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Managing Organizational Conflicts: A Case of Ghana Broadcasting Corporation

BY

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NOVEMBER 2018

Managing Organizational Conflicts: A Case of Ghana Broadcasting Corporation

BY

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A Thesis submitted to the, Institute of Distance Learning in partial fulfillment of the  
requirements for the degree of

MASTER OF SCIENCE

NOVEMBER, 2018

## DECLARATION

I hereby declare that except for references made to other people's work which has been duly acknowledged, this dissertation is the results of my own original research. This work has never in whole or in part been published by anybody not submitted to any other institution(s) nor presented for another degree nor elsewhere for any reward(s) whatsoever.

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## **DEDICATION**

I dedicate this thesis to my mother, Madam Adjele and late father Mr. Owusu, my sister Adjoa Hannah and my wife Olivia.

## **ACKNOWLEDGEMENT**

I wish to first of all thank God almighty for granting me wisdom, knowledge, good health, grace and guiding me throughout the period of my studies.

I am highly indebted to my supervisors Mr. David N. Korda, and Mr. Ayirebi-Dansoh of Kwame Nkrumah University of Science Technology(KNUST)-Kumasi for taking time out of their busy schedules to go through my work given me the much needed suggestions and constructive criticisms for the success of this work.

I thank the management of Ghana Broadcasting Corporation for allowing me to use the organization for my case study. I am grateful to the staff of the Ghana Broadcasting Corporation who answered the questionnaire for this study which enabled me gather the needed data.

My gratitude goes to my lovely wife and children Nana Yaw, Abena and Kwadwo, for their support throughout my studies.

## **ABSTRACT**

Conflict is inevitable in every organizational set up and if not managed when it does occur could affect staff performance and productivity. The objective of this study was to find out the causes of conflicts in organizations, its effect on the organization and staff, and strategies for managing conflicts in the case of Ghana Broadcasting Corporation. The researcher used descriptive statistics to analyze the quantitative data collected through field survey. The instrument for data collection was structured questionnaires. The researcher used Yamane's formula to determine the sample size of 91 based on a population of 989. Data collected during the field survey was analyzed using Statistical Package for Social Science's (SPSS). The researcher also reviewed literatures relating to the chosen topic in order to sample the views of various authorities on the subject matter. Finding of the research showed that conflicts existed in the organization and that if dysfunctional conflicts are not managed properly could affect staff motivation, lead to poor staff performance and low productivity. It was recommended that management adopt appropriate conflict management strategies in dealing with conflicts, the use of effective communication approaches in addressing the perceived information gap between management and staff and provide needed resource to help minimize the occurrence of interpersonal and intergroup conflict situations.

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## **LIST OF ABBREVIATIONS**

SPSS	Statistical Package for Social Science
GBC	Ghana Broadcasting Corporation

## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

This chapter provides broad knowledge and information to the study, it consists of background to the study, problem statement of the research; research objectives, research questions, scope of the study, limitation of study, significance of study are all stated. The research methodology is also briefly discussed. The chapter ends with the organization of the study.

#### **1.1 Background to Study**

Conflict continues to be an inevitable part of organizations because of differences in behavior of staff within those organizations (Toku, 2014). Conflict is normally viewed as having a negative impact on organizational performance but there are positive impacts of conflicts as well.

Conflict can improve quality of teams' decision, and also their perception of, and commitment to decisions reached, which helps implementation. Also conflict can affect decision making when it diverts team members attention from the essential issues of the organization. Conflict is a disagreement amongst different individuals over opinions, views and ideas (Sudhakar, 2015). Sudhakar further states that conflict is an inevitable part of human activity. Conflicts at workplace can be evident in numerous ways and forms and unpredictable levels; however, the causes may frequently include dissimilarities in objectives, principles, expectations, and behavioral styles.

Conflict is good and necessary because it can stimulate innovative thinking when properly managed (Abiodun and Omisore 2014). When conflict occurs in organizations there must be conscious effort to resolve them because if left to escalate, it could lead to disunity, resignations and lawsuits which will have severe consequences on the organizations' productivity. According

to Kaitelidou et al., (2012), “behavioural scientists and modern managers agree that a certain degree of conflict is essential as long as conflict is handled properly”.

Conflict management approaches refer to the internal tools used by different authorities in resolving conflict (Adeyemi and Ademilua, 2012). The Ghana Broadcasting Corporation (GBC) as any other organizational set up is not immune to conflict since it is made up of staff with varied educational, cultural, ethnic and religious backgrounds. The objective of conflict management in an organization is to minimize the negative impact on the performance of the organization whilst enhancing the positive impacts.

## **1.2 Problem Statement**

Organizational conflicts are inevitable and occur in almost every establishment. If they do occur and it is not handled carefully could affect employees’ performance, unnecessary unrests and low organizational productivity. This research sought to find out what causes conflicts in organizations, its effect on both staff and the organization and the strategies available to manage these conflicts if they do occur, especially at the Ghana Broadcasting Corporation.

## **1.3 Objectives of Study**

To help achieve the aim of the study the following objectives were outlined:

1. To identify the causes and types of conflicts in Ghana Broadcasting Corporation (GBC).
2. To evaluate the effect of conflicts on organization and employee performance.
3. To identify and recommend conflict management strategies to help improve conflicts in GBC.

## **1.4 Research Questions**

This study will attempt to answer the following research questions:

1. What are the causes of conflict in GBC?
2. What are the effects of conflict on organization and employee performance?
3. What conflict strategies will help manage conflicts in GBC?

## **1.5 Scope of the Study**

The study was carried out at the Ghana Broadcasting Corporation's headquarters in Accra. It is a case study approach and did not cover other regional installations to reflect the entire broadcasting set up. Hence, the result was not generalized but its findings were placed in the relevant context of the location where the study took place. To this end, the study will look at the causes of organizational conflicts and its effect on employee, organizational performance and conflict management at GBC.

## **1.6 Limitations of the Study**

The boundaries of the research covered the entire Ghana Broadcasting Corporation. The desire of the researcher was to cover all the regional stations of the Corporation in order to give a fair representation of the study, however, as a result of time and financial constraints, the questionnaire was limited to the headquarters in Accra where 68.5% of its staff are stationed.

## **1.7 Significance of the Study**

If there can be industrial harmony in any organization, there must be conscious effort by the leadership of the organization to critically consider the causes of conflicts in the organization, effects of conflicts on both employee and the organization as a whole and how to effectively manage conflicts between employees and employee and employee and the employer.

This study will contribute to existing literature on conflict management in organizations and therefore create a record that could be used by other researchers who will want to do further

research on the topic. The study will also recommend conflict management strategies to help reduce conflicts in organizations if implemented.

### **1.8 Methodology**

An appropriate research methodology for the study was adopted to assist in answering the research questions listed above. The research methodology identifies the approach used in the research study, for data collection. Experiments, surveys and case study are various types of research strategy used in a research context. The study which is mainly descriptive would be conducted mainly through field survey. The instrument used for data collection would be a structured questionnaire survey, which will enable the researcher to evaluate the thoughts of the selected sample size made up of Management, Senior and junior staff of GBC. In this study the target population comprised of employees of Ghana Broadcasting Corporation in Accra. Quantitative research methods were used to collect appropriate data for the study. The data collected would be collated and analyzed using the appropriate statistical techniques. Further analysis would be carried out using SPSS statistical software and the results discussed. Comments and issues raised by respondents would be analyzed and appropriate recommendations made.

### **1.9 Organization of the Study**

In order to achieve the objectives this study, the project work has been structured into five chapters. Chapter one will comprise of introduction of the study, problem statement, and scope of the study, significance of the study, methodology and limitation of the study. Chapter two reviewed previous literature on the research topic. Chapter three will deal with the methodology which involves the methods and data analysis techniques used for the research. Chapter four provides assessment of the collected data through questionnaires and analyzing of the data. Finally, Chapter five provides the summary, conclusions and recommendations.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter does a critical review of various literatures done on the causes of conflicts in organizations, effects of conflicts on organizational performance and strategies in the management of conflicts in organization. It begins with a discussion on organization and organizational structure as playing important role in organizational harmony. This will then be followed by discussion on conflicts in organizations, causes and management strategies.

#### **2.2 Organization**

According to Osifo, (2012) an organization may be defined as a collective unit, where individuals are methodically structured and managed to achieve a some set targets. Organization according to Magalhães and Sanchez, (2009) is a necessary relationships rules that administer affairs between system components and thereby define the system conceptually. All the authorities refer to the individual or people as the center of an organization and the main tool used in the realization of goals and objective of that organization. It is also clear that every organization has a purpose and for these to be achieved, the people have to be assigned clear responsibilities with certain level of authority in a harmonized manner as a team and based on a defined relationship. In summary, a common distinctive feature of all the definitions is that they perceive an organization as a relationship between people, as a system.

#### **2.3 Organizational Structure**

An organizational structure describes how works are officially divided, grouped and coordinated. These works are grouped into departments and linked to form organizational structure.

Organizational structure is the formal arrangement of collaboration and synchronization planned by management to connect the tasks of persons and groups in achieving organizational goals.

Organizational structure is an outline of the associations of works, systems, operational procedure, persons and groups trying to accomplish goals. Organizational structure is a method and procedures used in distributing the job functions in order to assign responsibilities and manage them (Monavarian et al., 2007) as cited by (Ahmady et. al., 2016). Organizational structure looks at the way an organization position person and works so that it can perform its responsibilities in order to achieve its goals (Elsaid et. al, 2013). From the above, it can be agreed that an organization is deliberately structured in a way that will contribute to reduction of conflict situation.

## **2.4 Conflict**

Conflict within project setting is unavoidable. Scheduling priorities, individual work attitude and scarce resources are some of the sources of conflicts, and conflicts when managed well leads to high productivity and favorable working relations but differences of views and opinions could result in better creativity and improved decision making process (PMI, 2008). According to (Longe, 2015), conflict in organizations is considered as the presence of disagreement that ensues when the goals, interests or values of different individuals or groups are not compatible and tends to frustrate each other's trying to accomplish objectives, further conflict seems to be inevitable, for once there is human interaction, conflict appears to fester.

Conflict is a divergence of ideas between two or more individuals or groups with each individual or group trying to gain acceptance of its view over others. So far as organizations continue to engage employees in their teams, conflict will be unavoidable because it is expected in every aspect of work teams. Conflict is a result of conduct, and an integral part of human existence. Conflict occurs whenever there is interaction. Conflict means expression of anger, bad behavior, resentment, violence, rivalry, and misunderstanding, and also linked to circumstances which

involve opposing interest amongst two rival groups (Digvijaysinh, 2013). Conflict reveals itself as a difference between two or more persons or groups characterized by tension, differences in opinions, feeling or opposition, where relationship is broken or lacking (Kohlrieser, 2007).

Conflict is defined as differences in how expected objectives will be achieved. It often shows in emotional pressure and interpersonal separation (Resolution, n.d). According to Chukwuemerie, (2008) conflict is a natural difference resulting from people or groups that have varying views, attitude, beliefs, ideals and desires or previous personality differences. (Shih, and Susanto, 2010) defines conflict as organized framework of behaviour and opinion of members of an organization, which is initiated by the feelings of being deprived with a consciousness of incompatibility with others”, Conflict refers to incompatibilities or opinions of completely divergent objectives and principles that arise in the course of organizing. It comprises of differences in ideas, negotiations to acquire scarce resources, informal protests about labour issues, opposition to corporate policies, and official complaints filed against an organization. Therefore, conflict is part of organizational life, but not given the attention it deserves.

Again, poorly managed organizational conflict can be costly and could lead to lower job satisfaction, lost work time, high costs of litigation, and the loss of valuable employees (Putnam, 2008). According to Rahim (2017), conflict is a collaborative process demonstrated in incompatibility, disagreement, or discord between social objects, such as persons, groups or organizations. According to Năstase ( 2009), regardless of the extent or action, conflict is a reality which is found in every organization. It happens as a result of interaction between people involved in organizational activities and can greatly affect its functions and outcomes. Differences in ideas, values, and behavior may generate enmity amongst a collectivity and if not controlled, could lead to conflicts which may impact the organization. Poor communication and mistrust between people leads to conflict and it can be resolved at management levels of organizations, (Abiodun and

Omisore 2014. Conflicts could be functional or dysfunctional. Functional conflicts works toward the achievements of organizational goals and dysfunctional conflicts work against or obstructs the achievement of organizational goals of an organization or a group (Champoux, 2010). Champoux, posited that high dysfunctional conflict can lead to undue tension, anxiety, and stress, which may cause resignation of employees who may be valuable to the organization but can't tolerate such levels of conflict. He further states that dysfunctionally high conflict could reduce the level of trust giving rise to continual hostile exchanges, with members suppressing or misrepresenting information and affecting quality decision making. Champoux concludes that when organizations does not encourage innovation and tolerance of different views, it leads to high dysfunctional conflict which result in poor decision making based on poor information, and conflict management should strive to maintain conflict at levels that is functional for the organization.

#### **2.4.1 Phases of Conflicts**

Conflicts generally, spread through all facets of human ecosystem, and work setting. Lack of consensus between two or more people for instance workers is a perfect manifestation to the fact that conflict occurs and happens at the work place, amongst organized groups or social setting and personal interactions. Conflict procedures happen as a sequence of conflict events that increase, decrease, and differ in period, though the events vary in the exact characteristics, they have common features which is made up of latent, manifest, perceived, felt, and finally outcome (Mensah-Bonsu and Effah , 2003) as cited by (Amoako, 2009). Latent conflict phase is the phase, whereby the conflict is concealed, although conditions that can give rise to conflict situations exist. These conditions are; competing demand for limited resources, differences in aims and orientation in achieving organizational objectives (Spaho, 2013). Conditions of latent conflict could exist in a team without any of the members noticing the conflict (Samantara and Sharma, 2016). Latent conflicts comprises of factors in the individual, group, or organization which may lead to conflict

conduct. The conditions are conflict antecedents and are a potential for development of conflict in organizations, it's a conflict that is hidden and waiting for the opportune conditions to emerge as a conflict behavior (Champoux, 2010). He further stated that, latent conflict escalates to a level of consciousness under certain conditions. According to (Champoux, 2010) those potentially in conflict may not perceive conflict situation even when latent conflict factors are present. He opined that perceived conflict is the instant when the groups to a conflict become conscious of the conflict. Two mechanisms limit perceived conflict.

In the case of manifest conflict, feelings between players in conflict are known. The conflict behaviour is represented in several ways – from total indifference to open hostility, contrary to organizational rules (Spaho, 2013). It is the emotional part of a conflict incidence. At least one of the players in conflict personalizes the conflict and centers on the other players involved. Feelings between the parties can become intense. And in extreme circumstances may become physical, and physical hostility is a negative conflict conduct intended to harm an opponent. Conflict events close with conflict aftermath phase. If the conflict events are settled to the satisfaction of the individuals concerned, the conflict aftermath will be free from any possible latent conflict for a new event (Champoux, 2010).

## **2.5 Types of Conflicts**

There are several types of conflicts, failing to identify these types and manage or resolve it can lead to conflict escalation which will then require much more organizational resources (Năstase, 2009). Conflict is essential in the effective performance of organization but not every conflict is necessarily good (Abiodun and Omisore 2014). Identifying the source and causes of conflict is a major step in conflict management process in an organization. In spite of clear differences between departments in an organization, a basic common factor still remains that in general, all are

competing for the same available resource. These available resources are generally limited or scarce, causing the various departments in an organization to compete with each other for limited resources. Every organization has limited resources resulting in competition between organizational departments for the controlled resources available to the organization. Individuals in organizations compete for resources considered to be their reasonable share such as funds, time, attention, supplies and equipment which certainly results in conflict situations. Again differences in goals and objectives is another common source of conflict in organizations, working on a project with an individual with different objective from the organizational objective could lead to tension or conflict situation ((DeJanasz–Dowd–Schneider, 2001).

Also, communication barrier is another source of hidden conflict within organizations. Infrequent interaction with each other within the organization, misunderstandings or poor communication may develop as a result of gender, cultural differences or error of misrepresentation. The processes, principles and or channels of communication may differ from department to department and this could lead to miscommunications, each time there is interaction resulting in possible source of conflict (Champoux, 2010). Differences in attitudes, values, and perceptions is another source of conflicts without parties not knowing it Conflicting values are a common source of conflicts which are sometimes difficult to manage. Differences in religious beliefs, attitudes, work ethic might surface in the work environment and lead to conflicts. Another common source of conflict is personality clash.

Personality conflicts can lead to unproductive performance. Ambiguous jurisdictions arise when the organization has no clearly defined areas of decision of authority, this could result in a situation where two people or groups in an organization believe they are responsible for the same task and its common in a matrix organization, which has no clearly defined the areas of control. Especially

where individuals take instructions from more than one person and receive conflicting orders from their multiple supervisors ((DeJanasz–Dowd–Schneider, 2001).

### **2.5.1 Intrapersonal conflicts**

These types of conflicts occur when a member of an organization is to execute a function, take decision that doesn't match the members' expertise goals or ethical view or having difficulty in making a judgment due to indecision. It is a conflict which is internal to the person concerned which could affect and greatly impact the functionality of the organization ( Rahim, 2002). Factors that lead to this type of conflict may come from the innermost being of the individual concerned, or the outward environment. In a situation where a manager is close to a subordinate and the action or inaction of the subordinate leads to non-achievement of a set goal by the organization, and sanctions need to be applied to the subordinate, the manager would have to apply the sanctions to prevent other staff of the organization from repeating similar errors without recourse to standard procedure and laid down organizational rules. Also in circumstances where a manger has to supervise a family member within the same organization could lead to this kind of conflict. Intrapersonal conflicts also occur in a situation where a subordinate is asked to perform a task by a superior which is seen not to be ethical, thereby placing the subordinate in a conflict position between refusing to perform the activity or going ahead knowing that it unethical (Năstase, 2009).

Then again if an individual is not interested in a particular activity or have different view of a task to be performed which in variance to the organizational goals, and has to be part of the team could lead to intrapersonal conflict, a situation which could threaten the organizational objectives. A person or an employee tasked to perform multiple and mutually opposed activities simultaneously could lead to intrapersonal conflict. It is common in such situations for persons to become agitated leading to the expression of reactionary tendencies like indifference, absence and alcoholism. Persons within or outside an organization but have vested interest and want those interests fulfilled

could also give rise to this kind of conflict. Desire to become important within a team or organization can lead to conflicting situations (Năstase, 2009).

### **2.5.2 Interpersonal conflicts**

It is conflict between two or more organizational members or persons belonging to the same or different groups. Superior and subordinate conflicts relate to this type of conflict. Interpersonal conflict also refers to the indication of mismatch, divergence, or difference between two or a group of interacting people. This type of conflict will usually occur in a situation of vagueness in organizational role or function. It mostly occurs in the work situation where people expect a certain type of conduct in going about an activity or task. Interpersonal conflicts if not managed could escalate to involve several individuals or groups even though it may have started between two individuals. Interpersonal conflict refers to the exhibition of lack of ability or difference between two or more individuals and their relationship (Rahim, 2017).

### **2.5.3 Intragroup conflict**

This type of conflict occur within a group and arises as a result of difference in perception of the goals to be accomplished, the ranking levels within the group and interactions between team members of the identified levels within the group. Perceived expected role of individuals within an organization to be performed by them and behaviour of others towards them may lead to attitudinal change, his attitude if not in conformity to organizational procedure could place such individuals in a conflict situation. Encouraging an environment of cordial communication and sharing of ideas and knowledge between the team members will help reduce this kind of conflict, Năstase (2009).



### 2.5.4 Intergroup conflict

Intergroup conflict arises between two or more groups and can affect group effectiveness and performance. It is a situation where one group opposes another group within the same organization and may be as a result of access to limited resources and priorities of the organization can be connected to the differences on organizational priorities or on its important components and access to the inadequate resources (Năstase, 2009).

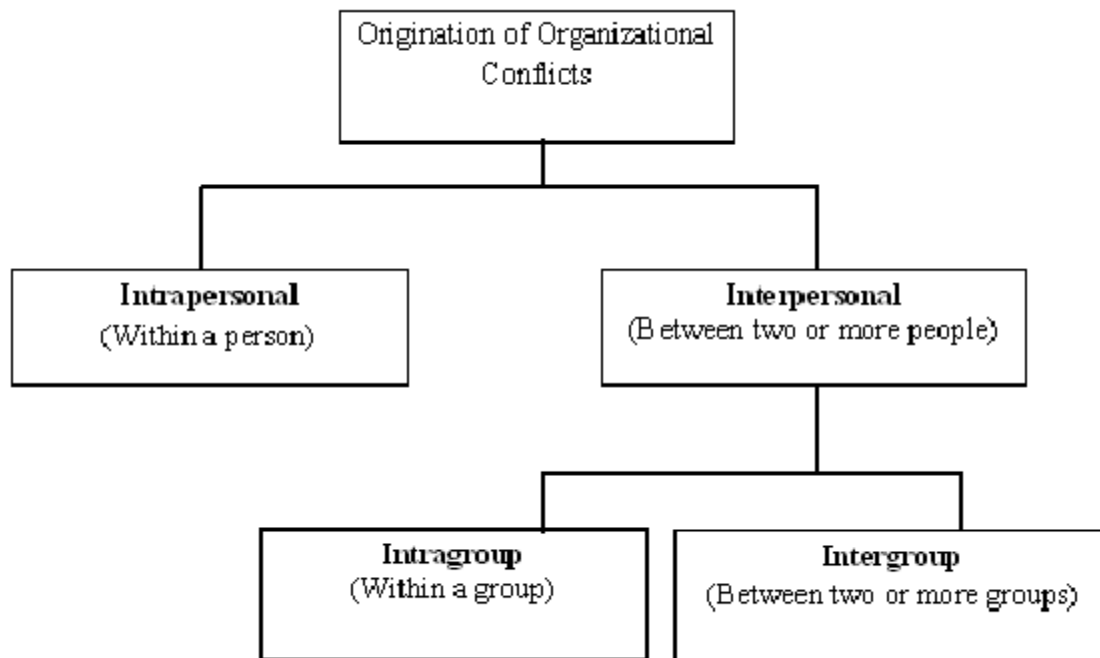


Figure 2. 1: Types of conflicts

### 2.6 Causes of Conflicts

There are several causes of conflicts, failing to identify these causes and manage or resolve it can lead to conflict escalation which will then require much more organizational resources (Năstase, 2009). Conflict is essential in the effective performance of organization but not every conflict is necessarily good (Abiodun and Omisore 2014). Identifying the cause of conflict is a major step in conflict management process in an organization. In spite of clear differences between departments

in an organization, a basic common factor still remains that in general, all are competing for the same available resource. These available resources are generally limited or scarce, causing the various departments in an organization to compete with each other for limited resources. Every organization has limited resources resulting in competition between organizational departments for the controlled resources available to the organization. Individuals in organizations compete for resources considered to be their reasonable share such as funds, time, attention, supplies and equipment which certainly results in conflict situations. Again differences in goals and objectives is another common cause of conflict in organizations, working on a project with an individual with different objective from the organizational objective could lead to tension or conflict situation ((DeJanasz–Dowd–Schneider, 2001). Also, poor communication is another cause of hidden conflict within organizations. Infrequent interaction with each other within the organization, misunderstandings or poor communication may develop as a result of gender, cultural differences or error of misrepresentation. The processes, principles and or channels of communication may differ from department to department and this could lead to miscommunications, each time there is interaction resulting in possible conflict (Champoux, 2011).

Differences in attitudes, values, and perceptions is another cause of conflicts without parties not knowing that conflicting values are a common cause of conflicts which are sometimes difficult to manage. Differences in religious beliefs, attitudes, work ethic might surface in the work environment and lead to conflicts. Another common cause of conflict is personality clash. Personality conflicts can lead to unproductive performance. Ambiguous jurisdictions arise when the organization has no clearly defined areas of decision of authority, this could result in a situation where two people or groups in an organization believe they are responsible for the same task and its common in a matrix organization, which has no clearly defined the areas of control. Especially where individuals take instructions from more than one person and receive conflicting orders from

their multiple supervisors ((DeJanasz–Dowd–Schneider, 2001). Uncertainty is another cause of conflict where employees do not know what to do especially in a situation where a task or roles to be performed or goals to be achieved by an individual or group are not clearly defined by management or supervisors.

## **2.7 Effects of conflict on organizational performance**

According to (Awan and Saeed, 2015), conflict emanate from incompatibility of goals and interest and its continues will destroy the organization. Further conflict affects organizations in many ways, including as decreased employee satisfaction, productivity, insubordination economic loss, breakup, and poor performance. If conflicts are managed properly, it will serve as a catalyst for change and may have positive impact on employee satisfaction and organizational performance, if not managed properly; it could have negative impact on both employee satisfaction and organizational performance. It is not all conflicts that have negative influence on organization, some conflict will have positive impact on the organization and some will also have negative impact. Well managed conflict could bring a lot of benefits to employees and organizations (Kohlrieser, 2007). Therefore, the responsibility of management is not in the suppressing or attempting to resolve all conflicts, but managing them in order to improve and not to undermine organizational performance (Longe, 2015). According to Akanji (2005) as cited by Longe (2015) conflict managed constructively bring about positive performance, while on the other hand conflicts managed destructively raise emotions at the workplace resulting in reduction in productivity and job performance, this is indicative that if conflict is well managed leads to the improvement of organizations in order to stimulate performance at work.

### **2.7.1 Positive effect of conflict**

Positive effects of conflict in organizations are; improved quality of decision, stimulating involvement in the discussion and building group cohesion (Henry, 2009). Well managed conflicts

can stimulate innovation and quality of decision. Two individuals who hitherto respected each other are involved in a conflict situation; the conflict management process may help to explain the facts and hence simulating a search for an acceptable solution. Also, when parties are not involved in conflict, performance and cohesion of each party is expected to improve whereas in a conflict situation an opponent's position will be assessed negatively and group loyalty is strengthened leading to improved group effort and cohesion. Conflict situations allow for the evaluation of the relative ability or power of the parties involved can be recognized and its level determined appropriately.

### **2.7.2 Negative effects of conflict**

The continued existence of conflicts in an organization can have negative consequences. Conflicts in organizations can lead to obstacles or obstruction in the day to day activities of the running of the organization. If conflicts in organizations are not checked and managed properly performance will be affected negatively and the overall output will reduce. Again, conflicts if not controlled will result in hindrance in decision making process of the organization. Another negative effect of conflict is the creation of rival associations within the organization. Conflicts do have adverse effect on employee performance if not managed properly.

### **2.8 Organizational conflict**

Organizational conflict is a state of disagreement produced by the real or perceived resistance of needs, ideals and interests amongst persons working together. It is considered desirable and unavoidable and an indication of effective organizational management. Also conflict within a certain level is needed for productivity. Conflict is purposeful to the level to which it results in the innovative solution to problems or effective realization of organizational goals that would not have been achieved. No conflict at all in organizations could lead to inactivity, poor judgments,

and ineffectiveness. If on the other hand organizational conflict is left unchecked could have dysfunctional results (Rahim, 2017).

## **2.9 Leadership style and conflict management**

Leadership role perceptions of managers play a vital role in the conduct of managers as heads of organization, an essential behavioural indicator of a manager is the manner in which they resolve conflicts (Karadakil, et al., 2015). According to him every entrepreneur is a leader. An entrepreneur leads his team of employees to align with and reach his organizational objectives. In doing so, entrepreneurs employ different leadership styles based on their perspective of leadership role. There are several types of leadership styles developed by Reddin (1967) as cited by Limbare (2012);

- Deserter leadership style is simple and inactive
- Missionary leadership style is mainly concerned in harmony.
- Autocrat leadership style does not show confidence in others people and concerned only in the job to be done. They direct instructions to subordinates and mostly keep decisions to themselves.
- Compromiser leadership style is one who is highly influenced by pressures of the job and tries to minimize immediate pressures and difficulties.
- Bureaucrat leadership style is mostly concerned because of their own interest. They try to control circumstances.
- Developer leadership style is interested in developing people. The style assumes that members of a team who are involved in making decision will have better commitment to the goals and objectives of the organization.

- Benevolent Autocrat style recognizes what they want from the individuals, circumstances and exactly how to ensure that things are completed without causing anger.
- Executive style is one who motivates and sets high standards, and treats everybody differently, and also likes team management.

## **2.10 Conflict management strategies**

Harmony according to Rahim (2017), is an unacceptable objective for the operation of an organization. The aim is not be to form a harmonious organization, but to form an organization capable of identifying problems it faces and fashioning out how to solve these problems. Conflict resolution processes must be built into the policy of the organization since conflicts are an unavoidable part of organizational life. The management of organizational conflict comprises the analysis of and intervention in affective and substantive at various levels of conflicts and selecting appropriate strategy to deal with these conflicts. A diagnosis should specify if an intervention is required and type of intervention required (Rahim, 2002). Conflict management is one of the major drivers of organizational change, and if well handled, can help employees to be more innovative and can build stronger bonds, effective teams and improved performance (Kohlrieser, 2007).

Conflict management strategies refer to the internal mechanisms used by the various authorities in resolving conflict (Adeyemi and Ademilua, 2012). Cooperative problem-solving style where individuals willingly deliberate their differences to put together thoughts and interests is the best way to facilitate decision-making and build strong bond (Khakimova, et. al., 2012). Communication between subordinates, supervisors, managers, management and employees, leads to better interpersonal relationship (Mitrofan and Bulborea, 2013). Different conflict management strategies exist that can be used by leaders in managing conflict situation. The five common strategies are;

### **2.10.1 Avoiding/Withdrawal**

With this strategy a person backs away from a conflict situation, perhaps because of low tolerance for conflict (Champoux, 2010). For Erin, et al. (2017), avoiding is a low concern for the needs of others and low concern for one's own needs, and it is an avoiding conflict by passive behavior, ignoring the conflict rather than making efforts in resolving it. This is a situation where the issue is simply avoided, that is, the affected party is not being assisted to his or her goal and you are not vigorously pursuing your own too. It's used when, the issue is trivial, when there is no chance of one side winning or when the issue will be costly or when the atmosphere is emotionally and space need to be created for tempers to calm and when no has a chance of winning. It may also be effective if the issue is very costly or when the atmosphere is emotionally charged and one needs to create some space. Avoiding or lose-lose strategy is not good for long term conflict management (Thomas, 2008).

### **2.10.2 Accommodating/Smoothing**

In order to meet the needs of employees, one or more employees may have to surrender their position. With lower stakes, accommodating the needs of others promotes harmony and enhances productive work environment (Kazimoto, 2013). People decide to abandon their individual concerns to satisfy the concerns of others. It may be selfless and generous by yielding to another individuals view when in actual fact they don't want to. It is used in circumstances that needs the individual to build up social bond in helping to resolve later but more involving decision (Resolution, n.d). According to Howell (2014), an accommodating strategy involves neglecting one's own concerns so as to satisfy the concerns of others. He further posited that it is regarded as the acceptance that the protection of good interpersonal relationship is more important than creating disagreements among individuals and used in situations where the individual has a high want for support from others. This strategy shows low concern for one's self and high concern for

others by attempting to play down the differences and stressing commonalities to satisfy the concerns of the other party or parties with an element of self-sacrifice in. It may be in the form of selfless kindness, charity and obedience to another party (Rahim, 2017).

### **2.10.3 Compromise/Reconcile**

It involves the effort of two sides in resolving conflicts each party sacrificing something, with both sides gaining and losing something. It is a temporal solution with short duration for complicated (Kaitelidou et al., 2012). “Compromise generally involves high to moderate emotional levels, high to low skill levels, moderate clarity of both goals, moderate status of the relationship, win-win attitude toward authority, moderate concern for traditions, and moderate fear of punishment” (Gatlin, et al., 2002). In the submission of (Toku, 2014), with compromise strategy, goals of parties involved are equally exclusive with both parties being powerful and used where consensus cannot be reached and temporal solution to a complex problem is needed. Compromise is midway concern for both one’s own goal and the goal of the other. It includes the use of give-and-take strategies to reach an acceptable or middle ground position. The aim is to reach a solution that offers partial satisfaction to both parties’ concerns. A compromising individual is more willing to sacrifice his\her needs than a dominating individual, but less than an obliging individual, leading to no-win and no-lose result (Leila, et al., 2007).

It’s finding mid ground or letting go of some of ones’ own concerns and committing to other individual or party’s concern. It is moderately assertive and moderately cooperative. The objective is to find middle ground, and used when all parties are equally powerful and equally committed to contrasting views which leads to temporal relief when time is of essence. Often referred to as win-win situation (Putnam, 2008). For (Kumar, 2005), with compromise strategy no one goes away empty handed, the strategy may or may not encourage creativity but keeps the peace. Further conflict may reoccur since either side is totally satisfied and used as a backup after collaboration



or competing has been unsuccessful. The product of competing strategy is win-lose where only one individual in the conflict situation comes out the winner.

#### **2.10.4 Collaborate/Problem solving**

Collaboration reflects a determination to totally satisfy both parties. This is a problem-solving method that requires the incorporation of each party's concerns. Employed when concerns of both parties are too important to be compromised, when the goal is to learn, to achieve commitment by including concerns to build consensus (Kinnander, 2011). Collaborating or integrating comprises finding an outcome to the conflict situation that pleases both parties (win-win). In this strategy, parties concerned with the desires of others as their own, are not willing to give up their positions just to appease the wants of other individuals. Collaborative strategy is positively linked to communication satisfaction. It works best when the parties involved in the conflict situation have mutual respect and trust for each other (Howell, 2014). According to Leila, et al. (2007) collaborating strategy, is characterized by concern for both one's own goals and the other party's goals, with both parties carrying out a win-win relations the conflicting problem is solved by clarifying differences, exploiting mutual gains and finally reaching a mutually accepted result.

#### **2.10.5 Competing/Force/Direct**

This is used when very quick and decisive action is key and vital or an important issues and disliked activities need to be implemented (Kinnander, 2011). It very forceful conflict management strategy and works best in a restricted cases, such as in an emergency conditions. Competing depend on compulsion or position power to compel the other party to submit (Putnam, 2013).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

The preceding chapter presented a review of related literature on organizational communication and conflict management which was key to the study. Chapter three will be in two sections. Section one will focus on the research methodology and will include the research strategy and design, data collection, sampling technique and method for data analysis. Section two of this chapter will focus on the organizational profile of the study area and will involve the selected sample at the headquarters of Ghana Broadcasting Corporation.

#### **3.2 Research Design**

The researcher used descriptive type. Descriptive study tries to take a broader view from a sample taken from a population in order to make conclusions about some features or behaviour of the population. It is desired because of the low-cost of the design for the data collection

#### **3.3 Research Strategy**

Different types of research strategies exist, some of these are; qualitative and quantitative strategies. Qualitative method is used to collect detailed data on a particular topic. It is subjective and considers sentiments and views of people instead of quantifiable facts. Quantitative method on the other hand places emphases on new data collection based on the problem from large population and analysis of the data(Rahi, 2017). It is considered as an unbiased strategy.

For the purpose of this study, the researcher used quantitative strategy because the researcher wanted to gain a deeper understanding of what the targeted population thinks about the topic.

### **3.4 Sample and Sampling Procedure**

(Alvi, 2009), defines a sample as a group of quite smaller number of individuals selected from a population for the purpose of investigation, with the members of the sample called participants.

#### **3.4.1 Non-Probability Sampling**

Non-probability sampling is very useful in the sense that it provides attention to the specific topic under the research for suitable and valid data to be collected (Kumi, 2016). A quota method of sampling was use to select the respondents for the study, because the number of respondents were restricted to the headquarters in Accra.

#### **3.4.2 Determination of sample size**

Data from the statistics department indicate that the total staff strength of GBC is 1,443 out of this number; Nine hundred and Eighty-Nine (989) staff are stationed in the head office in Accra. The survey was based on the sampled population in Accra and using the Yamane's formula (Singh & Masuku, 2014);

$$n = N/1+N(e^2)$$

Where n is the sample size, N is the population size and e is the level of precision. Using a population size of 989 employees, a level of precision of  $\pm 10\%$  and a confidence level of 95%

$$\begin{aligned} n &= 989/1+989(0.1^2) \\ &= 989/10.89 \\ &\approx 91 \end{aligned}$$

### **3.5 Population**

Staff of the head office of GBC constituted the population for the study. Data collected from the Statistics department of the human resource division provide a staff population in head office of Nine hundred and Eighty-Nine (989) made up of Nine (9) Directors, Fifteen (15) Deputy directors,

Thirty-Eight (38) Senior managers, One hundred and Seventy-Four(174) Managers and Seven hundred and fifty-three (753) Assistant managers/Other ranks. Three hundred and Thirty-Eight (338) are females and Six hundred and Fifty-One (651) are Males.

### **3.6 Research Instrument**

The researcher used questionnaire as the instrument to collect data and this served as the primary data. The questionnaire was designed to enable the researcher to gather information on communication and conflict management procedures in organizations with reference to GBC in order to evaluate the thoughts of the selected sample size. The questionnaire items were divided into several parts. The first part sought to gather background information on the respondents, example: sex, name, educational qualification rank, department and number of years in service. The other parts comprised of causes and types of conflicts, effects of conflicts on organizational performance, conflict management, and organizational communication and conflict management strategies.

### **3.7 Pre-Testing of Questionnaire**

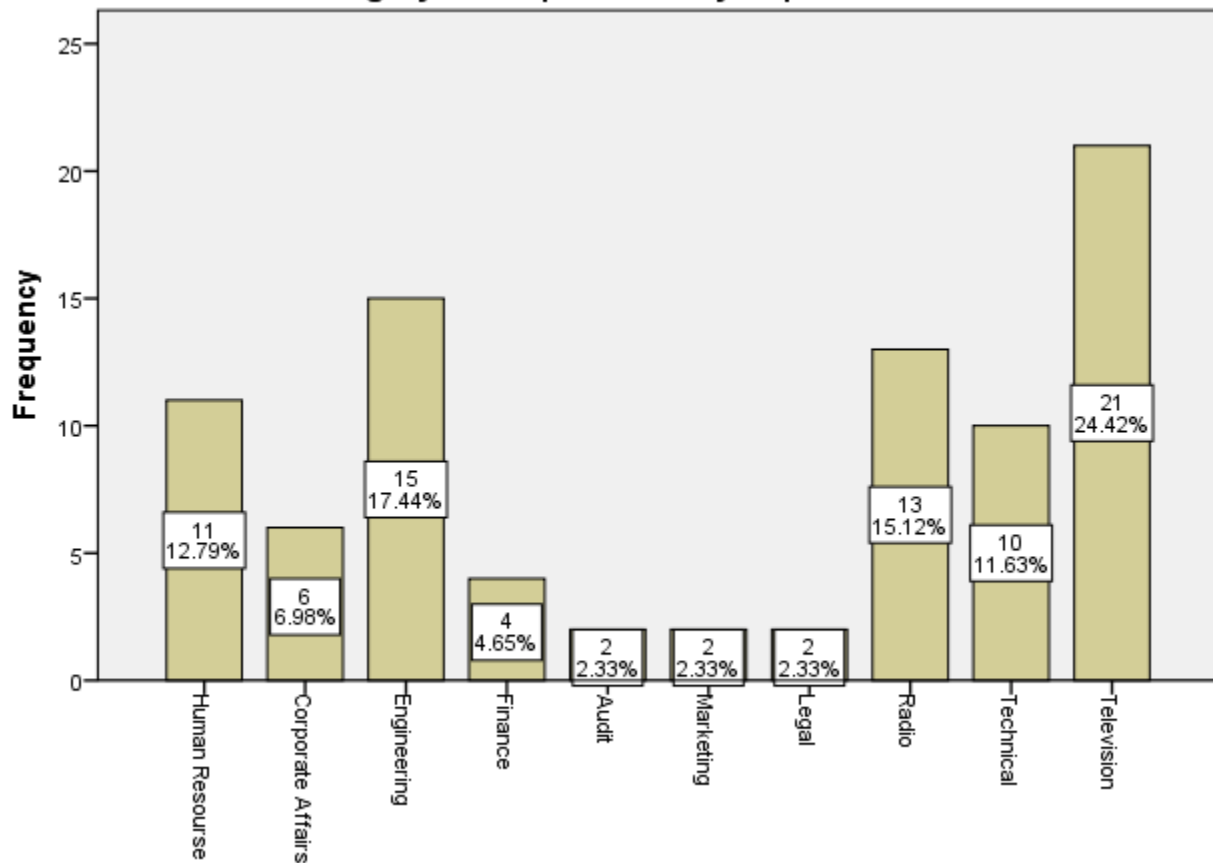
Pre-testing of questionnaire for the study will not be conducted due to limited time available for administering the questionnaire. The validity of the questionnaire will not be affected due to the fact that it was not pre-tested.

### **3.8 Administration of Questionnaire**

Distribution of questionnaire begun in July 2018 and collection of questionnaires from respondents was done four weeks after the distribution. An additional week was allowed to for the retrieval of the remaining questionnaires from respondents so as to increase the response rate. Data collection ended in the first week of August, 2018. In total, ninety-one (91) questionnaires were administered to various staff grouped by rank at the head office, Accra. A total of Eighty- Six (86) questionnaires

administered were retrieved representing 95.56%. The chart below shows the actual responses obtained from the questionnaire by department.

Figure 3. 1: Category of Respondents by Department



**Source: Field study (2018)**

Several divisions and departments took part in this survey and this is depicted in figure 3.1.

### 3.9 Data Analysis Procedure

The ultimate goal of data collection in research work is to find solution to a research problem; hence the raw data collected was meaningless and needed to be analyzed. The process of analyzing the raw data enabled the researcher to control information collected in order to evaluate the outcomes and arrive at some useful conclusions. The Statistical Package for Social Sciences

(SPSS) was used to analyze the data with the questionnaire numbered in sequence according to the order in which it was received. The responses were coded, entered into the SPSS and analyzed.

## **CHAPTER FOUR**

### **DATA INTERPRETATION AND ANALYSIS**

#### **4.1 Introduction**

This chapter deals with the analysis of the data collected and the interpretations of the outcomes. The first part looked at the biographic data of respondents in order to ascertain the extent to which data collected could be relied upon and also determined the group of people used in the study. The second part considered deals with the analysis of the data received from respondents using the SPSS. Discussion and findings were dealt with in the final part of this chapter.

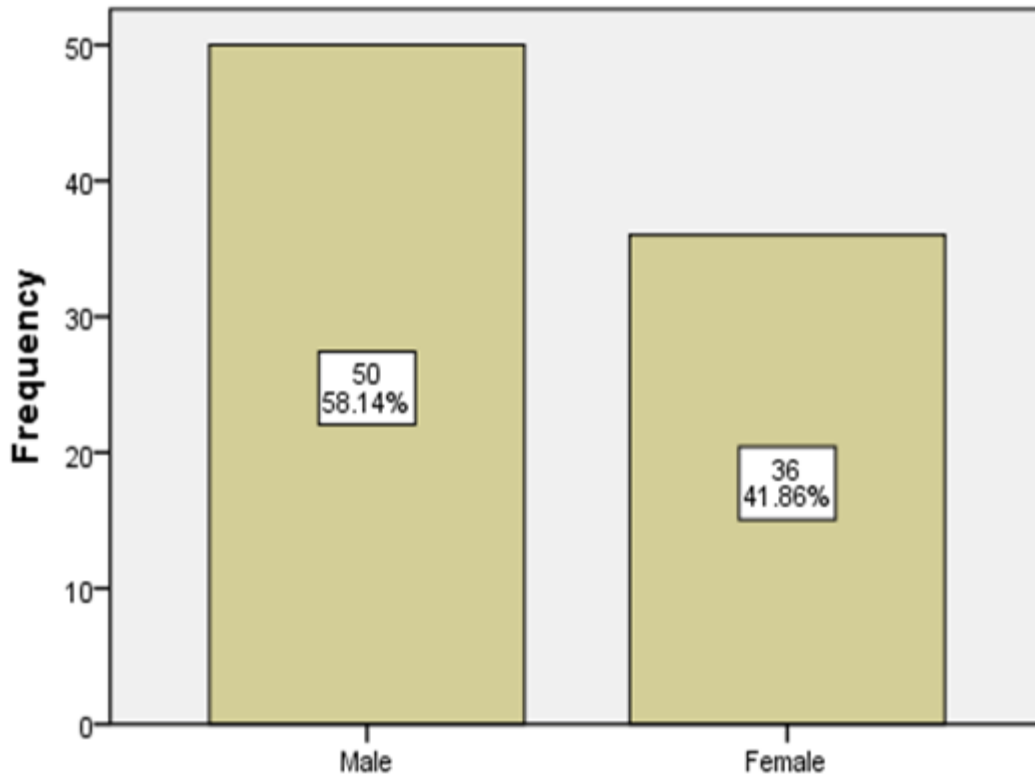
#### **4.2 Description of the study population**

This study was made up of various groups of employees. The importance attached is to primarily describe the demographic factors such as sex, age, rank, qualification, and number of years spent in organization.

#### **4.3 Distribution of respondents by sex**

This research work sought to group the gender distribution of respondents because both males and females took part in the study. As shown in the figure 4.1; 58.14% males (50 employees) responded to questionnaires whilst 41.86 % ( 36 employees) females also responded. This shows that there is significantly high male population among respondents than females.

Figure 4.1: Distribution of respondents by sex



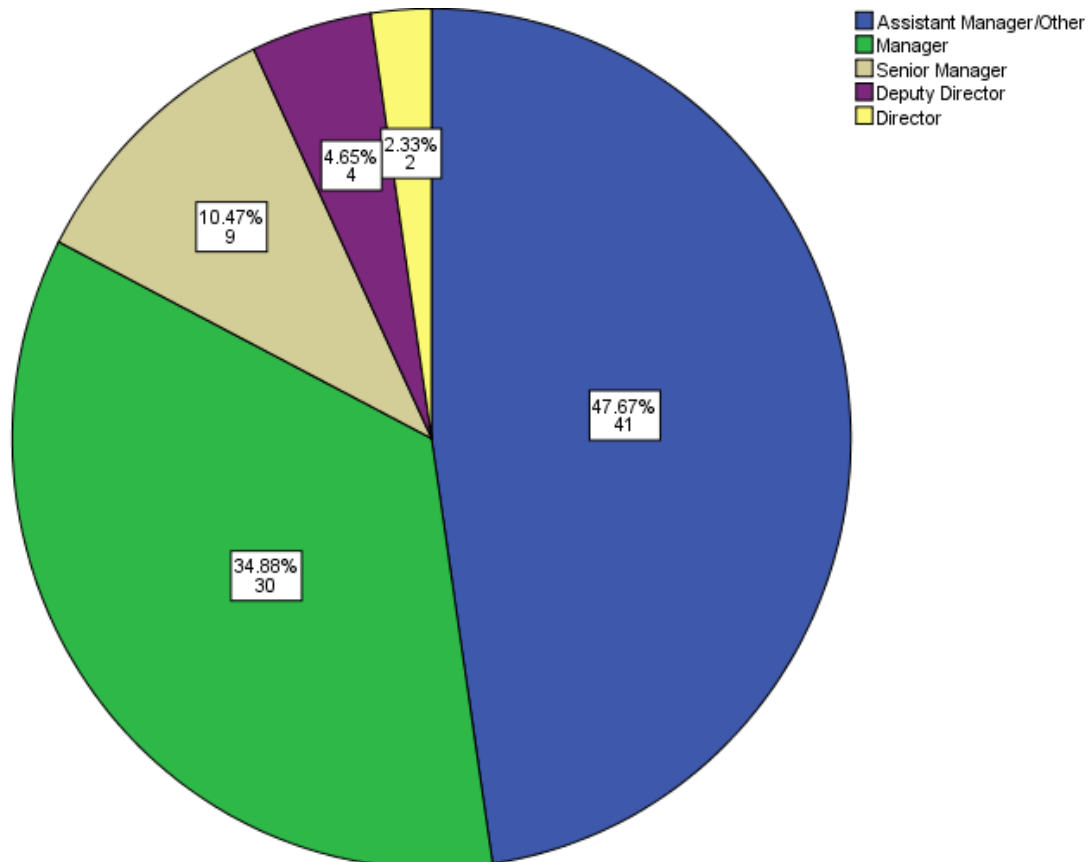
Source: Field study (2018)

#### 4.4 Distribution of respondents by qualification

By qualification, 1.16 % (1 respondent) holds a PhD degree, 11.63 % (10 respondents) holds master's degree. 43.03 % (37 respondents) who are in the majority are first degree holders. Also 33.72% (29 respondents) are holders of HND or Diploma certificates and 10.47% (9 respondents) holds either technical school or job related certificates as in figure 4.1.



Figure 4. 2: Distribution of respondents by qualification



**Source: Field study (2018)**

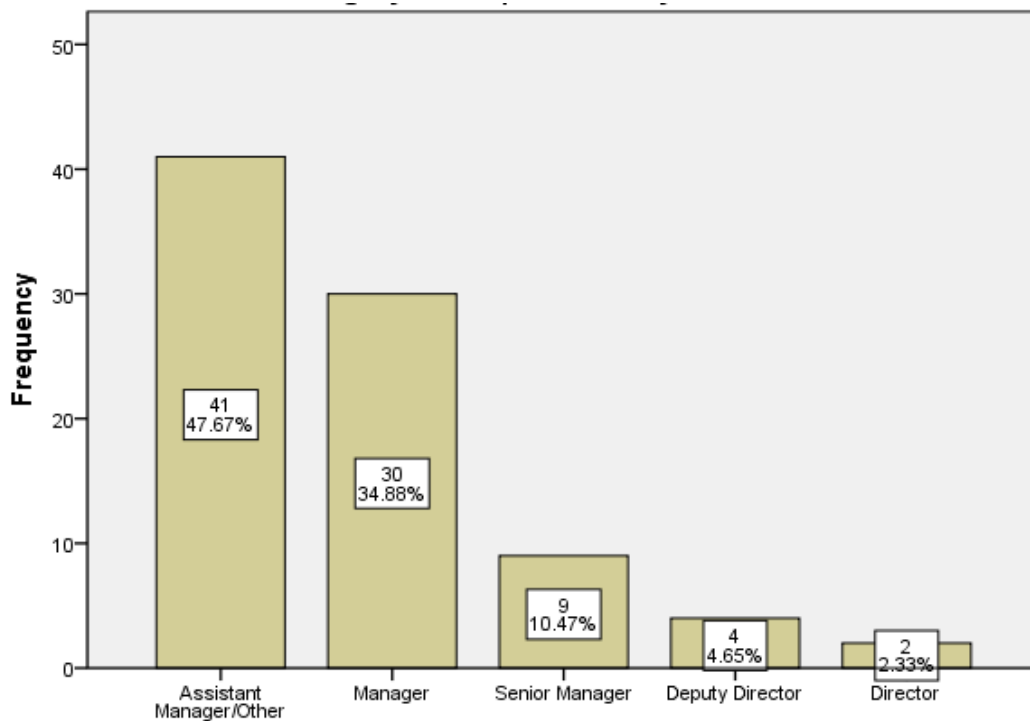
Qualification of respondents involved in the study are shown in the chart in figure 4.2

#### **4.5 Distribution of respondents by rank**

The research also found out the category of respondents according to their rank in the organization.

Figure 4.4 show the ranking; two(2) respondents that is 2.33% are Directors, four(4) deputy Directors making up 4.65% of respondents, Nine(9) senior manager making 10.47%, managers, thirty-four (34) respondents representing 34.88% and assistant managers and other rank Forty-One(41) representing 47.67%.

Figure 4. 3: Distribution of respondents by Rank



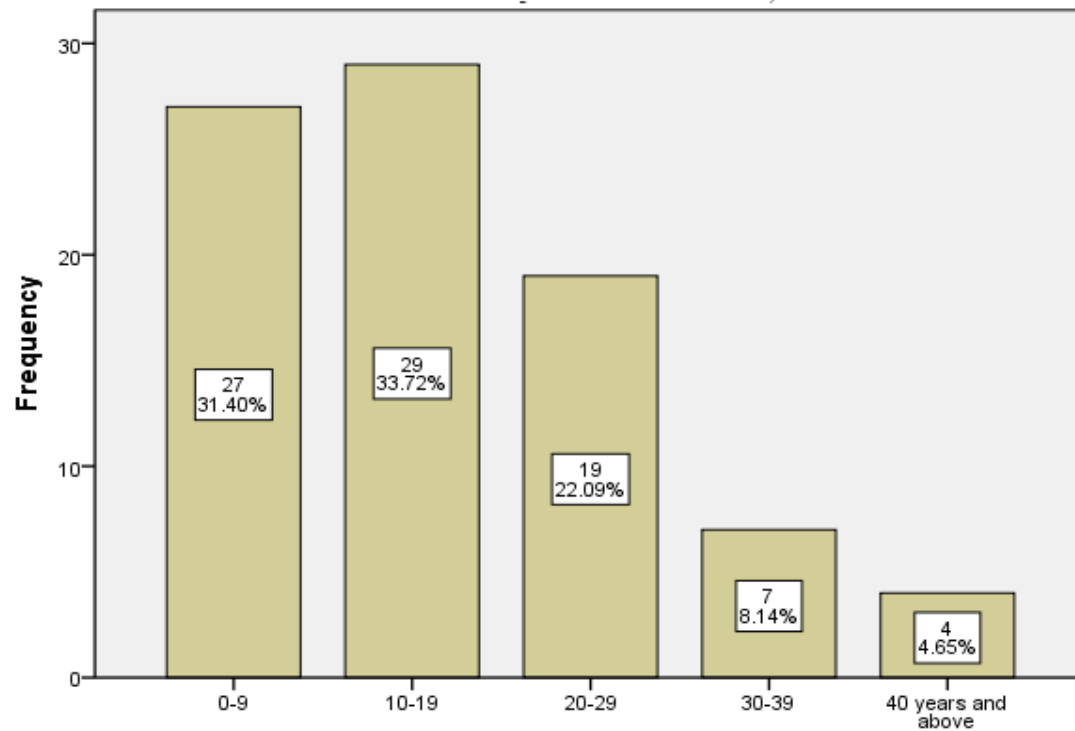
**Source: Field study (2018)**

Respondents rank distribution is shown in figure 4.3 above.

#### **4.6 Distribution of respondents by years spent in organization**

Respondents were asked to indicate the number of years spent in the service of the organization and the details are shown in Figure 4.4 below; Twenty-seven (27) respondents have worked in the organization between 0-9 years. Twenty-nine (29) respondents have also been working in the organization for the past 10-29 years and Nineteen (19) respondents have worked in the organization between 20-29 years. A total number of Seven (7) respondents have been working in the organization for the past 30-39 years and four (4) respondents have worked for 40 years or above in the organization.

Figure 4. 4: Distribution of respondents by years spent in organization



Source: Field study (2018)

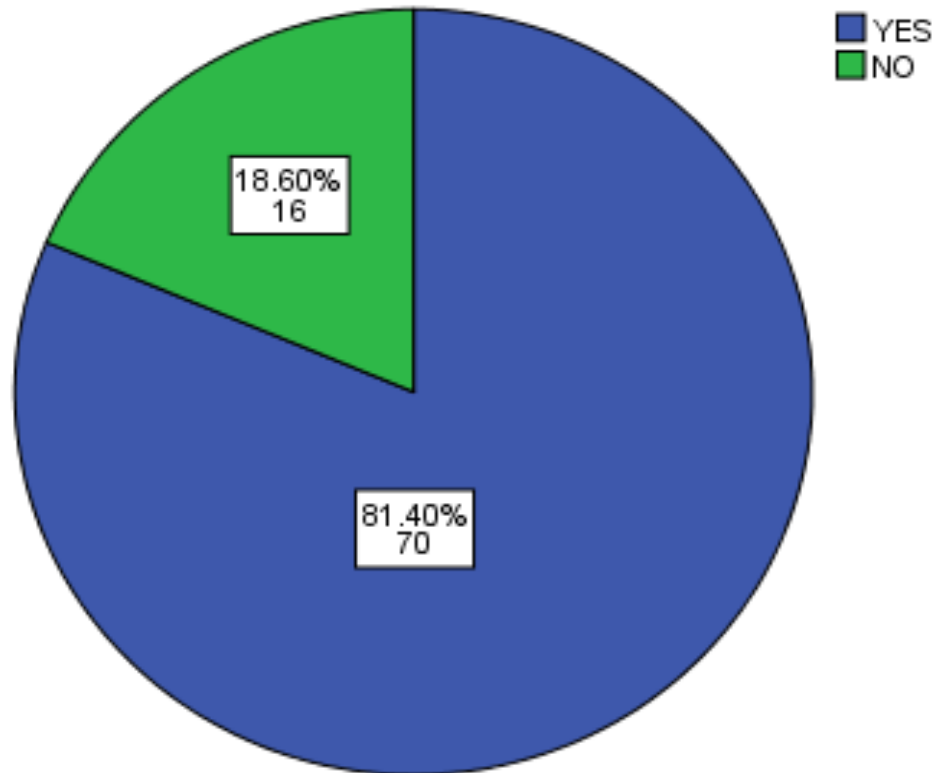
#### 4.7 Existence of conflict in the organization

In order to evaluate the cause of conflict in the organization and its effects, it is important to first of all firstly find out if there exists conflict at in the organization, and its frequency.

#### 4.8 Distribution of employees who perceive existence of conflict in the organization

In order to identify the causes of conflict in the organization and its effects on the organization and employees, it is appropriate to firstly find out if conflicts exist in the organization.

Figure 4. 5: Perception of the existence of conflict in the organization



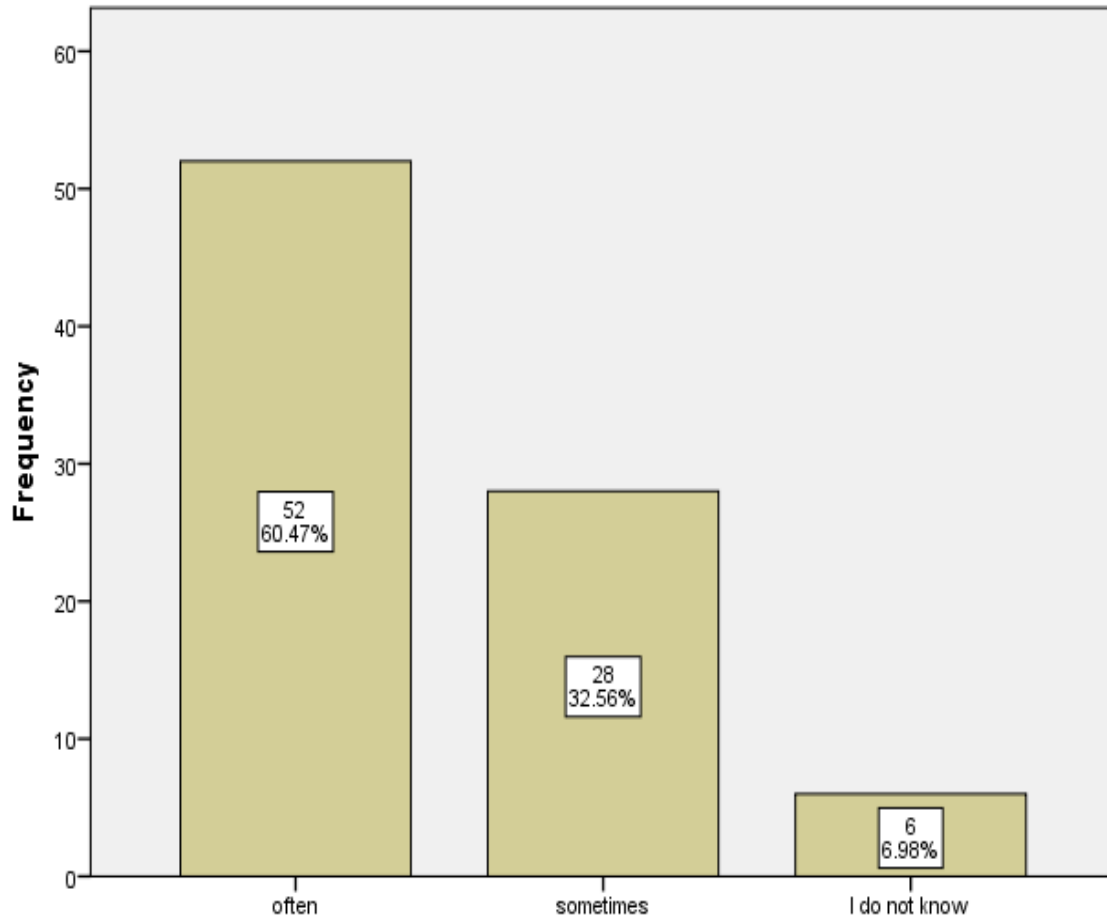
**Source: Field study (2018)**

The data available in figure 4.5 shows that 81.40 % (70 respondents) respondents have the perception that there exist conflicts in the organization while 18.60% (16 respondents) are of the view that conflicts do not exist in the organization. The statistics shows clearly that conflicts thus exists and there must be conscious efforts to reduce this perception. It is on this premise that organizations should be committed to managing conflicts by reducing it to its minimum to ensure high productivity. It therefore shows that, this study is very important and appropriate in finding out the causes, and how they affect employees and the organization as a whole.

#### **4.9 Perception of the frequency of occurrence of conflicts in the organization.**

The frequency of conflicts in the organization is shown in figure 4.6 below;

Figure 4. 6: Perception of frequency of occurrence of conflicts



**Source: Field study (2018)**

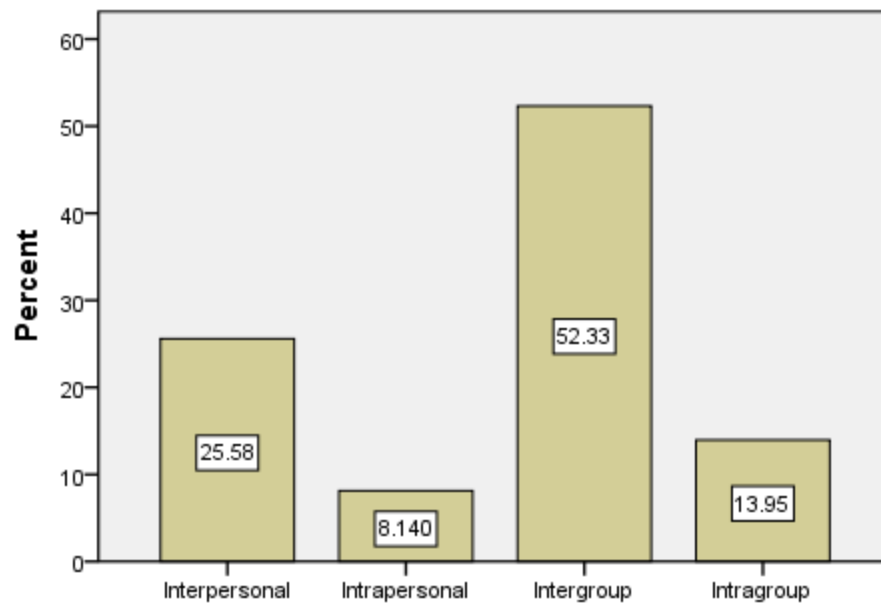
From the outcome in figure 4.6, 60.47% (52 respondents) affirmed that conflicts in the organization occurred often, 32.56% (28 respondents) believed that conflicts occurred sometimes in the organization and 6.977% (6 respondents) said they do not know of occurrence of any conflict in the organization. Thus, the majority of respondents hold the opinion that conflict often occurs but not sometimes. It presupposes that not enough strategies have been put in place to manage conflicts in the organization. It does not also mean that those who think conflicts occur sometimes and not at all should be considered as not being aware of what conflict is, but there should be conscious efforts by management to put in place strategies on sensitizing and engaging employees constructively

on the factors that lead to conflicts and conflict situations as part of its conflict management strategies in the organization.

#### 4.10 Type of conflict which occurs frequently in the organization

The study sought to find out among the types from conflict, the one that is most common in the organization the result is shown below on the graph in figure 4.7.

Figure 4. 7: Perceived type of conflict most frequent in the organization



**Source: Field study (2018)**

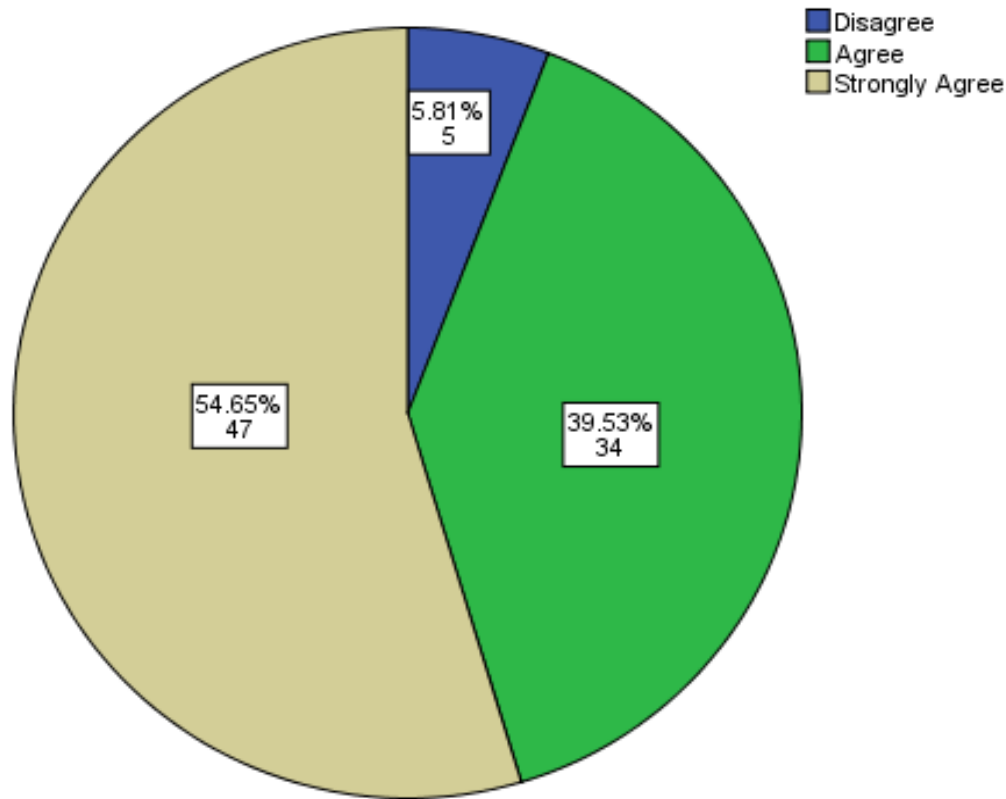
The results from the graph in figure 4.7 indicate that 25.58% (22 respondents) are of the view that conflicts occur between individual employees of the organization. 8.14 % ( 7 respondents) asserted that conflicts occur within the individual employee, this could be due to uncertainty and roles that are not well defined and so it is the duty of leadership of organizations to clearly define roles and job functions to enhance performance. For 52.33% (45 respondents) conflict between groups, for example conflict between workers union and management is prevalent. This large perception could be due to the fact that management is perceived by employees not to address staff welfare issues

with the urgency that it may deserve and also scarcity of resources to work with. It is appropriate that organizations management and the staff leaders for that matter meet regularly to resolve issues that may give rise to conflicts and for management to provide resources that will be needed for employees to perform their functions appropriately. In the case of conflicts within the same group or department or unit, 13.95% (12 respondents) are of the view that it is the most common type of conflict. Though, this figure is not high but attention should be paid to it in trying to reduce the level even further down because factors such as power struggle among staff, behavioural differences and so on can be dealt with if conflict management strategies are adequately put in place to address these factors.

#### **4.11 Causes of conflicts in the organization**

Conflict within an organization could be due to several factors. Some of these causes have been evaluated considering the following; poor communication, staff welfare issues, perceptual difference, denial of workers' rights and privileges, conflict of interest, behavioural differences among individual staff, superior and subordinate relationship, competing for scarce resources, difference in perception, Gossip among staff , when roles are not well defined and weak leadership.

Figure 4. 8: Perception that poor communication is a cause of conflicts

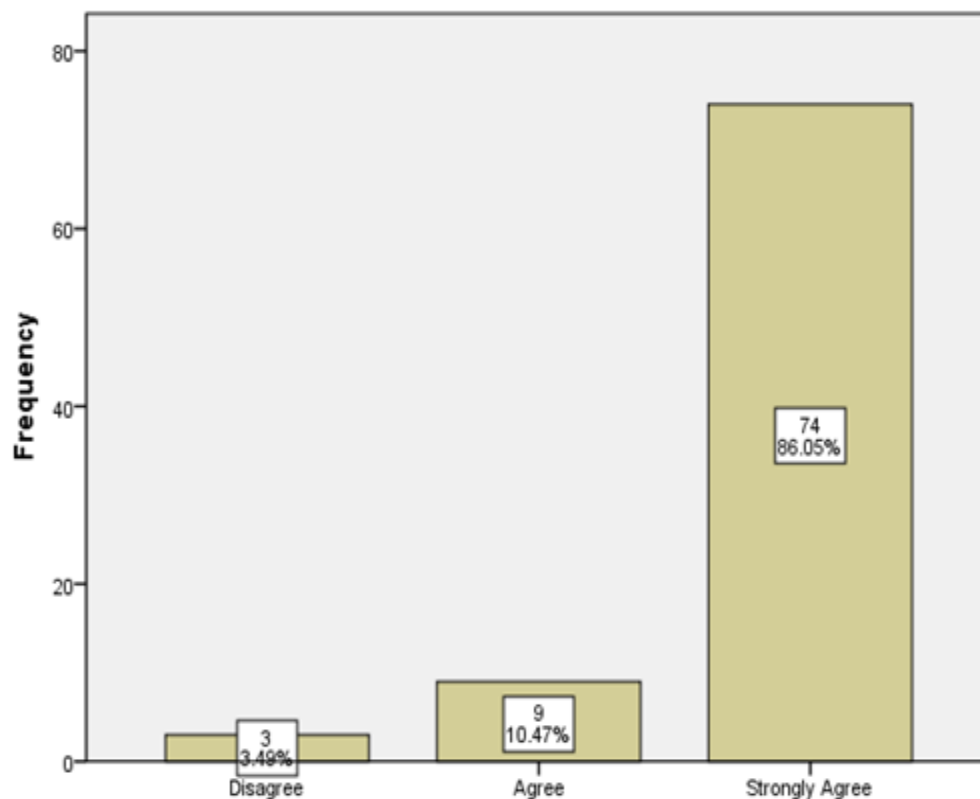


**Source: Field study (2018)**

Research have shown that communication and conflict management are codependent entities, therefore the topic of conflict managing cannot be concluded without looking at the role of communication. From the figure 4.8, 54.68 %( 47 respondents) are of the strong view that poor communication is a cause of conflicts. In the same vein, 39.53 %( 34 respondents) believe that poor communication is a cause of conflict in the organization. On the other hand 5.81% (5 respondents) do not consider poor communication as a cause of organizational conflict. The strong conviction that poor communication can lead to conflict is true because no matter the good intention of leadership of an organization , if employees do not understand the vision and mission of the organization because it has not been communicated downwards or not communicated properly, objectives set and goals to be achieved may not be realized.



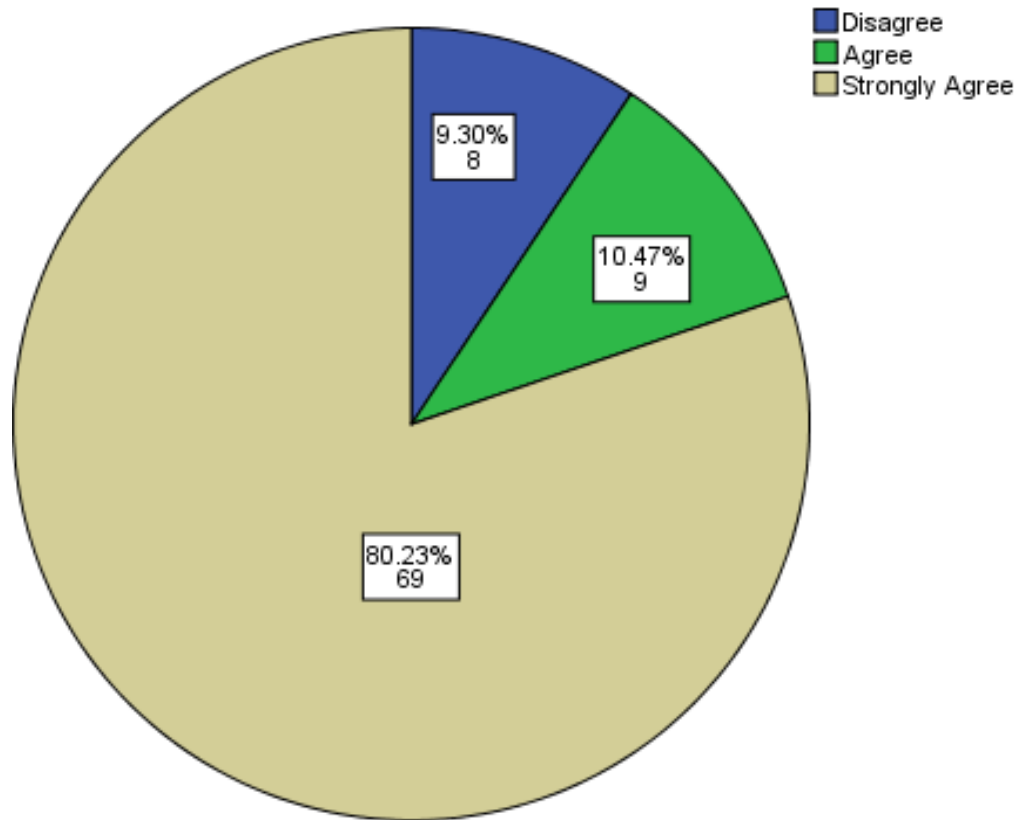
Figure 4. 9: Perception that staff welfare issues is a cause of conflict



**Source: Field study (2018)**

The possibility that employee performance will improve when welfare issues are resolved timeously is very high compared to when there are delays in resolution of welfare issues or not attended to at all. This is evident from figure 4.7 above indicating that 74 respondents representing 86.0% hold a strong view that when management resolve their welfare issues it goes a long way to help reduce the chances of conflicts within the organization. 9 respondents representing 10.47% also agree that welfare issues could give rise to conflicts. 3 respondents representing 3.40% however are of the view that welfare issues is not a cause of conflict in organization. It is incumbent on management of organizations in designing strategies to manage conflict to consider critically the issue of staff welfare.

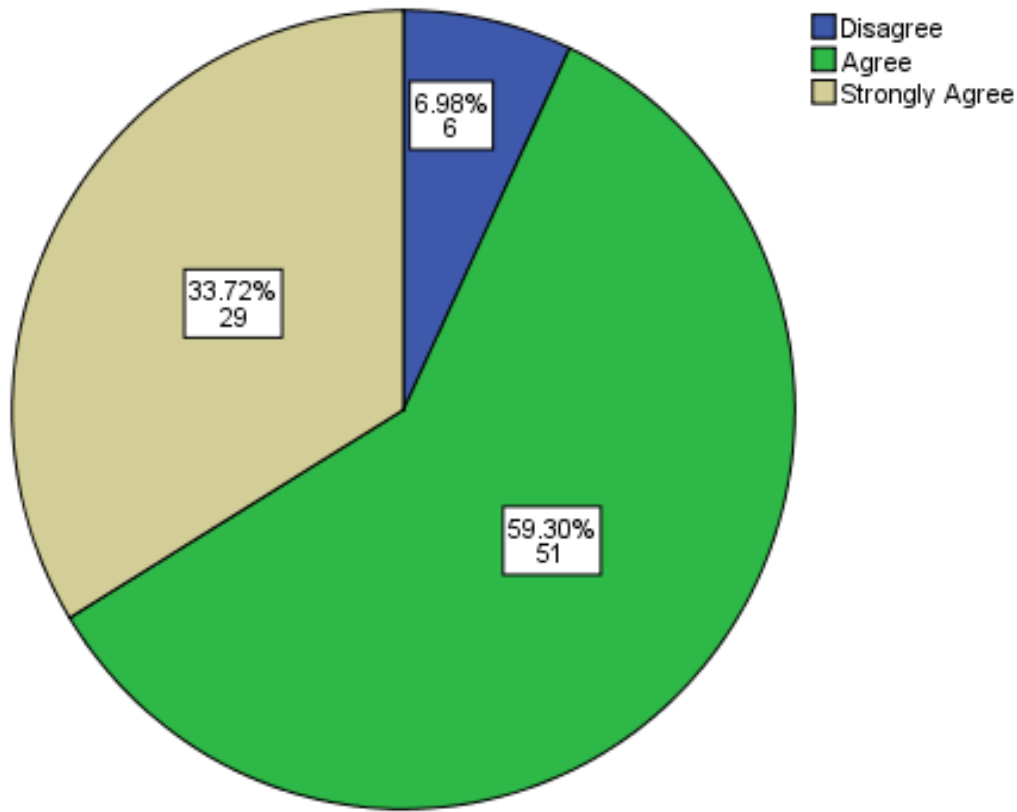
Figure 4. 10: Perception that perceptual difference is a cause of conflicts



**Source: Field study (2018)**

Different individuals perceive issue differently, therefore what one employee will understand as being the right decision based on a certain way of thinking may be different from the way others perceive that same issue to be, and this can lead to conflict situation. Figure 4.10 shows that 80.23% (69 respondents) have the strong view that perceptual differences is a cause of conflict in organization, 10.47% (9 respondents) agree that conflict is caused by perceptual difference and 9.8%(8 respondents) disagree to that fact that perceptual difference causes conflicts in organizations.

Figure 4. 11: Perception of employees that behavioural difference among individual staff

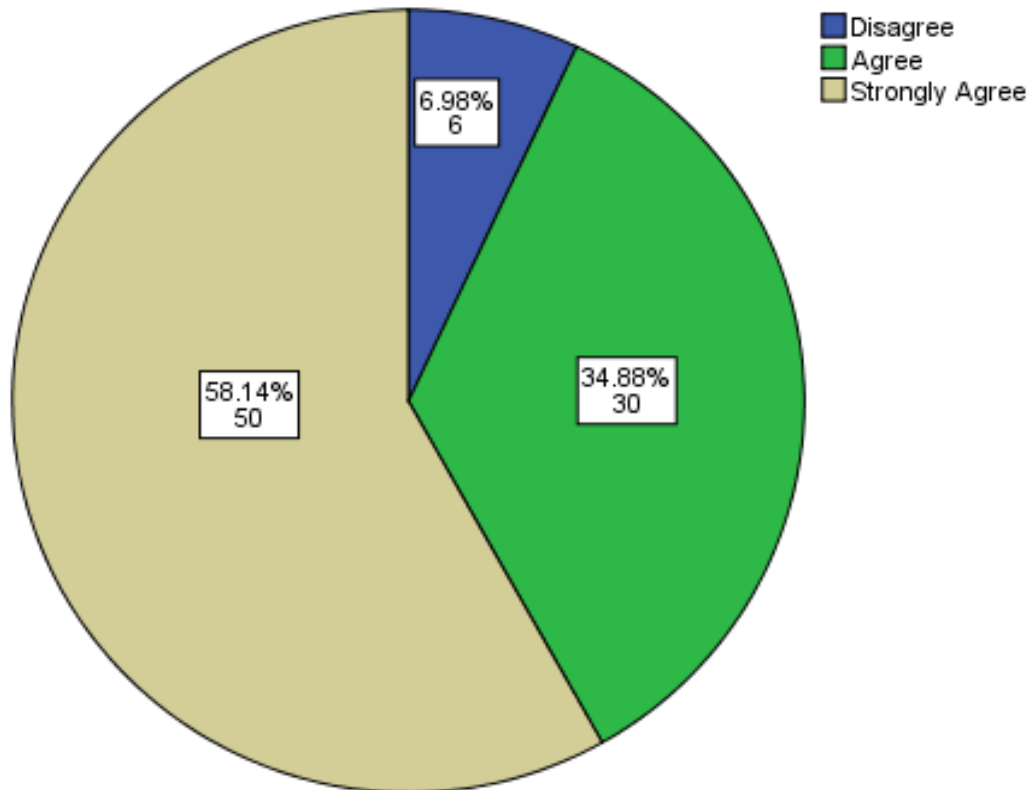


**Source: Field study (2018)**

Individual employees are from different cultural and religious backgrounds. These differences may be exhibited from time to time depending on the situation and environment and that could be seen as something strange by other employees. This can result in conflict situation. Statistics from figure 4.11 indicates that 59.30% (51 respondents) agree to the fact that behavioural difference is a cause of conflicts, another 33.72 % ( 29 respondents) strongly agree that behavioural differences is a cause of conflict. However, 6.98 % ( 6 respondents) disagree to the fact that behavioural differences can be a cause of conflict. This figure may look insignificant, but it calls for concern because not knowing that an employee who falls into this category may be creating conflict conditions within the workforce. It is incumbent on management of the organization to factor this group in conflict

management strategies to educate and sensitize works about the fact that their actions or inactions could be the starting point of conflicts.

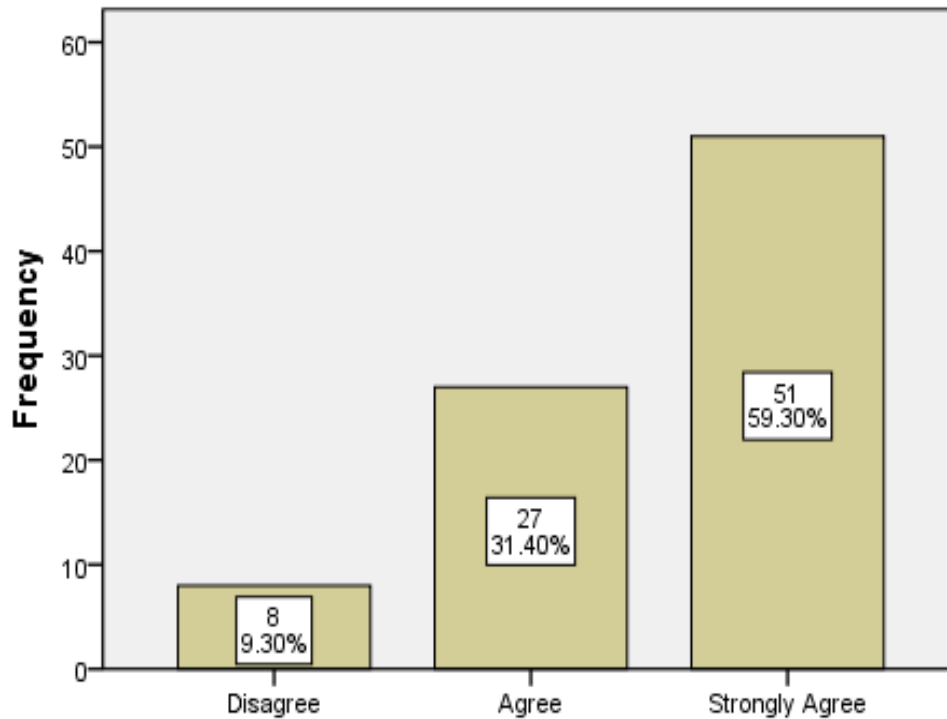
Figure 4. 12: Perception that superior/subordinate relations is a cause conflict



**Source: Field study (2018)**

A supervisor, trying to apply internal rule strictly may incur the displeasure of some employees and this can create a condition for conflict start. More so when the employees involved are of the opposite sex and one will want to take advantage of the subordinate. From analysis of the results of figure 4.12, 8.14 % ( 50 respondents) strongly agree that subordinate and superior relationship is a cause of conflict. 34.88 % ( 30 respondents) agree that subordinate superior relationship, 6.98% (6 respondents) disagree that relationship between subordinates and superiors will be a cause of conflict. A strategy by management in instilling ethical and moral values with the workforce can help resolve these kind of issues.

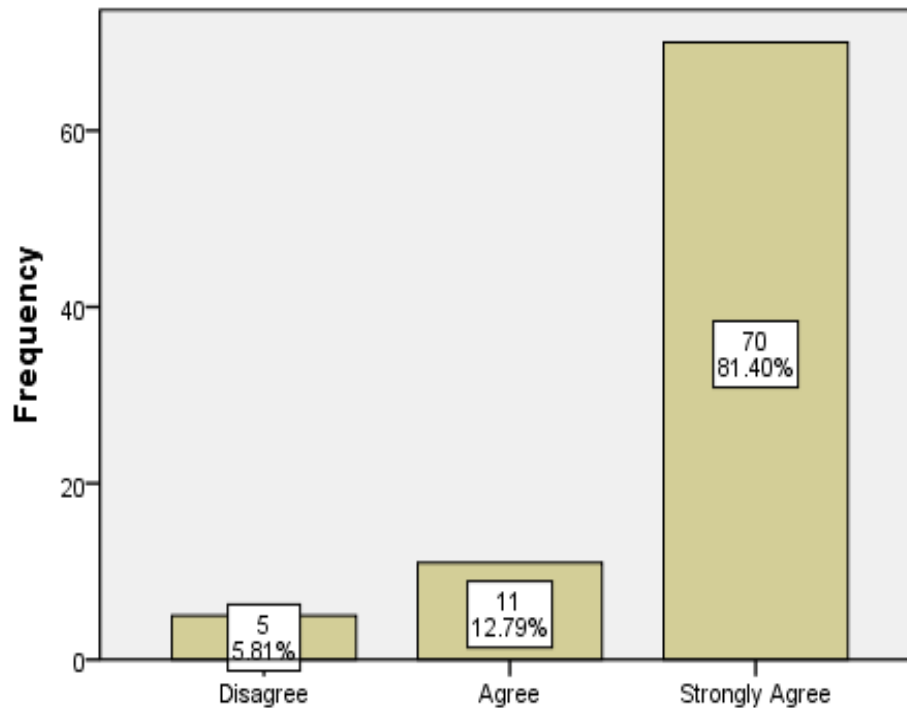
Figure 4. 13: Perception that competing for resources is a cause of conflicts



**Source: Field study (2018)**

Staff of organizations are appraised annually to evaluate their performance. Management is supposed to provide the needed resources for employees to achieve their objectives. If these resources are scarce and must be shared either between employees, departments and units the ultimate will be a stage which is set for conflict to occur. The results in figure 4.13 indicates that 51 respondents representing 59.30% strongly agree that competing for scarce resources causes conflicts. 27 respondents representing 31.40% agree that competing for scarce resources causes conflicts whilst 8 respondents representing 9.30% disagree with the notion that competing for scarce resources cause conflicts. In managing conflicts, resourcing the organizations staff with the needed tools in order for them to perform their duties is key to reducing conflict and enhancing performance and productivity.

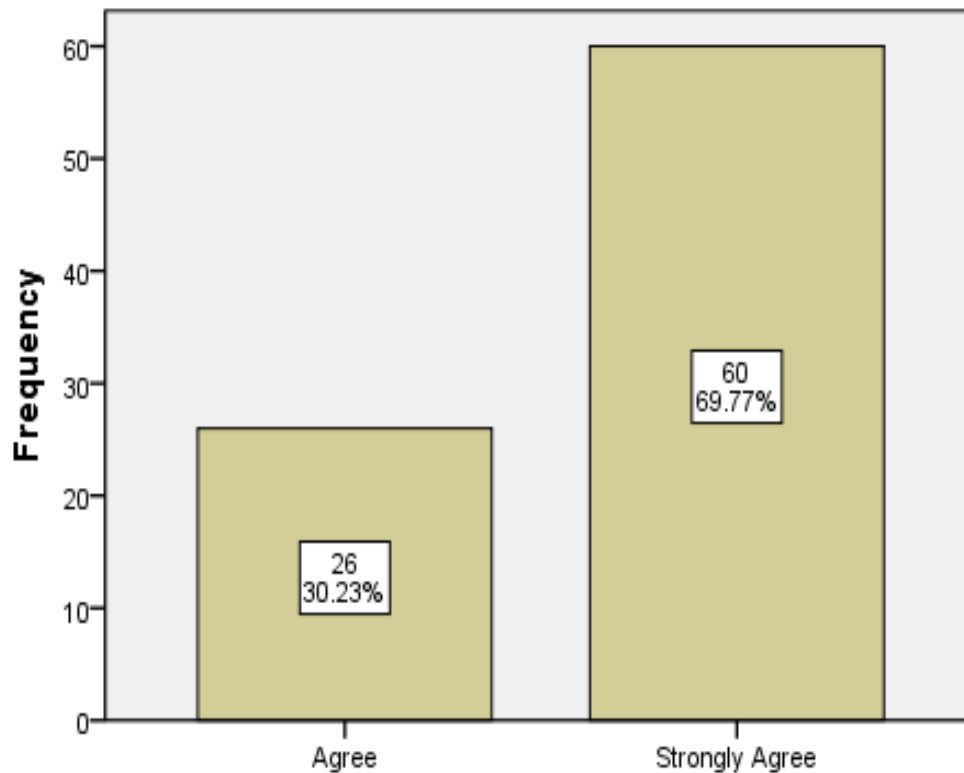
Figure 4. 14: Perception that undefined defined roles cause conflicts



**Source: Field study (2018)**

From figure 4.14, respondents generally strongly agree that a cause of conflict is when roles are not well defined with 70 respondents (81.40%). 11 respondents (12.79%) agree that undefined roles cause conflicts and 5 respondents (5.81%) however, disagree that undefined roles lead to conflicts. This results in the employee being uncertain about what to do, leading to intrapersonal conflict. Clearly undefined roles can lead to tension among employees resulting in interpersonal conflicts. Management is encouraged to clearly define roles of employees and provide further training when roles are changed to help reduce conflicts.

Figure 4. 15: Perception that weak leadership causes conflicts



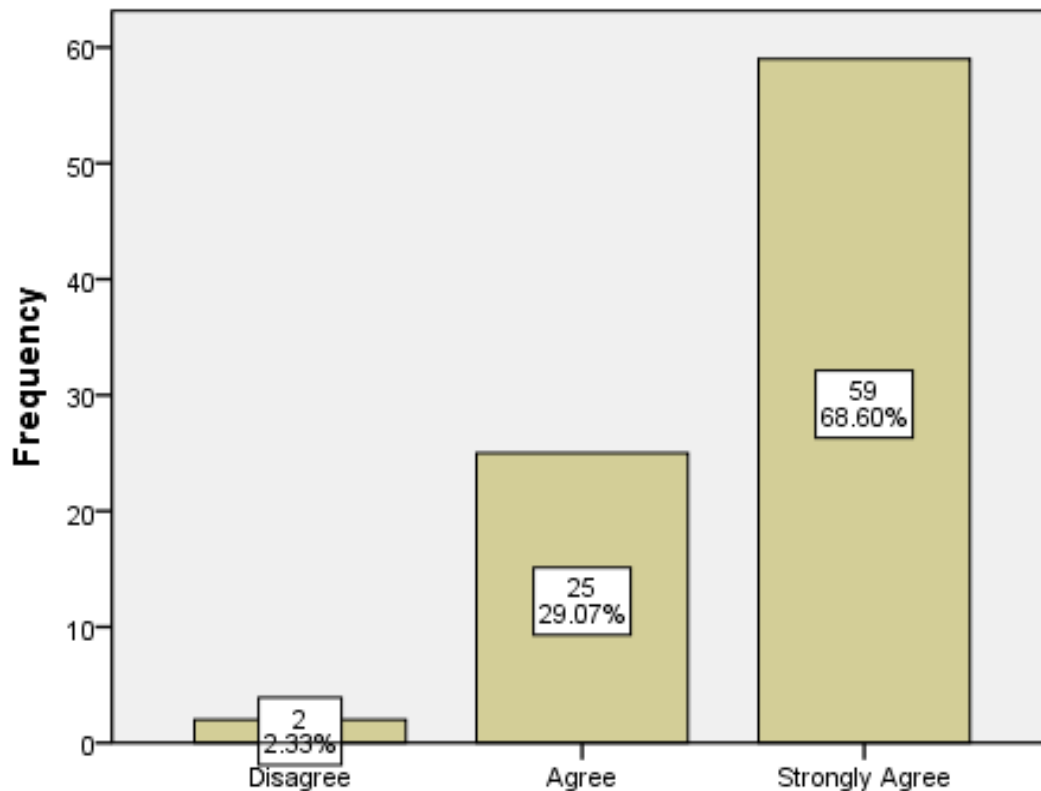
**Source: Field study (2018)**

The type of leadership style employed by leaders at the workplace can be a source of conflict at workplace. If a leaders style is not to communicate properly, engaging in favouritism, not being decisive and avoiding signs of conflicts and not resolving conflicts when they occur will always lead to tension among individual employees which will affect performance as depict in figure 4.15, with 60 respondents (69.77%) strongly agreeing that weak leadership leads to conflicts, 26 respondents (30.23%) also agree that conflict are caused by week leadership. A leaders role in managing conflict is very important in that it could lead to resignations and court suites. Training in good leadership skills should be one of management's tools in equipping managers to be able to perform their duties in order to reduce conflicts.

#### 4.12 Effects of organizational conflict

The effect of conflict in an organization is a key factor which impacts not only individual employees but also organizational performance, culture and productivity. Effects of conflict on organization and employees will be investigated.

Figure 4. 16: Perception of employees about the effect of conflict on Productivity

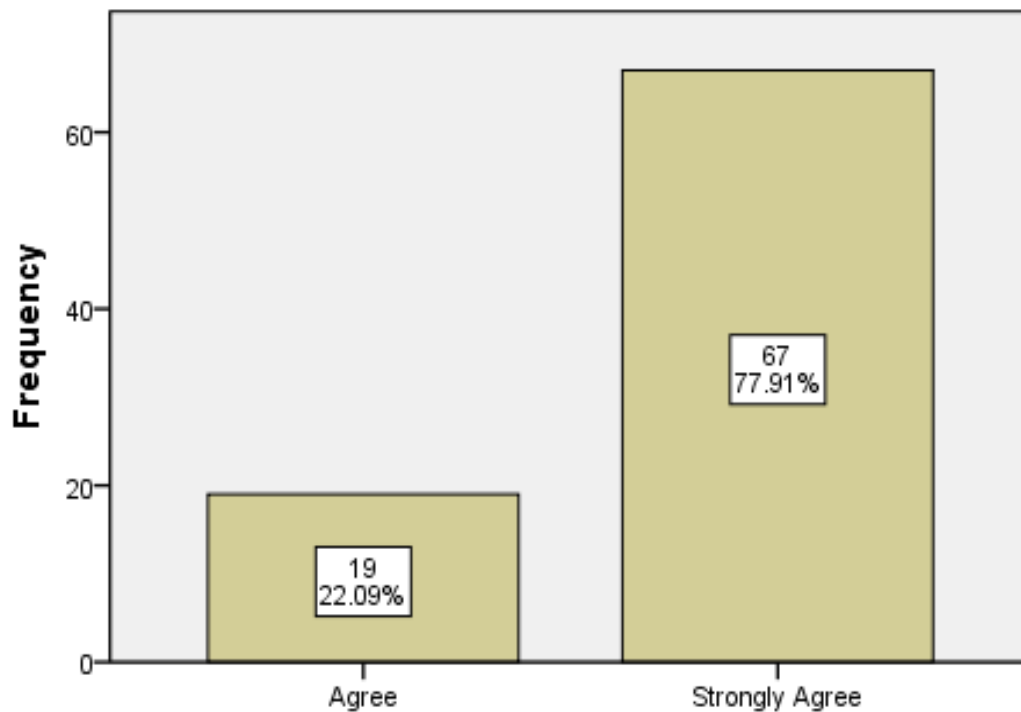


Source: Field study (2018)

If an organization occupies its self with so much time resolving conflicts, the focus of employees may be diverted away from the core objectives to be achieved. This results, loss of man hours, leading to low productivity. Figure 4.16 depicts the outcome of respondents view. 59 respondents(68.60%) indicates that there is the strong conviction that conflicts lead to the reduction of productivity. 25 respondents(29.07%) also agree that productivity lowers productivity. Also 2 respondents (2.33%) are of the view that conflicts do not reduce productivity.



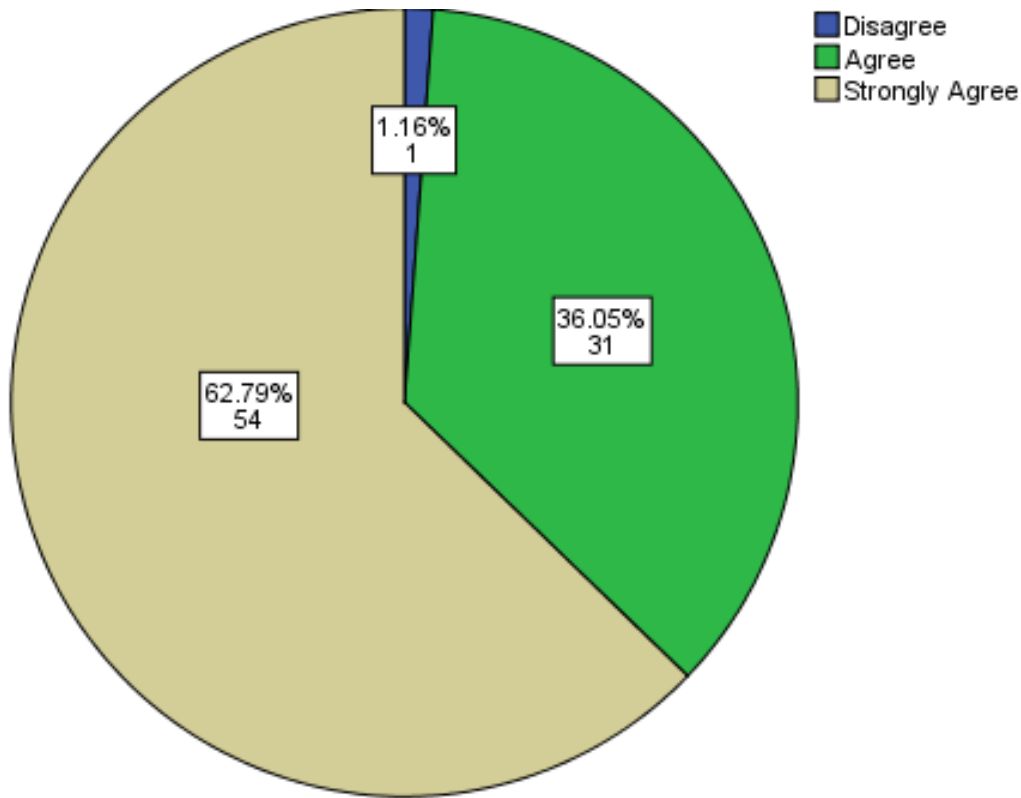
Figure 4. 17: Perception that conflict causes tension between management and employees



**Source: Field study (2018)**

Conflict situations between employees and employers creates barriers and does not provide congenial atmosphere for work, which will eventually lead to tension in the organization with parties taking entrenched positions which hurts the organization. Results on figure 4.17 indicates that 67 (77.91%) respondents strongly agree that conflicts lead to unnecessary tension in organizations. Also 19 respondents (22.09%) agree that unnecessary tension in organizations is due to the effect of conflicts.

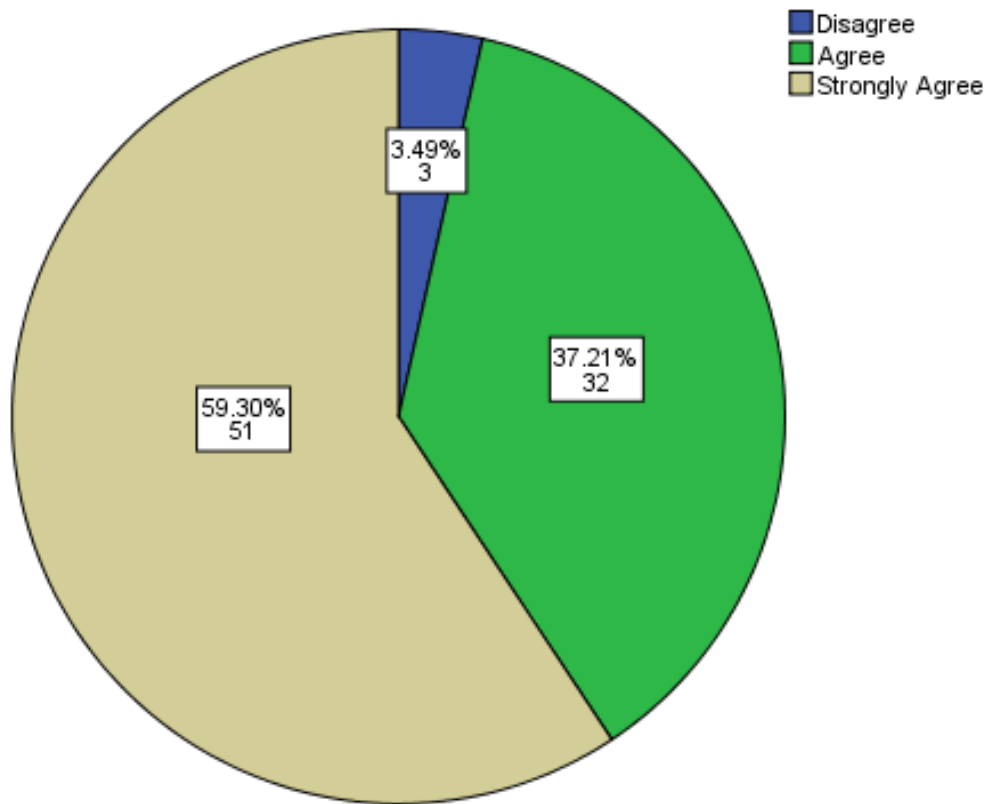
Figure 4. 18: Perception that conflict leads to lack of cooperation among staff



**Source: Field study (2018)**

Workplace cooperation is very important in influencing productivity, where teams are to work together more so when one employee depends on the out of others as their input. No matter the cause of lack of cooperation is as a result competition, or resources, the outcome is that it impacts the organization negatively. A very effective organization needs employees to work as a team or together to achieve organizational goals. In a situation where cooperation between employees in the organization breaks down, the outcome is a frustrated employee and this leads to reduced productivity. Management should not lose the fact that cooperation at the workplace creates the needed atmosphere and motivation for improved productivity. The pie chart (figure 4.18) shows that 62.79 % ( 54 respondents) strongly agree that conflicts results in lack of cooperation, 36.05 % ( 31 respondents) agree that conflicts lead to noncooperation among employees. Only 1.16 % ( 1 respondent) disagree with the fact that lack of cooperation can be attributed to conflicts.

Figure 4. 19: Perception that conflicts leads to lack of information flow affects among staff



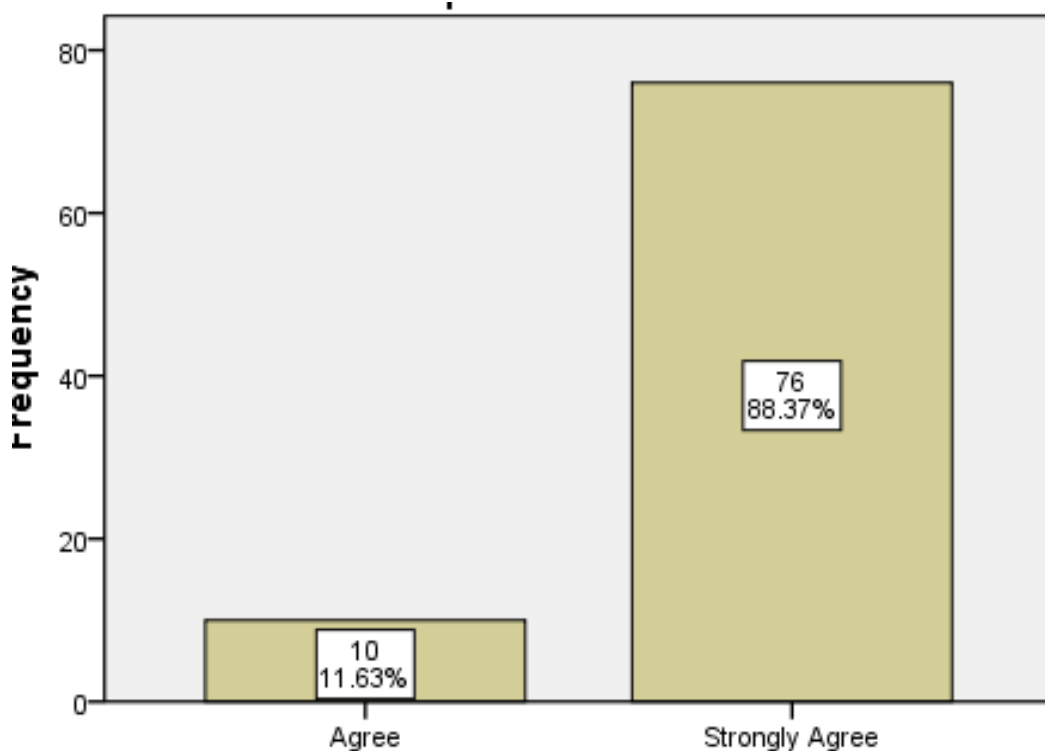
**Source: Field study (2018)**

Lack of information can result in misunderstanding, which also leads to errors and lost time. An employee is of the view that colleagues did not convey proper information in a timeous manner, frustration may result. Instructions not clearly communicated, leads to misunderstanding. Figure 4.19 indicates that 59.30 % ( 51 respondents) strongly agree that conflicts leads to lack of information flow, 37.21 % ( 32 respondents) agree that conflicts leads to lack of information flow and 3.49 % ( 3 respondents) disagree that conflicts leads to lack of information flow.

#### 4.13 Effect of conflict on staff performance

The existence of any kind of conflicts may have some negative effect on the organization and staff performance. The analysis is being carried out to ascertain whether conflict affect staff performance or otherwise using the following indicators, low performance, discourage innovation, and promotes apathy.

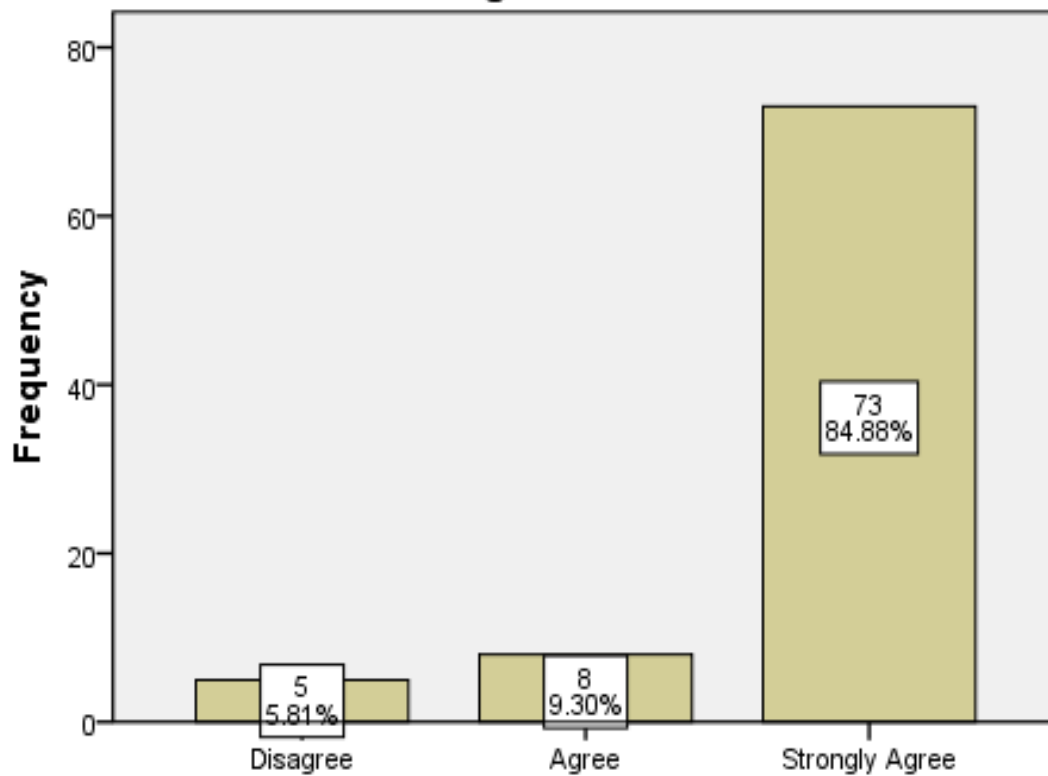
Figure 4. 20: Perception that conflicts leads to low staff performance



**Source: Field study (2018)**

Results in figure 4.20 indicates that 78 respondents representing 88.37% strongly agree that low staff performance can be attributable to conflicts in an organization, 10 respondents representing 11.63% also agree that conflicts lead to low staff performance. Managing organizational conflicts effectively may result in high staff performance.

Figure 4. 21: Perception that conflicts promotes apathy



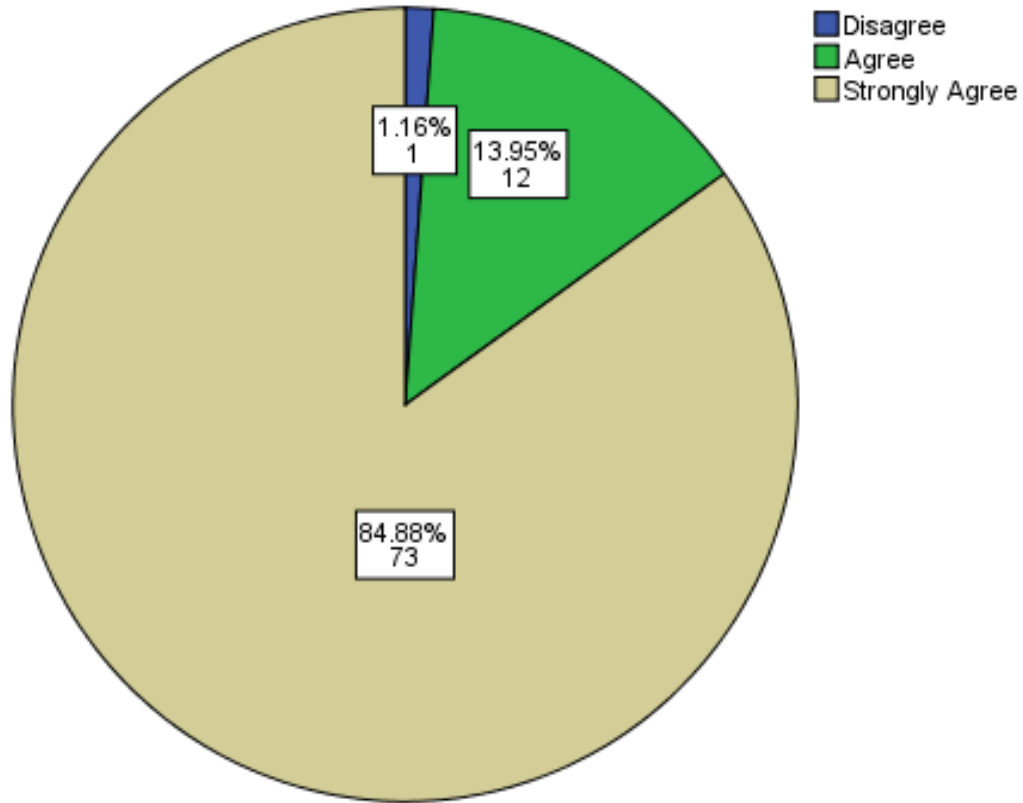
**Source: Field study (2018)**

Lack of interest, enthusiasm, or indifference is some of the indicators of the existence of conflicts within an organization. From figure4.21, 73 respondents(84.88%) strongly agree that conflicts leads to apathy. 8 respondents(9.30) agree that conflicts lead to apathy and 5 respondents (5.81%) disagree that conflicts leads to work apathy.

#### **4.14 Positive impact of conflict at workplace**

Research has established that positive impact of conflict leads to helpful change and improvement resulting in effective management of resources and employees in the organization. Positive effect of conflict builds unity in a team, improves good organizational practices, policies and processes. It also reduces job ambiguity and enhances quality of decisions.

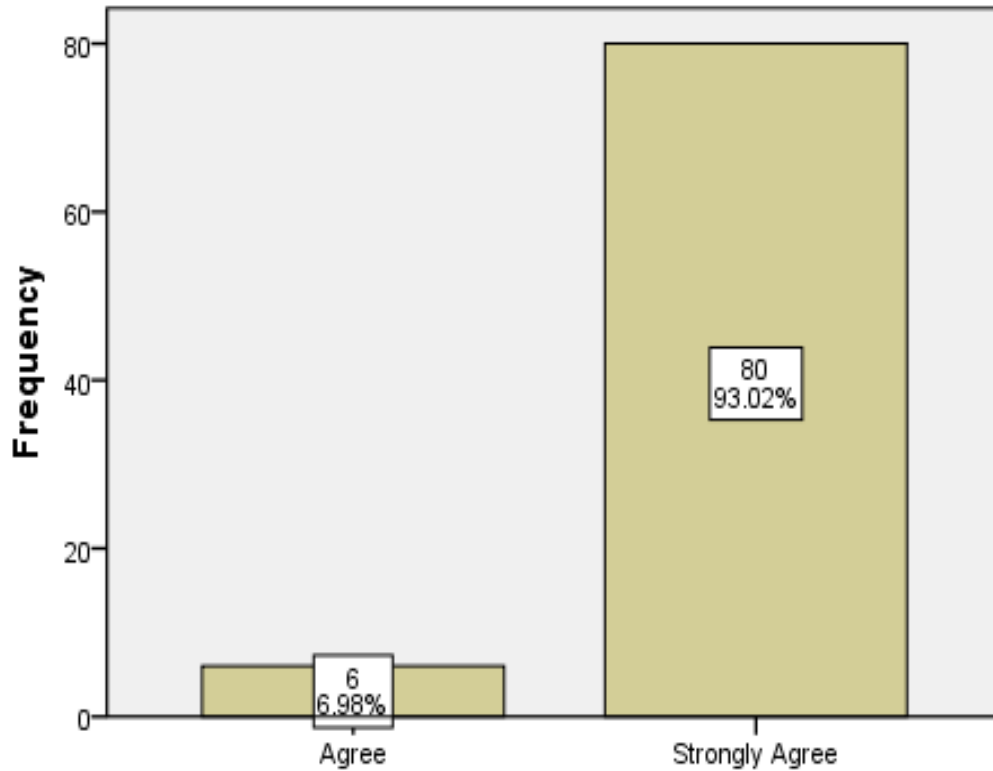
Figure 4. 22: Perception that conflicts builds team cohesion



**Source: Field study (2018)**

From figure 4.22, 84.88% (73 respondents) strongly agree that positive impact of conflicts leads to team cohesion, 13.95 % ( 12 respondents) agree that positive impact of conflicts lead to team cohesion and 1.16 % ( 1 respondent) disagree that positive conflict leads to team cohesion.

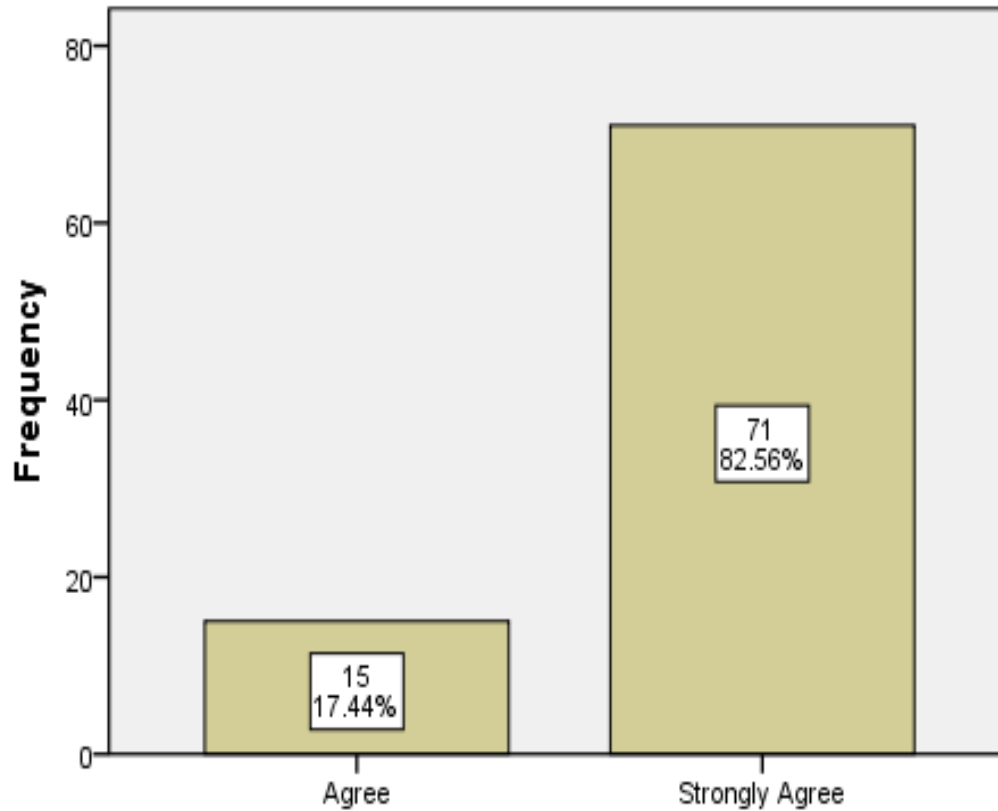
Figure 4. 23: Perception that conflicts improve organizational practices



**Source: Field study (2018)**

It is the general convention collective decision making improves organizational culture. This is confirmed by 93.02% % of respondents (80 participants) strongly agree that improving organizational practices leads to improvement in staff performance and the achievement organizational goals in figure 23.

Figure 4. 24: Perception that conflict at the workplace leads to improved management skills



**Source: Field study (2018)**

The presence of conflict is an indication for management to review its conflict management skills and this is required to lessen conflicts. The available data from figure 4.24 shows that 82.56% (71 participants) strongly agree conflicts improve conflict management strategies at in organizations. 17.44 % ( 15 participants) agree that conflicts improve conflict management strategies at in organizations

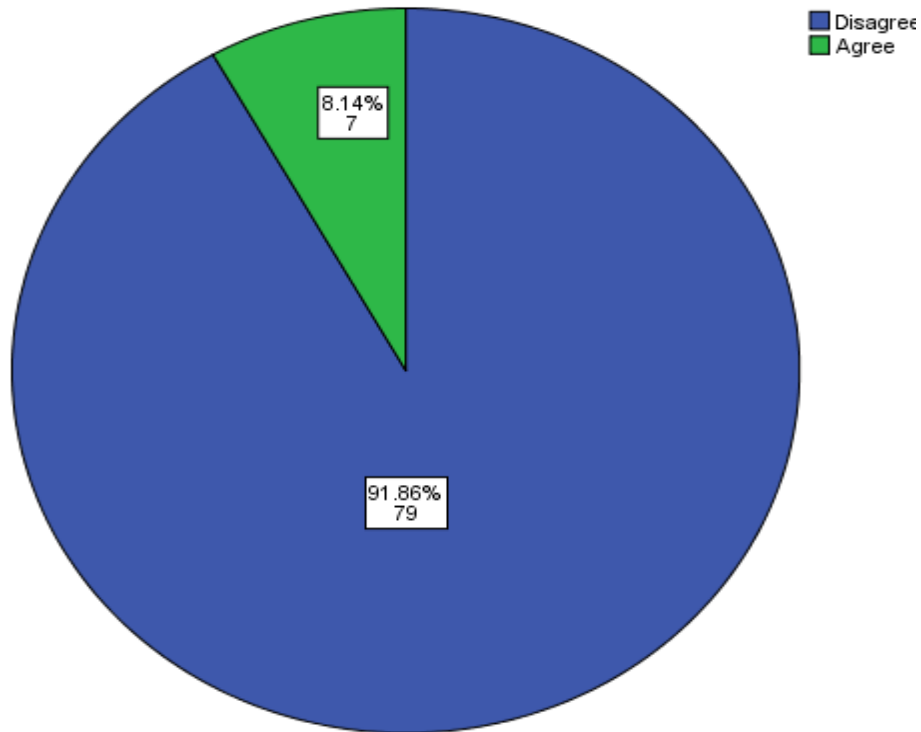
#### **4.15 Conflict Management Strategies**

Conflict management strategies play an important role in organizational performance. In this research, employees were asked the type of conflict management strategies that they perceive will



help in managing conflicts that is competing, accommodating, avoiding collaborating, compromising and negotiation.

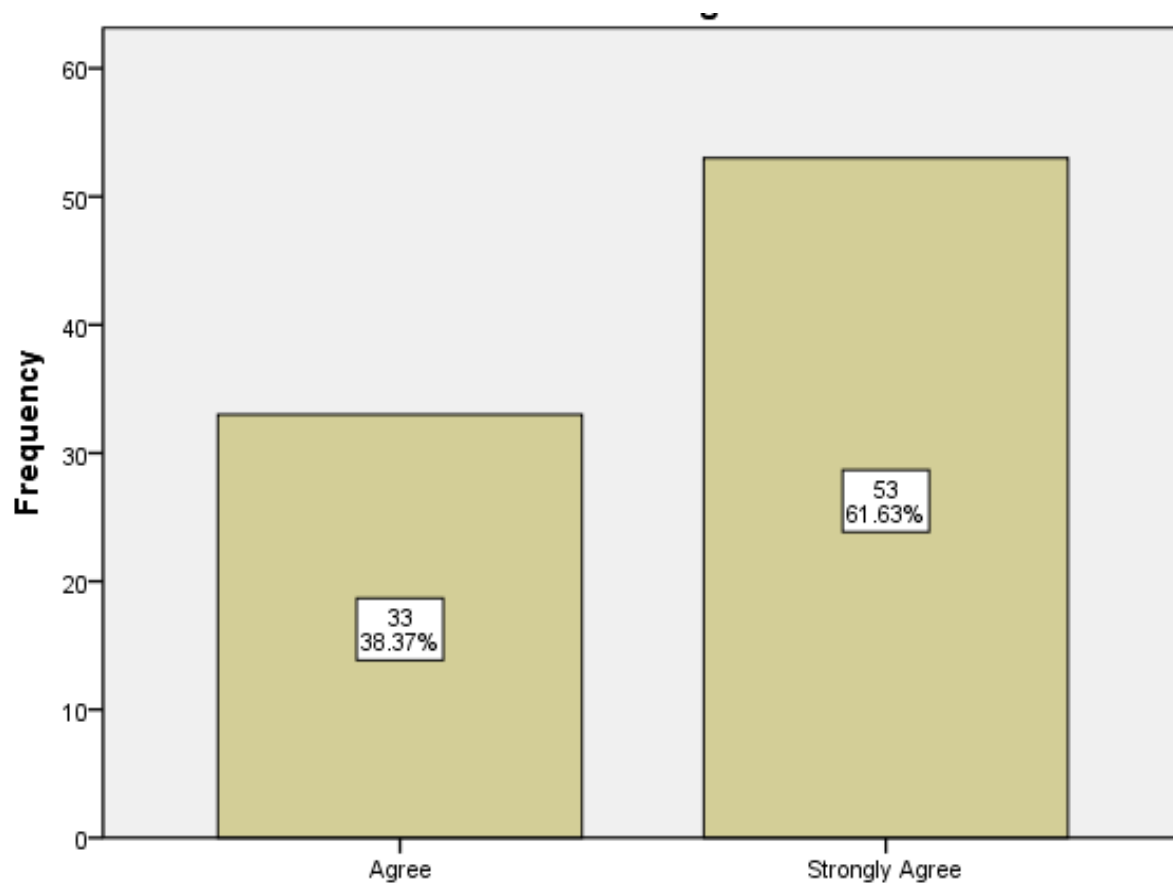
Figure 4. 25: Perception that competing is the appropriate for conflict management



**Source: Field study (2018)**

Competition is considered as not the best option for managing conflicts according to the perception of respondents. From figure 4.25, 91.86 % ( 79 respondents) disagree that competing should be used whilst 8.14 % ( 7 respondents) agree. The respondents who disagree are the few who think they must compete for whatever they need. So in a situation where there is scarce resource they should be watched because they will be the source of conflicts.

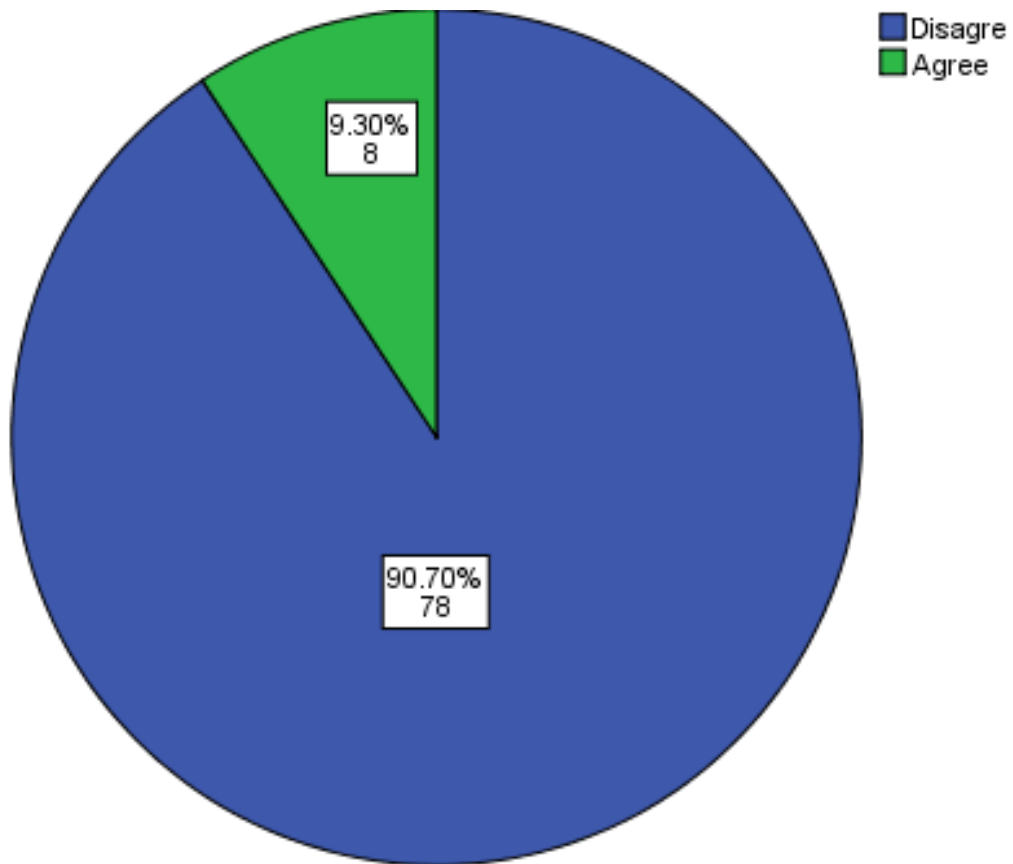
Figure 4. 26: Perception that accommodating is the appropriate for conflict management



**Source: Field study (2018)**

The general perception is that accommodating is a choice to consider when it comes to conflict management as indicated in figure 4.26 with 53 respondents representing 61.63% strongly agreeing and 33 participants(38.37%) also agreeing.

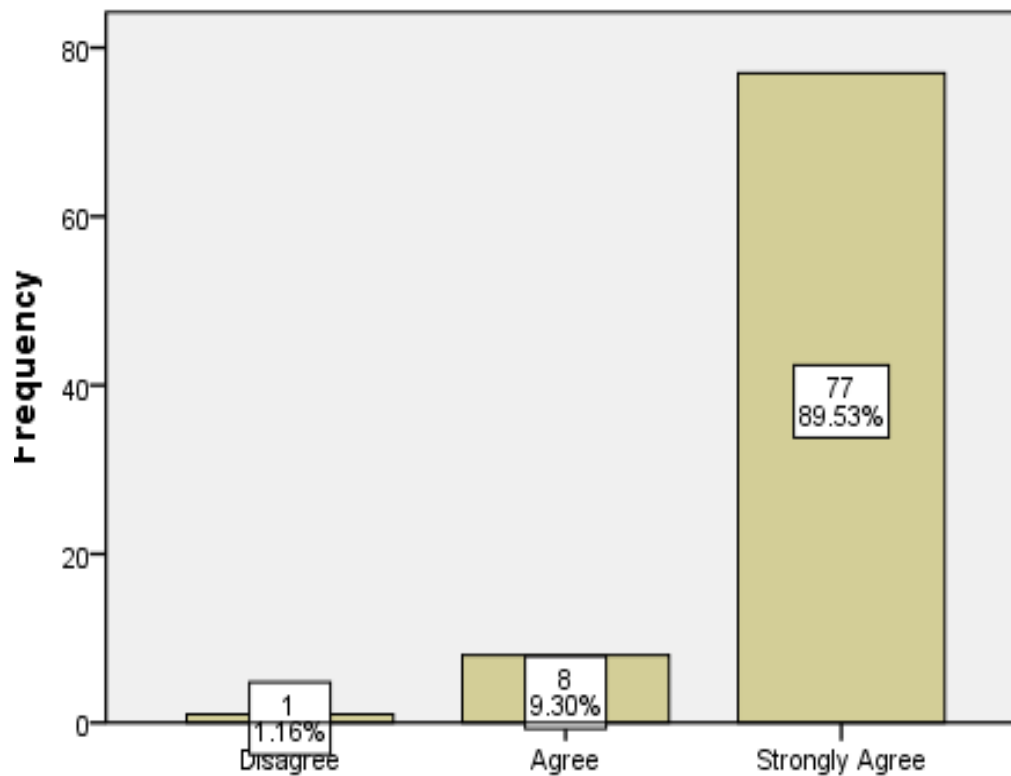
Figure 4. 27: Perception that avoiding is the appropriate strategy for conflict management



**Source: Field study (2018)**

Avoiding is seen not to be a a good strategy for conflict management. Figure 4.27 indicates that 90.70 %( 78 participants) disagreeing for its use. Also 9.30 %( 8 participants) disagree and these are the few who will want to confront situations as they are even if it will result in conflict.

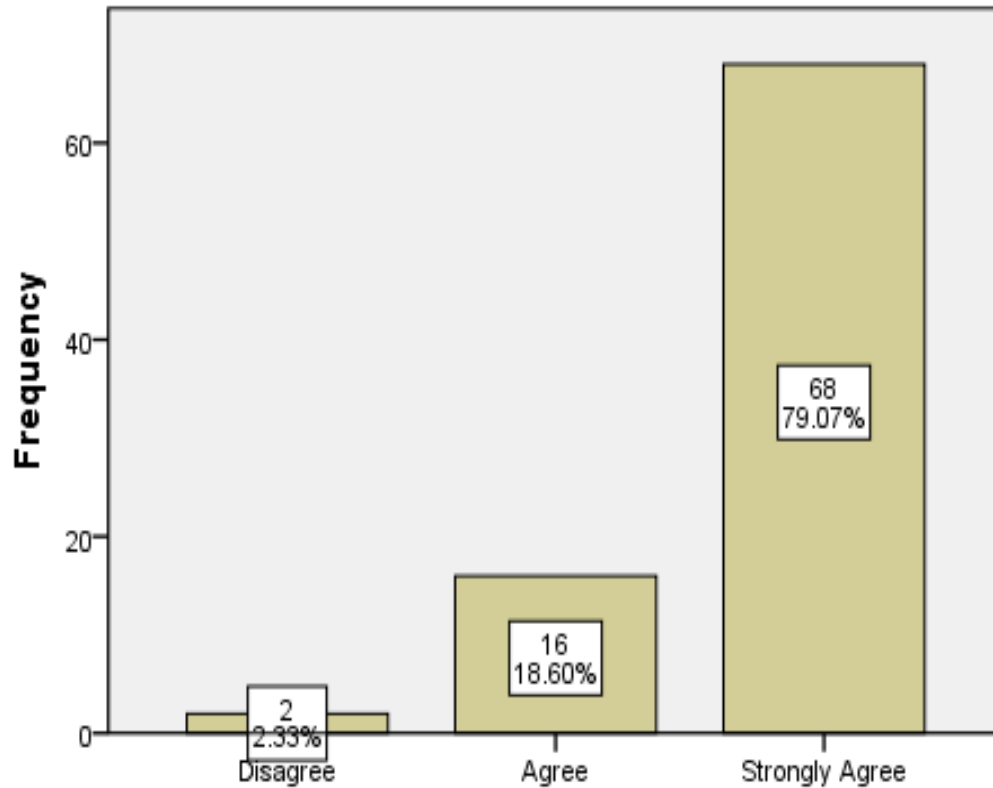
Figure 4. 28: Perception that collaborating is the appropriate for conflict management



**Source: Field study (2018)**

Collaborating is perceived as a one of the best strategies for conflict resolution according to perception of respondents. As shown in figure 4.28, 77 respondents (89.53%) strongly agree that it is ne the best option in dealing with conflicts, 8 respondents (9.30%) also agree whilst I respondent representing 1.16% disagree.

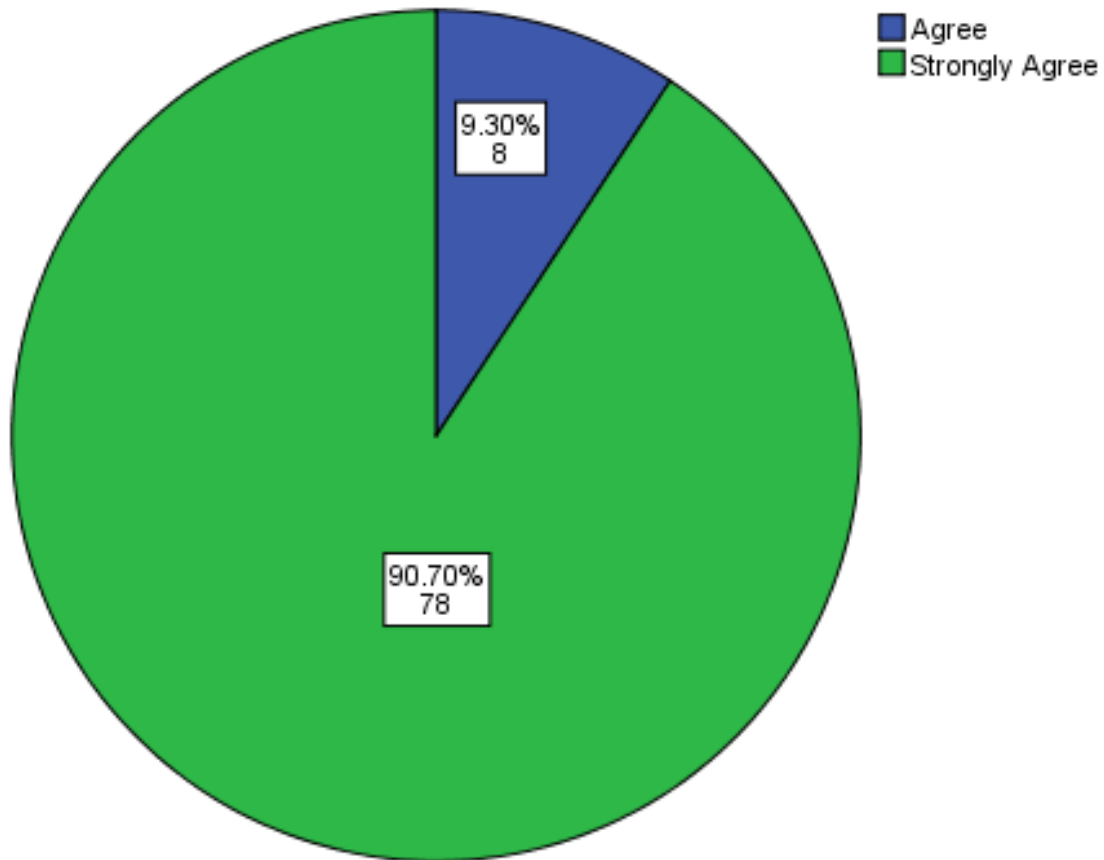
Figure 4. 29: Perception that compromising is the appropriate for conflict management



**Source: Field study (2018)**

From the results of figure 4.29, 68 respondents (79.07%) strongly agree that compromise should be a strategy for conflict management, 16 respondents (18.60%) agree to its use and 2 respondents (2.33%) do not think it should be use.

Figure 4. 30: Perception that negotiation is appropriate for conflict management



**Source: Field study (2018)**

From figure 4.30, a total of 78 respondents (90.70%) strongly agree that Negotiation is an appropriate conflict resolution management strategy and 9.30 %(8 participant) also agree to negotiation being appropriate for resolving conflicts. This is an appropriate strategy for managing conflicts between staff representatives and management.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Summary**

The research was undertaken at the Ghana Broadcasting Corporation, Accra. In order to undertake a comprehensive research, literature related to the topic from various sources and authorities were reviewed covering topics such as conflict and definition, types of conflicts, definition of communication in the second chapter. Research questions were developed based on the objectives of the research and questionnaire developed to collect data in order to achieve the objectives of the study. The research covered a sample size of ninety-one (91) participants with Eighty-six (86) of the questionnaires returned representing 94.51% of the total participants. Respondents were grouped by sex, department, rank, qualification and years spent in the organization.

The data collected from the survey was coded subsequently analyzed using the Statistical Package for Social Science (SPSS). Summary of findings from the questionnaire based on the study questions and analysis of the data are as follows;

##### **5.1.1 Establishing the causes and types of conflicts in the organization**

From the findings, the major causes of conflicts in GBC are that poor communication, staff welfare issues, perceptual difference, behavioural differences among individual staff, superior and subordinate relationship, competing for scarce resources, when roles are not well defined and weak leadership. Also, the types of conflicts prevalent according to the findings are; Inter-personal, intra-personal, inter-group, and intra-group conflicts.

### **5.1.2 Establishing the effects of conflict on the organization and staff**

From the results of the research, conflict had the following effect on the organization's performance; Unnecessary tension between management and staff, lack of cooperation among staff, lack of information flow and low productivity. Findings also indicated that conflicts also cause low staff performance and promotes apathy among employees.

### **5.1.3 To identify and recommend conflict management strategies to manage conflicts**

The research also established that several conflict strategies exist and the common ones are; avoiding, compromising, collaborating, accommodating and competing are for handling interpersonal intergroup and intrapersonal conflict. Negotiation strategy on the other hand is more appropriate in managing conflict between management and staff, example conflict management between employee unions and management.

## **5.2 Conclusions**

The study sought to identify the causes and types of conflicts in GBC, evaluate the effect of conflicts on organization and employee performance, identify and recommend conflict management strategies which will help improve conflicts management in the organization. The research method used was quantitative. Questionnaires were used to collect data from the field. Descriptive statistics analysis was used to analyze the data. The following conclusions were made after analysis of the results;

- i. that among other things poor communication, unattended to staff welfare issues, perceptual difference among employees, behavioural differences among individual employees relationship between superior and subordinate, competing for scarce resources by between individual employees and between departments and units,



- undefined roles and most importantly weak leadership are the causes of inter-personal, intra-personal, inter-group, and intra-group conflicts in the organization.
- ii. That dysfunctional conflicts tend to have negative effect on staff performance and organizational productivity because it could cause unnecessary tension between management and staff, lack of cooperation among staff and lack of information flow.
  - iii. That several conflict strategies can be applied in managing conflicts. The common strategies avoiding, compromising, collaborating, accommodating, competing and negotiation.

### **5.3 Recommendations**

Based on the findings of this research work, the following recommendations were made to improve conflict management in the organizations;

Managements of organization should ensure that effective communication exists between them and employees at all times, regularly engage employees to relay vital information and involve them in decisions that affect them directly. It was establish from responses of respondents that management should deal with staff welfare issues and provide the necessary resources for employees to work with and ensure that worker' rights and privileges are not denied them.

Management of the organization should also use combination of conflict management strategies to manage conflicts depending on which strategy will be suitable for what type of conflict situation.

Further research should be undertaken to consider such areas as political contributions to conflicts in the organization and how to deal with it. Also, interview technique may be included in addition to questionnaire to further enrich and provide more in-depth knowledge of the topic.

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## APENDIX A: QUESTIONNAIRE.

### QUESTIONNAIRE ON ORGANIZATIONAL COMMUNICATION AND CONFLICT MANAGEMENT: A CASE OF GHANA BROADCASTING CORPORATION

Dear Sir,

I am conducting a research on the topic Organizational Communication and Conflict Management: A case of Ghana Broadcasting Corporation. The research is for the purpose of writing a thesis as part of the requirement for the award of a Master's Degree in Project Management. I would appreciate it if you could provide honest responses to the items in the questionnaire.

Confidentiality in respect of whatever information you give is fully assured.

Thanks for your cooperation.

#### PART I: Background Information (Please tick as appropriate)

Indicate your sex	Male	Female			
Educational Qualification	PhD	Masters	BENG/BSC B/A/BTECH	Diploma/HND	Other
Indicate your rank	Director	Dep. Director	Senior Manager	Manager	Assistant Manager/ Other
How long have you worked in the organization?	0 – 9 years	10 – 19 years	20 – 29 years	30 – 39 years	40 years and above
Department					

## PART II. EXISTENCE OF WORKPLACE CONFLICT (Circle your answer)

Have you ever experienced a workplace conflict(s) in your organization? 1. Yes 2. Not at all
If yes, how often workplace conflicts do occur? 1. Often 2. Sometimes
Where do the workplace conflicts mostly fall? 1. Inter-personal (Between individuals) 2. Intra-group (Internal to groups) 3. Inter-group (Between groups) 4. Intra-personal(within the individual)
Where do the workplace conflicts mostly fall? 1. Between the management team itself 2. Between the management and the employees 3. Between groups of employees 4. Between individual employees

## PART III. CAUSES OF WORKPLACE CONFLICTS

Among the following causes of workplace conflicts identify those you think were the causes in your organization Following the order of importance rank the causes on scale of 3 to 1 where; 3-Strongly Agree 2-Agree 1 Disagree			
	3	2	1
Poor communication			
Staff welfare issues			
Lack of accountability			
Perceptual difference			
Denial of workers' rights and privileges?			
Conflict of interest			
Behavioural differences among individual staff			
Superior and subordinate relationship			
Competing for scarce resources			
Difference in perception			
Uncertainty			
When roles are not well defined			
Weak leadership			

#### PART IV. IMPACT OF WORKPLACE CONFLICT

a. Do you think workplace conflicts have a considerable impact on the organization?			
b.			
c. How do you rank the effect of workplace conflict on organization Rating Scale: Please select a number on scale of 3 to 1 where; 3-Strongly Agree 2-Agree 1-Disagree			
Reduced Productivity	3	2	1
Unnecessary Tension Between Management And Staff			
Reduced Productivity			
Lack Of Cooperation Among Staff			
Lack Of Information Flow			
d. Effect of conflict on staff performance Rating Scale: Please select a number on scale of 3 to 1 where; 3-Strongly Agree 2-Agree 1-Disagree			
Low performance	3	2	1
Promotes apathy			
e. Positive impact of conflict at workplace Rating Scale: Please select a number on scale of 3 to 1 where; 3-Strongly Agree 2-Agree 1-Disagree			
Build team cohesion	3	2	1
Improve organizational practices			
Improved workplace conflict management skills			

#### PART V. CONFLICT MANAGEMENT STRATEGIES

Which of the following strategies do you think will be appropriate for your organization? Please rank the on scale of 3 to 1 where; 3-Strongly Agree 2-Agree 1 Disagree			
	3	2	1
Competing(defending your position to win)			
Accommodating(letting go of your interest to the interest of others)			
Avoiding(Pretending that there is no conflict or withdrawing from it)			
Collaborating(Engaging others and working together for a solution)			
Compromising(agreeing on an acceptable solution-win/win situation)			
Negotiation(between management and staff)			