the study recommend that management of Akwa Ibom State University should ensure a credible channels of communication and open discussion of conflict in work relation, must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies.*

KEYWORDS: Conflict management, organizational effectiveness, employee job performance

INTRODUCTION

Human resource is the most valuable, recognized and important organizational asset blessed with managerial talents to facilitate accomplishment of organizational goals, growth/development, unfortunately the psycho-analytic nature of man and behaviour of men (workers), their instinct drive, frustration and economic conditions of human societies result in negative behaviour, selfishness, wickedness, violence, aggressiveness and exploitation. Conflict among workers in an organization is inevitable. If is managed properly, it will bring catalyst for change and can have a positive impact on employee's satisfaction and

performance of the organizations. Unmanaged conflicts have negative impacts both employee satisfaction and job performance. According to Awan and Anjum (2015) properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have positive effects on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in employee unethical behaviour and low productivity. On the other hand, unmanaged conflict promotes dysfunctional communication and poor behaviour among staff. Poor behaviour on the part of one employee has the power to affect overall employees morale, which results in low productivity.

According to Dana (2000), “conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, poor decision, lost employees.” In the health care industry, patients’ health and even their lives can be affected by unmanaged conflict. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition is term conflict. Azamosa (2004) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict, it has been observed that industrial conflicts produce considerable effects on organisations and should be consciously managed as much as possible. 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. Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2002) opined that conflict may be interpersonal or inter group with Interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group 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.

Hence, this paper reviews the sources, types, causes and consequential effect of organizational conflict on Organizational performance.

Statement of the Problem

Organizations are social institutions established to accomplish the set goals. Conflicts exist in all social systems. When it occurs, conflict tends to block managerial activities. It frustrates organizational and individual/group goals and objectives. Effect of conflict is mostly seen in low productivity.

Conflict leads to strike actions, absenteeism, lateness, insecurity of life and property. Traditional workplace practices and systems with their hierarchical structures, tight divisions of labor, narrowly defined jobs, detailed rules, limit employee involvement, and managerial decision making, authority, and control are no longer adequate since they foster conflict (Dreu, 2006). The high-performance workplace emphasizes conflict management as a cornerstone of the effective high-performance workplace. Due to frequent organizational conflict, performance in most organizations has taken a comparatively negative result (Babin & Boles, 2000). The frequent agitation by workers for improved working conditions and other interests have led to a down toll (strike action) which eventually affects organizations performance (Babin & Boles, 2000). Key indicators such as sales return on investment and profit margins have reduced due to poor conflict management. This shows that organizational performance is enhanced through effective conflict management (Perez et al 2007).

A few studies have been done on the same topic of organizational conflict with reference to the Kenyan context. Mwangi (2010), carried out a study on the effects of workplace conflicts on performance of teachers in secondary schools in Kenya and concluded that conflicts had an effect on the performance. Many of the unmanaged conflicts were characterized by teacher's strikes characterized by violence and wanton destruction of property. This had a trickle-down effect on the institutional academic performance. Thus prompt this study to investigate the effect of organizational conflict on organization performance with a specific focus on Akwa Ibom State University.

Objective of the Study

Effect of conflict in any organization depends on management strategy and internal control system arising from the fact that organizational conflict is dysfunctional and against organizational goals, performance, development and job satisfaction, the study was designed to achieve the following objectives.

- i. To examine causes of organizational conflict on employee job performance in Akwa Ibom State University
- ii. To ascertain the extent to which conflict occur in Akwa Ibom State University
- iii. To determine actions taken to resolve conflict in Akwa Ibom State University.
- iv. To determine effect of conflicts on performance of academic and non-academic staff of Akwa Ibom State University.

Research Question:

- i. What are the sources/causes of organizational conflict in Akwa Ibom State University?
- ii. What are the measures taken to resolve conflict in Akwa Ibom State University?
- iii. How does conflict affects the performance of academic and non-academic staff of Akwa Ibom State University
- iv. What are the impact of conflict in Akwa Ibom State University?

Research Hypothesis

HO1: There is no significant relationship between task interdependence and productivity in Akwa Ibom State University.

HO2: There is no significant relationship between specialization and efficiency and organizational harmony in Akwa Ibom State University

HO3: There is no relationship between common resources and increase in output in Akwa Ibom State University

HO4: There is no relationship between goal differences and increase in output in Akwa Ibom State University.

LITERATURE REVIEW

In order to address the objective of the research, it is of importance to have created a sound literature base around which the study was built. This section presents a review of the literature connected to the objective of the study, and is prearranged conferring to the following specific objectives of the study. The paper was undertaken in order to remove repetition of what has been done and offer a clear thoughtful of existing knowledge base in the problematic area. The works is grounded on convincing, recent, and original sources such as journals, books and dissertations.

Successful management of human resources is one of the keys to effective operation of an organization. For any organization to be effective and efficient in achieving its goal, the people in the organization need to have a shared vision of what they are striving to achieve, as well as a clear objective for each team/department and individuals. One also needs to understand ways of recognizing and resolving conflict amongst people, so that conflict does not reduce the level of co-operation with the organization. All members of any organization need to have ways of bringing conflict to a minimum and of solving problems caused by conflict, before conflict becomes a major hindrance to productivity. Conflict is an inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones, 2000). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with other (Henry, 2009).

In their contributions, Robert and Angels (2005) posit that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation.

Algert and Watson (2006) see conflict as a struggle or contest between people with opposing needs, ideas, values or goals. Conflict on group is inevitable; however, the results of conflict are not predetermined. They further explained that conflict might escalate and lead non-productive final products. Therefore, learning to manage conflict is integral to a high-performance team or group. Societies that are largely constituted by organizations (Urry, 2003) feature only limited kinds of collective conflict. However, this does not support the

conclusion that organizations themselves, or the kinds of society largely constituted by organizations, have eliminated conflict. On the contrary, the opposite is the appropriate conclusion because by channeling conflict, organizations are amongst the most significant sites for its expression. Still, less should be concluded that, by channeling conflict, organizations have somehow removed the capacity for it from individuals and societies. As is observed here, conflict is a fundamental fact of organizations themselves and of organizational society. In the late modern period, conflict may have come too subtly and effectively contained in by extensive surveillance (Lyon, 2001).

It can also be seen as the behaviour intended to obstruct the achievement of the other person's goals, conflict is a process which one party perceives that its interests are being opposed or negatively affected by another party (Robbins and George, 2009). Conflict is based on the incompatibility of goals arising from opposing behaviour. It can be viewed at different levels such as the individual, group or organizational levels. Conflict may lead to confrontations and the outcomes are potentially destructive for at least one or both of the parties. Conflict is not necessarily good or bad, it is an inevitable characteristic of an organization's life and the result of its management can be seen in the organization's performance (Kreitner and Kinicky, 2003 as cited in Olakunle, 2008).

Causes of Conflict

The impact and consequences of unattended conflict in the workplace on employees and the organization generally would argue for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict (Dijkstra, 2006). There is little to indicate that organizations actually attempt to establish the underlying causes of organizational conflict. Rather in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are, a key element in developing appropriate conflict resolution strategies (Havenga, 2004). Mayer (2000), in support of the above, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the different forces that inform conflict behaviour consequently empowers the facilitator or manager with the opportunity to develop a more selectively focused and nuanced approach for dealing with the specific occurrence of conflict. Conflict can arise in different situations.

Deutch and Coleman (2006) identified some of the causes of conflict to include the following; differences in knowledge, beliefs and basic values; competition for position, power and recognition; a need for tension release; a drive for autonomy; personal dislike; and differing perception or attributes brought about by the organizational structure, different role structure, heterogeneity of the workforce, environmental changes, differences in goals, diverse economic interest, loyalties of groups, and value discrepancies, which were all considered at various stages as major causes of conflict in organizations. Havenga (2004) indicated that causes of conflict at the level of organization could also include resource availability; affirmative action programmes, the scope and content of workload, the introduction of new management techniques; and differences of a cultural and racial nature. Robbins and Judge (2009) identified some sources and causes of conflict in organization to

include: i) Scarce resources: Individual and groups in an organization competes for limited resources of organization, namely: machine, material, money and other welfare services all have their claims on the limited resources at the disposal of the organization. Hence, there is deprivation (relative or absolute) of the needs of all the groups within the system. The consequences of inadequate provision of financial resources to the organizational system are the decay of structures and the decline in services and functions. A few elements have been recognized as reasons for conflicts in associations.

Structural Factors

Specialization. Employees tend to become specialists in a particular job or get a general knowledge of many tasks. If most employees in an organization are specialists, it can lead to conflicts because they have little knowledge of each other's job responsibilities. For instance, a receptionist at a camera repair store can say that a camera can be repaired in an hour, even though the repair will take a week. Since the receptionist does not know much about the technician's job she should not give an unrealistic deadline when the camera will be ready. This situation can lead to conflict between the receptionist and the technician.

Common Resources. In many work situations, we have to share resources. The scarcer the resource in the organization, the greater the chance for a conflict situation. Resource scarcity leads to a conflict because each person that needs the same resources necessarily undermines others who pursue their own goals. Limited resources may include money, supplies, people or information. For example, The Redmond Washington based Software Company may dominate several markets, but its staff members still disagree over limited resources (Mcshane & Glinow, 2008). Sartorial support computer time can contribute to conflict. Considering the company that installs a new computer for administrative and research purpose, at first, there is plenty of computer time and space for both uses. However, as both factions make more and more use of the computer, access becomes a problem, and conflict may erupt at this point.

Goal Differences. Very often, the possibility of conflict increases substantially when departments in the organization have different or incompatible goals. For instance, the goal of a computer salesperson is to sell many computers as fast as possible. The manufacturing facility may, however, be unable to meet the sales person's promises. In this case, conflict may occur as two persons have different goals.

Interdependence. The possibility of conflict usually has a tendency to increase with the level of task interdependence. When a person has to depend on someone else to complete his/her task, it becomes easier to blame a co-worker when something goes wrong. As a rule, interdependence exists when team members must have interest in the process of work and receive outcomes which depend on the performance of others.

Authority Relationships. In many companies, there is an underlying tension between managers and employees because most people do not like being told what they have to do. In many organizations, managers have privileges (flexible hours, free personal long-distance calls, and longer breaks). It is observed that very strict managers often have

conflicts with their employees. Sometimes people try to engage in conflict to increase their power or status in an organization (skemman.is/em/category/view).

Roles and Expectations. A role is a behaviour that is expected from an employee. Every employee has one or more roles in the organization. These roles include such elements as job title, description of duties, and agreement between the employee and the organization. Manager– subordinate conflict can result when the subordinates role is not clearly determined and each party has a different understanding of that role (Whitlam & Cameron, 2012).

Conflict Management

According to Rahim (2002) conflict management involves designing effective strategies to minimize the dysfunctions of conflict and enhance the constructive functions in order to optimize learning and effectiveness of an organization. This implies that managing conflict does not necessarily connote avoidance or termination but the decrease of the odds of non-productive escalation. As such, conflict management is the method by which organizations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making. As observed by Uchendu, Anijaobi and Odigwe (2013), since conflict is inevitable in organizations, its management determines whether it will generate positive or negative effect on the organizational performance. The timely recognition and immediate explication of the underlying tension before the conflict issues go out of hand are germane to effectual management of conflict in the workplace. Consequently, conflict management orientation is a highly obtrusive process which can be implemented in a number of diverse ways in organizations. Ford (2007) posited a four-way process which includes assessment and inquiry, design, implementation and evaluation aimed at achieving efficacious and objective conflict decision in the workplace. This integrative approach is often employed to encourage management to satisfy the needs of stakeholders in the resolution of conflict. Vigil and King (2000) observed that the use of integrative style of managing conflict is likely to create better result and higher commitment in individuals than teams using non-integrative conflict management.

The integrative approach broadens the understanding of the conflict problem and increases resolution. In the same vein, 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 and 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 by some multinational firms in the country. In practice, this collaborative approach of managing conflict, involves negotiation between union and management in a process of meeting demands, discussing, presenting counter demands, bluffing and sometimes threatening all in a bid to reach collective agreement.

Another conflict management 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, 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.

The competition approach to conflict resolution is an attempt at complete victory (Saduna, 2012). It is a win-lose approach, a “winner takes all” position. Usually, the focus is on winning the conflict at all costs, rather than seeking the most appropriate solution for everyone concerned. The second method of coping with conflict is accommodation, which is the opposite of competition. It is a lose/win approach. The third method is avoidance, where both sides in the conflict withdraw. It is referred to as the lose/lose outcome in managing conflict because neither side is able even to deal with the issue, much less manage or resolve it. The fourth one is collaboration, which is usually considered the best method to cope with conflict. It is called a win/win approach. It does not require either side to give up a valued position. Rather, both sides honestly seek new and common higher grounds. This kind of problem-solving requires an atmosphere of trust and mutual respect, the surfacing of hidden agendas, and agenuine willingness on both sides to resolve the conflict.

The fifth method is compromise-conflict resolution. It involves negotiation and a high degree of flexibility. It is referred to as the win/lose-win/lose position since both parties in the conflict will get some of what they want, while at the same time giving up something in the process (Burnside, 2008). Hotepo (2010), quoted by Fatile and Adejuwon (2011) noted that conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes.

Employee Job performance: One of the important questions in business has been why some organizations succeeded while other failed. Organizational effectiveness has been the most important issues for every organization be it profit or non-profit one. It has been very important for mangers to know which factors influence an organization’s effectiveness in order for them to take appropriate steps to initiate them. However, defining, conceptualising and measuring performance have not been easy task. Researchers among themselves have different opinions and definitions of effectiveness, which remains to be a contentious issue among organizational researchers (Barney, 2008). The central issue concerns with the appropriateness of various approaches to the concept utilisation and measurement of organizational effectiveness (Venkatraman and Ramanujam, 2008).

Many variables had been used to measure organizational effectiveness. These variables include profitability, gross profit, return-on-asset (ROA), return-on-investment (ROI), return-on-equity (ROE), return-on-sale (ROS), revenue growth, market share, stock price, sales growth, expert growth, liquidity and operational efficiency (Chein, 2007). Although the importance of organizational performance is widely recognized, there has been considerable debate about both issues of terminology and conceptual bases for performance measurement (Barney, 2008). No single measure of performance may fully explicate all aspects of the term

(Richardo and Wade, 2010). There is also inconsistent measurement of organizational performance – although most researchers (Kotter and Keskett, 2007; Daft, 2009) measured organizational performance by using quantitative data like return on investments, return on sales and forth.

The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, performance has also been conceptualised using financial and non-financial measures from both objective and perceptual sources. Objective measures include secondary source financial measures such as return on assets, return on investment and profit growth. These measures are non-biased and are particularly useful for single-industry studies because of the uniformity in measurement across all organizations in the sample (Venkatrman and Ramanujam, 2008). Perception sources include employee evaluation of the organizational effectiveness or financial health and their overall level of satisfaction.

Hierarchical effectiveness is the degree or degree which the association achieves its proposed objectives (Vigoda, 2003). Effectiveness is measured as far as achievement of results. Additionally, authoritative effectiveness can be characterized as a state in which the association: (1) achieves its missions, (2) secures the capital it requires, (3) works under anxiety assuaged conditions, (4) keeps up its customers glad and, (5) tries to keep the representatives satisfied (Swanson and Holton, 2009). "Effectiveness" implies diverse things to various associations, yet we can concur that it implies survival and a focused edge in the 21st Century (Mihaicz, 2012). According to Richard et al. (2009), authoritative effectiveness catches hierarchical execution in addition to the bunch interior execution results ordinarily connected with more productive or powerful operations and other outside measures that identify with contemplations that are more extensive than those essentially connected with financial valuation, for example, corporate social duty.

Conflict and Organizational Effectiveness: People automatically assume that conflict is related to lower group and organizational effectiveness. Robbins (2005) stated that the levels of conflict in organization can be either too high or too low. Either extreme hinders performance. An optimal level is one at which there is enough conflict to prevent stagnation, stimulate creativity, allow tensions to be released and initiate the seeds for change, yet not so much as to be disruptive or to deter coordination of activities. Inadequate or excessive levels of conflict can hinder the effectiveness of a group or an organization, resulting in reduced satisfaction of group members, increased absence and turnover rates and, eventually lower productivity. On the other hand, when conflict is at an optimal level, complacency and apathy should be minimized, motivation should be enhanced through the creation of a challenging and questioning environment with a vitality that makes work interesting, and there should be the amount of turnover needed to free the organization of misfits and poor performance.

METHODOLOGY

This chapter basically describes the set of methods, procedures, and strategies employed in gathering the data as well as how the data was processed to arrive at the conclusion. In view

of the foregoing, this chapter is dedicated to the following areas; research design, population of study, selection of sample/sampling techniques, source of data method of data collection and method of data analysis.

Research Design

The study adopted survey research design. The study is descriptive in that it sought to find out the existing situation of a particular phenomenon of concern. In this case, it sought to find out the opinion of respondents regarding organizational conflict and employee job performance in Akwa Ibom State University. The rationale for using the descriptive survey is that it helps in telling what a situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study.

Population of the Study

The population of the study is made up of two hundred and twenty six staff of Akwa Ibom State University Obio Akpa Campus. **Determination of Sample and Sampling Techniques**
In determining the sample size, the researcher used the Taro Yamane formula for sample size determination. This formula is given as:

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

Where n= sample size

N = population

e = significant level

Sample size

A simple size of 144 was selected to participate in the study

Sampling Technique

The researcher adopted a random sampling technique which was used to ensure that everybody has equal chance.

Sources of Data

Data for this research were obtained from primary and secondary sources. The primary source comprises of information relevant to this study that were obtained through the use of questionnaires, personal observation, and oral interviews. The secondary source refers to information obtained from existing materials. This include historical materials collected from organizations, textbooks, journal, articles internet and other publications related to the subject matter of study.

Method of Data Collection

The research instrument used in the collection of data in this study is the questionnaire. In a bid to get the precise opinion, the questionnaire was designed in a way that enabled respondent to choose the most appropriate option out of the alternative questions. The questionnaire was arranged in two sections, the first briefly captured the demographic information of the respondents while the second part focused on questions bordering on the subject matter which is conflict management and productivity. The questions in the

questionnaire were close-ended and were also drafted in a simple, explicit and understandable language.

Data Analysis Methodology

This paper utilized the statistical tool of Pearson Product Moment Correlation (PPMC) in which SPSS package of version 23 was used in analysing the data in order to ascertain the relationship of the identified variables. Pearson Product Method Correlation is suitable in measuring the existence of a relationship among variables. It is used in finding the relationship between several variables.

Reliability and Validity

This section presents the reliability and validity of research instruments.

Reliability

Miller (2009) defines reliability as the extent to which a questionnaire, test, observation or any measurement produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across ratters. Reliability of the questionnaire was being tested by pre-testing the questionnaire with a selected sample. The pre-testing assisted in enhancing the clarity of the questionnaire.

Validity

Validity is the accuracy and importance of conclusions based on the research results. It is the degree to which results obtained from analysis of the data actually represent the spectacle under study. Expert opinion from supervisors was sought to assess the validity of the data collection instruments.

RESULTS

Hypothesis one

There is no significant relationship between task interdependence and productivity in Akwa Ibom State University.

Table 4.4.1 Correlations between task interdependence and Productivity

		task interdependence	productivity
task interdependence	Pearson Correlation	1	.694**
	Sig. (2-tailed)		.000
	N	144	144
productivity	Pearson Correlation	.794**	1
	Sig. (2-tailed)	.000	
	N	144	144

** . Correlation is significant at the 0.05 level (2-tailed).

SPSS Computation

From the table above result shows that there is a significant relationship between task interdependence and productivity in Akwa Ibom State University with, the calculated value of $r = 0.794(P < .000)$ therefore the null hypotheses is rejected, thus indicates that there is a significant relationship between task interdependence and productivity in Akwa Ibom State University.

Hypothesis Two

There is no significant relationship between specialization and efficiency and organizational harmony in Akwa Ibom State University

Table 4.4.2: Correlations between specialization, efficiency and organizational harmony

		specialization and efficiency	organizational harmony
specialization and efficiency	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	144	144
organizational harmony	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	144	144

** . Correlation is significant at the 0.05 level (2-tailed).

**correlation is significant at 0.05 level (2 tailed). From table 4.4.2 above, the calculated value $r = .872$ is greater than table value of $.000$, therefore the null hypotheses is rejected indicates that there is a significant relationship between specialization and efficiency and organizational harmony in Akwa Ibom State University.

Hypothesis Three: There is no relationship between common resources and increase in output in Akwa Ibom State University.

Table 4.4.3: Correlations between common resources and increase in output

		common resources	increase in output
common resources	Pearson Correlation	1	.639**
	Sig. (2-tailed)		.002
	N	144	144
increase in output	Pearson Correlation	.639**	1
	Sig. (2-tailed)	.002	
	N	144	144

** . Correlation is significant at the 0.05 level (2-tailed).

From table 4.9 above, the calculated value $r = .639$ is greater than table value of $.002$, therefore the null hypotheses is rejected indicates that there is a significant effect between common resources and increase in output in Akwa Ibom State University.

Hypothesis Four: There is no relationship between goal differences and increase in output in Akwa Ibom State University.

Table 4.4.4: Correlations between goal differences and increase in output

		goal differences	increase in output
goal differences	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.002
	N	144	144
increase in output	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.002	
	N	144	144

** . Correlation is significant at the 0.05 level (2-tailed).

From table 4.10 above, the calculated value $r = .549$ is greater than table value of $.002$, therefore the null hypotheses is rejected indicates that there is a significant effect between goal differences and increase in output in Akwa Ibom State University.

DISCUSSION OF FINDINGS

From the table above result shows that there is a significant relationship between task interdependence and productivity in Akwa Ibom State University with, the calculated value of $r = 0.794(P<.000)$ therefore the null hypotheses is rejected, thus indicates that there is a significant relationship between task interdependence and productivity in Akwa Ibom State University.

From table 4.4.2 above, the calculated value $r = .872$ is greater than table value of $.000$, therefore the null hypotheses is rejected indicates that there is a significant relationship between specialization and efficiency and organizational harmony in Akwa Ibom State University.

From table 4.4.3 above, the calculated value $r = .639$ is greater than table value of $.002$, therefore the null hypotheses is rejected indicates that there is a significant effect between common resources and increase in output in Akwa Ibom State University.

From table 4.4.4 above, the calculated value $r = .549$ is greater than table value of $.002$, therefore the null hypotheses is rejected indicates that there is a significant effect between goal differences and increase in output in Akwa Ibom State University.

CONCLUSION

Base on the findings, the following conclusions are drawn;
The study investigated organizational conflict and employee's job performance in Akwa Ibom State University. Review of literature provided strong evidence of integrative conflict management strategies and their relationship with organizational performance. The study also highlighted the importance of integrative conflict management as a technique of changing from the destructive status of conflict situation to constructive handling of conflicts in the enhancement of organizational performance in the workplace.

However, the present study is not without some limitations as the scope of the research centered mainly on the institution. The restrictive nature of the study to a single institution and the small size of the sample used, pose a threat to the generalizability of the findings and may make them not applicable to other sectoral industries. Despite these limitations, the study has made an important contribution to the understanding of the relationship between organizational and organizational performance in Akwa Ibom State University

Recommendations

As a result of the various findings emanating from the study, the following recommendations are hereby made: Based on the findings of the study, the following recommendations have been found necessary. Management in the workplace must try to adopt an inclusive and collaborative strategies in conflict management and at the same time strive to involve union – leadership or employee representative in vital decisions that affect the workforce. Both management and employees must resolve to work together amicably by formulating potent strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations. Credible channels of communication and open discussions of conflict in work relations must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies. Mutual survival and continued sustenance of optimum organizational performance are both the goal and basis for the existence of employees and employers in the industrial work-setting.

References

- Adomi, E., & Anie, S. (2005). Conflict Management in Nigerian University Libraries. *Journal of Library Management*, 27(8): 520-530.
- Awan, A.G. & Anjum K. (2015) "Cost of High Employees turnover Rate in Oil industry of Pakistan," *Information and Knowledge Management*. 5(2): 92-102.
- Alger, N.E., & Watson, K. (2006): *Conflict Management Introduction for Individuals and Organizations*, Texas, Bryan publishers.
- Ariani, I. (2015). Perspectives in Workplace Conflict Management and New Approaches for the Twenty first Century. In Albert I.O (Ed.), *Perspective on Peace and Conflict in Africa: Essays in Honour of Gen. Abdusalam Abubakar*, Ibadan: John Arches Publishers.
- Barney, J. (2008): Firm Resources and Sustained Competitive Advantage. *Journal of Management* 1(17): 30-32.

- Babin, S. J. & Boles, M. (2004). Determinants of Organizational Performance. *International Journal of Business and Social Science*, 1(3): 16-19.
- Daft, R. L. (2009): *Organization Theory and Design* (11 th ed), New Jersey, USA, South-Western College Publishers.
- Deer, B. C. (2006): Managing Organizational Conflict, *California Management Wintco*. 21 (5)8-9.
- Doyle, P. (2005): Setting Business Objectives and Measuring Performance. *European Management Journal*, 14(3): 17-19
- Dreu, P. (2006): Setting Business Objectives and Measuring Performance. *European Management Journal*, 14(3): 17-19
- Dijkstra, M. T.M. (2006): *Workplace Conflict and Individual Wellbeing*. PhD. Dissertation (Unpublished), University of Amsterdam.
- Deutch, M. & Coleman, P. T. (2006): *The Handbook of Conflict Resolution*. San Francisco: Jossey Bass.
- Fajana R, & Shadare, K. (2012). Impact of Conflict Management on Corporate Productivity: An Evaluative Study. *Australian Journal of Business and Management Research*, 1(5): 44-49.
- Fatile G, & Adejuwon, O. (2011). Organizational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*. 21(8): 10-13
- Ford, S. (2007). Empirical Study of the Effect of Conflict on Organisational Performance in Nigeria. *Business and Economic Journal*, 15, 1.
- Havenga, W. (2004). *Conflict Management within a Local Government Environment*. M.A. Thesis (Unpublished), Potchefstroom University.
- Henry, O. (2009). Organizational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*. 21(8): 10-13
- Hotepo, O., Asokere, A. Abdul-Azeez, I., & Ajemuigbolohun, S. (2010). Empirical Study of the Effect of Conflict on Organisational Performance in Nigeria. *Business and Economic Journal*, 15, 1.
- Jones, G. (2000): *Contemporary Management*, Boston, McGraw-Hill, Boston.
- Kazimoto, K. (2006): *Conflict Management Introduction for Individuals and Organizations*, Texas, Bryan publishers.
- Kreitner, R. & Kinicky, A. (2003): *Organizational Behaviour*. New York: McGraw-Hill.
- Kotter, J. P. & Keskett, L. (2007). *Corporate Culture and Performance*. New York: Free Press.
- Lyon, (2001). *Theorising Surveillance: The Panopticon and Beyond*. Portland: Willan Publishing.
- Mayer, B. (2002). *The Dynamics of Conflict Resolution*. San Francisco: Jossey Bass.
- Min-chin, Ching, D. (2010). A Review Paper on Organizational Culture and Organizational Performance. *International Journal of Business and Social Science*, 1 (3): 16-19.
- Mukolwe, O. and Chein, M. H. (2014): *Industrial Conflict in Nigerian Universities: The case of the Academic Staff Union of the University Teacher Strike of December, 2002-June, 2003*. Paper (Unpublished), Dept. of Sociology, Anthropology and Applied Sciences, Bristol University.

- Mwangi, C. N. (2010).*Effect of Conflict on Workers Performance in Organization: A study of National Emergency Management Agency (NEMA), Abuja*. M.Sc Thesis (Unpublished), University of Abuja.
- Ngu, S. M. (2008).*Management Principles and Workers Motivation in Nigeria*. Zaria: Gaskiya Corporation.
- Olakunle, A. O. (2008): *Organizational Dynamics*. Ibadan, Nigeria: Spectrum Books Limited.
- Perez, S. F. (2011).*Conflict Management in Communication Industry: A Case of M.T.N. Lagos*. MBA Thesis (Unpublished), University of Lagos.
- Richard, R. & Wade, D. (2009).*Corporate Performance Management: How to Build a Better Organization through Measurement Driven Strategies Alignment*. Butterworth Heinemann.
- Saduna, J. S. (2008): "The Changing Basis of Performance Measurement", *International Journal of Operations Production Management*, 21(7): 24-26
- Sapru, S.K. (2009).*Administrative Theories and Management Thought*, New Delhi, India, Ghosh publisher.
- Uchendu, C, C, Anijaobi- Idem, F.N and Odigwe F.N, 2013: Conflict Management and Organizational Performance in Secondary Schools in Cross River State: *Research Journal in Organizational Psychology and Educational Studies*: Emerging Academy Resources, 2(2): 67-71.
- Urry, J. (2003).*Sociology beyond Societies*. London: Sage.
- Venkatraman, N. & Ramanujam, V. (2008). Measurement of Business Performance in Strategy Research: A Comparison Approaches. *Academy of Management Review*, 11 (4) 11-14.