

The Impact of Organisational Objectives and Performance on Conflict Management in a Nigerian Mobile Telecommunication Company

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Abstract

This study examines organizational objectives as well as performance and its effects on conflict management in a Nigerian mobile telecommunication company. The study focuses on how organizational objectives and organization performance can be used to achieve effective conflict management, since major concern of human resource management in the organization is to minimize industrial conflict in order to maximize the performance through pre determined objectives and targeted goals of the organization which anchored on both the employees and management mutual understandings. A descriptive survey research design was used to establish interrelationship among variables with purposive sampling technique in selecting the respondents comprising employees and management staff of the company. The sample of 205 copies of structured questionnaire was our primary data collection instrument which was useable. The postulated hypotheses were tested by employing chi-square independence test, Spearman Rank Correlation Coefficient (SRCC) and regression analysis. The analysis revealed some evidence that suggest a positive statistical significant relationship between the organizational objectives on one hand and organizational performance on the other hand with the conflict management. The study therefore concludes that organizational objectives and performance are determinant of effective conflict management in the Nigerian mobile telecommunication company. Also, the study recommended that the key to efficient performance of the company is hinged on the ability to minimize industrial conflict through set objectives and targeted goals. It was concluded that organizational objectives should be directed also to the internal control mechanism in the area of employees interaction and relationships in order to promote overall goals.

Keywords: Organizational objectives, performance, conflict management, resolution, mobile telecommunication company.

1.0 Introduction

Conflicts are quite consuming much organizational resources, particularly, time and attention which make organizations to see conflict as primary integral part of business development Omole (2003). Although, this development is largely due to the inability of managers or leaders in organization to view the management of conflict as systematic development as they view human resources, information and financial management systems. More so that inability to view conflict systematically has therefore rendered conflict dysfunctional in some organizations, such as high frequency of strike, unhealthy rivalry between and among employees and units or departments, employee turnover, low or lack of productivity, and high rate of industrial disputes.

Management of conflict is critical for sustaining organizational efficiency and effectiveness Chidi (2010), especially as growth in multinational companies and international alliance as well as increased diversity within a country's workforces suggest that individuals from diverse backgrounds will be working together in organizations (Akintayo, 2003). More importantly, that an increase in diversity is often associated with an increases in conflict development (Chidi, 2010). This creates an aspect of management of industrial relations that deals with the problem of employment, conditions of work, salary and wages, and other issues such as labour grievances, trade dispute and their resolution within the framework of rules and regulations as it relate between the employer and its employees.

Furthermore, the environment of organizations is characterized by numerous divisions, discontent, social unrest, as well as mass actions and reactions of employers, employees and citizens in the society at large. However, when labour productivity in an organization starts to decline, the question arises –“what happens and why does this happen?”. In an attempt to provide answer lies primarily in the fact that the process of improving

the organizational management system must tailor to what occur along with the development of productive forces and social changes that took place (Akinayo, 2003).

Recent methods of doing business are characterized in first by constant organizational changes. These changes are numerous and diverse, their common characteristics being that they always reflect on the employees' and their interactions. Although every organization has a particular corporate governance and culture, no doubt, this may be broken by certain emerging changes. In many organizations emerging changes probably from conflicts are not accompanied by appropriate indicators and measures that would help employees or employers to know implications on organizational productivity. Employees are often forced to find their own ways of solving interpersonal problems that arise as a result of fear of losing their jobs. The general climate of interpersonal relationship greatly contributed to the creation and intensification of different types of conflicts at organizations.

Since conflicts are inevitable issues in organizational development and growth, it is necessary and essential that effective conflict management must put in place in order to maintain good relations between and or among employees. It is against this background that the study examines what are the impacts of organizational objectives and performance in achieving conflict management in Nigerian Mobile Telecommunication Company. More importantly that employees occupy a very strategic place in an organization as a major active contributor to the production process. Therefore, for these contributions to have tangible impact on organizational goals there must exist a strong cordial relationship between the employer and employees of such organizations.

1.1 Objectives of the Study

The overall objective of this study is to survey the extent to which organizational objectives and performance affect the effectiveness of conflict management, and specific objectives are: one to explore the relationship between organizational objectives and conflict management as well as between organizational performance and conflict management in the company, secondly, to determine main effect of the both organizational objectives and performance on conflict management in the company.

1.2 Researcher Questions and Hypotheses.

The following research questions and hypotheses were raised and formulated for the study.

Research Questions

RQ1: What are the major causes of industrial conflict in the mobile telecommunication company in Nigeria?

RQ2: what are the significant relationships between organizational objectives as well as organization performance, and conflict management?

Hypotheses

Ho1: The mobile communication company does not use organizational objectives and performance to achieve conflict management.

Ho2: There is no significant relationship between organizational objectives and conflict management.

Ho3: There is no significant relationship between organizational performance and conflict management.

Ho4: There is no main effect of organizational objectives and performance on conflict management.

1.3 Study Conceptual Model

This is a road map of planning and organizing a study, also it is a compass for monitoring the direction of the research work and conceptualizing the overall goals of the research (Olorunisola, 2000, Popoola, 2012). In essence, it is a graphical illustration of constructs, or variables showing interrelations between or among them. Thus conceptual Model of the study is presented below in the figure 1:

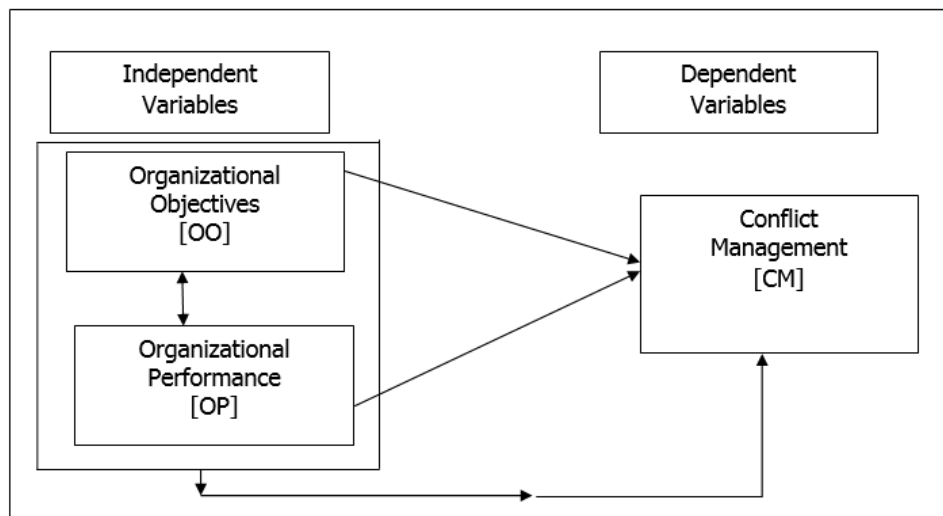


Figure 1: Researchers' Conceptual Model.

2.0 Literature Review

2.1 Concept of Conflict and Conflict Management.

Conflict is a disagreement between two or more people or groups of people. Also, conflict is an outcome of industrial and organizational or institutional intricacies, interactions and disagreements. In essence, conflict can be described as the clash of two or more opposing ideologies, beliefs, interest, values, nouns e.t.c., which results into argument or disagreement. Organizations are collections as well as compositions of people with different social, educational, ethnic and religious background who come together to work as a unified entity in order to achieve a common targeted goals that a single individual among them cannot achieve alone (Oludeyi, 2009).

In the light of the above, people in an organization tend to have opposing views because of the divergence of opinion, perceptions and expectation of management as well as employees in organizational which often leads to conflicts. No doubt, conflict by nature is a constant phenomenon as well as inevitable in any organization. Ogunbameru (2004) defined conflict as the process that begins when one party perceives that another party has negative notion or is about to negatively affect something that the first party care about.

Hellriegel and Slocum (2001) conflict definition as cited in Ogunbameru (2004) stated that "any situation in which there are incompatible goals, cognitions or emotions with or between individuals or group that lead to opposition or antagonistic interactions"

In this regard, conflict could take the form of intrapersonal, interpersonal, intra-group, inter-group, intra-organizational, inter-organizational, line-staff conflict, professional and educational conflict.

Meanwhile, it is important to distinguish between industrial conflict and industrial dispute as Mamoria and Ganker (2005) provided a glimpse into the difference that industrial conflict is a rather general concept than industrial dispute Okougho (2004) explained individual dispute as a grievance or controversy or disagreement between two or more lives which may lead to a conflict. Thus, a dispute arises from an unsettled grievance, and this signifies a distinction exist between industrial conflict and industrial dispute.

Generally speaking, concept of conflict has been subjected to diverse definitions by various scholar based on the context and their understanding of the concept. Fisher (2004) defined conflict as a relationship between two or more parties' (individuals or groups) who believe or think they have incompatible goals. It therefore implies that conflict is a continuous interaction that can span through lifetime of human being and not just a one-off relationship. No doubt this description of conflict explains the reasons why employees are often ready to ground all economic or productive activities through strike in an attempt to get their demands actualized constantans and merchant (2005) described conflict as the process of expressing dissatisfaction, disagreement and or unmet expectations with any organizational interchange.

More importantly, conflict is an inevitable part of organizational life as the goals of different stakeholders such as employees, management employees and share holders are often incompatible. Another definition that succinctly summarizes, the discourse on conflict, particularly from acceptable sociological perspective of industrial conflict is that of Kornhauses, Dublin and Ross (1954), which viewed conflict as the total range of behaviours and attitudes that express opposition and divergent orientation between individual employees and employer one hand and entire workforce and their organization on the other hand.

Concept of Conflict Management

It is a veritable means of planning and organizing interventions purposely designed to reduce or curb the rate of

conflict as well as to prevent conflict development and growth in any organization. In this respect, conflict Management connote a reliable approach that suits in resolving crises, and it involves series of concerted efforts to prevent and or arrest a seemingly serious crisis. It is essential to mention industrial conflict resolution as integral part of conflict management because conflict resolution is conceptualised as the method and process involved in facilitating the peaceful end of conflict. In addition, various approaches, tools, methods and means are used for resolving conflict which depends on the severity of conflicts, the organizational environment and the conflicting parties.

Furthermore, aim of conflict management is to enhance peaceful co-existence of all parties in the composition of an organization as well as promote effectiveness or performance in the organizational setting.

2.2 Organizational Objectives

Oghojafor (2007) defined organizational objectives as the open-ended attributes denoting a future state or outcome that an organization strives for. In this regard, organizational objectives help and to direct its activities to the need of society and organization as well as legitimize its existence. However when objectives are stated in specific terms, they become goals to be attained. The origins of strategic performance management can be traced to the concept of management by objectives (Raia, 1974) as cited by Thomson (2004), with emphasis that objectives are techniques to establish individual and or collective performances which are tangible, measurable and verifiable. In addition, individual objectives are derived or cascaded from organizational goals; also, specific objectives must be compatible with the organization's goals but restricted to their own area of responsibility, as the essence of the roles of organizational objectives may be aptly summed up in the truism that "if one does not know definite destination any path may take you there.

2.3 Organizational Performance

It is important to note that need to enhance the effectiveness of any organization lies in the heart of the management of the organization, particularly in the area of application and coordination of resources to achieve the performance which include people, finance, material and technology. Bernarden and Bealty (1984) defined performance as the record of outcomes produced on a specified job function or actual and behaviour attitudes or trait of workforce population in an organization.

In another dimension, performance refers to the final result of an acknowledgment desire, while other argue that performance has to do with the behaviour people exhibit in the course of producing result with their basic competence or ability to perform various aspects of job functions. Employee performance is normally looked at in terms of behaviour (Armstrong 2002). Employees' performances are measured in the context of organization. There are a number of measurements for measuring performance in an organization such as using productivity, efficiency, effectiveness, quality, market share and profitability. All these are briefly explained as follow: productivity is expressed as a ratio of output to that of input (stoner, 2012). In this, regard, it measured how the individual and organization convert input resources into goods and or services as output that is produced per unit of resources employees (Lipsey, 1989). Efficiency is ability to produce the desired outcomes by using a minimal resources as possible whereas effectiveness is the ability of employed resources to meet the desired objectives or target (stoner, 2012). Quality is characteristics of products or services that meet stated or implied needs (Kotler and Armstrong, 2002). Market share can be measured in three ways:

- i. Overall market share: is the company's sales expressed as a percentage of the total sales.
- ii. Served market share: is its sales expressed as a percentage of the total sales to its served market, whereas served market means all the buyers who are able and willing to buy its product.
- iii. Relative market share can be expressed as market share in relation tom its competitors, (Kotler and Keller 2006) profitability is ability to earn revenue or income consistently over a period of time expressed as the ratio of gross profit to sales or return on capital employed (Wood & Strangster, 2002).

Never the less, organizational performance indicates the financial and non-financial outcomes of resources that have a direct link with the performance of the organizational and its success. Therefore organizational performance is the totality of desirable function carried out by all employed resources in an effectively and efficiently manner with associated values of productivity, quality, market share domination, and profitability in an attempts to achieve overall goals of organization.

2.4 Relationship between Conflict Management and Organizational Objectives

Broadly speaking, objectives play important roles in strategic management of an organization particularly in defining organizations relationship with its environment in order to help organization pursues its mission and purpose basis strategic decision-making cum standards for performance appraisal. Organizational composition of employees faces one of its most difficult challenges in the management of people who regard themselves professionals and non-professionals as interaction between and among them generate conflicts through the

aspirations and attitudes of their operations.

In this respect, organizational objectives may not envisage for the conflict management despite it is inevitable in any organizational setting. Moreso, there is a seemingly dearth of research in conflict management and organizational objectives. Never the less, Rahim and Bonama (2009) attempted to categorize the styles of conflict management with emphasis that clarification and continual refinement of goals and objectives role definitions and performance standards help to avoid misunderstanding and conflicts.

2.5 Relationship between Conflict Management and Organizational Performance

Understanding how organizations can perform from their operations is highly important particularly in the area of conflict management in order to enable the organization to obtain in-depth information about its operations and then use this knowledge to advance its performance. According to Thomson(2004) conflict has both positive and negative aspects such as (clearing the air, understanding each other's position, modification of goal) and (wasting time and energy, stress, and frustration, worsening the situation) respectively. No doubt that implication of this can be productive and counter – productive on organization.

2.6 Causes of Industrial Conflict

For the purpose of this paper, causes of industrial conflict shall be discussed in two folds. These are economic and non economic as one fold and internal and external causes as second fold.

Economic and Non-economic causes of industrial Conflict

Economic causes of industrial conflict are Factors arising from employment conditions that can be attributed or quantified in momentary terms. These economic causes include issue relating to compensation like wage and salary, bonus allowances, conditions of work, overtime pay e.t.c, whereas non-economic causes of industrial conflict are issues that cannot directly be quantified in economic term, however they are very significant to the employees' working conditions Non-economic factors include victimization of workers, value and goal differences, responsibility issues, safety issues e.t.c. (Benjamin and Hideaki, 2004).

Internal and External Causes of Industrial Conflict.

Internal Causes of Industrial conflict are factors arising within the organization which include non observance and implementation of collective agreement, misunderstanding between employees and employers, lack of grievance or dispute settlement procedure, management's unwillingness to recognize trade unions, management style, nature of working environment e.t.c, while external causes of industrial conflict are factors arising from outside the four walls of the organization. In most cases, external causes are externally induced. These are government policy, socio-economic policies, the nature of labour legislation, unpatriotic and unethical behaviour of political classes or elites, national economic mismanagement in the society. Although, these factors really encapsulate organizational environment and such both employees and management respond to them. Some of the external causes of conflict may however not direct instigate conflict but they do influence general social expectation (Chidi 2010)

2.7 Importance of Labour Management Relations

The good relation between employers and employee is a basis for the development of industrial democracy. A sound labour management relations can be described as relationships between management and employees (and their representatives) on one hand, and between them and the state on the other hand, are regarded as harmonious and cooperative rather than conflictual and creates an environment conducive to economic efficiency and motivation, productivity and development of employee, and generates employee loyalty and mutual trust (Harry, 2005). Changing attitudes, awareness and behaviour to move from a counter productivity to a productivity culture requires the appropriate labour management relations climate based on labour management cooperation (John and Oliver, 2001).

2.8 Industrial Conflict Resolution

Conflict resolution can be defined as the method and processes involved in facilitating the peaceful ending of conflict. It is important to know that various approaches tools, methods and means are used for resolving conflict in practice. According to Kuye(2007) conflict resolution methods can be direct and indirect approach. The direct approach consists avoidance, smoothing, win-lose or forcing, compromise and problem solving, while indirect approach includes changing the organizational structure and pattern of relationship between conflicting parties through procedures, job redesigns, transfer etc., which must appeal to common goal, in hierarchical referral and changing the human variable. Each type of conflict requires an appropriate approach to overcome and resolve it. In this way, the positive and constructive effects of conflicts are encouraged while the negative or destructive ones are simultaneously removed (Baron, 2011).

2.9 Role of Management in the Conflict Resolutions

It is quite important to note that industrial peace and harmony are essential for the organizational growth and development in any organization setting. However, management, human resources managers, and employees have roles to play in order to achieve this fundamental objective. According to Mokinka (2006) management or organization must pay particular attention to the human resource management must be proactive in addressing employees welfare programmes as stated in the contractual agreement. Management should be committed to employees development and invest in continuous upgrading of employees capacity through training, retraining and educational development in all areas of needs.

2.10 Conflict Management Styles

Rahim and Bonama (2009) broadly defined conflict management styles of settling interpersonal conflict on two facades, first when a person or group of person considers own concerns and the second when a person or group of person considers others concerns. Each of the dimension is a continue in nature, therefore consideration of the interests of oneself or of the others can be high or low. Moreover, based on these two dimensions a third dimension can be established as a state in which a person or group of person possess a bit of both the facades that is there is consideration of self interest as well as the others.

In the regard, they highlighted five particular management styles which have been devised name as integrating avoiding, obliging, dominating and compromising.

- (i) Integrating conflict management style considers self interests as others.
- (ii) Avoiding conflict management style is the opposite of the integrating style which never consider self interests and interests of the others.
- (iii) Obliging conflict management style is a state in which a person does possess a high concern for others rather than self.
- (iv) Dominating conflict management style is the reciprocal of the obliging style of conflict management, where a person has a high concern for self interests but a low concern for the interests of the other.
- (v) Compromising conflict management style is described as averagely working condition between self interests and other interests. This is when a person has some consideration for self and some for the other.

3.0 THEORETICAL FRAMEWORK

Theories are statement of invariant relationship among measurable phenomenon with the purpose of explaining, understanding, predicting, and controlling such phenomenon. More so that theories also explain and predict the properties of the phenomenon. Hence theoretical framework of the study shall anchored on four theories and two models as follows:

3.1 Role Theory

The role theory exposed and explains individual behaviour and functioning in an organization. Kahn (1979). More so that roles have intricate values as determinant of boundaries between individuals and organization, as well as determination of how information flows from individuals in the organization. Khan, Khan & Khan (2011).

3.2 Attribution Theory

Attribution theory attempts to explain how people identify or make causal explanations of situations around them, and the consequences of these situations belief on behaviour. The theory assumes that all individuals behave as naive scientists seeking to understand the causes of salient outcomes.

3.3 Labour Process Theory

Labour process theory was anchored on radical theories informed by a Marxist frame of reference. Some of these theories were more prominently on economic assumptions pertaining to capitalist mode of economic organization being inherently explorative and prone to conflict. While others were more on sociological assumptions pertaining to the existence of class-based value system that serve to legitimize the dominant of capitalist interest.

According to Braverman (2004) Labour process theory argues that the primary role of management is to convert raw materials into product through the use of labour, machinery, and the establishment of structures of power and control which ultimately convert the capacity of employees to perform work. It is only through this conversion that profitable production and capital accumulation can take place.

3.4 Human Relation Theory

Human relation theory can be traced to the research work of (Hawthorne, 1930; Mayo, 1950; Maslow, 1954). In

this case, main thrust or argument of the theory established that there must be improvement in workers' attitude towards their work and working environment. The principal task of management on this conception is to manipulate workplace relations in ways that enable employees to feel personal satisfaction with each other and with the organization.

3.5 Performance Management Model

This model has been one of the most important in the field of human resources management and its positive development as well as impact of contribution to the sphere of human resource development in recent years. Performance management was first established by Beer and Ruh in 1976, but it was not fully recognized until the mid 1980s as a distinctive approach. The real concept of performance management associated with an approach to create a shared vision of the purpose and aims of the organization, particularly, in helping each individual employee understand and recognize their responsibility and function in contributing to the organizational performance and by so doing, it enhances the performance of both employees and the organization (Armstrong, 2011). In this regard, performance management can be described as a continuous self-renewing cycle as illustrated in figure 2 below.

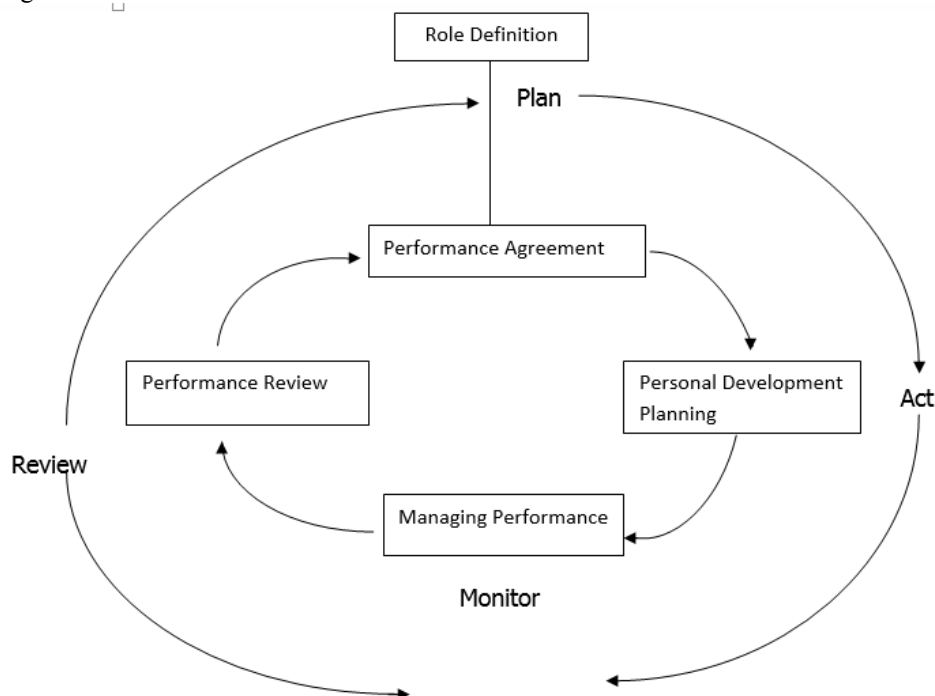
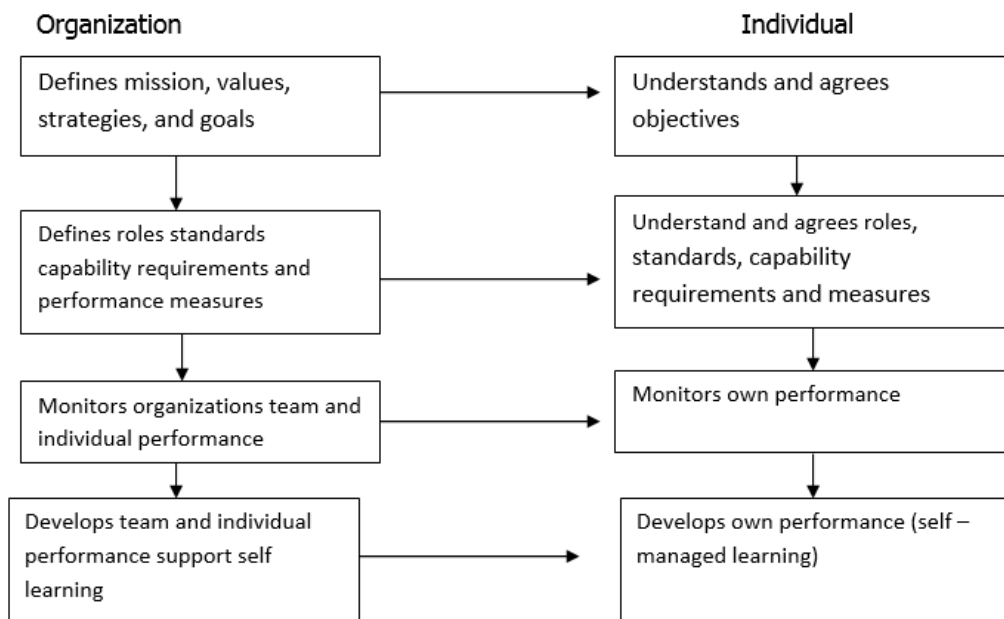


Figure 2: The Performance Management Cycle

Source: Armstrong 2011

The main activities of the continuous self-renewing cycle can be explained as follows:

- (i) Role Definition – This provides platform of setting out performance management through three things purpose, result and capability as agreement requirements and key result areas.
- (ii) Performance Agreement or Contract – This defines expectations as well as specification of role or what an individual has to achieve in the form of objectives as means of measuring the capabilities required to deliver desired results. This can be described as the performance planning stage.
- (iii) Personal Development Planning – This sets out the actions to be carried out by people in order to enrich their knowledge, skills, increase level of capability and improve their performance in specified areas.
- (iv) Managing Performance – This is stage to implement the performance agreement and personal development planning. Also this stage includes a continuous process of providing feedback on performance, conducting informal progress reviews, updating objectives and where necessary dealing with performance problems.
- (v) Performance review - This is formal evaluation stage when a review of performance over a period is carried out, as the basis for a revision of performance agreement and personal development plan. It is also used for performance ratings. Performance management operates as a partnership between the organization and each individual in it, as shown in figure 3 below, in which both parties contribute to the definition of objectives, tasks, standards, and performance measures, monitoring progress and developing performance.



3.6 Organizational Commitment Model

This model was viewed as a single dimension based on attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday, 1974). Also they defined an attitudinal perspective as the psychological attachment or affective commitment formed by an employee in relation to the identification and involvement with the respective organization. Furthermore, they described organizational commitment as an attachment to the organization, characterized by an intention to remain in it an identification with the values and goals of the organization, and a willingness to exert effort on its behalf individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment.

In essence, organizational committed is considered to be the linkage between the individual employee and the organization Meyer and Herseovitch (2001) state that commitments include behavioral term that describe what actions a commitment implies with emphasis that the term can take the form of focal and discretionary behaviour. Focal behaviour is believe to be integral to the organizational objectives and goals or, as commitment to a particular target, also, the focal behaviour is theorized to be maintaining membership in the organization. In contrast, discretionary behaviour are optional in the sense that the employees have some flexibility in defining the behavioural term of their commitment. Finally, model of organizational commitment has been used to establish importance of employee performance as well as organizational management and performance.

4.0 Methodology

The study employs descriptive survey design. Descriptive survey according to Popoola (2012) is type of research which represents an attempt to provide an accurate description or picture of a particular situation or phenomenon at one or more points in time. It helps to point out the extent of a problem to be investigated and indicated how serious and widespread it is. The techniques allow the researchers to describe what organizational objectives are, how they are used particularly in the situation of conflict management, where and their effects. In addition to this, study also described common characteristics among the study population of the research.

The population of the study comprises of employees of major mobile communication company in Nigeria (MTN). A sample of 250 senior and middle level employees was selected for the study through a purposive sampling method. According to Zikmund (1999) judgement or purposive sampling is a non-probability sampling technique in which an experienced individual selects the sample based on his or her judgement about some appropriate characteristics required of the choice of this study, the choice of purposive sampling was informed by the fact that researchers wanted to include only those who can answer critical questions concerning the study in the sample.

A structured questionnaire adapted by the researchers was used for the collection of the required information and data. The questionnaire was divided into three sections, namely A, B and C. Section A measured the demographic profile of the respondents with respect to sex, age, marital status, educational qualification, working experience and year of service or duration of service in the company. Section B consists of fourteen statements to elicit information on the respondents' opinion on the ways through which industrial conflict influence employees and organizational performance. Section C comprises eight statements structured on labour

management relations. Section B and C are designed to assume a 5-point liker rating scale score which ranging from strongly disagree (1) to strongly agree (5) instrument was adopted.

The questionnaire was subjected to face validation by five experts from Industrial Relations and Personnel Management (IRPM) unit of Business Administration Department Caleb University Imota Lagos for assessment and necessary corrections of questionnaire items in order to assume suitability for the instrument and reliability index of 0.78 and 0.83 were acceptable according to (Cronbach, 1951; Nunnally and Bernstein, 1994). Of the 250 copies of questionnaire administered to the relevant respondents 205 copies were found useable for the present study, this accounts for response rate of (82%) eight-two percent.

Analysis of variance mean (x) and standard deviation (SD) were the statistical tool used for the analysis. The mean value of 3.0 was used as an index of decision taken, such that any mean value from 3.0 and above was taken as an index of agreement while a mean value below 3.0 was taken as an index of disagreement.

Furthermore, the statement tool of chi-square was used to test the hypothesis at 5% level of significance, since an investigation of a hypothesis that states two or more groups differ with respect to measure on a variable, more so that it tests the goodness of fit of the observed distribution with expected distribution with expected distribution. Zikmund (1999). In addition, spearman rank correlation and regression statistical tools were used in other hypotheses to determine significant of the relationship between the variables.

5.0 Presentation of Data Analysis and Findings

The first research question of this study was to examine what are the causes of industrial conflict in the Nigerian mobile communication company. It was hypothesized that elements of conflict or industrial conflict are not normally incorporated into the organizational objectives. In order to get the information the respondents were asked to rate the following construct items as contained in the table 1 based on the extent in which they are applicable in the organization. The results obtained were judge base on the index mean of 3.0 as shown in table 1. Table 1: Mean and Standard deviation on causes of industrial conflict in a Nigerian mobile communication company

S/N	Response on statements/construct items of causes of industrial conflict.	X	SD	Decision
1	Lack of communication and inadequate communication (misunderstanding)	3.85	0.45	Agree
2	Value and goal differences among employees and management	3.25	0.62	Agree
3	Substandard performance among employees	3.57	0.76	Agree
4	Lack of teamwork and cooperation among employees and management.	3.65	0.56	Agree
5	Differential interests among employees and management	3.16	0.72	Agree
6	Competition for limited resources among and management	3.52	0.55	Agree
7	Non-observance of rules and regulations among employees and management	3.27	0.60	Agree
8	Lack of adequate reward and compensation system for the employees and management	3.30	0.55	Agree
9	Introduction of new method and differences over method	3.47	0.62	Agree
10	Dynamic impact of organizational environment on employees and management.	3.33	0.56	Agree

From the table 1 there are revelations of what are most causes of industrial conflict in the Nigerian mobile communication company. All the variables in the table were accepted by mean range used for decision. However, causes of industrial conflict in the organization can be preferentially highlighted and rated as follows: lack of communication or inadequate communication (misunderstanding), lack of teamwork and operation, substandard performance, competition for limited resources, introduction of new methods and differences over method, dynamic impact of organizational environment, lack of adequate reward and compensation system, value and goal differences, and differential interests, these are based on the data obtained as well as analyses of variance technique adopted.

Table 2: Mean and Standard deviation of the effect of conflict management on organizational objectives.

S/N	Response on statements/construct items of the effect of conflict management on organization objectives.	X	SD	Decision
1	A well resolved conflict promotes industrial harmony and peaceful relations	3.87	0.52	Agree
2	Employees and management are motivated to achieve organizational objectives	4.02	0.48	Agree
3	Conflict management / resolution promotes organizational performance	3.62	0.53	Agree
4	Conflict management fosters organizational effectiveness and efficiency	3.57	0.58	Agree
5	It well resolved conflict promotes improved working environment	3.75	0.52	Agree
6	Conflict management enhances attainment of organizational objectives and goals	3.79	0.51	Agree
7	Conflict management / resolution enhances decision making among employees and management	3.60	0.58	Agree
8	A well resolved conflict creates win-win situation among employees and management	3.46	0.61	Agree
9	Conflict management is achieved on compromised level only	3.37	0.61	Agree
10	Conflict management / resolution is mostly achieved in the interest of both manager and employee	3.12	0.63	Agree

The second research question principally examined what are the influence of the organizational objectives on conflict management or resolution.

Table 2 shows that almost variables have their means above the 3.50 mean range for decision, which can be described as an indication that the respondents perceived the entire variables as having significant effect of organizational objective and performance on conflict management.

Also, table 2 reveals that conflict management motivated both employees and management to achieve organizational objectives has the highest moderate responses ($x = 4.02$, $S.D = 0.48$); followed by the effects of promoting industrial harmony and peaceful relations ($x = 3.87$, $SD = 0.52$), conflict management enhances attainment of organizational objectives and goals ($x = 3.79$, $SD = 0.51$), conflict management promotes improved working environment ($x = 3.75$, $SD = 0.52$), and promotion of organizational performance ($x = 3.62$, $SD = 0.53$). in addition, remaining variables equally attained the index of agreement decision. This means that the respondents were not far apart from their opinions on the basis of the interpretation of the data analysis above that conflict management or resolution had significant effect on organizational objectives in the Nigerian mobile communication company.

Test of Hypotheses

The mobile communication company in Nigeria do not use conflict management to achieve organizational objectives. The result as presented in the table 3 below shows that x^2 calculated 169.82 is greater than x^2 table value – 41.34 at 0.05 (5%) significance level. Decision rule implies that the null hypothesis of mobile communication company do not use conflicts management to achieve organizational objectives was rejected while the alternative hypothesis was accepted which suggests that mobile communication company in Nigeria make use of conflict management to achieve as well as to promote organizational objectives.

Table 3: Summary of chi-square test of significance of usage of conflict management to achieve organizational objectives.

Hypothesis	Sample size	Significance level	X^2 values		Decision
Ho1	205	0.05(5%)	X^2 Calculate 169.82	X^2 Table 4.34	Reject

Ho2: There is no significant relationship between organizational objectives and conflict management in the mobile communication company from table 4 shows that the spearman correlation (coefficient (r) calculated is +0.727 and the returned) value = 0.000 < 0.05, criterion level of significance, thus the null hypothesis is rejected. Hence, there is significant relationship between organizational objectives and conflict management.

Table 4: Result of spearman correlation coefficient between organizational objectives (OO) and conflict management (CM).

		Organizational objectives	Conflict management
Organizational Objectives	Correlation coefficient	1.000	0.727
		-	0.000
		205	205
	Sig (2-tailed)		
	N		
Conflict Management	Correlation coefficient	0.727 ^{xx}	1.000
	Sig (2 - tailed)	0.000	-
	N	205	205

^{xx} correlation is significant at the 0.05 level (2-tailed)

Ho 3 There is no significant relationship between organizational and conflict management in the mobile

communication company. However, table five shows that the spearman correlation coefficient (r) calculated is +0.832 and the returned P-value is $0.000 < 0.05$, the criterion level of significance, thus the null hypothesis is relationship between organizational performance and conflict management.

Table 5: result of spearman correlation coefficient between organizational performance (OP) and conflict management (CM).

		Organizational performance	Conflict management
Organizational Performance	Correlation coefficient	1.000	0.832 ^{xx}
		-	0.000
		205	205
	Sig (2-tailed)		
	N		
Conflict Management	Correlation coefficient	0.832 ^{xx}	1.000
	Sig (2 - tailed)	0.000	-
	N	205	205

^{xx} correlation is significant at the 0.05 level (2-tailed)

Table 6: summary of analysis of variance showing the effect or organizational objectives and performance on conflict management.

Source	Sum of squares	Degree of freedom	Mean square	F	sig
Main effect:	177.74	3	59.25	25.00	0.000
Organizational objective	86.96	1	86.96	36.96	0.000
Organizational performance	15.65	1	15.65	6.60	0.011
2 ÷ interaction					
Organizational objective	14.99	1	14.99	6.33	0.013
*Organizational performance	177.74	3	59.25		
Explained	466.86	197	2.37		
Residual	644.60	200			
Total		1			

Ho 4 There is no main effect of organizational objectives and performance on conflict management in the table 6 below it can be observed there was significance difference in the main effect of organizational objective and performance, where as the interaction effect of organizational objectives and organizational performance on conflict management was significant ($F(3,197) = 6.325, P < 0.05$).

Discussion of results

Generally speaking, the results of the investigation can be summarized as follows: that industrial conflict cannot be ruled out in organization, never the less causes of industrial conflict can be determined or known in a rated format preferentially.

Also, there is revelation that conflict management motivated to achieve organizational objectives and performance through promotion of industrial harmony and peaceful relations, improved working environment, enhancing decision making process, and achieving win-win situation among employees and management, all these are based on analysis of variance decision as indicated in the previous section.

Furthermore, the correction matrix of three major variables that is (conflict management, performance) of the study shows the interrelationships among the variables.

All corrections show that the variables involved have positive and significant relationships with each other: The results showed that Mobile Communication company in Nigeria make use or organizational objectives and organizational performance to achieve conflict management. Most important that both organizational objectives and organizational performance are positively performance are positively performance are positively and strongly correlated with conflict management in the mobile communication company.

The research support the existing literature that industrial conflict is inevitable in any organization with dimensional view of both negative and positive implications; however, it is better resolved or managed through organizational objectives and performance. It is suggested that conflict management should be implemented as part of the broad organizational development strategies designed at getting a performance workforce. Based on the findings, this paper suggest that by conceptualizing achievable organizational objectives, organizations are likely not only creating enable environment of growth and development of their employees not to engage in industrial conflict, but also creating and facilitating increased organizational output.

Limitations of the study

This study was designed to access the strategic adoption of organizational objectives and organizational

performance as a Nigerian Mobile Communication company.

However an intensive and extensive investigation cannot be carried out since researchers limited the survey to a company in the industry. More so that purposive and convenient sampling technique was adopted this limited robust data generation as well as qualitative and quantitative information. Further, studies may investigated the impact organizational objectives and performance on conflict management in other industries in the developing economy like Nigeria.

Conclusion

The main purpose of this paper is to investigate the relationship between organizational objectives and organizational performance in order to achieve effective conflict management. This article has explored some of the essential areas in which variables are predicated upon and also established the relationship between these constructs. From the forgone discussion on the observed findings, we conclude that a significant relationship exists between organizational objectives and conflict management, on one hand, and organization performance and conflict management on other hand. By this implication both organizational objectives and organizational performance can be used to achieve conflict management.

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