Impact Of Conflict Management On a Nigerian Public Sector Organization: The Performance Of Specific Employees in Kogi State.

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Abstract. This study looked into how employees' performance in a Kogi State public sector organization was affected by conflict management. The survey research design was used in this investigation. There were 100 responders in all were chosen for the study by the use of stratified sampling. A survey was employed to gather primary data. Descriptive statistics were used to assess the acquired data. Regression analysis and the correlation coefficient were used to examine the hypotheses. The results showed that an organization's conflict management system affects employee performance inside the company and that successful conflict management improves employee performance within the organization. In order to foster a positive work environment and ensure that there is effective communication between all employee categories within the organization, it was suggested that the organization start training and retraining its staff in conflict management. As a result, there will be less conflicts within the company.

Keywords: Conflict management, Employee performance, Industrial relations, Public sector organization

1. INTRODUCTION

Since attitudes toward conflict in organizations have changed over the past 20 years, conflict management has drawn more attention in the organizational literature. Abalaka (2023). Conflict management programs yield a number of advantages, including increased work hours, the capacity to regulate one's behavior in conflict situations, improved interpersonal communication skills, fewer suspensions, the prevention of violence, fewer detentions, and an increased capacity to appreciate the various viewpoints or opinions of others at work. Because of this, conflict management is more crucial than avoiding it (Ajiteru, 2023).

According to Sulaiman (2017), "conflict is said to be positive when it is constructively discussed." He asserted that there are both constructive and destructive disputes in the workplace by the parties, and a solution was achieved on reasonable terms. He underlined that while poorly managed conflict in the workplace increases employee absenteeism, lowers employee morale, reduces employee productivity, increases the likelihood of losing skilled personnel, results in lost man and machine hours, and may increase the number of defective products produced due to a lack of employee commitment to work, constructively managed conflict in the workplace induces positive employee performance (Abalaka, 2023).

The majority of disputes in the Kogi State factory are caused by the company's failure to uphold its collective bargaining agreement with its workers, and they typically continue because of the conflict management strategy used (Ajiteru, 2023). Consequently, workers may take industrial action, such as a complete strike or a work-to-rule. When workers take industrial action, they typically leave characterized by low morale, a decline in production, the loss of skilled workers, a reduction in man and machine hours, absenteeism, a rise in defective goods as a result of employees' diminished dedication to their jobs, and health problems brought on by stress and depression. As a result, given Kogi State's ongoing labor unrest, it is important to look at how its dispute resolution strategies affect workers' performance (Sulaiman, 2023).

Additionally, a number of researchers in both developed and developing nations have studied the effect of conflict management on workers' performance; however, relatively few studies have been conducted in brewery companies. For this reason, the researcher planned to investigate the effect of conflict management on workers' performance in Kogi State, Nigeria (Ajiteru, 2023).

The study's primary goal is to investigate how conflict management affects workers' performance in Kogi State, Nigeria. The study's specific goal is to investigate how conflict resolution affects workers' morale in Kogi State, Nigeria. Based on the study's stated specific goal, the following hypothesis is put up in null form by Abalaka (2023):

H0: In Kogi State, there is no discernible link between staff morale and dispute resolution.

Problem Statement

When someone feels that another person's actions are endangering or impeding his objectives, conflict arises in the organization. Kogi State has the most conflicts. The government is the result of Kogi State's failure to carry out its collective bargaining agreement with its workers causing workers to go on strike or engage in work-to-rule as a form of industrial action. When workers take industrial action, the organization's reputation, skilled staff, output, man-hours, and machine-hours are typically lost. Abalaka (2023). Even though there hasn't been constant labor unrest in Kogi State since the state's 1996 mobilization to the government, it is still relevant to look at its conflict resolution procedures and worker performance from the viewpoint of the managerial and non-managerial staff of the company Abalaka (2023).

Research Goals

The following are the study's goals:

1. To ascertain the degree to which Kogi State employees' performance and conflict management techniques are related.
2. To ascertain the degree to which managerial and non-managerial staff members' opinions of the efficacy of conflict resolution techniques are related in Kogi State.

Research Issues

The following study topics are prompted by the incompatibility of organizational members' interests, objectives, and values, which typically manifests in competition for jobs, resources, power, recognition, and security:

1. Are Kogi State employees' performance and conflict resolution techniques significantly correlated?
2. Are the opinions of managerial and non-managerial staff regarding the efficacy of Kogi State's conflict resolution techniques significantly correlated?

Hypotheses for Research

Given the aforementioned study inquiries, the subsequent null hypotheses were developed:

- **HO:** In Kogi State, there is no discernible correlation between conflict resolution techniques and worker performance.
- **HO:** The opinions of managerial and non-managerial staff regarding the efficacy of conflict resolution techniques in Kogi State are significantly correlated.

2. REVIEW OF THE LITERATURE

The Idea of Conflict

Creating an atmosphere where individuals and groups can work together to accomplish their goals and the organization's overall objectives is a crucial management task. Ajiteru (2023). Nonetheless, a recurring issue in organizations is the competition between individuals and work groups for scarce resources, authority, status, etc., to the point that it disrupts (or even improves) collaborative efforts. According to Abalaka (2023), these contests, whether positive or negative, are commonly referred to as disputes.

According to Ajiteru (2023), a conflict arises when there is a significant disagreement and argument on a matter that at least one of the parties believes to be significant. Fajana (2015) asserts that conflict can be characterized as a dispute between two or more people who believe their concerns are irreconcilable. It arises if one party's actions are thought to hinder or obstruct another party's objectives, requirements, or activities. Conflict can be linked to politics and power and is considered a reality of management and organizational behavior. Conflict, according to Sulaiman (2017), is behavior meant to prevent someone else from achieving their objectives. This author claims that conflict results from competing behaviors and is founded on the incompatibility of goals. It can be regarded from an organizational, group, or individual perspective. Abalaka (2023).

Ajiteru (2023) When one party's actions are interpreted as impeding or obstructing the objectives, conflicts arise requirements or acts of a third party. Incompatible aims, divergent interpretations of the facts, negative emotions, disparities in beliefs and philosophies, or disagreements over common resources are just a few of the organizational events that can give rise to conflict. According to the definition given above, conflict is typically linked to unfavorable traits and circumstances that result in inefficiency, ineffectiveness, or dysfunctional outcomes. However, in certain situations, it can really encourage innovative problem-solving and make things better for everyone. According to Sulaiman (2023), we simply consider organizational conflict to be competition between individuals and groups for organizational resources and rewards. Examining the causes and effects is crucial since industrial relations primarily focuses on the relationships between different actors in the workplace of conflict and to offer guidance on how to conduct such a relationship effectively (Abalaka, 2023).

Sources of Organizational Conflict

Certain circumstances must be met for conflict to arise. Therefore, it is essential to comprehend the underlying factors that may cause conflict. According to Fajana (2015), disagreements over shared resources, conflicting ideologies and ideals, or mismatched aims are only a few of the organizational experiences that can lead to conflict. According to Sulaiman (2023), conflict starts when one person thinks that another might thwart their objectives. While worker representatives are working to guarantee that their members continue to live in better conditions, conflict may also occur as a result of the employer's desire to maximize profits due to noncompliance with collective bargaining agreements. Abalaka (2023) highlights the rights of workers and the prerogatives of employers, which may lead to conflict if violated. These

include of compensation, terms of service, etc. According to Armstrong (2020), changes can also lead to conflict. According to him, change is inevitable but not necessarily welcome. It's normal to be resistant to change, and it can be caused by a variety of factors, including habitual behavior, a fear of the unknown, adherence to normatively anticipated behavior, a lack of knowledge of the implications of change, and individual differences. He stated that if it is not properly handled, it may result in conflict or perhaps a crisis (Abalaka, 2023). Other causes of organizational conflict are competition for finite resources, status in congruency, win-lose scenarios, the desire for change, ambiguous regulations and communication problems among others Sulaiman, (2023).

Conflict: Functional vs. Dysfunctional

Whether or not the organization's interests are met determines whether a dispute is functional or dysfunctional. According to Abalaka (2023), there are some kinds of conflict that help the organization achieve its objectives and enhance performance; these are constructive, useful sorts of conflict that are advantageous to the organization. In the management community, functional conflict is frequently referred to as constructive or corporative conflict (Sulaiman, 2023). On the other hand, disagreements that impair organizational performance are known as dysfunctional or destructive conflicts. Ajiteru (2023) conducted a study on a group of CEOs and found that conflict has both positive and bad effects.

Conflict has the following benefits: It generates better ideas, forces people to look for People were compelled to clarify their opinions, long-standing issues were resolved, fresh approvals were granted, tension sparked curiosity and inventiveness, and people had an opportunity to test their limits. Abalaka, (2023).

A climate of suspicion and mistrust developed, people and departments that needed to corporate looked out only for their own narrow interests, persistence—either active or passive—developed where teamwork was required, some people felt defeated, and some people left because of the chaos, according to Sulaiman (2023).

Techniques for Handling Conflict

Seeing organizational conflict as a necessity is a constructive way to handle it. As a result, it is important to openly promote disagreement and to support the initiation and settlement of disputes. Even so Management conflict in organizations is unavoidable if this viewpoint is not maintained, according to Abalaka (2023). Conflict is inevitable because of factors that exist both inside and outside the organization. The organization's external settings

can occasionally change in ways that force internal subunits to reorganize their goals and resource allocation, as well as cause changes in the patterns of influence and power dynamics among them. Accordingly, companies should try to manage or lessen conflicts for their own benefit rather than avoiding them (Ajiteru, 2023).

When handling conflict, a variety of managerial techniques are employed, all of which are generally focused on the root of the issue. These include:

Controlling the Context: Management must create sensible organizational design and layout methods to reduce conflict procedures to channel and institutionalize dispute. Establishing appropriate processes for resolving disputes is necessary if they are unavoidable and typical in organizational life.

Controlling the Disputed Issue: The goal here is to try to settle the disagreement. This is breaking down problems into their most basic elements and addressing each one independently in an effort to facilitate the resolution of significant conflicts. By allowing one side to give in on a single point without feeling like it has lost the battle, fractioning conflict issues helps to prevent deadlock.

Taking Charge of the Partnership Directly: By implementing this plan, management intends to alter how individuals or groups view one another. When dealing with intergroup conflict, this strategy works better. Direct management resolves the conflict by physically separating the parties concerned in order to hold direct talks between the units or individuals or by formally demanding close communication. Sulaiman, (2023).

Changing the Person Involved: It might be possible to switch the parties involved because changing a person's personality is far more challenging than changing his or her role within the company.

Establish a Common Set of aims: In any social structure, a large portion of conflict across groups results from the subsystems' disparate aims. The majority of managers receive compensation increases, promotions, and other benefits based on how well they achieve the goals and objectives of their specific subsystem. They are also concerned with maintaining their own reputation and collaborating with other subsystems to achieve shared goals and objectives Sulaiman (2023). Beckhard created a method called "the organizational confrontation meeting" to motivate organizational subsystems to collaborate in order to set and pursue shared objectives Abalaka, (2019).

Nigerian Conflict Resolution

This is the study's main focus. It might be characterized as Kogi State's dispute resolution techniques, art, or style. According to a union leader named Konce, averting crises is the most effective method of handling conflict. Ajiteru (2023) discusses further dispute resolution techniques below.

- **joint consultation:** One effective method for resolving disputes is joint consultation. A meeting between employees and their employers when the relationship is viewed not in terms of bargaining power but rather in terms of their value and potential is known as joint consultation Beckhard devised a technique called "the organizational confrontation meeting" to motivate organizational subsystems to strive toward defining and achieving shared objectives. Abalaka, (2023). Discussions thus center on issues that both parties find interesting. Topics such as productivity, safety, welfare, and canteen are covered. Joint consultation is appropriate for discussing issues in industry because of the potential benefits that both parties stand to gain from the discussion (Sulaiman, 2023).

- **Mediation:** The Trade Disputes Act of 1976, as amended by the Trade Disputes (Amendment) Act of 1977, governs mediation. A complete dispute resolution process is provided by Section 3 of the Act in addition to the internal procedure. As per this Act, if the endeavor If the enterprise's machinery and procedures are unable to resolve the conflicts, the parties must meet together, either alone or through representatives, under the direction of a mediator within seven days to resolve the issues peacefully.

- **Collective Bargaining:** The fact that collective bargaining is founded on the voluntarism concept is one of its key characteristics. This implies that it is expected of management and staff to proactively resolve their conflicts.

- **Conciliation:** A conciliator is assigned to investigate the facts and situations of conflicts between workers and management and, via dialogue with the parties, try to reach a settlement.

  Arbitration: Although the arbitration process typically takes a lot of time, it has the benefit of motivating parties. Meanwhile, the Head of the enterprise's machinery and procedures are unable to resolve the conflicts, the parties must meet together, either alone or through representatives, under the direction of a mediator within seven days to resolve the issues peacefully.

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Employees Performance in Organization

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- **Financial measures:** include improved market share, cash flow, profitability, and sales growth.

- **Consumer Measures:** This refers to the viewpoint of the consumer, which considers factors like product quality, service quality, and delivery time.Internal business measure:include labor turnover, employee competencies, and cycle time.

- **Perspective on Innovation and Learning:** Including aspects like the capacity for innovation and improvement.

The emphasis ought to be on what is accomplished: outcomes are what matter.

The Conflict Management Concept

   Conflict management interventions, according to Abalaka (2023), are intended to lessen conflict or, in certain cases, to increase insufficient conflict. It is a method by which managers create strategies and carry out rules and guidelines to guarantee that disputes are settled

amicably. Conflict management, according to Ajiteru (2023), improves the number of solutions, broadens comprehension of the issue, and tends to strive for consensus and a sincere commitment to decision making. A significant amount of mental and psychological energy is produced since the conflict process involves a larger, more intense aspect of disagreement and discord (Abalaka, 2023). The capacity to channel this energy into constructive outcomes that benefit all sides of the dispute can lead to the transformation of disagreement into a collaborative solution to the problem (Prentice, 2016).

According to Blake and Mouton (2019), attempting to change a relationship's behavioral and attitudinal components from a competitive to a cooperative orientation is the most crucial element of effective conflict management. Nonetheless, they imply that the shared adversary and superordinate aim methods are insufficient to accomplish a true conflict resolution. Abalaka (2023). This is due to the fact that both tactics have the potential to externalize a conflict, are essentially defensive, and are primarily transient in nature (Poole, 2019). Blake and Mouton (2009) provide a method that prioritizes consultation-based treatments, communication transparency, increased involvement in conversations including decision-making and problem-solving. Every organization needs conflict management techniques to foster innovative thinking and a problem-solving mindset (Sulaiman, 2023).

Furthermore, there aren't many guidelines that show how to proceed with conflict resolution, making successful conflict management a significant task. As a result, it is a task that requires consideration of behavioral and attitude components, outcome and emotional needs, and interpersonal and interdepartmental requirements. According to Ekong (2013), there are four processes involved in institutionalizing the interaction of information, skills, values, and circumstances. Bringing in a consultant is the initial stage, which is an administrative response for successful conflict resolution. The second phase is linked to a number of information-sharing initiatives. The third phase is intended to at changing attitudes through T-Group training, Grid development, team training, sensitivity, and data feedback. According to Sulaiman (2023), the last phase entails a structural shift in the departmental relationships as well as a shift toward integrative interactions and conflict resolution.

Making concessions

Another conflict management technique is the compromise strategy. Each side in the disagreement gives up some values or interests in order for peace to prevail when using a compromise strategy. Similar to the first approach (domination), this approach has drawbacks of its own, the severity of which varies according on the circumstances of the conflict, the

surrounding environment, and the degree of compromise or values given up by each participant. Ajiteru (2023). Despite its widespread acceptability, the compromise approach to dispute resolution is not the ideal because it may be put on hold, but a larger version of the issue may reappear in the same shape or in a completely different way (Fadipe, 2020). People frequently reject the urge to compromise because of ego conflicts or expressed opinions. Abalaka (2023). Compromise, or partially agreeing with the other person's position, is a conventional strategy for handling disagreement.

opinion or request. In this lose-lose situation, neither the manager nor the individual actually get what they desire. A moderate amount of collaboration and aggressiveness are needed for this. It might be suitable in situations where you require a short-term fix or when both parties have equally significant objectives. Abalaka (2023).

Usually, the compromise approach requires both parties to a dispute to give up certain aspects of them

in order to arrive at a solution that is acceptable, if not agreeable (Sulaiman, 2017). This tactic works best in disputes in which the parties have roughly equal power. while both parties stand to lose something important, like a client or essential service, business owners usually use compromise while negotiating contracts with other companies.

Coercion

According to Robinson and Abalaka (2023), imposing one's own opinions on others is a third method that will undoubtedly result in overt or covert resistance. The win-lose strategy is this. Without attempting to collaborate with other staff members, a manager is behaving very assertively to accomplish his or her own objectives, often at the expense of those other staff members. This strategy might be suitable for crises where there is a shortage of time. When power is the dominating mode, the acts are unilateral or in coalitions acting unilaterally, but in collaboration and bargaining, the two sides work together to try to settle their problems. In contrast, it places more focus on self-interest.

According to Parker (2019), forcing is a win-lose scenario in which you use your position of authority or power to choose how a dispute will be resolved regardless of the players' opinions. Forcing people might result in low ownership and morale in project management. But when you need to settle a dispute as quickly as possible, forcing is a great tool. Forcing is another word for competing. Despite the opposition of others, a person adamantly pursues their own issues. This could entail promoting one point of view at the expense of another or steadfastly opposing the activities of others Sulaiman (2023).

Negotiation

According to Abalaka (2023), bargaining is predicated on the idea that neither party would be satisfied after the conflict but that both can get something they did not initially have or more of something they require through negotiation, typically by sacrificing something of lesser significance. Usually, one side benefits more than the other; he can obtain the most from the other side by using tactical deals with competence. Another dominating conflict style is bargaining, according to Sulaiman (2023). Although both parties are attempting to establish a win-win scenario in this instance, one party desires to benefit more from the agreement. For instance, while purchasing Customers and vehicle salespeople may haggle over a car. While the consumer wants to purchase the car at the lowest possible price, the car dealer wants to sell it for the most money. Ajiteru (2023).

Morale of Workers

According to Nicole (2021), an employee's job happiness, attitude, and sense of wellbeing in the workplace are all considered aspects of their employee morale. It is one of the pillars of company and has been shown to directly impact employee performance (Greg, 2020). Low morale is known to have a significant impact on workers' performance and the overall financial health of any company. This can result in a decrease in focus, which can lead to errors, subpar customer service, and missed deadlines. Additionally, it can support a high absenteeism and turnover rate Abalaka, 2023).

In these ways, employee morale also turns out to be bad for the company. According to Sulaiman (2017), morale may either propel a company forward or result in employee dissatisfaction, subpar work, and absenteeism. A high cost is associated with low morale. According to the Gallup Organization, there are 22 million actively disengaged workers, which costs the US economy up to $350 billion annually in lost productivity due to absenteeism, illness, and other issues that arise from unhappy workers. Neglecting this problem results in poorer performance, higher absenteeism rates and related expenses, more workplace disputes, more customer or consumer complaints, higher personnel turnover rates and selection-related expenses, and training replacement employees Abalaka, (2023).

Review of Empirical Data

Using the Kogi State Government as a case study, Obasan (2019) evaluated the effect of conflict management on workers' performance in the banking industry. The significance of the responses was tested using a student t distribution. 50 respondents, representing all staff

levels at Kogi State Government were given a self-designed questionnaire after the bank of choice was chosen using a purposeful sample technique Abalaka, (2023). According to the study, perception and value issues are the primary causes of conflict in the workplace. If conflict is handled well, strong employee morale improves employee performance. Sulaiman, 2017. In other words, there is a strong correlation between employee performance and conflict management. Ajiteru (2023). Sulaiman (2023) looked into employee performance and dispute resolution at Julius Berger Nigeria Plc in Bonny Island. The study was conducted using a descriptive research design with 50 purposively selected sample respondents, 25 of whom were Kogi State Government managing employees and 25 of whom were non-managerial employees. The study's main component is the cross-sectional survey research design, which is used to produce the necessary primary data. Descriptive and inferential statistics were used to analyze the acquired data. The data analysis's findings showed that there is a strong correlation between conflict resolution techniques and worker performance, and there are no variations in how managers and non-managerial staff see the efficacy of conflict resolution techniques.

Henry (2019) used a convenience sample of 100 employees to examine conflict management and its impact on worker performance and thirty (130) managers chosen from private businesses, parastatals, and government agencies. A quantitative approach was used to analyze the data. The descriptive approach was used to examine the data, and 130 managers from government agencies, parastatals, and private businesses in Kogi State were given questionnaires (2017). Only 85, or 65.4%, of the surveys were returned by the respondents. The remainder, which made up 34.67%, was either misplaced or not returned by the respondents. The data was analyzed using the tabular approach. The results show that scarce resources are the main driver of organizational conflict and that there is no meaningful connection between conflict resolution and worker performance. Ajiteru (2023).

3. METHODOLOGY OF RESEARCH

The survey research design used in this study was utilized. To ascertain the association between organizational performance (the dependent variable) and conflict management (the independent variable), data were gathered from a sample of employees of the organizations chosen for the study. The study population in this study is the employees of Kogi State. Our respondents were chosen using a straightforward random selection technique. Every employee in the company has an equal chance of getting chosen to be one of the sample elements using this method. 115 employees make up the sample size that was chosen, and 100 of them

completed and returned the questionnaire for analysis. This indicates that our response rate is 87%. Content validity, which addresses item validity and sample validity, is utilized to guarantee the validity of the research instrument for this investigation the tool of the scope suggested by the research topic.

Experts in the field also contributed to the assessment of the instrument's question items and the suitability of the population sampled by the measuring device (Ajiteru, 2023). The logical connection between the study's goals and the questions is the main factor used to determine whether an instrument is measuring what it should. Test-retest reliability was employed in this study to assess the instrument's level of consistency. In order to ascertain the degree of consistency, questionnaires were distributed twice (Sulaiman, 2017). Although the outcomes were not identical, they were strongly associated, suggesting that the research tool is trustworthy for the study. Regression, Pearson product moment coefficient of correlation, and student's t-test were used to test the hypotheses and determine the relationship between conflict management and its effects on an organization's performance, while descriptive statistics were used to analyze the data gathered from the questionnaire (Abalaka, 2023).

RESULTS ANALYSIS AND DISCUSSION

The main findings from the hypothesis test are presented in this portion of the study. According to Sulaiman (2017), pertinent information obtained from the field via the questionnaire that addresses the study's goals was examined and interpreted. To ascertain the validity of the research hypotheses, tests were also conducted (Ajiteru, 2023). However, each hypothesis was examined independently to ascertain its applicability given the information at hand from information acquired and examined during this investigation. Regression analysis and the correlation coefficient were used to examine the two hypotheses (Abalaka, 2023).

Hypothesis 1

- Ho: Effective conflict management does not affect employee's performance
- H1: Effective conflict management affects employee's performance

Employee morale will be affected as result of conflict in an organization

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
Effective conflict management does not affect employee performance	6.78	2.35	0.05	Reject Ho and Accept Hi

Decision Rule: The decision rule here is to reject Ho if T-calculated is greater than Ttable (t-cal > t-tab). Therefore, the above table depicts the t-calculated to be 6.78 while

the t-table is 1. This shows that effective conflict management affects employee morale and this will affect employee's performance in an organization.

The null hypothesis (Ho) is rejected while the alternative hypothesis (H1) is accepted.

Hypothesis 2

- Ho: Conflict management system does not influence employee performance in an organization.
- H1: Conflict management system influence employee performance in an organization.

Conflict in an organization will lead to low employee performance

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
Conflict management system does not influence employee performance in an organization	7.39	2.35	0.05	Reject Ho and Accept Hi

Decision Rule: The decision rule here is to reject Ho if T-calculated is greater than Ttable (t-cal > t-tab). Therefore, the above table depicts the t-calculated to be 6.78 while the t-table is 2.35. This shows that conflict management system influence employee performance in an organization and this will lead to low employee performance. Thus the null hypothesis (Ho) is rejected and alternative hypothesis (H1) is accepted Abalaka, (2023).

Conclusion

The manner in which a company handles internal disagreement determines how well and efficiently it may expand. As far as this research is concerned, it should be mentioned that employees should be adaptable and focus their energies on achieving the aims and objectives of the firm after studying the perspectives of the various stakeholders. It should be more than just a goal that is regularly used to evaluate performance in a workable and dynamic plan for the organization's success. This study has successfully examined how employee performance in a public sector company such as Kogi State is affected by conflict management. that disputes between the organization's various management levels may endanger the organization's continued survival. This study provides a clear picture of the significant impact that conflict management has on worker performance and the overall operation of the Kogi State public sector. Given this, the researchers correctly conclude that a high level of organizational performance will lead to the accomplishment of the organization's goals and objectives if the

organization can effectively and efficiently manage conflict within its operations. Successfully managing conflict has a cascading effect, helping managers to build a workplace where people may thrive.

Suggestions

Based on the study's findings, the researchers suggest several important actions for the company. First, while conflict is inevitable in any business, management should not take it lightly, as it can significantly impact employee performance and either hinder or help the organization achieve its goals. To foster a positive work environment, the company should initiate regular training and retraining programs in conflict resolution for its staff. Furthermore, effective and efficient communication between all personnel is essential to minimize conflicts within the organization. Management should also proactively address issues related to employee resource sharing to prevent them from negatively affecting the company's success. Lastly, policies should be established to ensure that any internal disputes are addressed and resolved promptly, preventing them from escalating and disrupting the workplace.

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