THE IMPACT OF CONFLICT MANAGEMENT PRACTICES IN

ORGANIZATIONS:

A CASE STUDY OF GHACEM, TAKORADI

by

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DECLARATION

I hereby declare that this submission is my own work towards the CEMBA and that, to the best of my knowledge, it contains no material previously published by another person nor material which have been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

The aim of this study was to find out the causes, types, effects and strategies on how to manage conflicts in organisations effectively to enhance organisational performance. It is the prime responsibility of management to put in place appropriate strategies on how to minimize conflicts to ensure organisation's performance. This research contributes to the body of the existing literature; specifically it will inspire managers to develop appropriate strategies on how to manage conflicts in their organisations effectively. The convenience sample of one hundred and fifty staff was selected for the study from Ghana Cement Factory, Ghacem Takoradi. The tabular and bar chart method was used to analyze the data. The findings indicated that the major cause of organizational conflict is limited resources and deficiency in information flow. It is recommended that management should enlarge the resource base of the company.

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CHAPTER ONE

1.0   Introduction

Conflict can be seen as an unavoidable aspect of man's life in this modern world, and it is inevitable in all spheres of life situations. Conflict, according to Kinicki and Kreitner (2006) is "a process in which one party perceives that its interest are being opposed or negatively affected by another party". In their view conflict can be real or imagined which can be strengthened or weaken over time, this means that, however process it takes, it can be handled or managed. Once Ghana Cement Factory, Takoradi, (GHACEM) has working force who are from different cultural, ethnic and religious background, conflict is inevitable. Conflict, in general, is thus pervasive and occurs everywhere.

1.1   Background to the Study

Conflict as stated earlier, is pervasive in organizations, and can range from trivial to tragic. It may occur within the individual, between people and between groups, thus, in an organization or at the workplace, various types of conflicts can emerge. These are intra-personal, (conflict within individual), inter-personal, (individual-to-individual) inter-group, or inter-organization.

Although, conflict refers to the opposition of persons or forces giving rise to some tension, or to a disagreement between two or more parties who are interdependent,

Dubrin (2007), however asserts that, conflict can be functional (constructive conflict) or dysfunctional (destructive conflict). This means that, conflict does not have to be a negative experience alone; it can serve as important and positive in the achievement of organizational goals. It is therefore, an everyday certainty with both benefit and costs. The potential positive outcome of conflict provides a feedback, indicating the need for change, making supervisors and managers aware of problems and the required motivation needed to address the perceived problem.

Dysfunction conflict or destructive conflict works to the individual's groups, or organization's disadvantage. It diverts energies, hurts group cohesion, promote interpersonal hostilities, and overall create a negative work environment for workers. Schermerhorn, Jr. et all (2004 pg 312) said that, dysfunctional conflict normally blocks an organization from reaching its goals. Champoux (2006) in his view said that when the conflict that is needed by a groups or organization to achieve its goals is high or so low, a group is less effective in achieving its goals.

The consequences of conflict according to. Dubrin (2007) can either be positive or negative; the right amount of conflict may enhance performance, but too much or too little lowers performance. The positive side may increase creativity, increased efforts, increased diagnostic information and increase group cohesion, while the negative one can result into poor physical and metal health, wasted resources, poor performance and sidetracked goals and heightened self-interest.

The above definitions and views imply that conflict occurs when there is a clash between opposing views. Again, it can infer that conflict begins when an individual or groups feels negatively affected by another person or a group. It should be noted that conflict is not something which happen in isolation; at least, there are always parties to every conflict. Whenever people from different background are grouped together, conflict can result. Conflict is therefore likely to occur at the interface between different groups or unit within organization. it can therefore be said that the larger and diversity of a group the greater the potential for conflict.

This is so because, diversity among members of a group results in differences in goals, beliefs, perception, and preferences: Ghacem is no exception.

Ghana Cement Factory, Takoradi, where the study was conducted is located along the beaches of Takoradi. The company is found among other companies and institutions in the same area, such is, Takoradi flour mills, and the Takoradi Harbour. The company manufactures and produces cement; it has an operational area of about one hundred and fifty thousand square feet. All the department, sections and units, such as administration, production, packaging, engineering, sales, purchasing and marketing, are found within the same premises. It has a workforce of about three hundred and thirty two (332). An organization such as Ghacem has a number of work forces as stated earlier with different ethnic and

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religious background; this means that, the place is a fertile ground for conflicts. It is therefore not surprising that conflict is common there. Conflict may occur in daily or even hourly basis. This may involve between management and senior staff, or junior staff, senior staff and junior staff etc. as a result of cheating or one party not satisfied with an action by another or any other conflict situation.

Based on the above, it can be deduced that conflict is prevalent in the company touching the lives of the workers and impacting negatively on the performance of the company. It is upon these situations and others which were not mentioned here but could be found in subsequent chapters, that the research was conducted.

The study is to help minimize problems arising out of conflict in Ghacem. The study hopes to give insight into the positive and negative effects of conflict in the company in relation to its performance. The study also hopes to help in further research work on conflicts in other companies.

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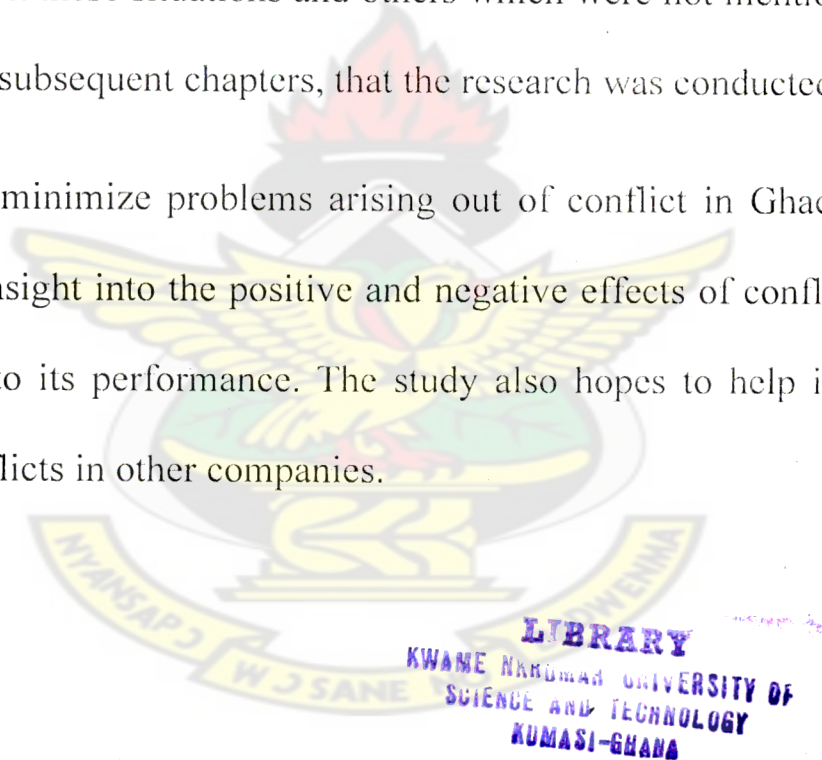
1.2   Statement of the Problem

It is clear that conflict is endemic in every organization. The upsurge of conflict, when it occurs, affects individual lives of the workforce which affects their performances and behaviours towards work negatively. In some organization, conflicts create enmity, leads to demonstration, and bring needless competition, accusations ploys and deceptions and unnecessary arguments. These repercussions result into low performance which eventually deprives the organization from achieving its set goal. In other words, it retards progress and brings about low productivity.

The central question is: "what do managers do with these conflicts? Control them or shun them? In other words, is management making effort to keep dysfunctional conflict at an appreciable level, but also, stimulate functionally productive conflict when it is at too low level? Does management have the mechanism for transforming conflict into progress? These and many more were what the research aimed at finding at GHACEM, Takoradi.

1.3   Objectives of the Study

The objectives of this research work will among other things:

1.   Define the causes of conflict in the business environment of Ghacem Takoradi.

2.   Measure the effect of conflict in Ghacem

3.   Devise appropriate strategies for dealing with the causes.

4.   Apply variety of techniques for controlling conflict in the organization.

1.4   Research Questions

The study was guided by the following questions:

1.   Are there any manifestations of conflict in Ghacem? If so,

(a) to what extent does conflict affects individual performance in the organization?

(b) to what extent does conflict affects performance in the organization general?

2.   How should conflict be managed in the organization?

1.5   Rationale for the Study

Conflicts inevitably arise in organizations due to pressures caused by process improvement and constant focus on obtaining more from fewer resources. They can also be caused by negative behaviour on the part of staff and colleagues, such as cynicism and low commitment.

This research study would examine the causes of conflict, its effect and ways that it could be used to manage it among staff of the company when ever it arises and measure its impact on the growth of the organization.

1.6 Overview of Methodology

The researcher would used such tools as a descriptive survey and a simple random sampling methods to select from population comprising; management, senior and junior staff members. Questionnaires would also be used to collect data and a descriptive statistics would be used for the analysis of the data.

1.7   Significance of the Study

The study is aimed at identifying, and analyzing the causes, effects and ways of managing conflict in the organization. The research would be beneficial to the individual employees, the various categories of the workforce and the organization as a whole. With respect to all the vices mentioned in the statement of the problem above, as a drawback to the organizational efficiency and effectiveness, as a result

of consequences of conflict, industrial harmony would be ensured, effective communication would be realized, there would be effective supervision, instructions would be followed diligently, and this will eventually ensure high performance for the organization to achieve its set goals and objectives.

1.8   Limitations of the Study

This research was not done without limitations. Although the researcher anticipated some, others also came up during the primary data collection (questionnaire administration). The researcher sent questionnaires to all the areas of operation but some respondents, upon several calls, did not submit their completed questionnaires. There was lack of co-operation by some staff because they did not show any concern for the study. Some of the top personnel could not be reached due to their busy schedules. However, some also made themselves available for the study. The difficulty encountered in retaining the questionnaires and non-response delayed the completion of the study. It had been the wish of the researcher to cover a wider area and greater number of respondent, but for lack of funds it was not possible. Notwithstanding, these limitations did not affect the outcome of the study.

1.9 Organization of the Study

The first chapter focused on the introduction, which included background of the study, statement of problem, research questions, rational of the study, and significance of the study. Other items in the same chapter were limitations as well as the organization of the study.

Chapter two or the research study dealt with a review of related literature (literature review) such as, definitions of conflict, conflict in organizations origins, different types of conflict and the effect on organizational culture and climate, consequences of conflict, managing and resolving conflict and working with others to resolve conflict.

Chapter three forms the Methodology of the study. This chapter gives details of how the research was conducted; it used such tools as research design, population, sample, and sampling procedure, data collection and organization procedures.

Chapter four gave details of the presentation, analysis and discussion of data collected.

Chapter five also dealt with the summary, conclusion and recommendations of what came out of the study. This dissertation ended with a conclusion which focused on possible interpretations of the findings made in this research by corporate organizations and policy makers.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter reviews the literature of the research topic; it focuses on all aspects in conflict and their management practices that help any business enterprise to build a true team and weld individual efforts into a common effort in contributing towards a common goal.

The review is broken down into the following headings:

2.1   Definitions of Conflict

Many writers and other eminent persons have come out with various definitions of the concept "conflict" based on their understanding of the subject/concept. Kreitner and Kinicki (2006, p273), defined conflict "as a process in which one party perceives that its interest are being opposed or negatively affected by another party." According to them, the word 'perceives', as used in their definition, implies that the sources of conflict and issues cannot be determined in their view, it can be real or imagined, they therefore, argued that, conflict can either functional or dysfunctional overtime and whatever the situation a third party needs to manage it. Conflict according to Mensah-Bonsu and Effah (2003, p.4) also explained that conflict occurs when parties in a state of interdependence perceive a divergence of

interest or believe that their aspirations/goals cannot be achieved simultaneously, and such scarcity can generate unhealthy competition for domination or control. In their view, the situation, as described above, can result into a level of competition that raise its ugly head in negative feelings of hostility. They go further to explains that this stage creates a situation of uneasiness which is described as one of conflict situation.

Handy (1993) as cited by Cole (2005. p 228) points out that 'paradoxically,' differences are essential to change. If there was no urge to compete and no need for disagreement, the organization would either be in a state of apathy or complacency (p.313). This view about conflict shows that, conflict is not just about disagreement on different views and opinions, but that, it is something negative which even suggest that it is unproductive and destructive. However, Cole (2005, p228) gave a working definition as "conflict is a condition that arises whenever the perceived interest of an individual or a group clashes with those of another individual or group in such a way that strong emotions are aroused and compromise is not considered to be an option, conflict, when managed effectively, can contribute to organizational effectiveness, but when mishandled can give rise to counter-productive behaviours, in which both sides lose". This definition explains the fact that, one cannot draw the line between disagreement, competition and conflict. He therefore, suggests that the basis of conflict lies in disagreement, and, depending

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on the degree, can vary from milder to stronger forms with different behaviours and outcomes.

Wright and Noe (1996, p 682) simply view conflict as a perception that values, goals, or needs are incompatible. Deutsch (1973) holds a similar view that; a conflict exists whenever incompatible activities occur (p.10). According to him, conflict exists whenever action by one person or a group feels negatively affected by another person or group (p.238). They reiterate further that, the larger the group, the greater the potential for conflict and that, conflict does not occur in isolation. McNamara (1997 -2008) gave a view that, conflict occurs when two or more values, perspectives and opinions are contradictory in nature and have not been aligned or agreed about yet, including:

a)   Within oneself when one is not living according to ones values;

b)   When ones values and perspective are threatened; or

c)   Discomfort from fear of the unknown or from lack of fulfillment. According to him this is way of clarifying confusion about conflict. He went on to state that conflict is inevitable and often good, since good teams go through a form, storm, and norm and perform period.

Mullins (2007, p.94) opines that, conflict is present where there is an incompatibility of goals arising from opposing behaviours at the individual, the

group or the organizational level. Particularly, conflict as behaviours tends to obstruct the achievement of some other person goals.

2.2   Stages of Conflict

Conflict pervades every human environment, and also work environment. Disagreement between two or more people, for example, employees, is a clear indication that conflict exists, it happens on the job, between groups in our societies, within families, and also right in the middle of our most personal relationships. Conflict processes occur as a series of conflict episodes that rise, fall, and vary in duration, though the episodes vary in specific features, they have common elements: these episodes/stages include the following: latent, perceived, felt, manifest, and finally aftermath, Mensah-Bonsu and Effah (2003).

2.2.1 Latent Conflict

The latent conflict refers to conditions that precipitate conflict behaviours, conditions such as difference in goals, aspirations, or opinions that lead employees to be aware of conflict situation. It is therefore, the situation that gives rise to conditions that cause conflict behaviour. Some basic forms include scarce resources, such as limited budget or equipment, and incompatible goals of both individuals and groups Champoux (2006)

2.2.2 Perceived Conflict

This, according to Wright and Noe (1996), is the second stage of conflict during which employees either act on or ignore the problem. There is a perception by the people involved that conflict exists. An action taken at this stage, in their view, can prevent the conflict from moving to later stages. In his opinion, perceived conflict is the moment when the parties to a conflict are aware of the conflict Champoux, (2006).

2.2.3 Felt Conflict

Wright and Noe indicate that employees at this stage have an emotional reaction to the problem. Anger, tension, and worry are some of the signs exhibited. These crop up as the employees become personally involved and try to battle it out with the conflict. Felt conflict is the emotional part of conflict episode, Champoux, (2006). According to him, at least an individual sees the conflict as a person and focuses on the parties involved; losing sight of the underlying issues it includes the value and attitudes parties to a conflict episode hold about each other.

2.2.4 Manifest Conflict

This stage occurs when employees approach conflict by intentionally frustrating their opponents Wright and Noe, (p.684). Behaviours put up may be diplomatic such as a gentle refusal to co-operate with colleagues, or as visible as a physical attack or sabotage on colleagues. It becomes difficult for employees to work to achieve organizational objectives. Champoux, (2006) also argues that this is the stage where conflict manifests itself, it is where the actual conflict behavior is seen between the parties, and it can be oral, written or physical aggression. According to him, the conflict is when an argument is often seen between one another or between other people. Written conflict is the situation where memorandums make a case or raise a point. Physical aggression is a strongly negative behaviour intended to injure an opponent.

2.2.5 Conflict Aftermath

This stage is the end of the episode, Champoux, (2006), made the point that, this is where amicable settlement of what ever stalemate between parties involved. It thus tries to ensure that potential latent episode does not show up again. For example, conflict over scarce resources is settled by compromise. Wright and Noe view this stage as the final one where conditions created are either positive resolution of conflict shows a positive aftermath and vice versa. This confirms Putman's (1997)

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assertion that, there is strong evidence that suppressing conflict in an organization, they claim, means conflict is latent, not absent.

2.3   TYPES OF CONFLICT

Conflict is experienced in the daily life of every individual, groups and organizations. This is to say that, conflict can occur at various levels. Kreitner and Kinicki (2006) investigate thoroughly into the nature and organizational implications of three common types of conflict; personality conflict, inter-group and cross-cultural conflict. Slocum and Hellriegel (2007), Shermerhorn et. al. (2004) and some other writers have also given the types as inter-group, inter-personal and intra-personal conflict as well as inter-organizational conflicts.

2.3.1 Personality Conflict

Kreitner and Kinicki (2006) defined personality conflict as "inter-personal opposition based on personal dislike and or disagreement", according to them, each individual has a unique way of interacting with others, this, to them, depends in part on our personality.

2.3.2 Intra-Personal Conflict

Slocum and Hellriegel (2007) described intra-personal conflict as one that occurs within an individual and usually involves some form of goal, cognitive, or affective conflict. They went on to say that it shows up at a point when ones

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behaviour results in outcomes that are mutually exclusive. They used an example of a graduating student who would have to decide between jobs with different challenges such as pay, security, and location. Schnake (1987), on the other hand, sees intra-personal conflict as conflict within an individual. He relates it to an employee who takes instruction from a supervisor to something that the employee considers to be morally wrong. The employee is faced with conflict between disobeying the supervisor and doing something he or she believes to be wrong. Such conflict occurs because of goal conflict. Goal conflict, according to Schnake, results when an individual wants to accomplish two or more mutually exclusive goals, meaning that the nature of these goals is such that to achieve one of them is to preclude the achievement of others (p.257). Goal conflict can equally arise in the opposite situation. Here, an individual could be faced with forcing to choose between two undesirable goals or alternatives. Both may be unpleasant but a choice must be made. Schnake goes further to identify three basic types of intra-personal conflict.

a) Approach – approach conflict: Shermerhorn et al (2004), put it that, when one must choose between two positive and an equally alternative. An example is, having to choose from promotion in the organization one works or desirable new job. According to Schnake,(1987) this is when an individual is faced with a choice between two or more mutual exclusive

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alternatives, all of which are desirable. Upon graduation from the university for example, one may be faced with decision making between two very attractive jobs. One of the jobs may offer a higher salary while the other promises to be more challenging and interesting. One may be attracted to both jobs but cannot, obviously, accept both are battled with a matter of choice.

b) Avoidance – avoidance conflict: this type of conflict, according to Shermerhorn et al (2004), exists when one has to choose between negative and equally unattractive alternative. They cited an example as choosing either to accept a transfer to an undesirable place or face termination of appointment. This, according to Schnake, results when an individual is faced with choosing between two or more undesirable alternatives. Employees are quite often faced with either performing an undesirable activity or facing some form of punishment. Neither of the two desirable, yet one must be chosen.

A) Approach - Avoidance of conflict: this type of conflict according to Shermerhorn, and Hellriegel, occurs when one must choose to do something that has both positive and negative consequences, for example, being offered a high pay job that has unwanted demands. Wright and Noe also said that,

interpersonal conflict occurs when an individual's own values, goals and perceptions are often incompatible (p.687).

2.3.3 Interpersonal Conflict

Slocum and Hellriege ((2007,p.228) explained that interpersonal conflict is obvious in a situation where two or more individuals see that their behaviours, attitude or preferred goals are in opposition, according to them, this conflict is based on the role conflict and role ambiguity. They explained again that, the role conflict occurs in the work setting, it is the behaviours that others expect a person to perform while doing a job. Role ambiguity on the other hand, is the uncertainty surrounding expectations about a single role; they said that severe role ambiguity can cause stress and triggers subsequent coping behaviour.

2.3.4 Intergroup Conflict

Slocum and Hellriege (2007) referred to it an 'opposition, disagreement, and disputes between groups or teams according to them, 'whenever people form groups, they tend to emphasize the things that make their groups 'better than' or 'different from' other groups. This happens in everyday life, in the field of sports, culture, religion and the workplace, and can change form healthy competition to destructive conflict. They went further to confirm that, most often, intergroup

conflict are characterized by destruct, rigidity, a focus on the self interest, failure to listen etc., this stems from the fact that, intergroup conflict is in terns, drawn out and costly to those involved.

According to them, intergroup conflict can occur horizontally, across teams, departments, or divisions and vertically between different levels of the organization, such as between top management and first level employees.

2.3.5. Intragroup Conflict

Slocum and Hellriege (2007) defined it as "dispute among some or all of a group's members which often affect a group of dynamics and effectiveness" Schnakes (1987) also intimate the intragroup conflict occurs within groups, it takes place among members of a single workgroup and most of the group members are likely to be affected by this type of conflict, it thus has a potential of affecting group's performance.

Slocum and Hellriege used a family-run business as a typical example to illustrate the fact that, this type of business is prone to intragroup and other conflict. To them when an owner-founder of a business dies or cannot run the business any longer, only three (3) in ten (10) family-run businesses makes it to the next generation. And I in 10 survive into the third generation. This problem, according to them, typically as a result of the relationship among family members who own the

business. They also contend that what determines the success or failure of such business depends on the respect of that family member to give each other and willingness to take up on roles at work and their ability to manage conflict.

2.3.6 Cross-Cultural Conflict

In our global economy, doing business with people from different countries is very common. Because of the differing assumptions about how to think and to act, the likelihood for cross cultural differences for a successful business transaction.

In conclusion, it is important that supervisors be able to recognize different types of conflict if they want to correctly diagnose the situation Schnake (1987, pg.269).

2.4.1 Antecedent of Conflict

Krietner and Kiniciki (2006) discuss antecedents of conflict as situations that can produce conflicts either as functional or dysfunctional. They describe it as the best means where managers can be able to resolve it if it is found to be dysfunctional. They give the following as some antecedents' conditions of conflict situations:

- Incompatible personalities or value systems

- Overlapping or unclear job boundaries

- Competition for limited resources

- Interdepartmental/intergroup competition

- Unreasonable deadlines or extreme time pressure.

2.5 CAUSES OF CONFLICT

In most organizations, conflicts increase as employees assert their demands for an increased share in the organizational rewards, such as position, acknowledgment, appreciation, monetary and independence. Even management faces conflicts with many forces from outside the organization, such as government, unions and other coercive groups which may impose restrictions on managerial activities.

Conflicts emanate from more than one source, and so their true origin may be hard to identify. Important initiators of conflict situations include:

a) *People disagree*. People disagree for a number of reasons De Bono, (1985)

    i.   They see things differently because of the differences in understanding and view point. Most of these differences are usually not important. Personality differences or clashes in emotional needs may cause conflicts. Conflicts arise when two groups or individuals interacting in the same situation see the situation differently because of the different sets of settings, information pertaining to the universe, awareness, background, disposition, reason or outlook. In a particular mood, individuals think and perceive things in a certain manner. For example. The half-full glass of an individuals can be half-empty to another. Obviously both individuals convey the same thing, but they do so differently owing to the contrasting perceptions and disposition.

ii. People have different styles, principles, values, beliefs and slogans which determine their choices and objectives. When choices contradict, people want different things and that can create conflict situations. For example, a risk- minimizing supervisor who believes in firm control and a well-kept routine.

iii. People have different ideological and philosophical outlooks, as in the case of different political parties. Their concepts, objectives and ways of reacting to various situations are different. This often creates conflict among them.

iv. Conflict situation can arise because people have different status. When people at higher levels in an organization feel indignant about suggestions for change put forward from their subordinates or associates, it provokes conflict. By tolerating and allowing such suggestions, potential conflict can be prevented.

v. People have different thinking styles, which encourage them to disagree, and this can lead to conflict situations. Certain thinking styles may be useful for certain purposes, but ineffectual or even perilous in other situations De Bono, (1985).

vi. People are supposed to disagree under particular circumstances, and even pleasurable.

b) People are concerned with fear, force, fairness or funds De Bono,(1985)

   i.   Fear relates to imaginary concerned about something which might happen in the future. One may fear setbacks, disagree, reprisal or hindrances, which can lead to conflict situations.

   ii.   Force is a necessary ingredient of any conflict situation. Force may be ethical or emotional. It could be withdrawal of cooperation or approval. These forces are instrumental in generating, strengthening and terminating conflicts.

   iii.   Fairness refers to an individual's sense of what is right and what is not right, a fundamental factor learnt in early childhood. This sense of fairness determines the morale values of an individual. People have different morale values and accordingly appreciate a situation in different ways, creating conflict situations.

   iv.   Funds or cost can cause conflict, but, also, force a conclusion through acceptable to conflicting parties. The cost of being in conflict may be measurable (in monetary terms) or immeasurable, that is being expresses in terms of human lives, suffering, diversion of skilled labour, neglect or loss of morale and self esteem. De Bono,(1985).

Filly (1975) identified nine conditions which could initiate conflict situations in an n organization. These are:

i. *Ambiguous jurisdiction*: which occurs when two individuals have responsibilities which are interdependent but whose work boundaries and role definition are not clearly specified.

ii. Goal incompatibility and conflict interest refer to accomplishment of different but mutually conflicting goals by two individuals working together in an organization. Obstructions in accomplishing goals and the lack of clarity on how to do a job may initiate conflicts. Barriers to goal accomplishment arise when goal attainment by an individual or a group is seen as preventing another party from achieving their goal.

iii. Communication barriers, as difficulties in communication can cause misunderstanding, which can then create conflict situation.

iv. Differentiation in organizations, where within an organization, sub-units are made responsible for different specialized tasks. This creates separation and introduces differentiation. Conflict situations could arise when actions of sub-units are not properly coordinated and integrated.

v. Association of parties and specialization. When individuals specialized in different areas work in a group, they mat disagree amongst themselves because they have different goals, views and experiences.

vi. Behaviour regulation. Organizations have to have firm regulations for individual behaviour to ensure protection and safety. Individuals may

perceive these regulations differently, which can cause conflict and negatively affect output.

vii. Unresolved prior conflict which remained unsettled over time creates anxiety and stress, which can further intensify existing conflicts. A manager's most important function is to avoid potential harmful results of conflicts by regulating it into areas beneficial for the organization.

2.6 EFFECTS OF CONFLICT

Conflict situations should be either resolved or used beneficially. Conflict can cause positive or negative effects for the organization, depending upon the environment created by the manager as he or she manages and regulates the conflict situation.

2.6.1 Positive effects of conflicts

i. Diffusion of more serious conflicts. Games can be used to moderate the attitudes of people providing a competitive situation which can liberate tension in between the conflicting parties, as well as having some entertainments value. In an organization where members participate in decision making, disputes are usually minor and not acute as the closeness of the members' moderate belligerent and assertive behaviour

into minor disagreements, which minimizes the likelihood of major fights.

ii. Stimulation of a search for new facts or resolutions. When two parties who respect each other face a conflict situation, the conflict resolution process may help in clarifying the facts and stimulating a search for mutually acceptable solutions.

iii. Increase in group cohesion and performance. When two or more parties are in conflict, the performance and cohesion of each party is likely to improve. In a conflict situation. An opponent's position is evaluated negatively and group allegiance is strongly reinforced, leading to increased group effort and cohesion.

iv. Assessment of power or ability. In a conflict situation, the relative ability power of he parties involved can be identified and measured.

2.6.2 Negative Effects of Conflict

Destructive effects of conflicts include:

i. Impediments to smooth working

ii. Dimensioning output

iii. Obstruction in the decision making process and

iv. Formation of competing affiliations within the organization.

The overall result of such negative effects is to reduce employee's commitment to organizational goals and organizational efficiency.

2.7 STRATEGIES FOR MANAGING CONFLICTS

Slocum and Hellriege (2007) identified conflict management as consistent of diagnostic process, interpersonal style, and negotiations strategies that are designed to avoid unnecessary conflict and reduce or resolve excessive conflict. They underscore the fact that proper diagnoses of conflict are a best way of managing conflict. The question poses to inquire about individual reaction to conflict situations. They wanted to find out whether one is aggressive or whether one tends to hide one's heads in the sand. According to them 'there are several basic reactions that can be thought of as a style, strategies or intentions for dealing with conflicts.

They therefore enumerated certain approaches to managing conflicts as function for both how assertive one tries to satisfy ones own or ones group concerns and how cooperative one tries to satisfy those of the other party or groups.

The approaches to managing conflicts can also be referred to as "modes". Slocum and Hellriege (2007), Mullins (2007) also refers to it as styles for managing conflict.

These are avoidance, compromise, accommodation, collaboration and competitio

2.7.1 Avoidance

This can be described as a conflict management style characterized by low assertiveness of one's own interests and how cooperation with other party. This, they called 'hiding the head in the sand' responds. They however, said that, though it provided some short-term stress reduction from conflicts, it does not really change the situation. But they however, reiterate that under certain circumstance where the issues are trivial and when people need to come down when information is lacing or the opponent is very powerful and very hostile, this style they believe is the best.

Hellriege and Slocum referred to it as 'unassertive and uncooperative behaviours' they described it as the situation where a person decides to stay away from conflict, ignore disagreement, or remains neutral. In their view, this is the situation to let a conflict work itself out. According to them, ignoring important issues often frustrate others; they however, gave some statements to illustrate the avoidance style:

- If there are rules that apply, I cited them, if there are not; I leave the other person free to make his or her own decision.

- I usually don't take position that will create controversy

- I shy away form topics that are sources of disputes with my friends

- That's okay, it wasn't important any way. Let's leave well enough alone

This style he claims can have negative results for an organization. However, according to them, it may be desirable under some situation as when the issue is a minor or only passing importance and the individual has limited time and energy to confront the conflict.

Secondly, it may be desirable when the individual has limited or no information to deal effectively with conflict. Thirdly, when the individual has little power to deal with a particular conflict and lastly, when others can handle it effectively.

Mullins (2007,p.99) also see this style as eminent under the following circumstances, when

- There is no need to reach an immediate solution.

- It is useful to 'buy time' in other to let feeling simmer down

- Time is needed to gain more information about the issue.

- The issue is not important or other issues are of greater importance.

- The possibility of disruption is high but likely benefits of a solution are low.

2.7.2 Accommodating

It is explained by many writers that, accommodation is a conflict management style in which one cooperates with the other party, while not asserting one's interest.

Hellriege and Slocum referred to this style as cooperative and unassertive behaviours.

They described it as a long term strategy to encourage cooperation by others, or complying with the wishes of others. They however gave the following statements to illustrate this style:

- Conflict is best managed through the suspension of my personal goals in order to maintain a good relationship with others.

- If it makes other people happy, I am all fir it.

- I like to smooth over disagreements by making them appear less important.

2.7.3 Collaborating

Hellriege and Slocum (2007) explained that collaboration style refers to strong cooperative and assertive behaviours. It is the win-win approach to interpersonal conflict handling. They posit that any person with a collaborative style:

1. Sees conflicts as naturally helpful, and can lead to a more reliable solution if handled well.

2. Show trust and frankness.

3. Ensure commitment to the solution after the conflict has been resolved to the satisfaction of all. They gave the following statements to illustrate the collaborating style:

a. I first try to overcome any distrust that might exist between us. Then I try to get at the feelings that we mutually have about to topics.

b. I stress the noting we decide is cast in stone and suggest we find a position that we can give a trial run.

c. I can tell others my ideas; actively seek out their ideas and search for a mutually beneficial solution.

d. I like to suggest new solutions and build a variety of viewpoints that may have been expressed.

e. I try to dig into an issue to find a solution that will be good for all of us.

According to them, this style ensures an open statement of conflicts and draws all concerned together for a solution.

Mullins (2007) provides some management practices.

- Reaching commitment and consensus is paramount

- It is important to explore underlying values and feelings about the problems.

- Both parties feel that it is a worthwhile and feasible to commit time and energy to developing a collaborative solution.

- The goal for both parties is to learn from each other.(p.99)

Slocum & Hellriegel (2007) also described collaborating style as 'a conflict management style that maximizes both assertiveness and cooperation. Under this

circumstance, they believe that an emphasis is put on a win-win resolution which rests on the assumption that, someone has lost. This shows that all parties in the conflict would be left in a better condition.

2.7.4 Competing

Expects in the field of conflict management believe that competing as a conflict management style maximizes assertiveness and minimizes cooperation. He went further to state that, 'conflict in this situation ifs framed in strict win-lose terms, under which priority is given to ones own goals, facts or procedures'.

Mullins (2007, p.99) asserts the following as principles that show conflict management in competition style.

- Time is short and a rapid decision must be made

- The other party may take advantage of you if you adopt a non-competitive style.

- Your survival is at stake

- You have to implement unpopular decision on an important issue.

Hellriege and Slocum (2007) referred to this style of conflict as forcing style. They termed it as an assertive and uncooperative bahaviour that represents a win-lose approach to interpersonal conflict. They were quick to say that under this situation,

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it is assumed that conflict resolution means one person must win and the other must lose.

Their position is illustrated as follows:

- I like to put it plainly; like it or not, what I say goes and may be others have had experience I have, they will remember this and think better of it.

- I convinced the other person of the logic and benefit of my position

- I insist that my position be accepted during disagreement.

- I usually hold unto my solution to a problem after the controversy starts.

2.7.5 Compromise

Mullins (2007) defined compromise as 'a conflict management style that combines intermediate level of assertiveness and cooperation '. They state that it is itself a compromise between pure competition and pure accommodation; according to them compromise places a premium on determined rule of exchange between tow parties.

Hellriege and Slocum (2007) referred to it behaviour at an intermediate level of cooperation and assertiveness. According to them, the individual using this style engages in give and take concession.

CHAPTER THREE

Methodology

3.0 Introduction

The study was conducted to find out internal conflict management practices in the administration of Ghana Cement, Takoradi. This chapter gives details of how the research was conducted. The researcher used tools such as research design, the population, sample, and sampling procedure, research instruments data collection and organizational procedures.

3.1 Research Design

The study was the descriptive type. The descriptive survey attempts to generalize from a sample to a population so that inferences can be made about some characteristics, attitude or behaviour of the population. It is preferred because of the economy of the design and the rapid turn around in data collection. The data collection of the survey was cross sectional.

3.2 Sample and Sampling Technique

Sampling is simply a selection of a part of a group with the view to obtaining information about the whole. Since the researcher could not reach out to every individual of the population, part of the population was used and that constituted the sample.

A sampling frame obtained from the Human Resource Department of the company indicated that, the total population to the work force of the company is three hundred and thirty two (332), within this number, management members of the company are Ten (10), and senior staff members are also twenty seven (27), while junior staff members constitute two hundred and ninety five (295).

Among the management members seven (7) are males and three (3) females. Within the junior staff category the male population numbers two hundred and fourty eight (248) and the females are fourty seven (47) and among the senior staff category, twenty (20) are male and seven (7) are females. In other to make sure that the sample was true reflection of the population, out of the entire population, one hundred and fi150 were chosen as the respondents. This was to make sure that the findings of the sample chosen that would be generated would be a fair reflection of the population.

Stratified sampling method was used to select respondents. This was done by putting the entire population into three main strata comprising management staff, senior staff and junior staff categories. The researcher 'isolated members into stratum and used simple random sampling method to select from each stratum. The simple random sampling procedure was preferred in the process because each individual in the population has equal probability of being selected. The numbers

of people that represented the stratum were from different groups and they were merged to comprise the sample.

Out of the one hundred and fifty (150) selected samples only eighty eight (88) responses were obtained the following tables below shows the total number of selected sample and the number of actual responses that was obtained.

Table 1.0: Total number of staff, their categories and sex.

STAFF	JUNIOR STAFF	SENIOR STAFF	MANAGEMENT STAFF	TOTAL
MALE	248	20	7	275
FEMALE	47	7	3	57
TOTAL	295	27	10	332

Table 1.1: Total number of participants.

STAFF	JUNIOR STAFF	SENIOR STAFF	MANAGEMENT STAFF	TOTAL
MALE	50	15	5	70
FEMALE	12	4	2	18
TOTAL	62	19	7	88

3.4 The Research Instrument

A primary data was used for the data collection. Questionnaires and interview methods were used for collecting the data because it is said to be effective for obtaining first hand information about practices and conditions and for enquiring into opinions and attitudes of subjects. Questionnaire method is also said to be

stable, constant and has uniform measure without variation, it is said to offer less opportunity for bias caused by the presence and attitude of the researcher.

An interview method was also used along side since it would be easy and flexible for the researcher to control the order in which questions are arranged. Again, personal contact increased the likelihood for the respondents to participate fully and provided the needed information.

Besides, it provided completeness of the interview and I had control over time, place and date of interview.

The questionnaire was developed to elicit information on the internal conflict management practices in organisations, with particular reference to Ghana cement factory, Ghacem. The questionnaire for the staff members comprised, junior staff, senior staff and management members. The items were divided into five sections, the description of each of the sections and the numbers of items were as follows:

Section A of four and three items for the staff, sought information on biographic data; e.g. gender, educational qualification, category of staff and leadership and status/position in the company. Gender was measured with a dichotomous response, male1 and female 2.

Highest Educational Qualification was grouped and coded as follows: 1.Senior Secondary School Certificate, 2. O' Level, 3. 'A' Level, 4. Intermediate and advanced (City and Guilds), 5. HND/Diploma,

7. Master of Arts/Master in Education Degree/ Master of Science, Degree/ Master in Technology Degree, 8. Master in Philosophy Degree 9. Doctorate Degree. The other sections included: causes of conflict, effect of conflict on staff performance, conflict handling approaches and effect of conflict on organization's performance. As identified in the literature, the biographic data among other things helped to determine the extent to which the data provided by the participants could be depended upon. It is also to assist in knowing the type of people who were involved in the study.

3.5 Data collection

A letter of introduction was written and sent to the human resource director (see appendices A) of the company to enable the researcher obtain permission and get the necessary assistance and cooperation from the respondents. Questionnaire was personally administered with the help of research assistants to one hundred and fifty (150) participants. Before the administration of the questionnaire, the researcher found time to meet most of the respondents on departmental basis and went through the items with them; all terms were clearly explained to remove ambiguities. Respondents were informed of when the researcher was to visit the company to collect the completed questionnaires.

3.6 Population

The entire staff of GHACEM constituted the population for the study. Available data obtained form the Human Resource Department indicated numerical strength of the organization as three hundred and thirty-two(332), comprising ten (10) management staff, twenty-seven (27) senior staff and two hundred and ninety five (295) junior staff including part time workers. For convenience sake the categories were given code names.

3.7 Procedure for the Analysis of the Data

The main purpose of collecting data in research was to find solution to a research problem. Raw form of data did not make much meaning. Therefore, there was the need for analysis.

The analysis of the data allowed the researcher to manipulate information collected during the study in other to assess and evaluate the findings and arrived at some valid, meaningful and relevant conclusions.

The data was therefore processed and analysed according to the format required by the Statistical Package for Social Sciences (SPSS) for Microsoft Windows 12.0. All questionnaires were numbered serially according to the sequence in which they were received.

The responses were quantified and coded on broad data summary sheets to facilitate easy loading into the computer. Descriptive statistics was used to analyse data. Percentages and frequencies were calculated and tables have been used to illustrate figures with a bar chart used to support it.

CHAPTER FOUR

ANALYSIS

4.0 Introduction

This chapter deals with the presentation, analysis and discussion of data collected. The study seeks to examine conflict management practices in Ghacem. The respondents were made up of the staff of the company

Analysis of the data was made by using quantitative approach. This study is more quantitative, therefore, other methods were ruled out from an administration point of view, and drawbacks of the use of questionnaires are limited to the fact that, they were administered during working hours.

It is important to consider the biographic data of participants since, such information helps determine the extent to which the data collected could be depended upon. Again, it helped determine the category of people used for the study.

Distribution of Respondents by Gender

This study sought to find the gender distribution of respondents. Table 4.1 presents the distribution of respondents by gender.

Table 4.1: Sex of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	70.5	70.5	70.5
	Female	22	25.0	25.0	95.5
	No Response	4	4.5	4.5	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

Sex of Respondent
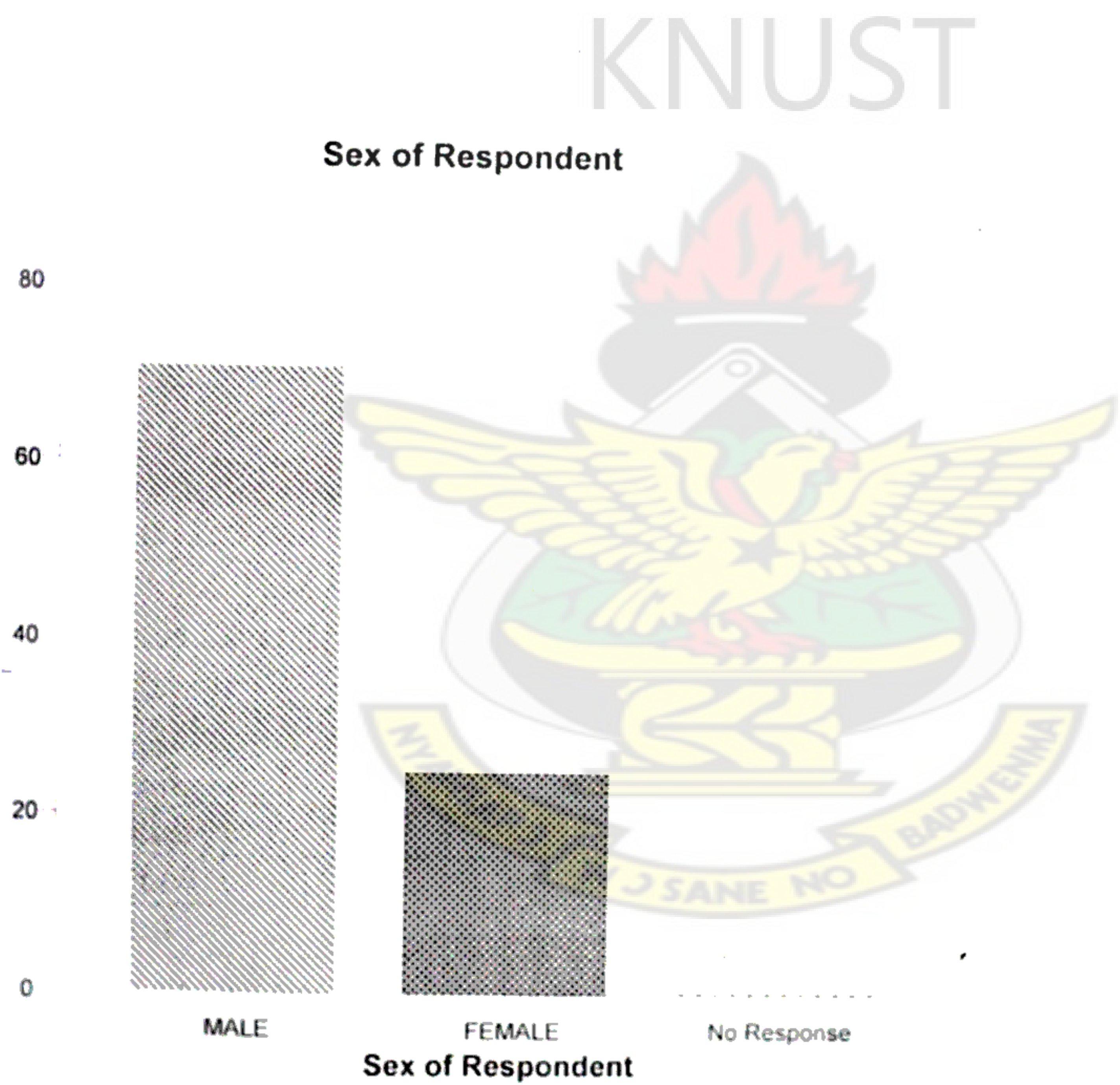
Figure 1.

Table 4.1 shows that, sixty two (62) (70.5%) males and twenty two (22) (25%) females responded to the questions, four (4) (4.5%) did not answer the question. One significant finding is that there is a high representation of males in the company than females. The graph represents a pictorial view of the result in the table.

Highest Qualification

The study tried to find out the highest educational qualification of participants. Respondents are captured in Table 4.2.

Table 4.2: Highest Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	14	15.9	15.9	15.9
	'O' LEVEL	9	10.2	10.2	26.1
	Intermediate/Advanced	2	2.3	2.3	28.4
	Diploma/Hnd	12	13.6	13.6	42.0
	B.A/B.Ed/B.Sc/B.Tech	15	17.0	17.0	59.1
	M.Tech/M.A/M.Ed/M.Sc	13	14.8	14.8	73.9
	M.Phil	6	6.8	6.8	80.7
	Other	17	19.3	19.3	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field Data 2009.

Figure 2

Highest qualification attained
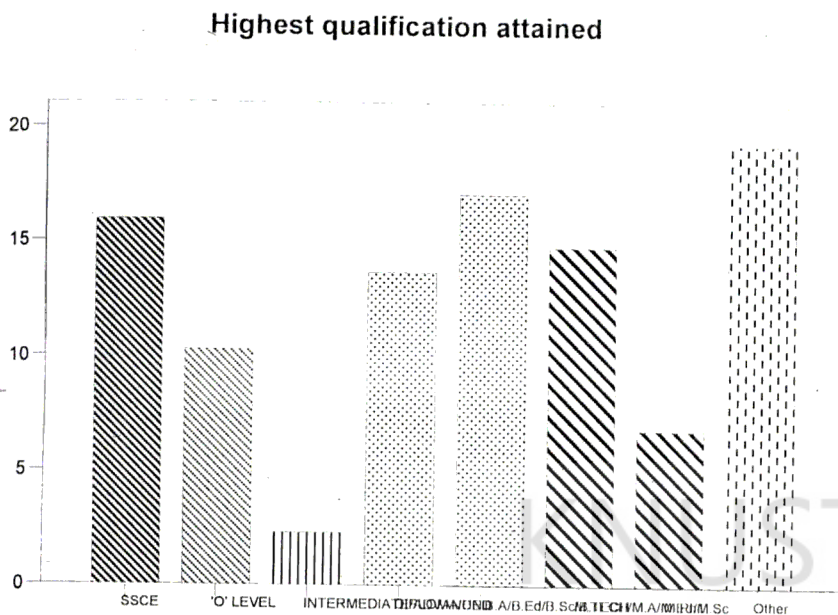
Highest qualification attained

Table 4.2 shows that, twenty eight (28) (21.6%) and fifteen (15) (17%) participants were second and first degree holders respectively twelve (12) (13.6%) have ordinary diploma HND, two (2) (2.3%) have intermediate and advanced certificate.nine 9(10.2%) of the staff have 'O' level, and fourteen 14(15.9%) have SSCE and seventeen (17) (19.3%) was also recorded for the qualification. They form the senior members and senior staff. The rest of the participants are below the first degree qualification, they constitute supervisors, and the junior staff. This is also shown of the graph below.

Category of Staff.

The research sought to find out the category of staff participants. The responses are shown in Table 4.3.

Table 4.3: Category of Staff.

|		Frequency	Percent	Valid Percent	Cumulative Percent
valid	Management Member	6	6.8	6.8	6.8
	Senior Staff	13	14.8	14.8	21.6
	Junior Staff	62	70.5	70.5	92.0
	No Response	7	8.0	8.0	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field Data 2009.

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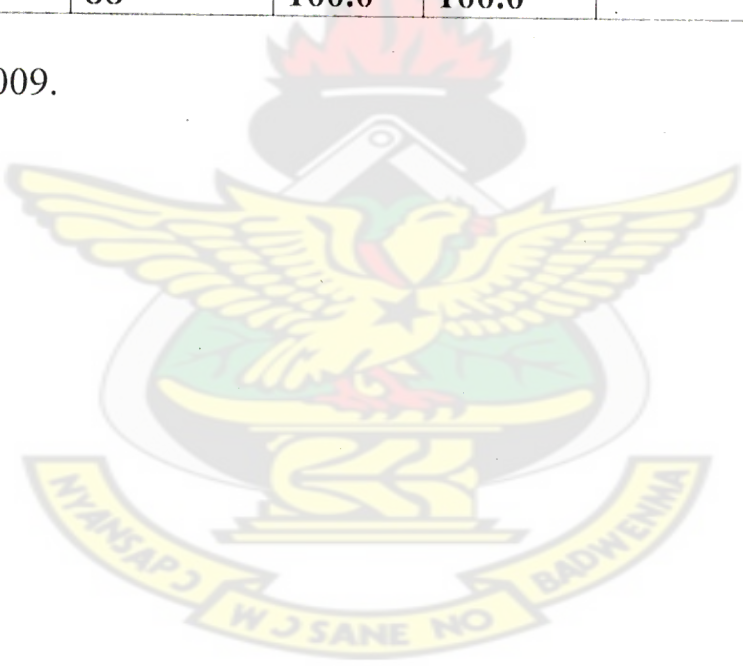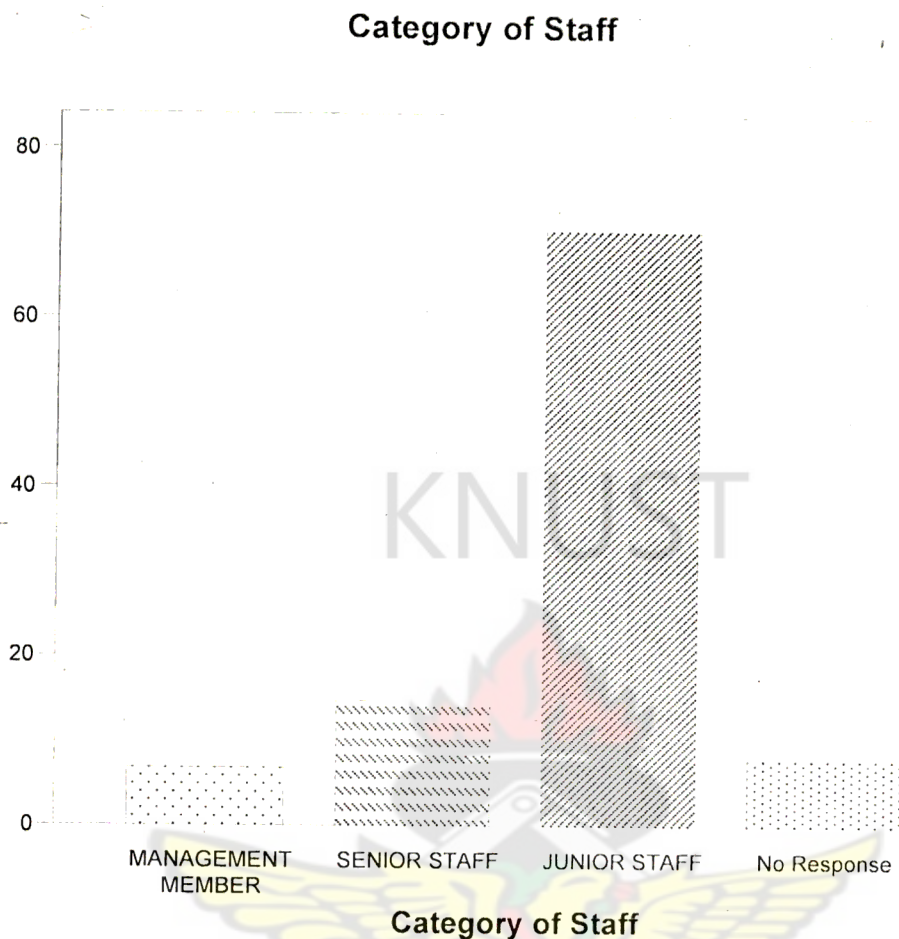
Category of Staff

Figure 3

Table 4.3, show categories of staff who responded to the questionnaire, sixty two (62) junior staff who form the majority representing (70.5%) responded to the questionnaire, management members were six (6) representing almost (7%). Senior staff was thirteen (13) (14.8%), seven (7) (8.0%) of the respondents did not indicate their position. One significant thing observed in the table is that, junior staff constitutes the majority of the respondents. This is clearly shown on the graph above.

Department /Section /Unit

Staff participants were asked to indicate their department section unit in the company. This was to help the researcher know the various departments, units and section for accurate judgment. Table 4.4 examines the department, section and unit, each participant belongs to.

Table 4.4: Department/Section/Unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mechanical/Maintenance/Electricals	12	13.6	13.6	13.6
	Shipping/Logistics/Packing	21	23.9	23.9	37.5
	Stores/Procurement/Sales	18	20.5	20.5	58.0
	Marketing	5	5.7	5.7	63.6
	Transportation	9	10.2	10.2	73.9
	Production	5	5.7	5.7	79.5
	Security	2	2.3	2.3	81.8
	Quality Control/Assurance	4	4.5	4.5	86.4
	Administration	3	3.4	3.4	89.8
	Hospital	1	1.1	1.1	90.9
	Accounts	6	6.8	6.8	97.7
	No Response	2	2.3	2.3	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.
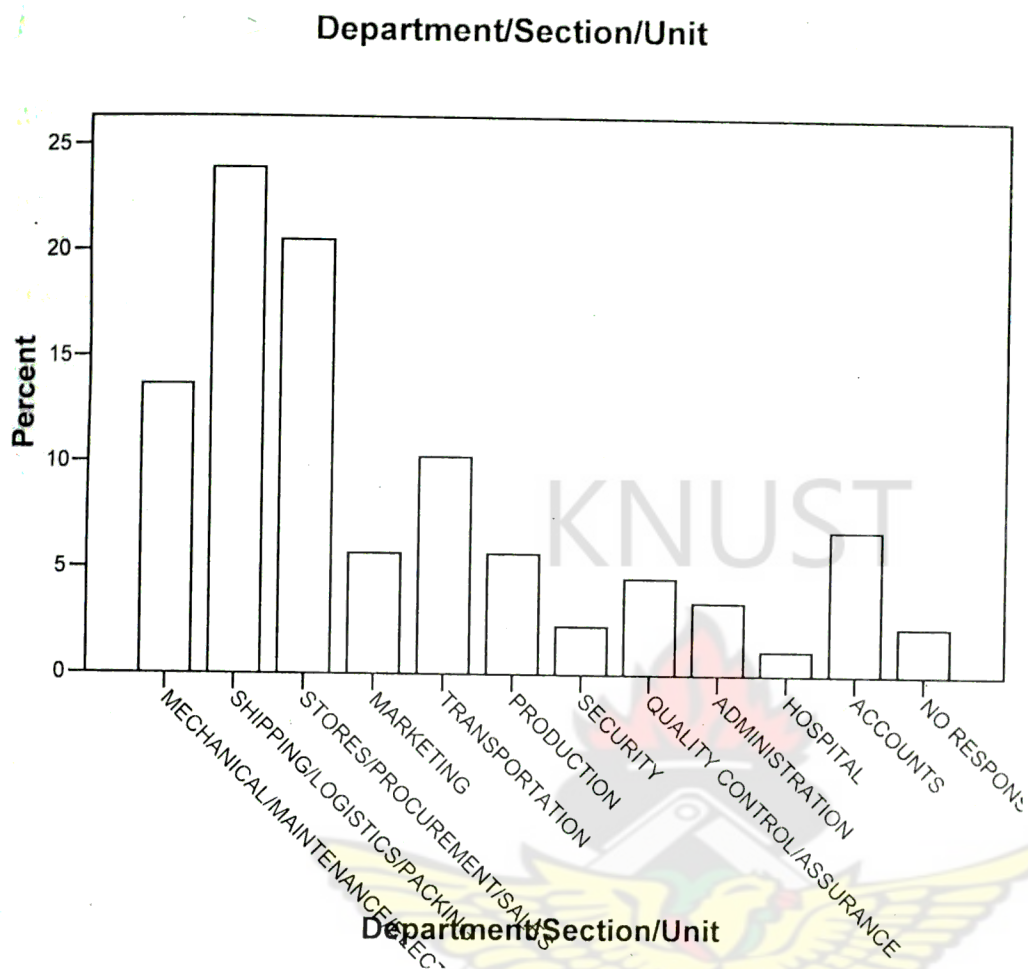
Figure 4.

Table 4.4 shows the various department/unit and sections in the company and the number of respondents from those places. From table 4.5, out of a total number of the respondents of eighty eight (88), the highest were from shipping, logistics and packaging section, this is represented in a frequency of twenty one (21) representing (23.5%), it was followed by sores, procurement and sales with eighteen (18) respondents representing (20.5%), mechanical, maintenance and electrical with twelve (12) making (13.6%). Transport department had nine (9)

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representing (10.2%), the accounts section had six (6) respondents making (6.8%).

the rest of the respondents from the other department units and sections comprising

marketing, production, security, quality control, administration, hospital and those

who did not respond were (5%) and below. The graph brings pictorial view of the

trend in the table.

The study sought to find the positions they hold in the company.

Table 4.5: What position do you hold? Please indicate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Headof Department	3	3.4	3.4	3.4
	Packing of Cement	20	22.7	22.7	26.1
	Assisstant Shipping Supervisor	1	1.1	1.1	27.3
	Storekeeper	6	6.8	6.8	34.1
	Cleaner	1	1.1	1.1	35.2
	Marketing Officer	3	3.4	3.4	38.6
	Driver	5	5.7	5.7	44.3
	Machine Operator/Mechanic	14	15.9	15.9	60.2
	Security	2	2.3	2.3	62.5
	Sales Personnel	8	9.1	9.1	71.6
	Electrician	3	3.4	3.4	75.0
	Secretary	3	3.4	3.4	78.4
	Nurse	1	1.1	1.1	79.5
	Technician	5	5.7	5.7	85.2
	Procurement Supervisor	2	2.3	2.3	87.5
	Accounts Supervisor	4	4.5	4.5	92.0
	Disaster Management	1	1.1	1.1	93.2
	Human Resourse Officer	1	1.1	1.1	94.3
	National Service Personnel	1	1.1	1.1	95.5
	No Response	4	4.5	4.5	100.0
	Total	**88**	**100.0**	**100.0**	

Data Source 2009.

What position do you hold?Please indicate
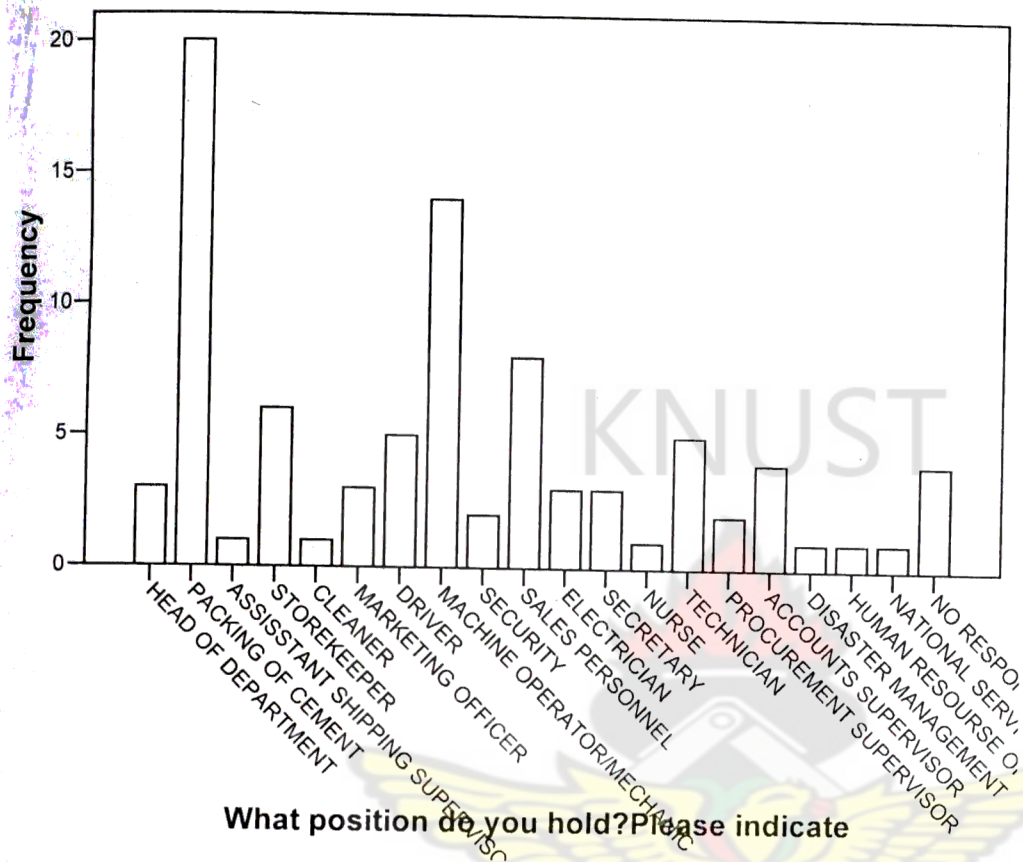
What position do you hold?Please indicate

The research sought to find out the length of service by the respondents. The responses are shown in Table 4.6.

Table 4.6: How long have you worked in this institution?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 5 Years	39	44.3	44.3	44.3
	6 to 10 Years	27	30.7	30.7	75.0
	11 To15 Years	15	17.0	17.0	92.0
	16 To 20 Years	3	3.4	3.4	95.5
	21 Years And Above	2	2.3	2.3	97.7
	No Response	2	2.3	2.3	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009

## How long have you worked in this institution?

How long have you worked in this institution?
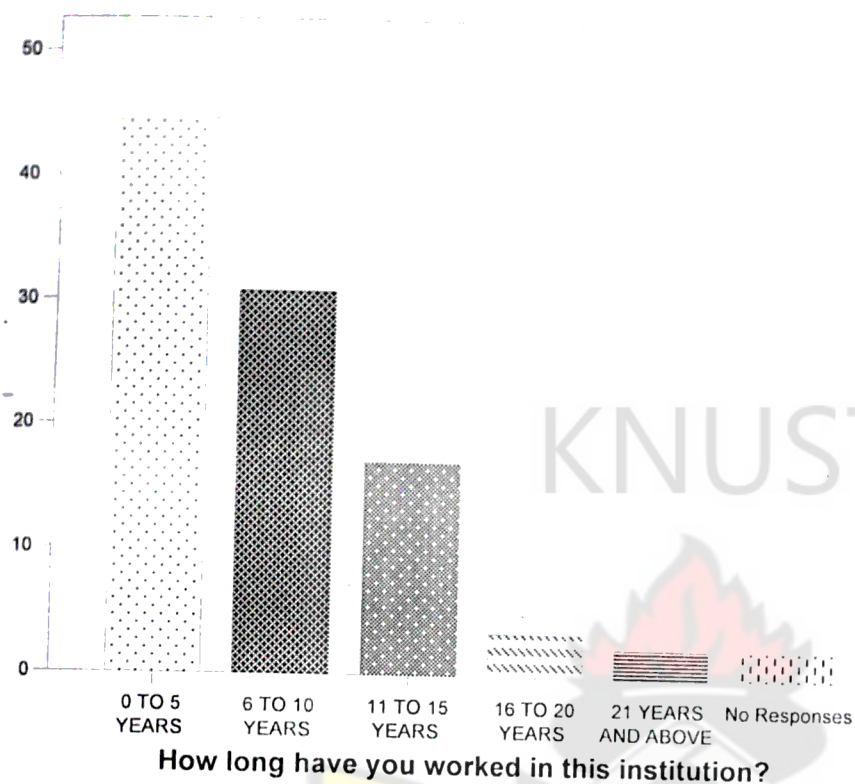
Table 4.6 shows the length of service by respondents, those who have worked between 0 to 5years constitute 39(44.3%) and they form the majority, this was followed by twenty seven (27), (30.7%) who have worked between 6 to 10 years. Those who have been in the company between 16 to 20years were three (3) (3.4%), two (2) people representing (2.3%) were also found to have worked for 21years and above two (2), (2.3%) did not respond to the question.

This trend shows that either the company has no good labour retention records or has a policy of not retaining labour for long period of time. The graph represent the pictorial view of the table.

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Causes of interpersonal conflict

Table 4.7: When you have to make a choice between equally good alternatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	32	36.4	36.4	36.4
	YES	56	63.6	63.6	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

When you have to make a choice between equally good Alternatives

When you have to make a choice between equally good alternatives
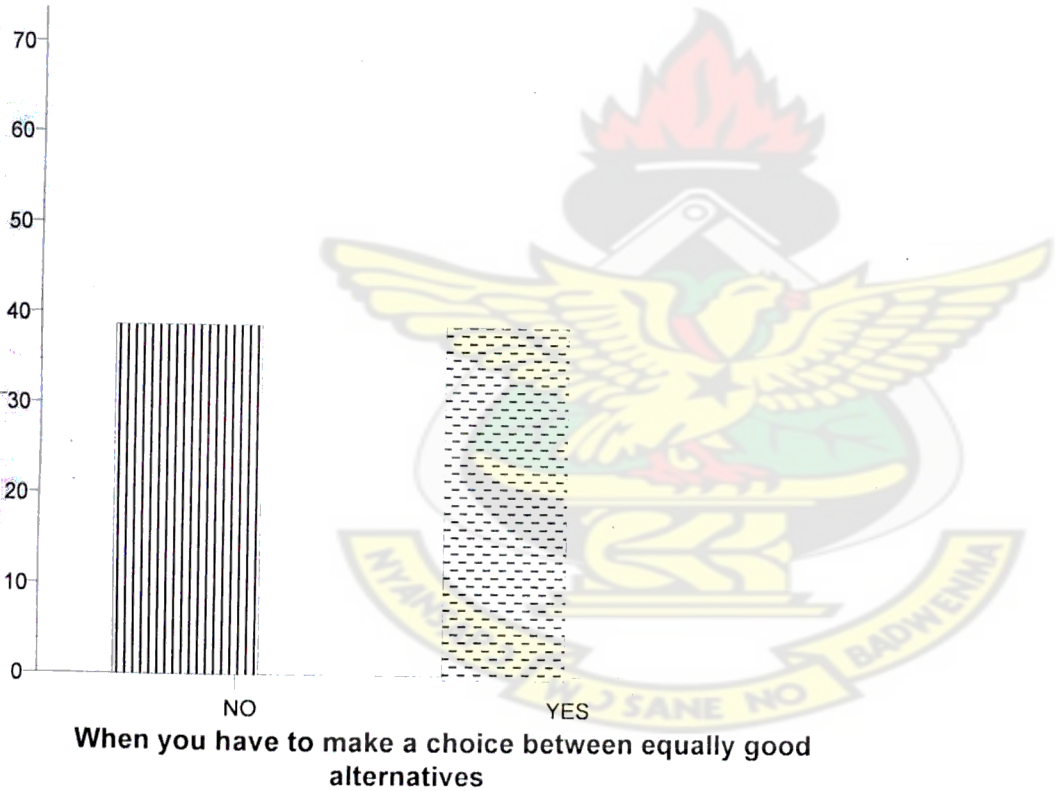
From the table 4.7 shows a frequency of thirty two (32) representing 36.4% who said no and fifty six (56), representing 63.6% who said yes. From the above, it is clear that, majority of the respondents representing almost 63.6 % are of the view

that choosing from among equally good alternative is a conflict situation among them.

Table 4.8: When you have to make a choice between two equally bad alternatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	18	20.5	20.5	20.5
	YES	70	79.5	79.5	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

When you have to make a choice between two equally bad alternatives

When you have to make a choice between two equally bad alternatives

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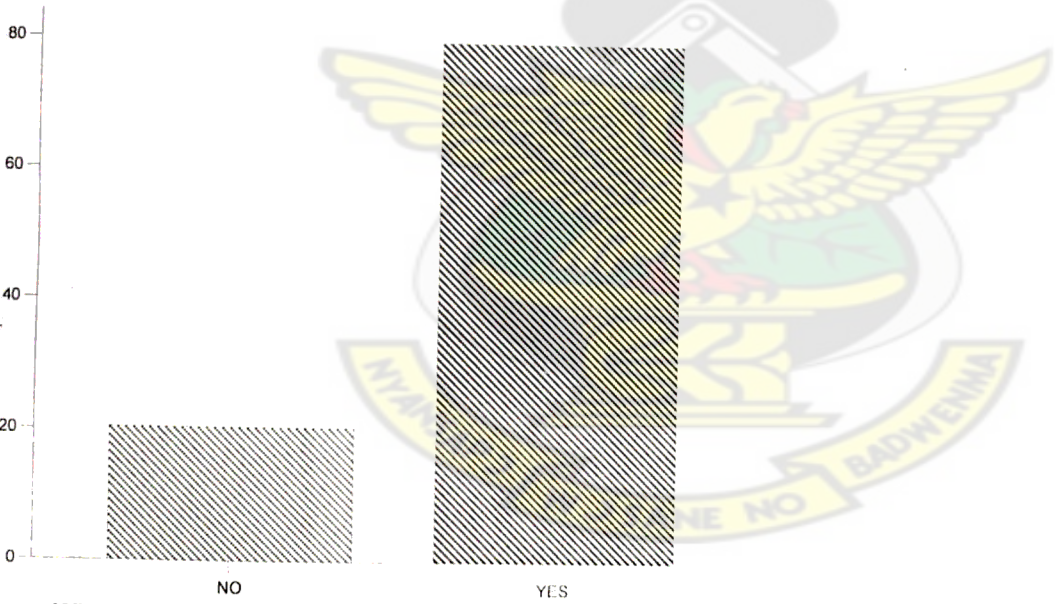
From table 4.8, seventy (70) of the respondents representing (79.5%) were of the view that, choosing equally bad alternatives can result into conflict, eighteen (18) respondent representing (20.5%) did not agree to that, this statistics mean that, making choices between two equally bad alternative is a conflict situation that confront most workers in the company. The graph represents the figures shown in the table above.

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Table 4.9: When you have to make a choice among a set of options that have good and bad options

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	22	25.0	25.0	25.0
	YES	66	75.0	75.0	100.0
	Total	**88**	**100.0**	**100.0**	
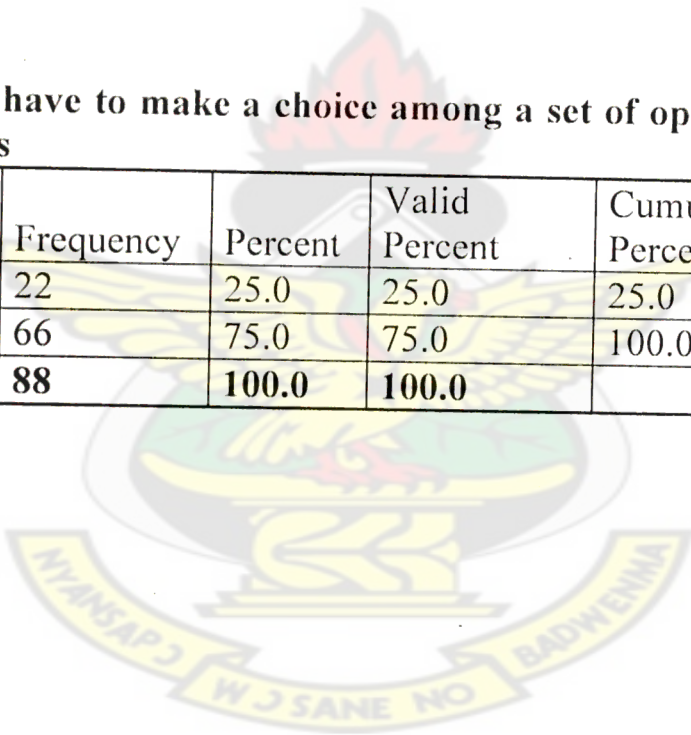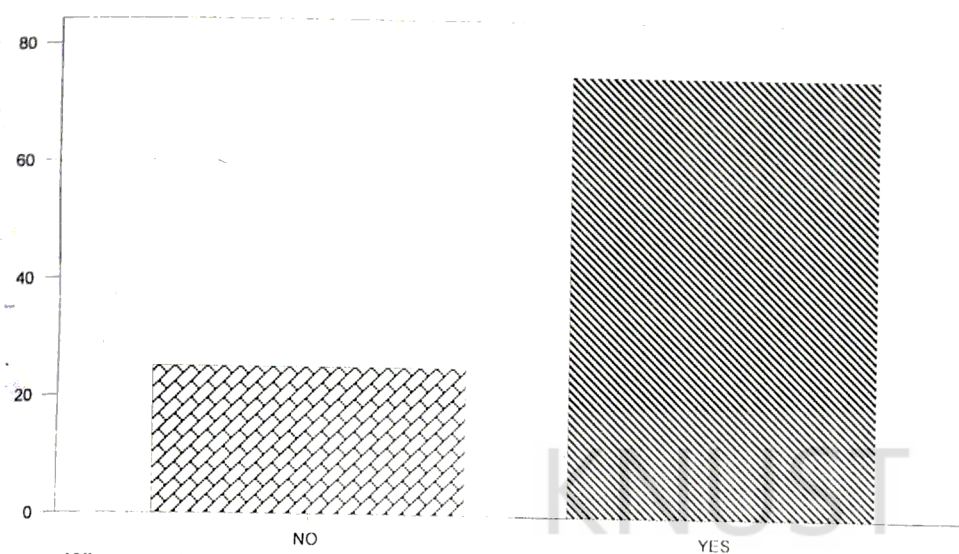
When you have to make a choice among a set of options that have good and bad options

Making a choice among a set of options that have good and bad options, according to table 4.9, shows a frequencies and the percentages of the respondents, 22 and 66 respondents representing (25%) and (75%) respectively, gave their opinions (25%) think that this does not result to conflict, while (75%) are of the view that, this can result into a conflict. The graph shows the pictorial view of the figures in the table.

Table 4.10: When you are not quite clear about your role as a staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	12	13.6	13.6	13.6
	YES	76	86.4	86.4	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field Data 2009

When you are not quite clear about your role as a staff
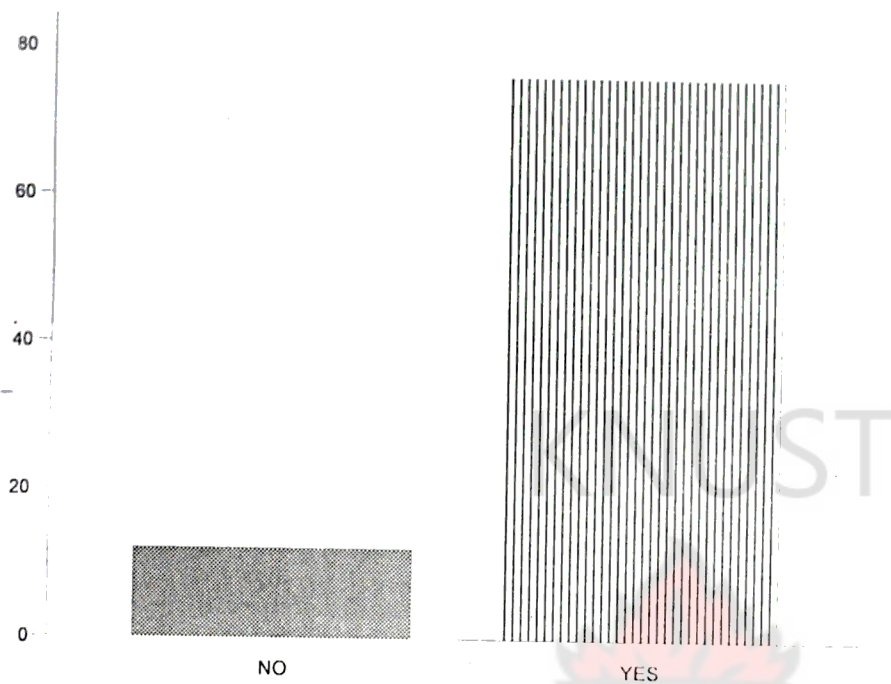
When you are not quite clear about your role as a staff

Table 4.10, shows a frequency of twelve (12) representing (13.6%) who responded no to the fact that, their roles which they are not clear about as a staff do not result into conflict in any way, whole seventy six (76) respondents making (86.4%) believe , this has the potential of creating conflict.

Table 4.11: When you have different expectations about your job (not clear as to which set of expectations to follow)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	41	46.6	46.6	46.6
	YES	47	53.4	53.4	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

When you have different expectations about your job(not clear as to which set of expectations to follow)
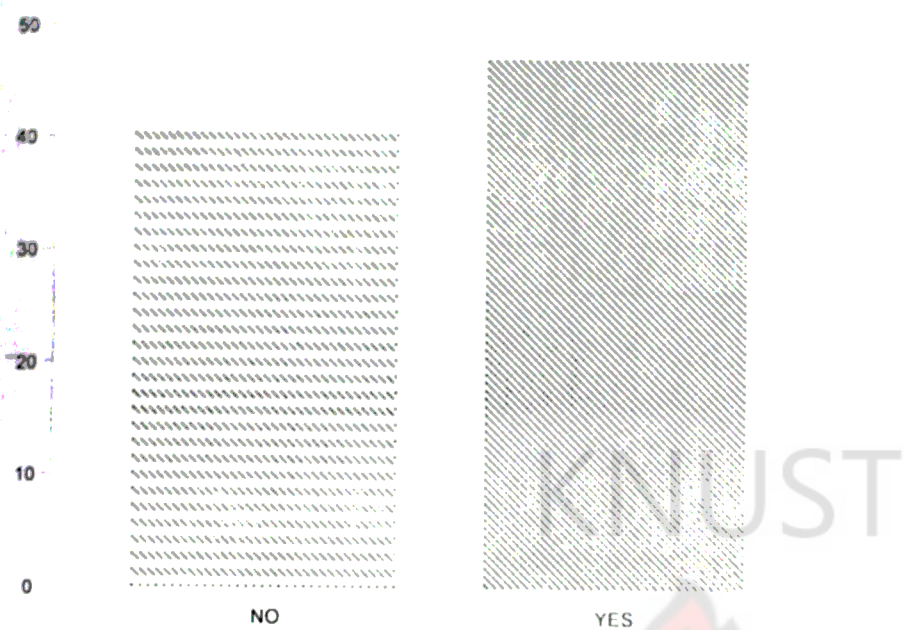
When you have different expectations about your job(not clear as to which set of expectations to follow)

In table 4.11 out of the eighty eight (88) participant who responded to the questions fourty one (41) representing (46.6%) believed that different expectations about their job does not result in conflict, while fourty seven (47) representing (53.4%) were of the view that such a situation result in conflict. This clearly shows that, more that half of the respondents not clear as to what expectations to follow. This view shown in the table is also represented in the graph provided below.

Table 4.12: Others, please specify

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	99	88	100.0	100.0	100.0

CAUSES OF INTERPERSONAL CONFLICT

Table 4.13: Differences in behaviour among individual staff in your company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	40	45.5	45.5	45.5
	YES	48	54.5	54.5	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

Differences in behaviour among individual staff in your institution

From table 4.13, fourty (40) respondents representing 45.5% and fourty eight (48) also representing 54.5% out of the eighty eight (88) participants responded to the question, their responses as shown in the table indicate that differences in

behaviours among individual staff at Ghacem has the potential of resulting in conflict. The graph provided gives a pictorial view of the analysis in the table above.

Table 4.14: Relationship between superior and subordinate such as heads of department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	17	19.3	19.3	19.3
	YES	71	80.7	80.7	100.0
	Total	88	100.0	100.0	

Relationship between superior and subordinate such as heads of department.
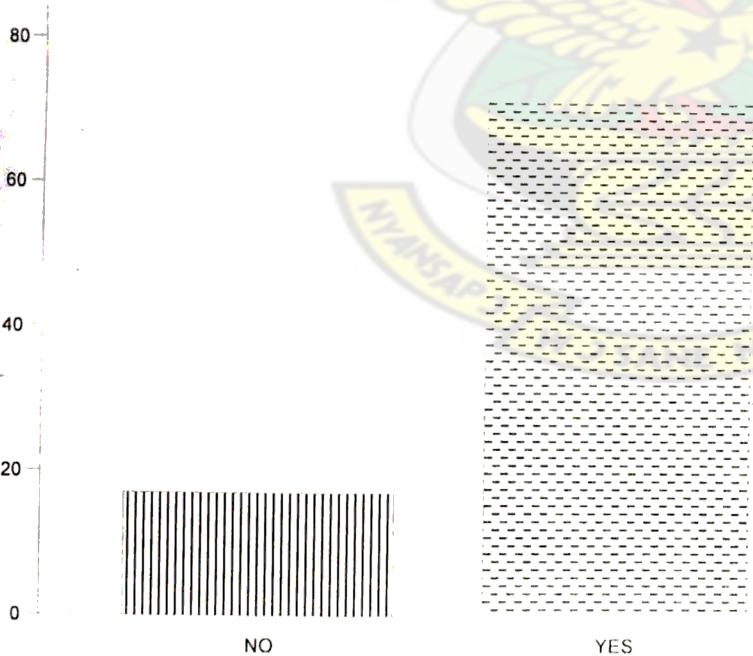
Relationship between superior and subordinate such as Heads of department.

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Table 4.14, shows that, out of the eighty eight (88) participants, twenty eight (28) out of the them representing 31.8% believed that struggle for position in the company, in other words, power struggle does not result in conflict, sixty (60) out of the total number which represent 68.2% were other view that conflict is imminent in power struggle situation. Based on the result obtained, one can infer that individuals struggle for position in the company result in conflict. A graphical representation is shown below:

Table 4.15: Power struggle such as individual struggling for position in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	28	31.8	31.8	31.8
	YES	60	68.2	68.2	100.0
	Total	88	100.0	100.0	

Power struggle such as individual struggling for position in the institution

Power struggle such as individual struggling for position in the institution
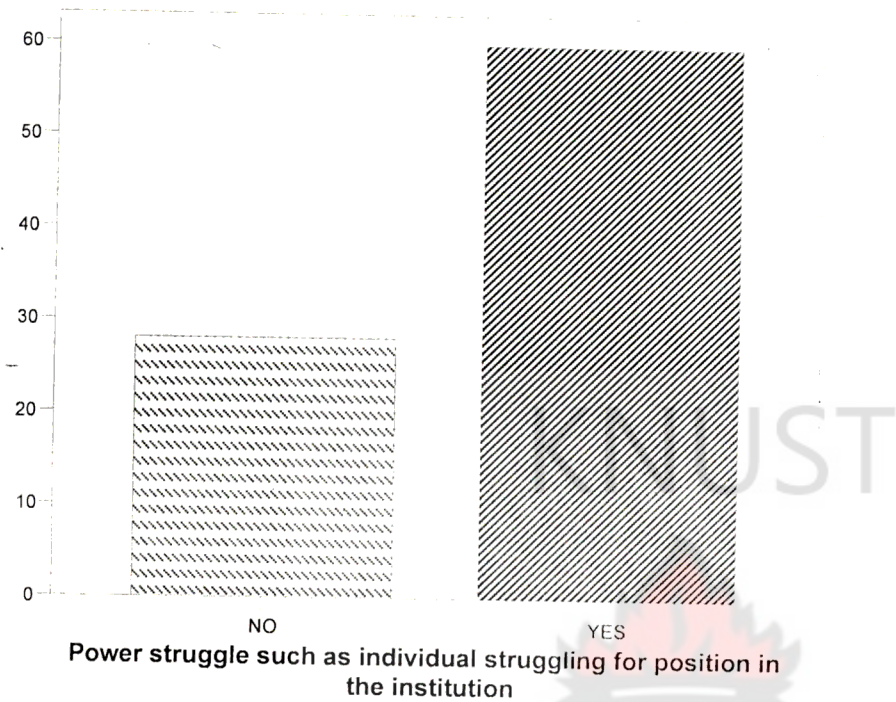
According to table 4.15, twenty eight (28) respondents which represent (31.8%) and sixty (60) participants also representing (68.2%) said No and Yes respectively that power struggle such as the issue above is imminent in the company. This show that majority of the respondents which above 68% responded positively to the question.

Table 4.16: Competing for limited resources or recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	25	28.4	28.4	28.4
	YES	63	71.6	71.6	100.0
	Total	88	100.0	100.0	

Competing for limited resources or recognition

Competing for limited resources or recognition

Table 4.16 shows that, out of the eighty eight (88) participants twenty five (25) making 28.4% responded that, competing for limited resources and recognition does not encourage conflict in the company. On the other hand, sixty three (63) participants representing 71.6% were of the view that competing for limited resources and recognition can promote conflict between two or more individuals in the company, this means that, the issue described is highly susceptible to conflict. A clearer picture is shown on the graph above.

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Table 4.17: Gossiping

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	19	21.6	21.6	21.6
	YES	69	78.4	78.4	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.
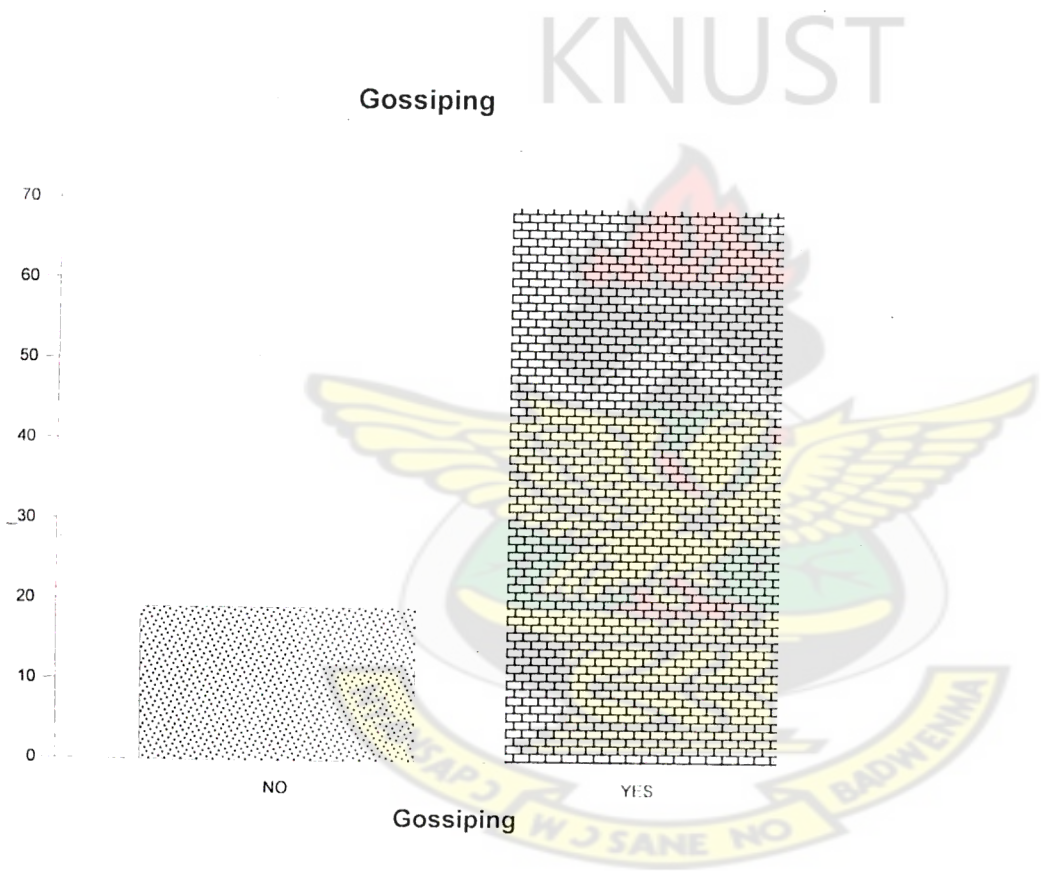
Gossiping

Table 4.17 shows a total frequency of eighty eight (88) make up the entire participants out of that, nineteen (19) of them which represent 21.6% disagree with the view that gossiping is a major cause of conflict between two or more

individual, sixty nine (69) making (78.4%) accepted the fact that gossiping is a major cause of interpersonal conflict. The graph explains it further in picture form.

Table 4.18: Differences in perception

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	11	12.5	12.5	12.5
	YES	77	87.5	87.5	100.0
	Total	88	100.0	100.0	

Source: Field Data 2009.

Differences in perception
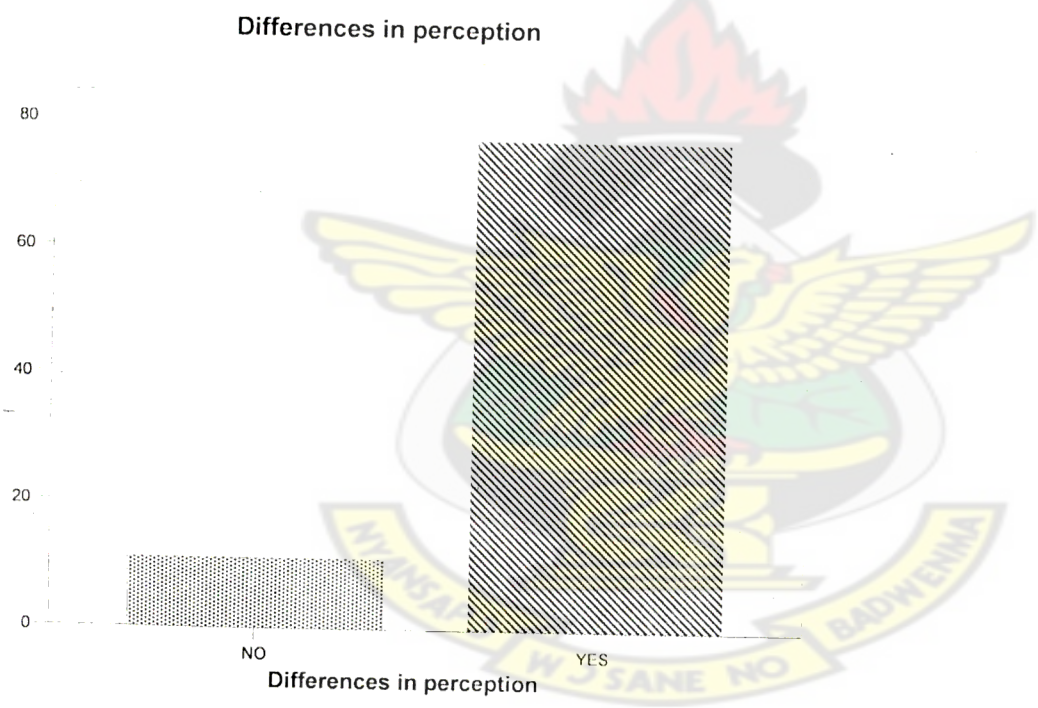
From table 4.18, the researcher wanted to find out whether differences in perception causes conflict in the company, the result as shown indicate that out of the total participants of eighty eight (88), eleven (11) making 12.5% said no, while seventy seven (77) representing 87.5% were of the view that it does. One can

therefore conclude that with a higher percentage of 87.5% it is clear that the issue is a recipe for conflict in the company. Graphical representation is shown below:

Table 4.19: Feeling of superiority of some staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	28	31.8	31.8	31.8
	YES	60	68.2	68.2	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field Data 2009.

Feeling of superiority of some staff

Feeling of superiority of some staff
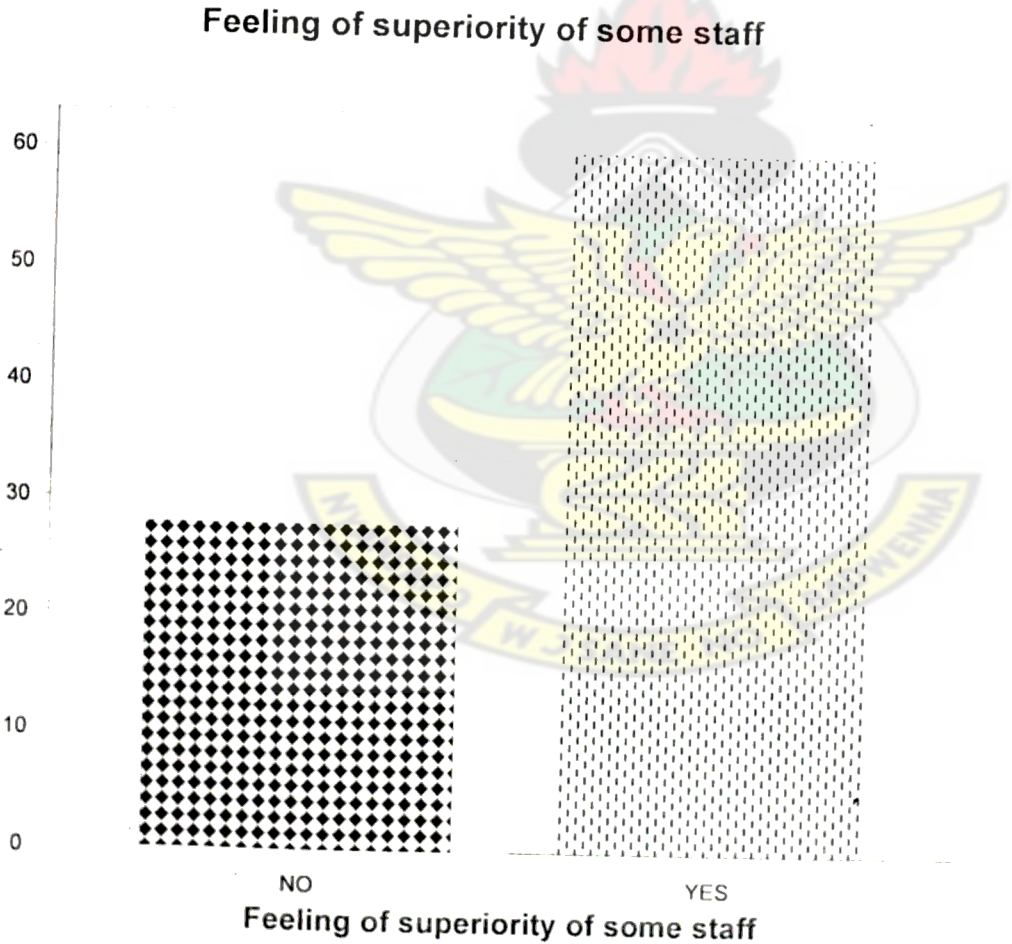
Table 4.19 Shows that, out of the eighty eight (88) participants twenty eight (28) making 31.8% said no the fact that, feeling of superiority of some staff result in conflict between two or more individuals. On the other hand sixty (60) participants representing 68.2% were those who think otherwise, for them, feeling of superiority of some staff is one of the causes of interpersonal conflict. The graph shown above gives a clearer picture of the responses.

Table 4.20: Others, please specify

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	99	88	100.0	100.0	100.0

BETWEEN JUNIOR STAFF AND SENIOR STAFF MEMBERS

Table 4.21: Limited resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	13	14.8	14.8	14.8
	Large Extent	26	29.5	29.5	44.3
	Little Extent	28	31.8	31.8	76.1
	Very Little Extent	16	18.2	18.2	94.3
	No Response	5	5.7	5.7	100.0
	Total	**88**	**100.0**	**100.0**	

Limited resources

Limited resources

From table 4.21 results shown could be interpreted that, to a very large extents, thirteen (13), (14.8%) are of the view that, limited resources brings about conflict between junior staff and senior staff members. to a large extent, twenty six (26) making (29.5%) also gave their opinions as such. The table also shows that, to a little extent, twenty eight (28) which is (31.8%) and very little extent sixteen (16) (18.2%) believed the same way. From this analysis, one significant finding is that limited resources have little impact on the cause of conflict between junior staff

and senior staff of the company. Here is a graphical representation of the results obtained as shown on the table above.

Table 4.22: Conflicting interests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	13	14.8	14.8	14.8
	Large Extent	29	33.0	33.0	47.7
	Little Extent	33	37.5	37.5	85.2
	Very Little Extent	13	14.8	14.8	100.0
	Total	88	100.0	100.0	

Conflicting interests

Conflicting interests
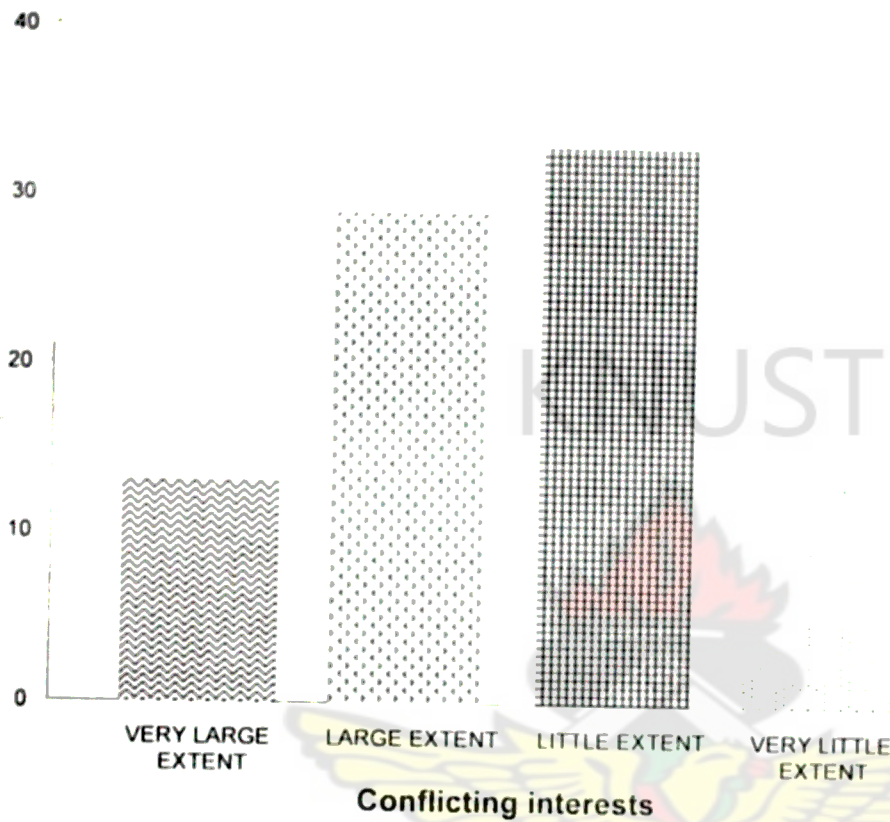
Table 4.22 shows that thirteen (13), (14.8%) and twenty nine (29) (33.0%) of the participants believed that, to a very large extent and to a large extent respectively, conflicting interest result in conflict between junior staff and senior staff members in the company. The table also revealed that, thirty three (33) (37.5%) and thirteen (13) (14.8%) shared their views that, to a little and very little extent respectively, conflicting interest is a cause of conflict between junior and senior staff. This can be concluded that, the issue has insignificant role in causing conflict between the two groups. The graph also shows the picture as depicted on the table above.

Table 4.23: Overlapping tasks:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	11	12.5	12.5	12.5
	Large Extent	19	21.6	21.6	34.1
	Little Extent	44	50.0	50.0	84.1
	Very Little Extent	13	14.8	14.8	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

Overlapping tasks
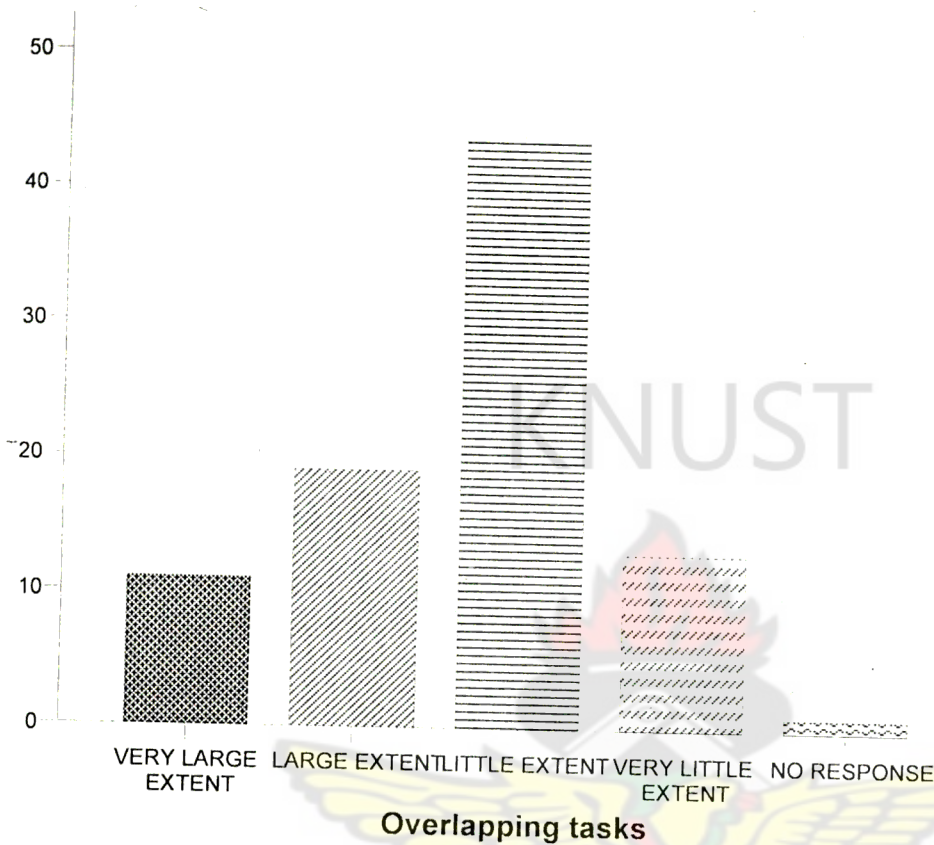
Overlapping tasks

Out of the total number of participants, eleven (11) (12.5%) and nineteen (19) (21.6%) were of the view that to a very large extent and to a large extent respectively, overlapping tasks can result in conflict between junior and senior staff. the table went further to show that, to a little and very little extent, fourty four (44) (50.0%) and thirteen (13) (14.8%) respectively have the similar opinion. The figures provided on table 4.23 indicate that, the issue has insignificant impact in causing conflict between the two groups.

Graphical view is shown above.

Table 4.24: Deficiencies in information flow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	12	13.6	13.6	13.6
	Large Extent	32	36.4	36.4	50.0
	Little Extent	27	30.7	30.7	80.7
	Very Little Extent	17	19.3	19.3	100.0
	Total	88	100.0	100.0	

Deficiencies in information flow
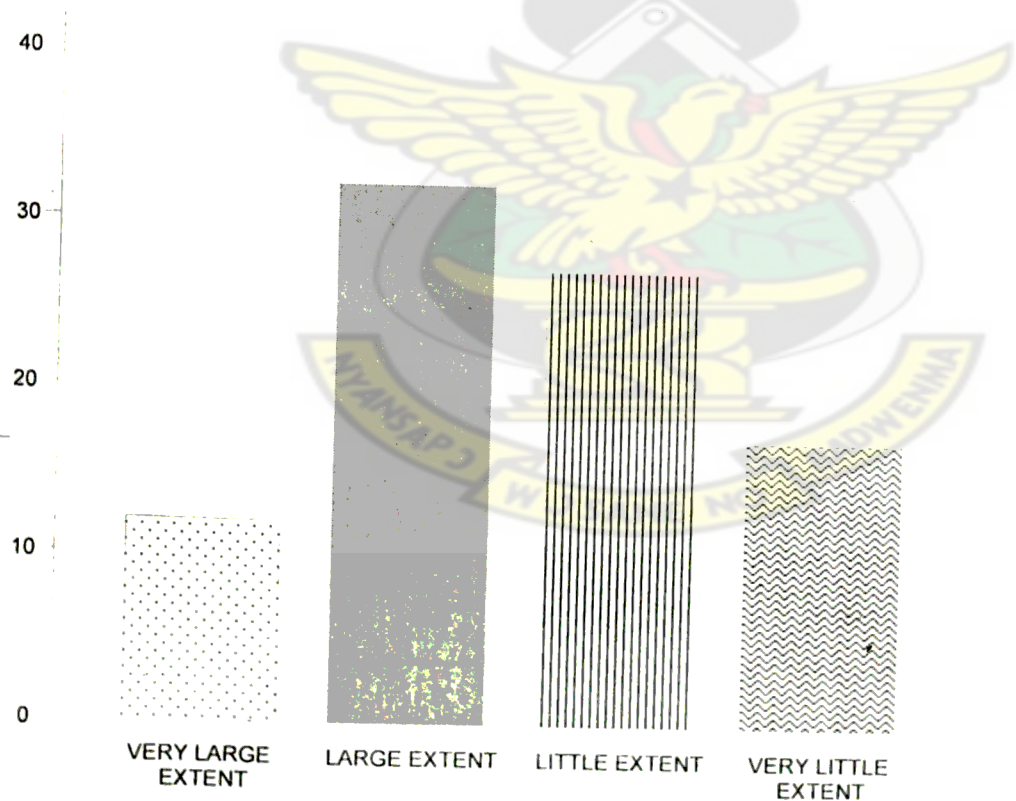
Deficiencies in information flow

From table 4.24, to a vey large extent and large extent twelve (12) participant

representing (13.6%) and thirty two (32) participants (36.0%) respectively were of

the view that deficiencies in information flow is a source of conflict between

junior and senior staff. According to the table, to a little extent twenty seven (27)

participants and seventeen (17) participant representing (30.7%) and (19.0%)

respectively, is the result which were obtained on the views sought to find out the

different between the valid responses. This can be concluded that, insignificantly

the issue is a source of conflict between the two groups. A graphical representation

is shown above.

Table 4.25: Interdependence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	10	11.4	11.4	11.4
	Large Extent	24	27.3	27.3	38.6
	Little Extent	35	39.8	39.8	78.4
	Very Little Extent	19	21.6	21.6	100.0
	Total	**88**	**100.0**	**100.0**	

Interdependence
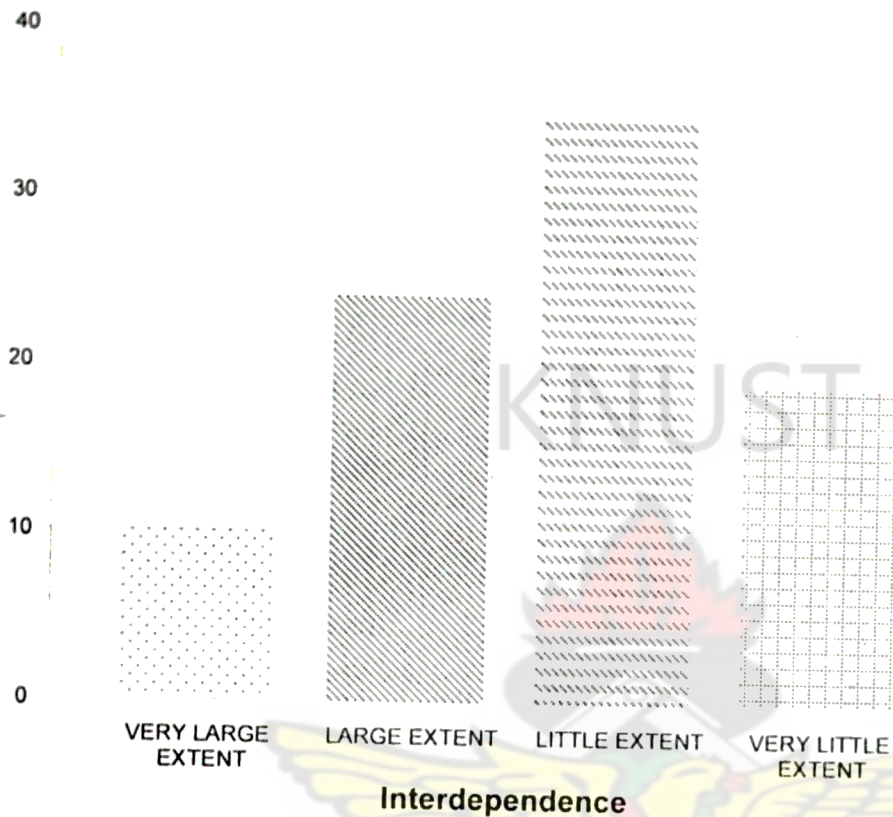
Interdependence

Table 4.25 Produces the result which indicate that ten (10) representing (11.4%) and twenty four (24) making (27.3%) of the total participant thought that to a very large extent and to large extent, respectively, interdependence between junior and senior staff causes conflict. on the other hand, thirty five (35) which is (39.8%) and nineteen (19) constituting (21.6%), to a little extent and very little extent have same assumption.

Based on the figures obtained, one can say that insignificantly, interdependence has effect on conflict between the two groups

Table 4.26: Time pressure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	18	20.5	20.5	20.5
	Large Extent	20	22.7	22.7	43.2
	Little Extent	26	29.5	29.5	72.7
	Very Little Extent	22	25.0	25.0	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	
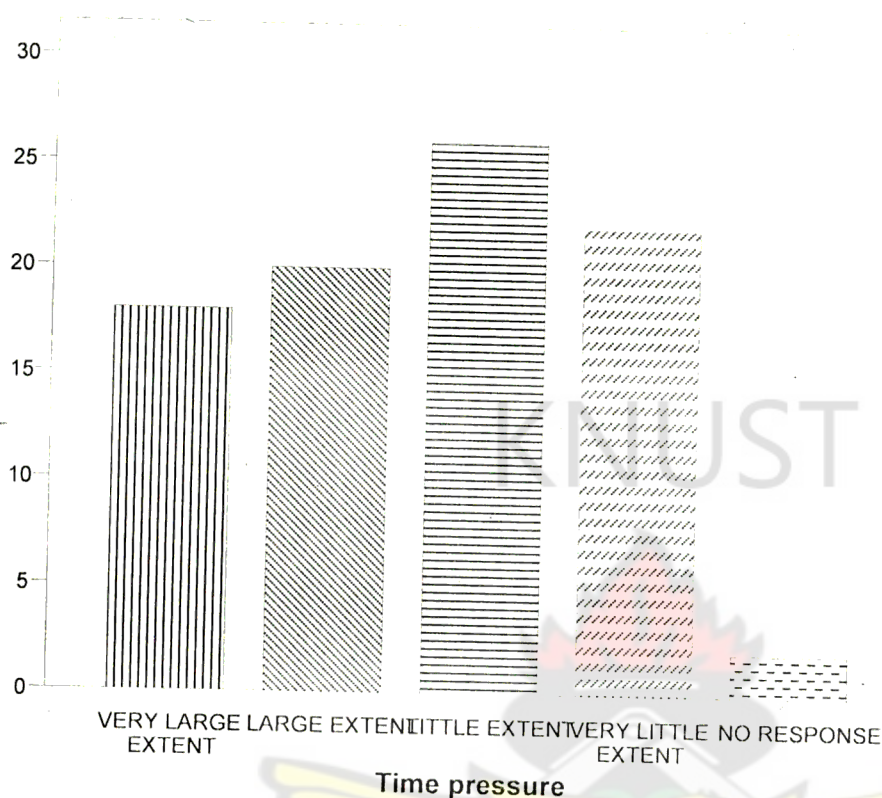
Time pressure

The figures obtained on the issue of Time pressure as indicated in table 4.26 Shows that, to a very large extent eighteen (18) making (20.5%) of the respondents and to a large extent twenty (20) constituting (22.7%) participants said time pressure result in conflict, between senior and junior staff. The table also shows that, twenty six (26) representing (29.5%) and twenty two (22) which is (25.0%) said that, to a little and very little extent respectively, time pressure causes conflict between the two groups. From the above the indicators time pressure

cannot be said to be a major cause of conflict or not. The above is a graphical picture.

Table 4.27: Collective decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	13	14.8	14.8	14.8
	Large Extent	16	18.2	18.2	33.0
	Little Extent	34	38.6	38.6	71.6
	Very Little Extent	25	28.4	28.4	100.0
	Total	**88**	**100.0**	**100.0**	

Collective decision making

Collective decision making
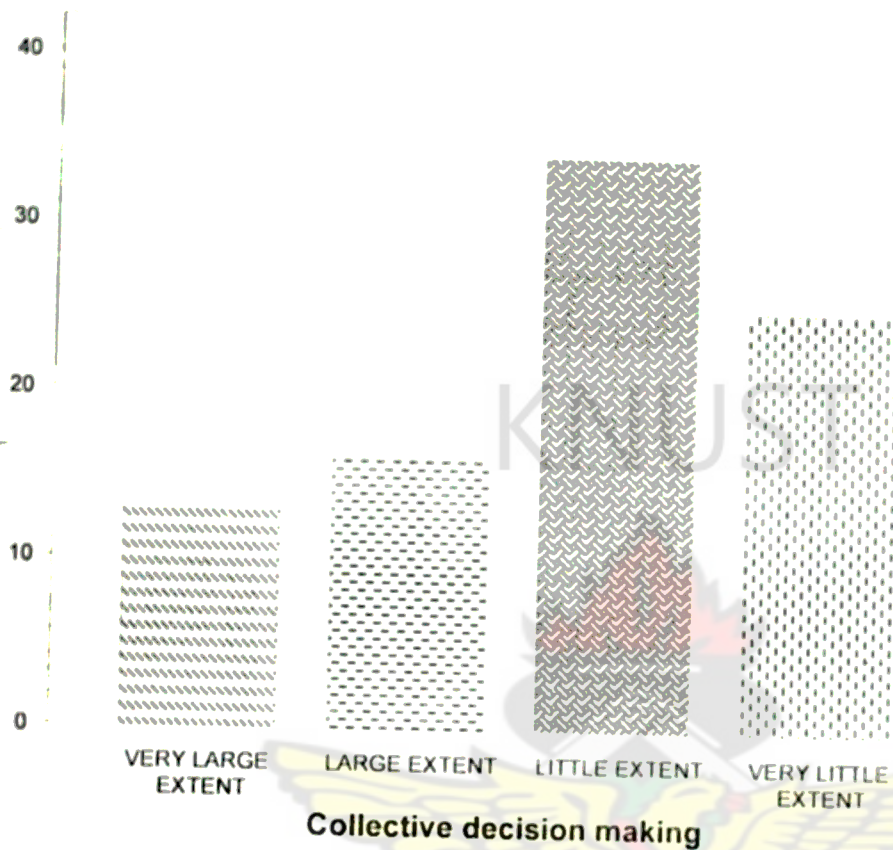
Table 4.27 shows that, thirteen (13) representing (14.8%) and sixteen (16) which also represent (18.2%) participants gave their views that to a very large extent and large extent respectively, collective decision making result in conflict between senior and junior staff. Again it explained the fact that to little and very little extent, thirty four (34) making (38.6%) and twenty five (25) constituting (28.4%) participants respectively, causes conflict, result obtained as shown in the table means that, the issue in question has insignificant effect on conflict between the two groups.

BETWEEN SENIOR STAFF AND MANAGEMENT

Table 4.28: Limited Resources

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Very Large Extent	9	10.2	10.2	10.2
	Large Extent	37	42.0	42.0	52.3
	Little Extent	18	20.5	20.5	72.7
	Very Little Extent	24	27.3	27.3	100.0
	Total	**88**	**100.0**	**100.0**	

Limited resources
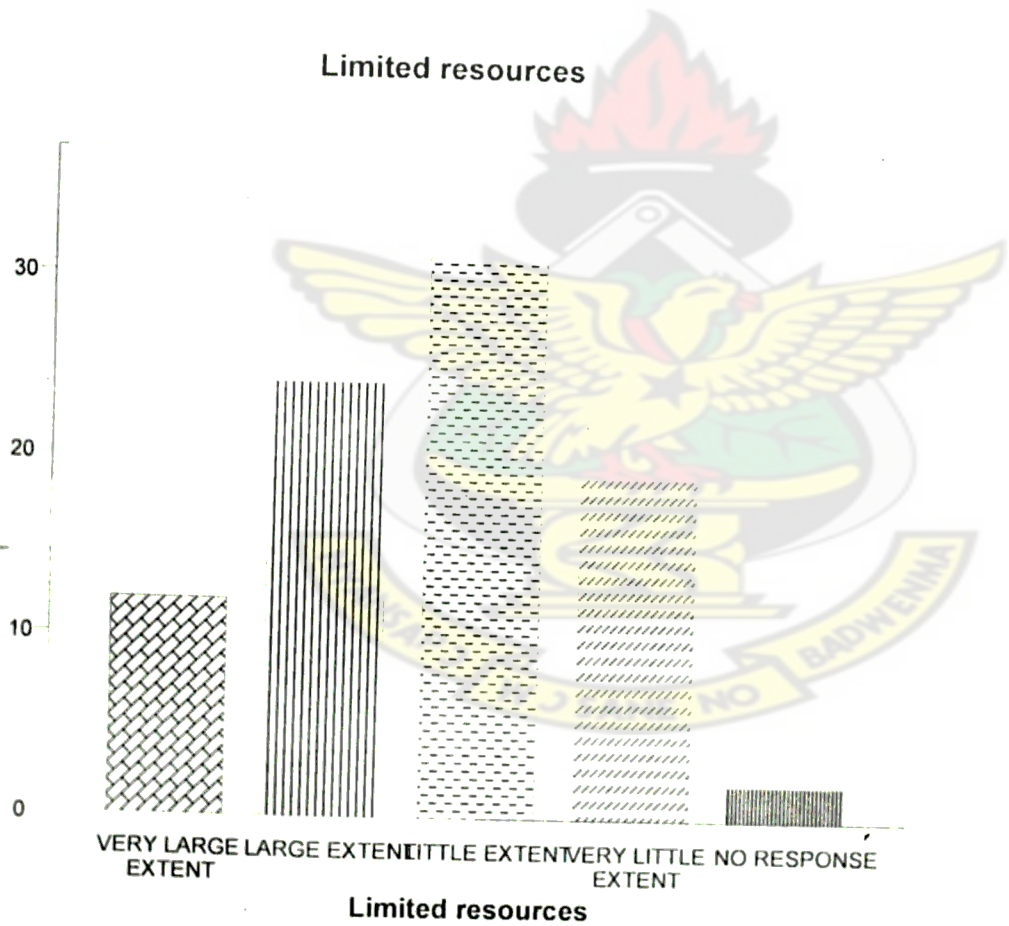
Limited resources

Table 4.28 Shows that nine (9) which make up (10.2%) of the participants gave

their views that, to a very large extent, limited resources is a source of conflict

between senior and management staff, and to a large extent, thirty seven (37) which represents (42.0%) also gave similar opinion. The table also produced other views on the same issue, to others, to a little extents twenty three (23) making (26.1%) out of the respondents said, limited resource is a source of conflict in the company while twenty eight (28) which constitutes (31.8%) participants also thought the issue can generate conflict between the two group, this can be explained that, limited resources is a source of conflict between senior and junior staff. A clear picture is shown on the graph above.

Table 4.29: Deficiencies in information flow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	10	11.4	11.4	11.4
	Large Extent	26	29.5	29.5	40.9
	Little Extent	23	26.1	26.1	67.0
	Very Little Extent	28	31.8	31.8	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

Deficiencies in information flow

Deficiencies in information flow
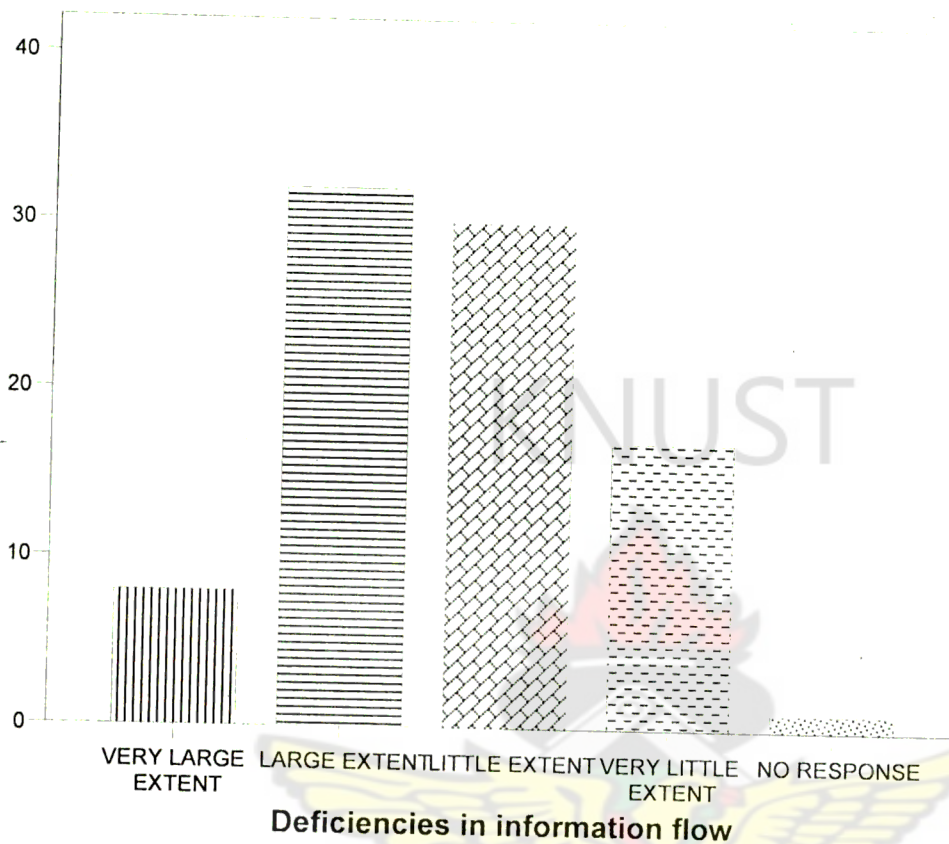
Figure 4.29

Between senior staff and management, the statistics provided in table 4.29 means that limited resources has insignificant impact on the causes of conflict. This is shown in the table as follows, to a very large extent only ten (10) making (11.4%) of the total participant believed deficiencies in information flow has the potential to cause conflict between senior and management staff, twenty six (26)which represent (29.5%) of the participants out of the total of eighty eight (88) shared the

same view to a little extent. said such issue, to a little extent causes conflict between the two groups, and twenty eight (28) representing (31.8%).

On the other hand, twenty three (23) which constitutes (26.1%) of the participants out of the lot believed such issue, to a little extent causes conflict between the two group, from the table, the issue does not have much effect on conflict in the company. The above graph shows clearly.

Table 4.30: Conflicting interests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	10	11.4	11.4	11.4
	Large Extent	20	22.7	22.7	34.1
	Little Extent	41	46.6	46.6	80.7
	Very Little Extent	15	17.0	17.0	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Conflicting interests
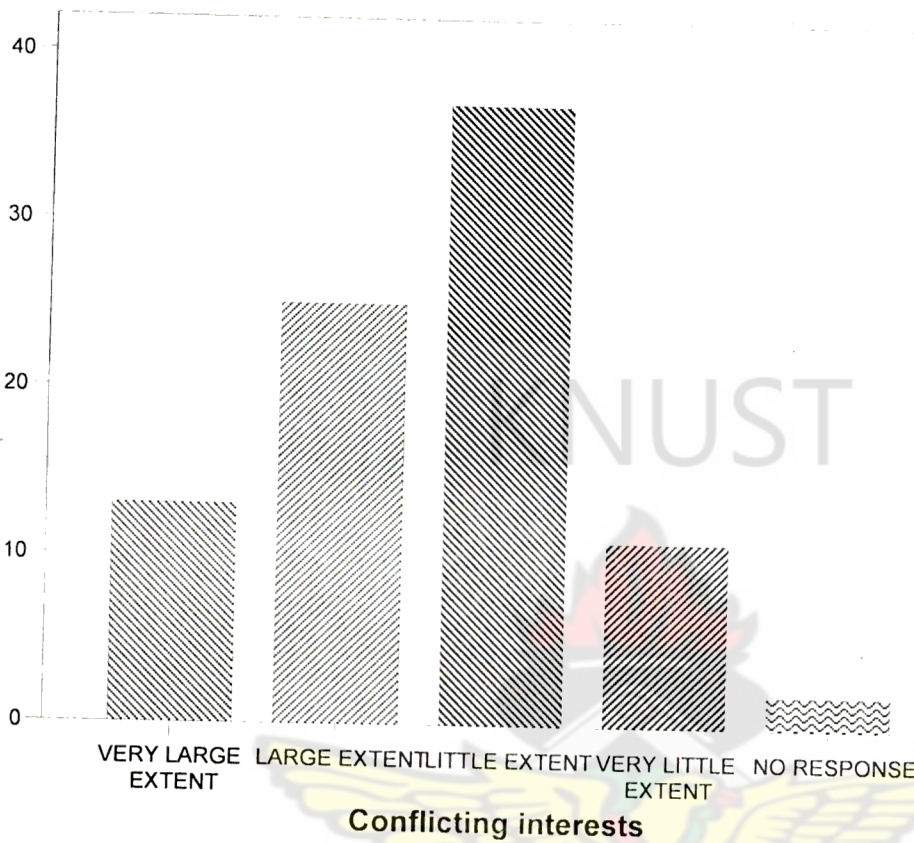
Figure 4.29.

Table 4.30 which tries to obtained views of the eighty eight (88) participants on the issue whether conflicting interest is a potential source of conflict between senior and management, explains that ten (10) which represents (11.4%) participants responded that to a very large extent is a source of conflict between the two group. Twenty (20) making (22.7%) also believed that it is a source of conflict to a large extent.

On the contrary, fourty one (41) which makes up (46.6%) of the participant said it is a source to a little extent, and fifteen (15) representing (17.0%) also were of the opinion that, it is a source of conflict to a very little extent. This could be explained to mean that conflicting interest has insignificant impact to the causes of conflict between the two groups. A pictorial view is shown above in the graph.

Table 4.31:Overlapping tasks

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	2	2.3	2.3	2.3
	Large Extent	28	31.8	31.8	34.1
	Little Extent	34	38.6	38.6	72.7
	Very Little Extent	23	26.1	26.1	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

According table 4.31 two (2) (2.3%) out of the eighty eight (88) participants said , overlapping tasks, to a large extent is a source of conflict between senior and management staff, twenty eight (28) (31.8%) also said that, to a large extent, the issue at stake causes conflict between the two groups.

The table also shows other opinions were shared on the same issue, to a little extent, thirty eight (34) (38.6%) of the participants believed that overlapping tasks is a recipe for conflict between the two groups

From the analysis, overlapping tasks between them does not bring about conflict.

AMONG DEPARTMENTS

Table 4.32: Limited resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	12	13.6	13.6	13.6
	Large Extent	30	34.1	34.1	47.7
	Little Extent	26	29.5	29.5	77.3
	Very Little Extent	20	22.7	22.7	100.0
	Total	**88**	**100.0**	**100.0**	

Limited resources
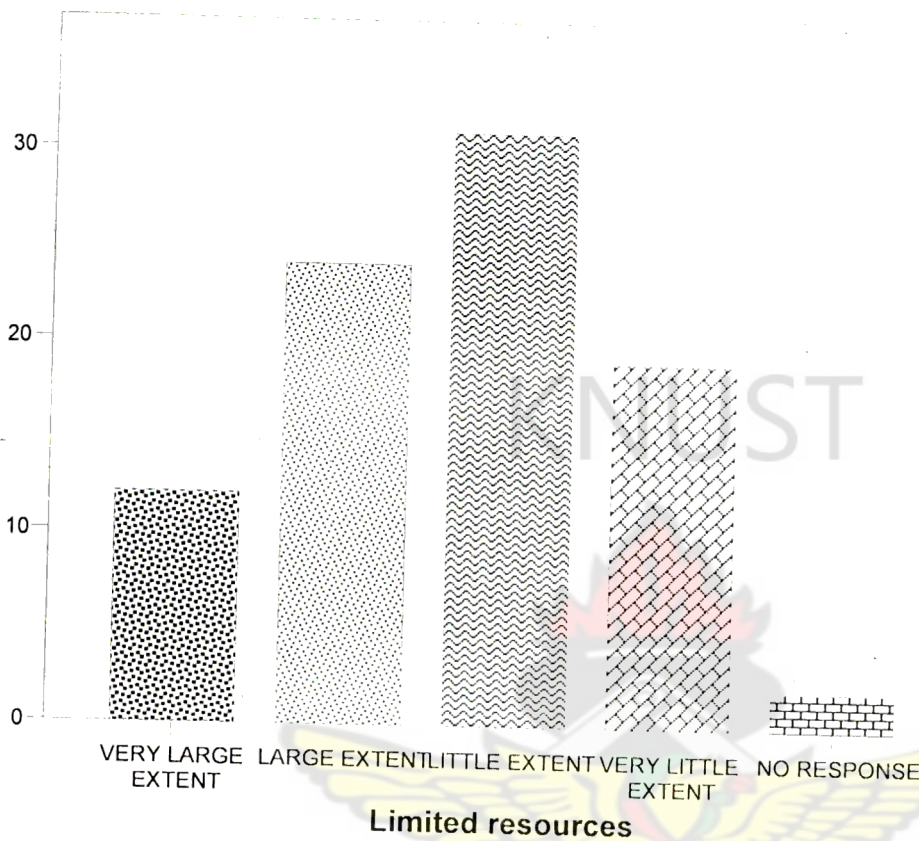
Limited resources

From table 4.32 Limited resources among department do not result in conflict. This is clear from the analysis as seen in the table. To a very large extent, twelve (12) representing (13.6%) believed limited resources results in conflict among department, thirty (30) which constitute (34.1%) also shared the same view to a large extent.

On the other hand, twenty six (26) which represent (29.5%) and twenty (20) representing (22.7%) of the respondents think that to a little extent and very little

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extent respectively, limited resources is a source of conflict among department in the company.

The analysis clearly shows that limited resources have insignificant impact in causing conflict among department as its shown pictorially on the graph above.

Table 4.33: Deficiencies in information flow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	11	12.5	12.5	12.5
	Large Extent	27	30.7	30.7	43.2
	Little Extent	29	33.0	33.0	76.1
	Very Little Extent	21	23.9	23.9	100.0
	Total	**88**	**100.0**	**100.0**	

Deficiencies in information flow

Deficiencies in information flow
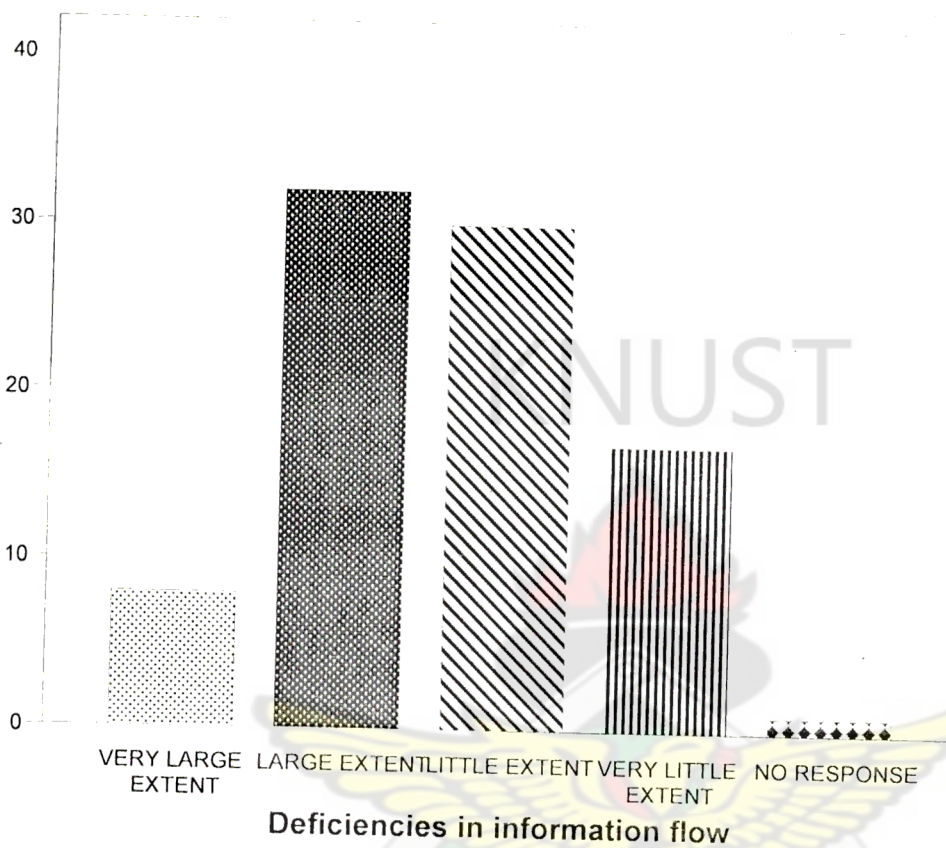
To a very large extent, deficiencies in information flow, according to table 4.33 eleven (11) making (12.5%) understands it is a source of conflict among departments, twenty seven (27) constituting (30.7%) also said it is a source to a large extent.

On the contrary, twenty nine (29) which represents (33.0%) out of the eighty eight (88) participants said it is a source to a little extent and twenty one (21) representing (23.9%) think it is to a very little extent.

This could be explained that, based on the statistics shown on the table, one can conclude that, the issue at stake has insignificant influence in causing conflict among department. The picture shown on the graph explains clearly.

Table 4.34: Conflicting interests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	15	17.0	17.0	17.0
	Large Extent	21	23.9	23.9	40.9
	Little Extent	36	40.9	40.9	81.8
	Very Little Extent	16	18.2	18.2	100.0
	Total	88	100.0	100.0	

Conflicting interests

Conflicting interests
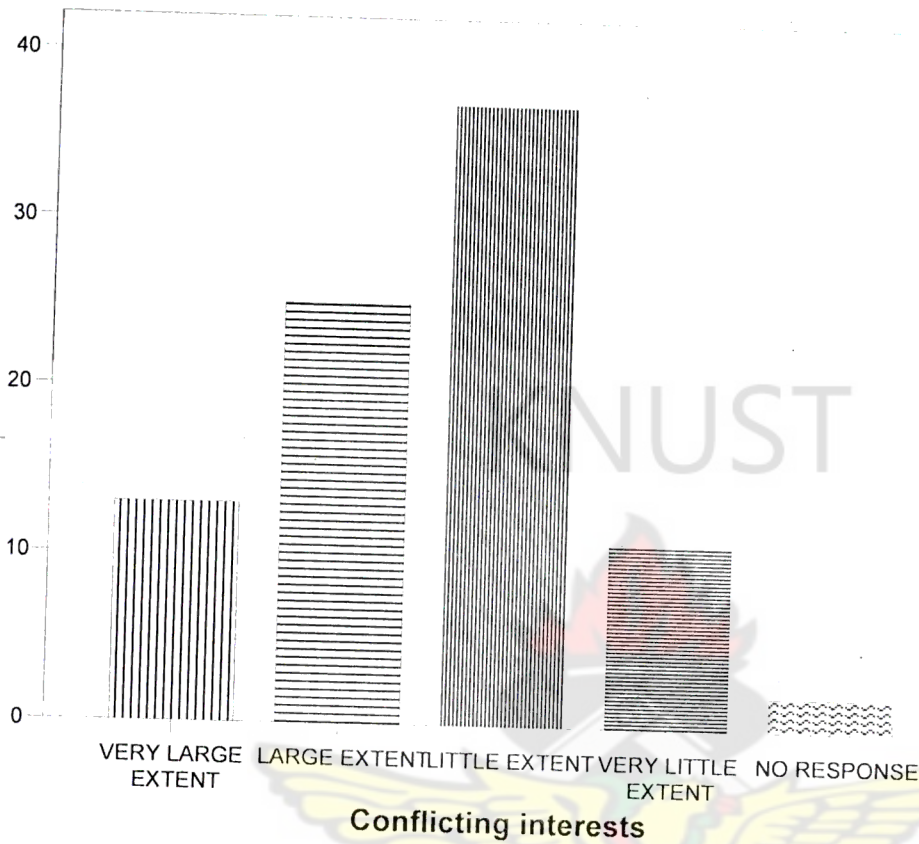
Table4.34 shows that, out of the total eighty eight (88) participants fifteen (15) (17.0%) were of the opinion that, to a very large extent, conflicting interest is a source of conflict among department, twenty one (21) (23.9%) responded that to a large extent it result in conflict.

On the contrary, thirty six (36) representing (40.9%) of the participants were also saying that conflicting interest to a little extent is a recipe of conflict among department, while sixteen (16) which represents (18.2%) said it causes conflict to a very little extent.

The responses obtained from participant indicate that, conflicting interest has insignificant role among department, as represents on the graph above

Table 4.35: Overlapping tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	9	10.2	10.2	10.2
	Large Extent	21	23.9	23.9	34.1
	Little Extent	37	42.0	42.0	76.1
	Very Little Extent	20	22.7	22.7	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	
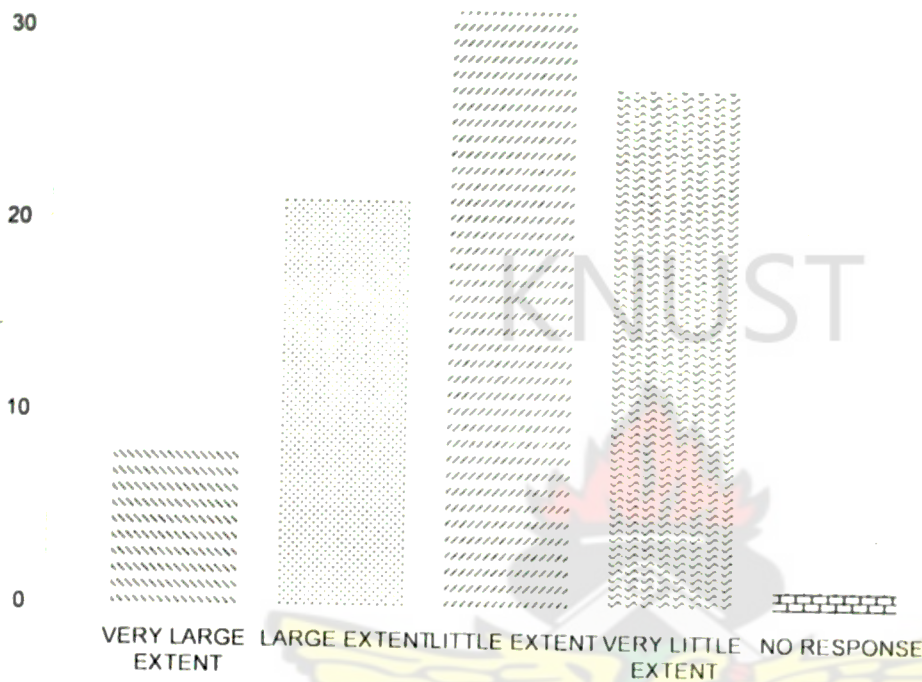
Overlapping tasks

Overlapping tasks

Table 4.35 shows that, overlapping task, though is a cause of conflict among departments, but to a little extent, this is because, the percentage of response for both little and very little extent representing 42% and 22% respectively is higher and greater than very large extent which represent 10% and large extent which also represent 24% when put together in that order. The graph provides a clear picture as depicted on the table.

Table 4.36: Interdependence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	6	6.8	6.8	6.8
	Large Extent	24	27.3	27.3	34.1
	Little Extent	34	38.6	38.6	72.7
	Very Little Extent	23	26.1	26.1	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

Interdependence

Interdependence
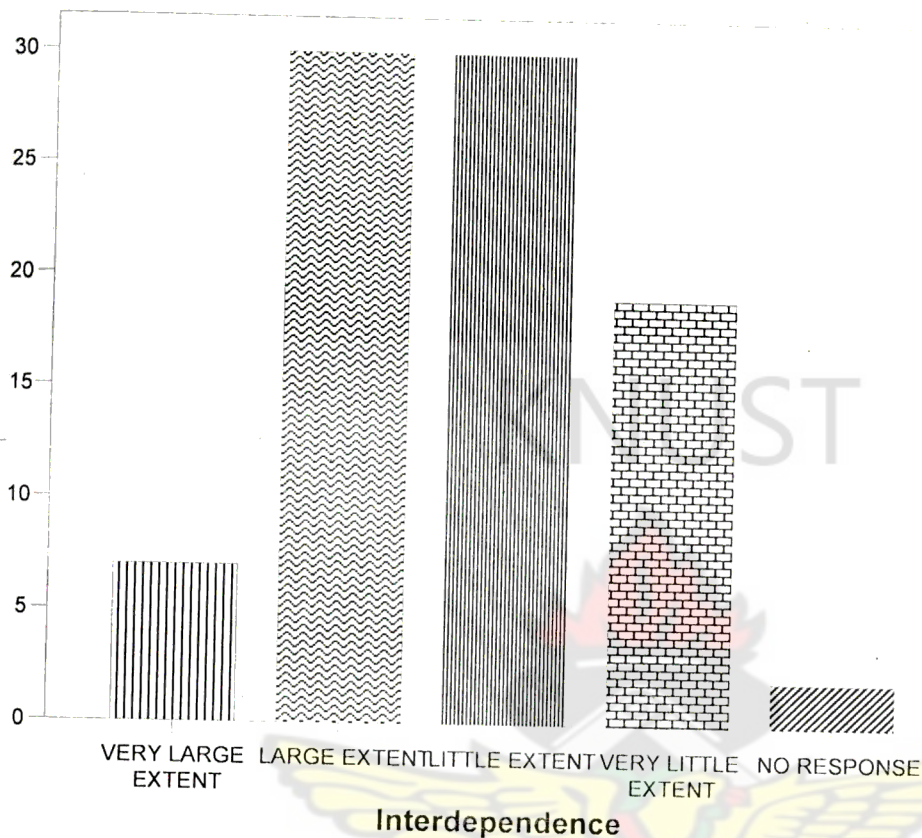
Table 4.36 also shows, that to a little extent thirty four (34) participant, and very little extent twenty three (23) participants representing 39% and 26% respectively, result in conflict while six (6) and twenty four (24) participants believed that to very large and large extent which represent 7% and 27% respectively, interdependence among department can result in conflict. From the analysis one can infer that it has insignificant influence in causing conflict among department.

Table 4.37: Time pressure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	10	11.4	11.4	11.4
	Large Extent	28	31.8	31.8	43.2
	Little Extent	28	31.8	31.8	75.0
	Very Little Extent	21	23.9	23.9	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

Time pressure
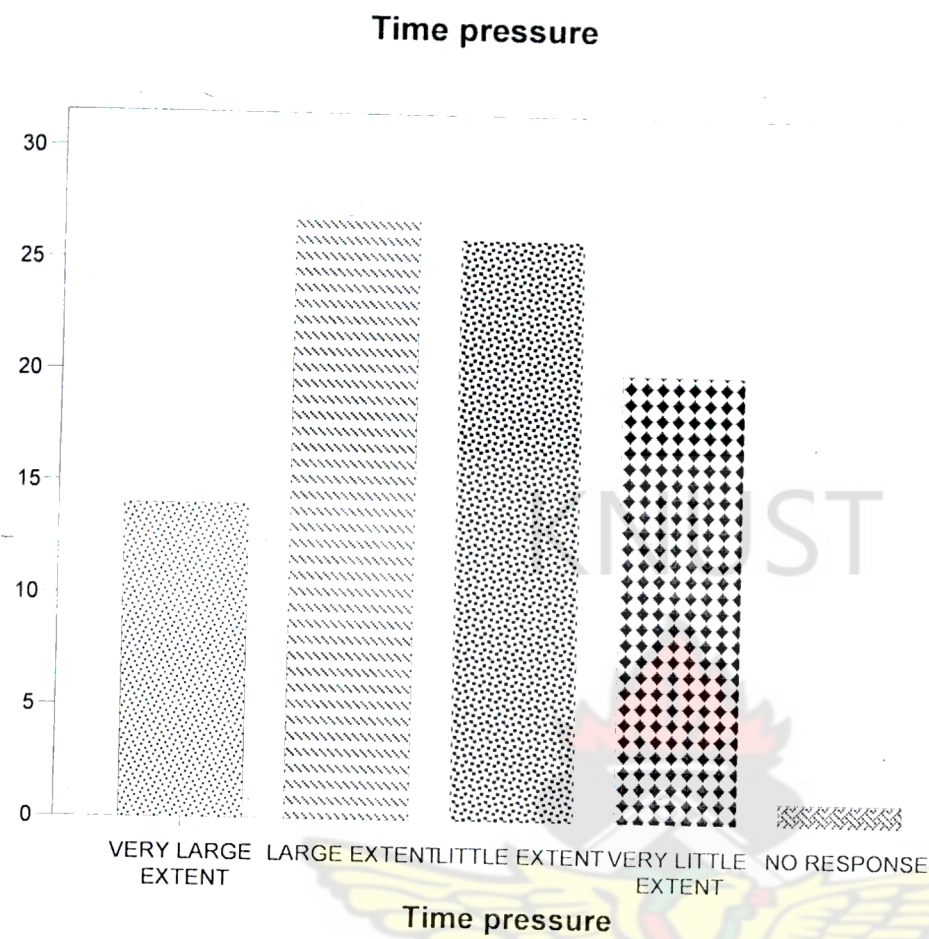
Time pressure

Table 4.37 shows that to a very large extent and large extent ten (10) representing (11.4%) and twenty eight (28) which also represent (31.8%) respectively, respondent sees time pressure as a source of conflict among department. on the other hand, to a little extent and very little extent which represent twenty eight (28) making up (31.8%) and twenty one (21) also representing (23.9%) respectively, that, time pressure has little impact on sources of conflict among department.

Time pressure therefore, from the analysis given one can conclude that time pressure has insignificant effect of conflict among department in the company. This is also shown on the graph above.

Table 4.38: Collective decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	7	8.0	8.0	8.0
	Large Extent	21	23.9	23.9	31.8
	Little Extent	31	35.2	35.2	67.0
	Very Little Extent	29	33.0	33.0	100.0
	Total	**88**	**100.0**	**100.0**	

Collective decision making

Collective decision making

Table 4.38 Shows that, seven (7) which represents (8.0%) and twenty one (21) representing (23.9%) of the participants believed that, to a very large and to a large extent respectively, collective decision making result in conflict among department. The table also revealed that thirty one (31) making up (35.2%) and twenty nine (29) which also represent (33.0%) also thought that, to a little and very little extent respectively result in conflict.

From the table, it is obvious to say that, collective decision making is not a major issue that result in conflict among departments, which is also clear from the graph above.

BETWEEN HEADS OF DEPARTMENT

1Table 4.39: Limited resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	11	12.5	12.5	12.5
	Large Extent	27	30.7	30.7	43.2
	Little Extent	26	29.5	29.5	72.7
	Very Little Extent	22	25.0	25.0	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Table 4.39 Shows that, out of eighty eight 88 participants, eleven (11) which represent (12.5%) and twenty seven (27) also representing (30.7%) were of the

view that to a very large and to a large extents respectively, limited resources result in conflict between heads of department.

The table also shows how other opinions were shared on the same issue: that, to a little extent and very little extent, frequencies of twenty six (26) and twenty two (22) representing (29.5%) and (25.0%) said the issue result in conflict.

From the analysis, a limited resource has little influence conflict between heads of department.

Limited resources

Limited resources
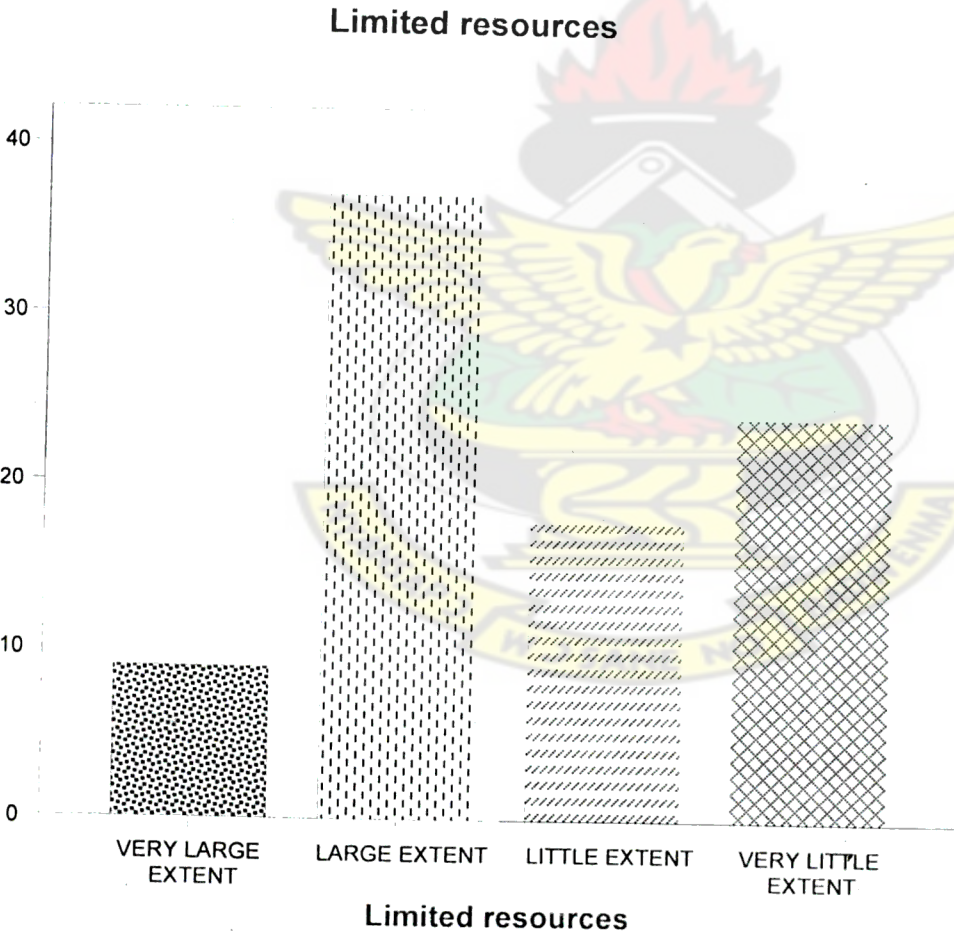
Table 4.40: Deficiencies in information flow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	9	10.2	10.2	10.2
	Large Extent	28	31.8	31.8	42.0
	Little Extent	25	28.4	28.4	70.5
	Very Little Extent	24	27.3	27.3	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Table 4.40 shows that, nine (9) (10.2%) and twenty eight (28) (31.8%) of the participant believed that, to a very large extent and a large extent respectively, deficiencies in information flow result in conflict, between heads of department. The table also revealed that, twenty five (25) (28.4%) and twenty four (24) (27.3%) thought that, to a little and very little extent respectively, deficiencies in

information flow result in conflict. In conclusion, deficiencies in information flow insignificantly result in conflict between the two.

Table 4.41: Conflicting interests

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	4	4.5	4.5	4.5
	Large Extent	21	23.9	23.9	28.4
	Little Extent	43	48.9	48.9	77.3
	Very Little Extent	18	20.5	20.5	97.7
	No Response	2	2.3	2.3	100.0
	Total	88	100.0	100.0	

Conflicting interests

Conflicting interests
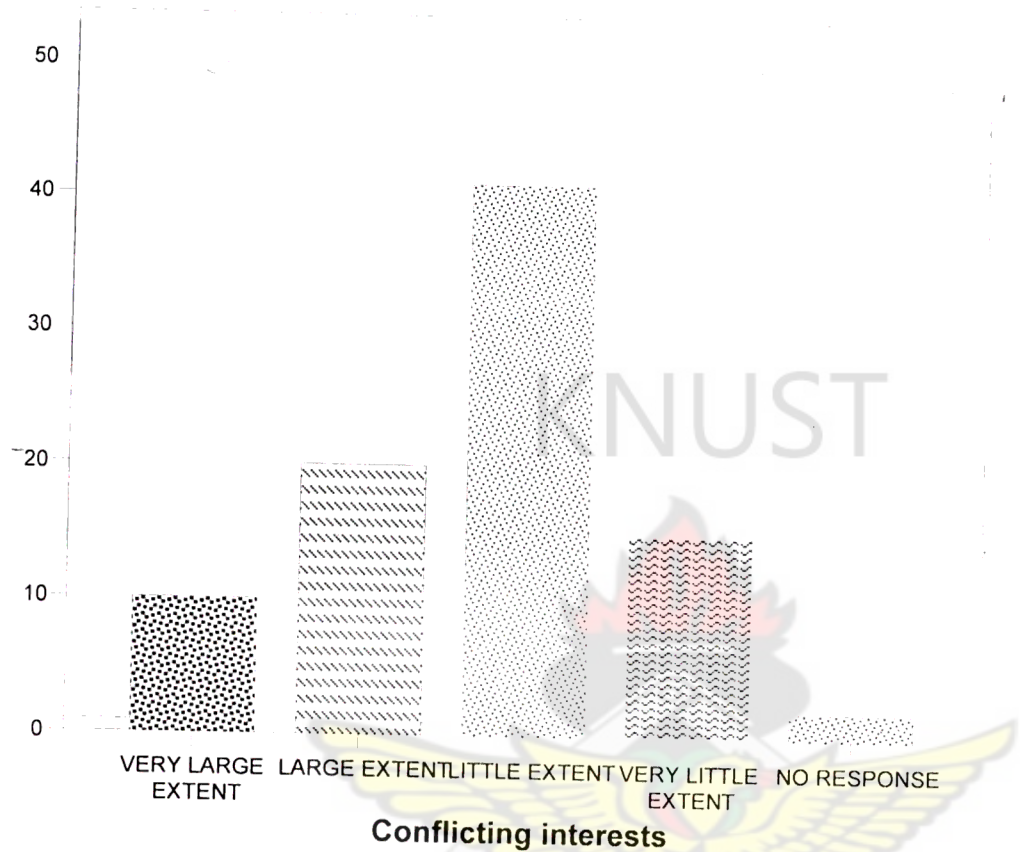
In table 4.41, to a very large extent, and large extent four (4) (4.5%) participants and 21(33.9%) participants respectively, and to a little extent fourty three (43) (48.9%) and very little extent eighteen (18) (20.5%) respectively was the result which sought to find out the extent that deficiencies in conflicting interests result in conflict.

Base on the analysis of the result from the table, conflicting interest has a minimal effect on conflict between heads of department as shown on the graph above.

Table 4.42: Overlapping tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	3	3.4	3.4	3.4
	Large Extent	34	38.6	38.6	42.0
	Little Extent	31	35.2	35.2	77.3
	Very Little Extent	18	20.5	20.5	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Overlapping tasks
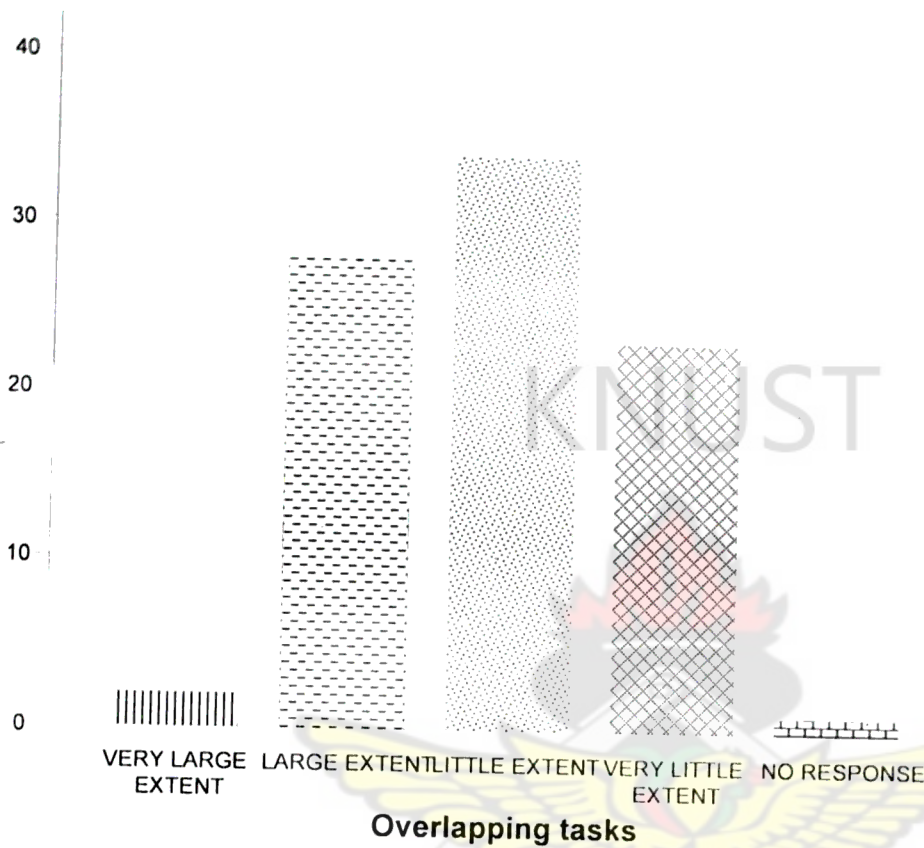
Overlapping tasks

Table 4.42 shows a result which indicate that, three (3) (2.4%) and thirty four (34) (38.6%) of the total participants thought that to a very large extent and to a large extent respectively, overlapping tasks between heads of department result in conflict. On the other hand, thirty one (31) (35.2%) and eighteen (18) (20.5%) to a little and very little extent respectively have the same assumption.

Table 4.43: Interdependence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	4	4.5	4.5	4.5
	Large Extent	22	25.0	25.0	29.5
	Little Extent	34	38.6	38.6	68.2
	Very Little Extent	26	29.5	29.5	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Interdependence

Interdependence
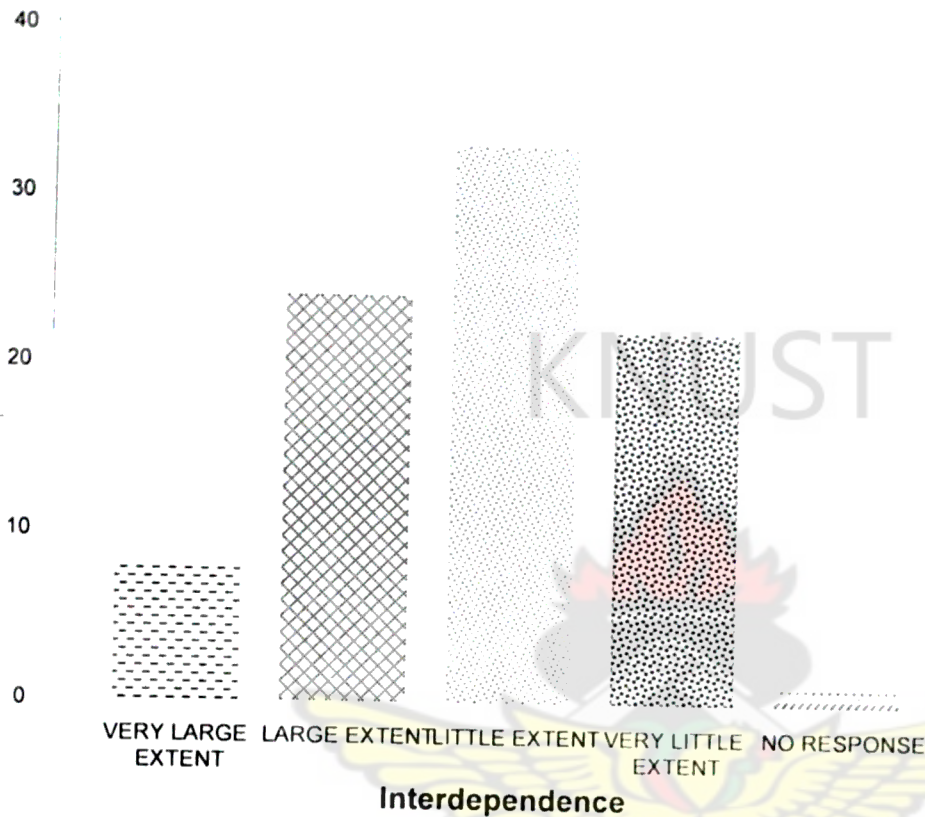
According to table 4.43, to a very little and little extents, which represent twenty six (260 and thirty four (34) of the participants representing 29.5% and 38.6% respectively, compared to very large and large extent which also show four (4) and twenty two (22) participants representing 4.5% and 25.0% respectively, responses as shown in the table indicates that a minimal proportion of interdependence as a source of conflict between heads of department in the company exist.

Table 4.44: Time pressure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	13	14.8	14.8	14.8
	Large Extent	26	29.5	29.5	44.3
	Little Extent	28	31.8	31.8	76.1
	Very Little Extent	19	21.6	21.6	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field Data 2009.

Time pressure
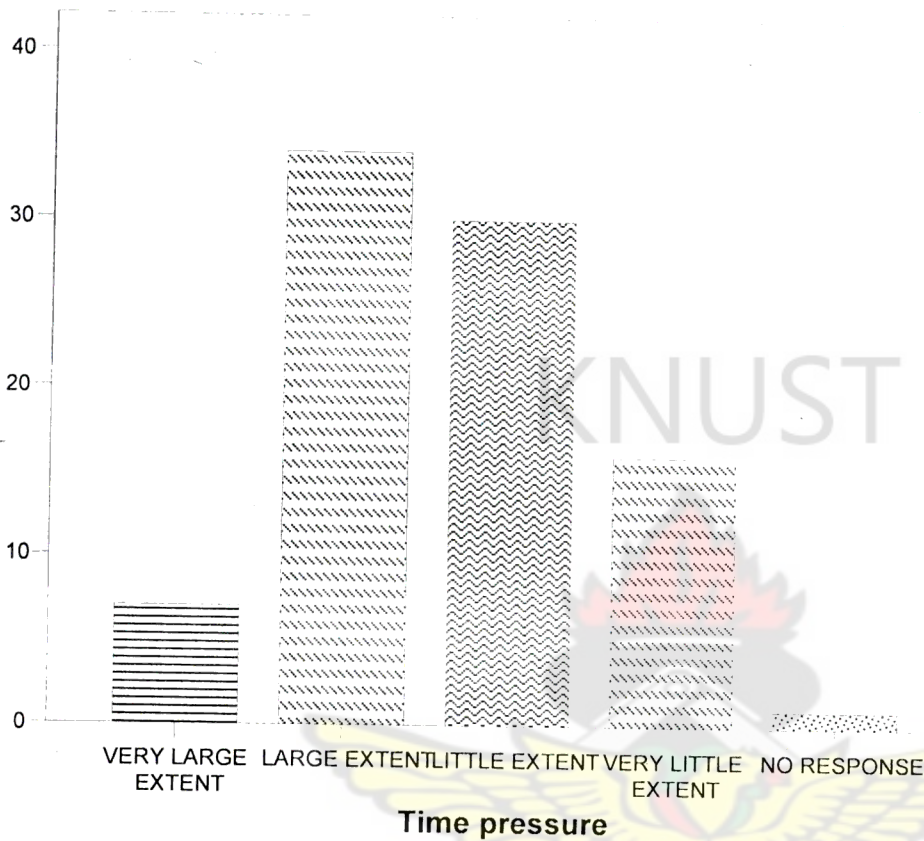
Time pressure

Table 4.44 Shows that, thirteen (13) (14.8%) and twenty six (26) (29.5%) of the participants said that to a very large extent and to a large extent respectively, time pressure result in conflict. On the other hand, twenty eight (28) (31.8%) and nineteen (19) (21.6%) were of the opinion that to a little and very little extent respectively, time pressure result in conflict. This means that, some amount of conflict is shown between the two groups.

Table 4.45: Collective decision making

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	8	9.1	9.1	9.1
	Large Extent	22	25.0	25.0	34.1
	Little Extent	32	36.4	36.4	70.5
	Very Little Extent	24	27.3	27.3	97.7
	No Response	2	2.3	2.3	100.0
	Total	**88**	**100.0**	**100.0**	

Collective decision making

Collective decision making
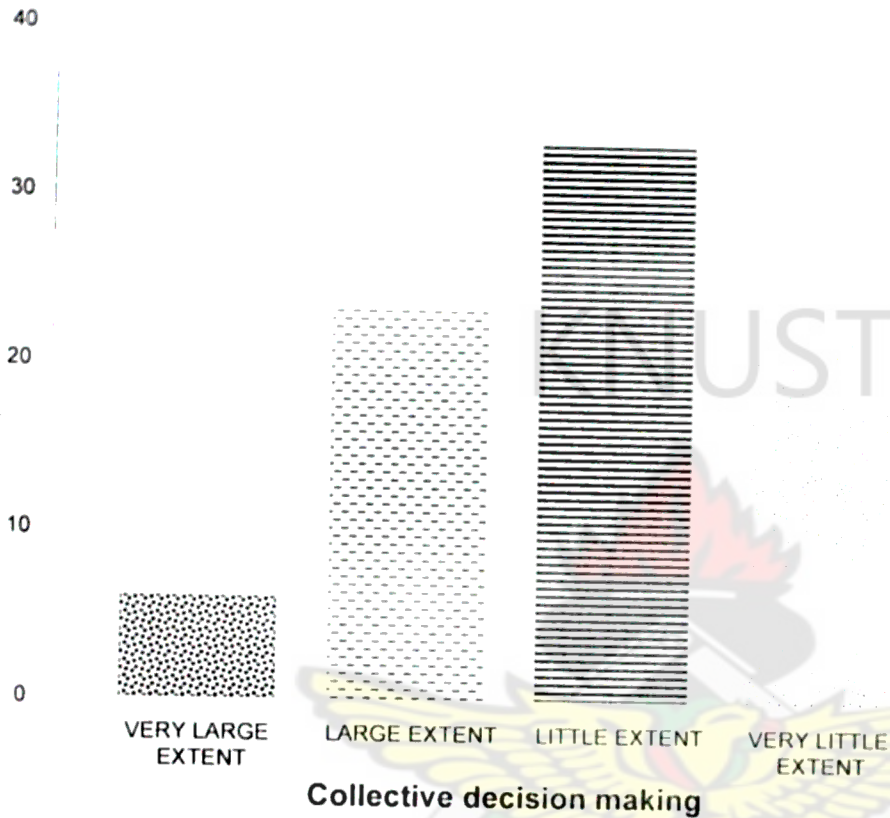
Table 4.45 shows that, to a very large extent and large extent, frequencies of eight (8) and twenty two (22) representing 9.1% and 25.0% respectively, and for little and very little extent shown in table 4.45 as thirty two (32) (36.4%) and twenty four (24), (27.3%) being responses of the issue of collective decision making as a source of conflict between heads of department. The result indicated means that the issue is not a major factor that result in conflict between heads of department.

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Effect of conflict on the performance of your company

Table 4.46: Lack of motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	6	6.8	6.8	6.8
	Large Extent	22	25.0	25.0	31.8
	Little Extent	38	43.2	43.2	75.0
	Very Little Extent	22	25.0	25.0	100.0
	Total	**88**	**100.0**	**100.0**	

Lack of motivation
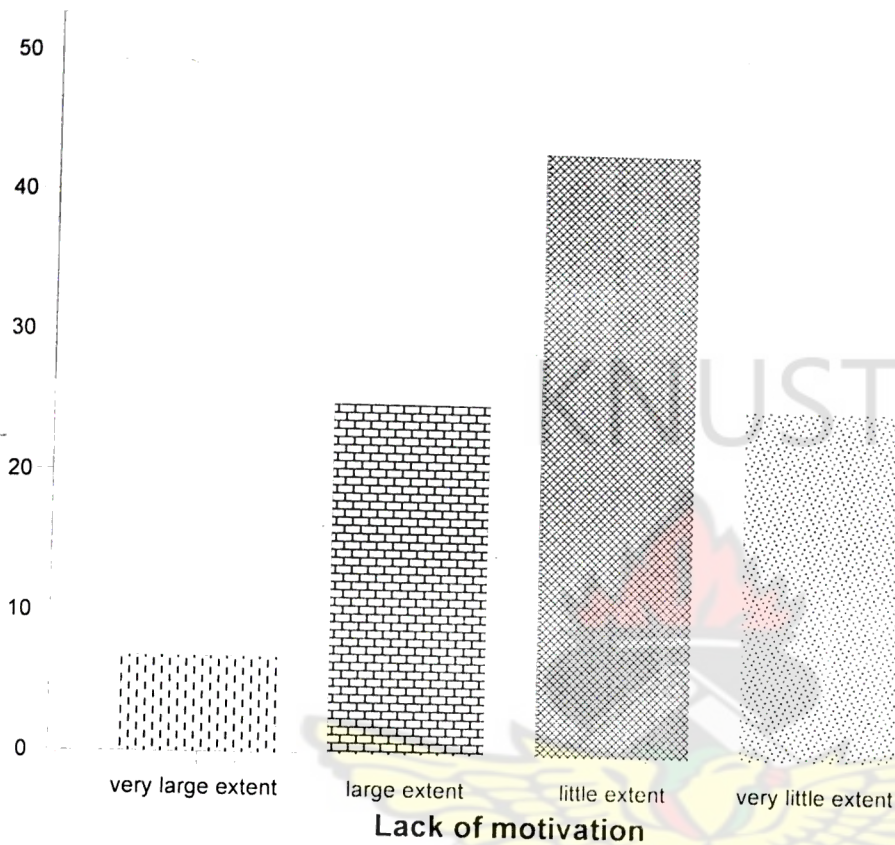
Lack of motivation

From table 4.46 To a very large extent, six (6) (6.8%) out of the total 88 participants, were of the view that, lack of motivation affect the performance of the company, twenty two (22) (25.0%) were those who thought that it affect performance to a large extent.

On the other hand, the table also shows how other responses came up, thirty eight (38) (43.2%) and twenty two (22) (25.0%) were of the opinion that to a little and very little extent respectively, lack of motivation has effect on the performance of the company.

The results obtained indicate that sixty (60) (68.2%) of the participants did not see the issue to have a significant effect on the performance, it is therefore conclusive that, the issue has little effect on the performance of the company. This is shown on the graph in a picture form.

Table 4.47: Unnecessary tension

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	8	9.1	9.1	9.1
	Large Extent	10	11.4	11.4	20.5
	Little Extent	35	39.8	39.8	60.2
	Very Little Extent	35	39.8	39.8	100.0
	Total	**88**	**100.0**	**100.0**	

Unnecessary tension

Unnecessary tension
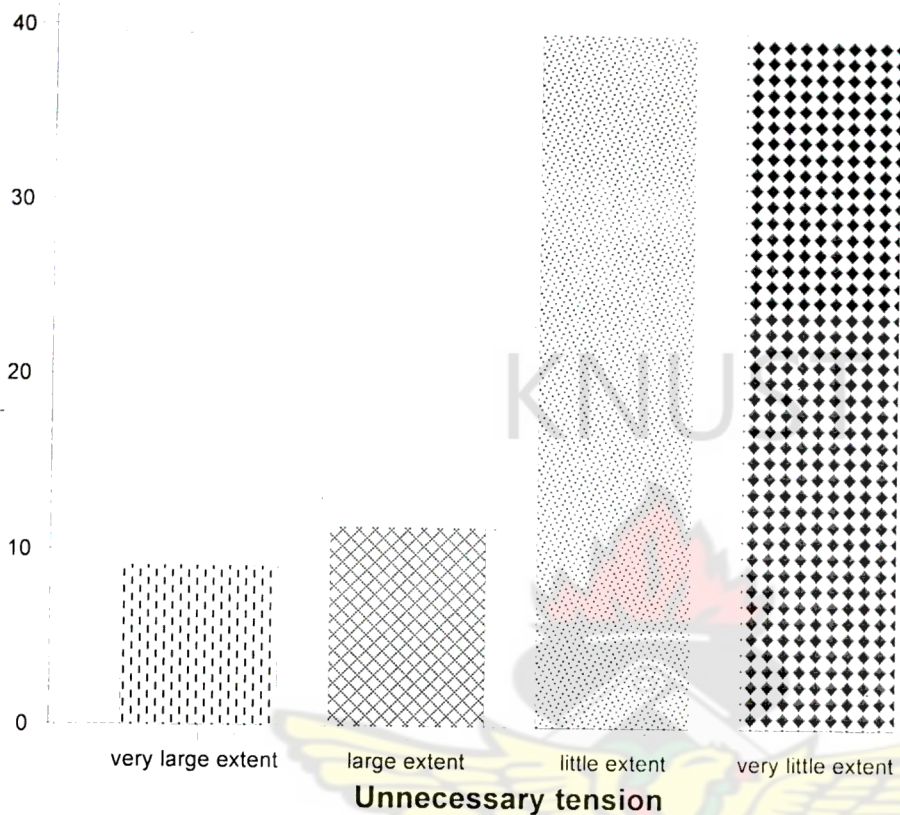
Table 4.47 Shows that, eight (8) (9.1%) participants thought that, to a very large extent, unnecessary tension affects the performance of the company. Ten (100 (11.4%) were also of the views that the issue has effect on the performance of the company.

The table also shows that thirty five (35) (39.8%) and thirty five (35) (39.8%) also said that, to a little and very little extent respectively, unnecessary tension affect the company's performance.

From the analysis, it could be said that, unnecessary tension has insignificant effect on the performance of the company. This is shown on the graph below.

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Table 4.48: Blackmailing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	17	19.3	19.3	19.3
	Large Extent	26	29.5	29.5	48.9
	Little Extent	28	31.8	31.8	80.7
	Very Little Extent	17	19.3	19.3	100.0
	Total	**88**	**100.0**	**100.0**	

Blackmailing
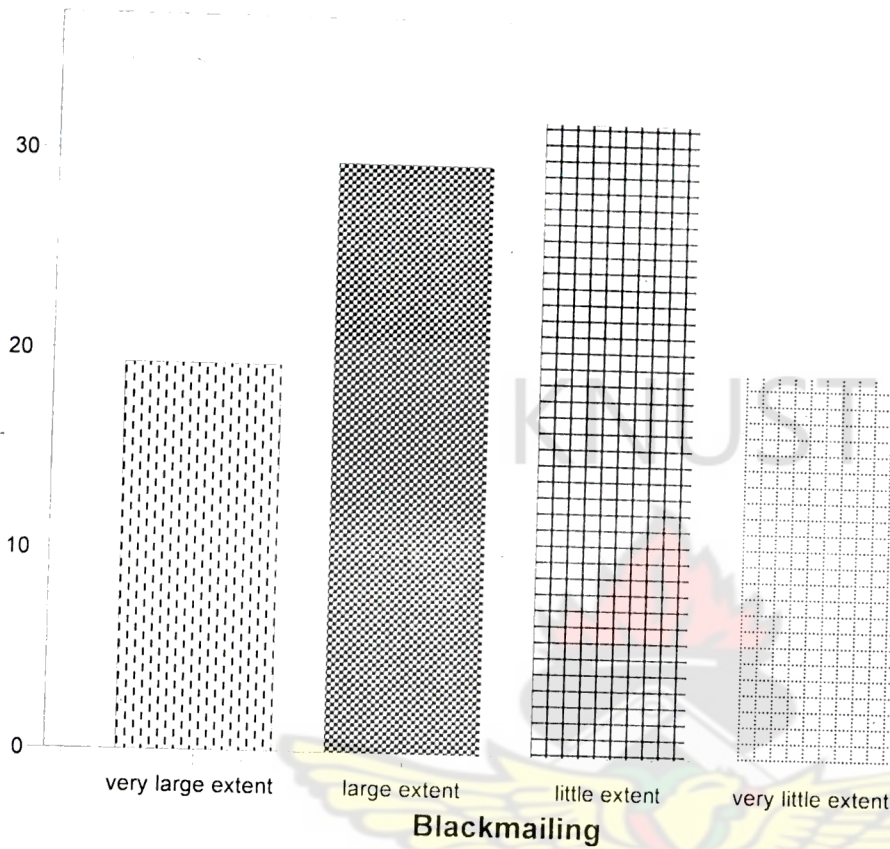
Blackmailing

Table 4.48 Shows that 17(19.3%) out of the eighty eight (88) participants were of the view that, blackmailing affects the performance of the company to a very large extent, it also show a twenty six (26) (29.5%) responses on large extent. On the contrary, twenty eight (28) (31.8%) and seventeen (17) (19.3%) views indicates on the table shows that, to a little and very little extent respectively, blackmailing affects the performance of the company.

The analysis could be explained that blackmailing can be said to have some amount of effect on the performance of the company. This has been shown on the graph below.

Table 4.49: Low commitment level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	35	39.8	39.8	39.8
	Large Extent	17	19.3	19.3	59.1
	Little Extent	14	15.9	15.9	75.0
	Very Little Extent	22	25.0	25.0	100.0
	Total	88	100.0	100.0	

Low commitment level

Low commitment level
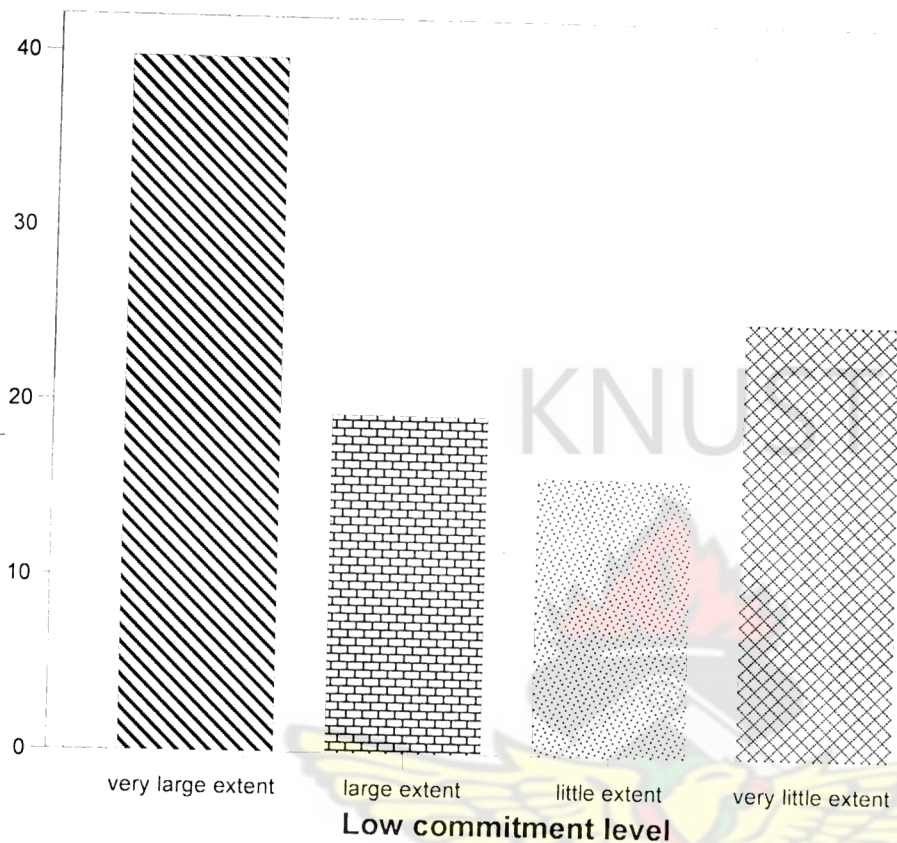
Table 4.49 brings to light the views expressed by eighty eight (88) participants that low commitment level can affect the performance of the company (Ghacem) it provided the statistics as thirty five (35) (39.8%) and seventeen (17) (19.3%) respondents who said that, to a large extent and large extent respectively the issue affect the company's performance.

On the other hand, fourteen (14) (15.9%) and twenty two (22) (25.0%) responded that the issue affects the company's to a little extent and very little extent respectively. It can therefore be concluded that, low commitment level by staff

affects the company's performance considerably. This statistics is pictorially shown of the graph below.

Table 4.50: Overstaffing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large Extent	2	2.3	2.3	2.3
	Little Extent	39	44.3	44.3	46.6
	Very Little Extent	47	53.4	53.4	100.0
	Total	**88**	**100.0**	**100.0**	

Overstaffing
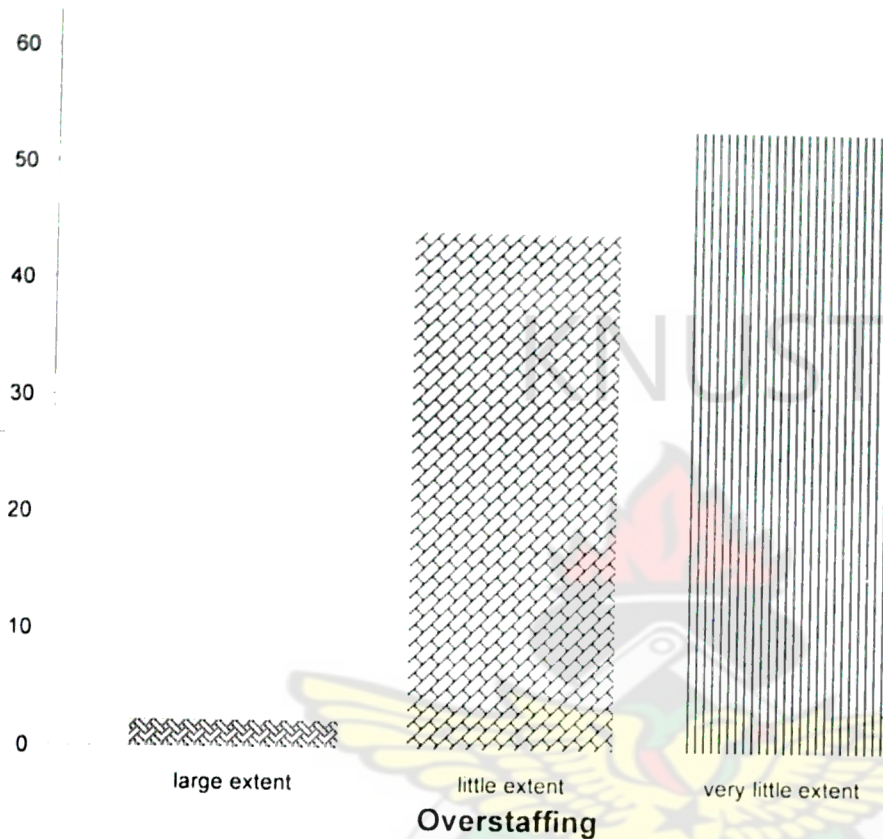
Overstaffing

From table 4.50 to a large extent two (2) (2.3%) participants were of the view that, overstaffing affect the performance of the company. On the contrary, thirty nine (39) (44.3%) and fourty seven (47) (53.4%) also said that, overstaffing, to a very little and little extent respectively, have effect on the company's performance.

From the analysis shown on the table above, one can infer that, overstaffing has insignificant effect on the performance of the company; above is a graphical representation shown.

Table 4.51: Deficiencies in information flow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	45	51.1	51.1	51.1
	Large Extent	30	34.1	34.1	85.2
	Little Extent	6	6.8	6.8	92.0
	Very Little Extent	7	8.0	8.0	100.0
	Total	**88**	**100.0**	**100.0**	

Deficiencies in information flow

Deficiencies in information flow
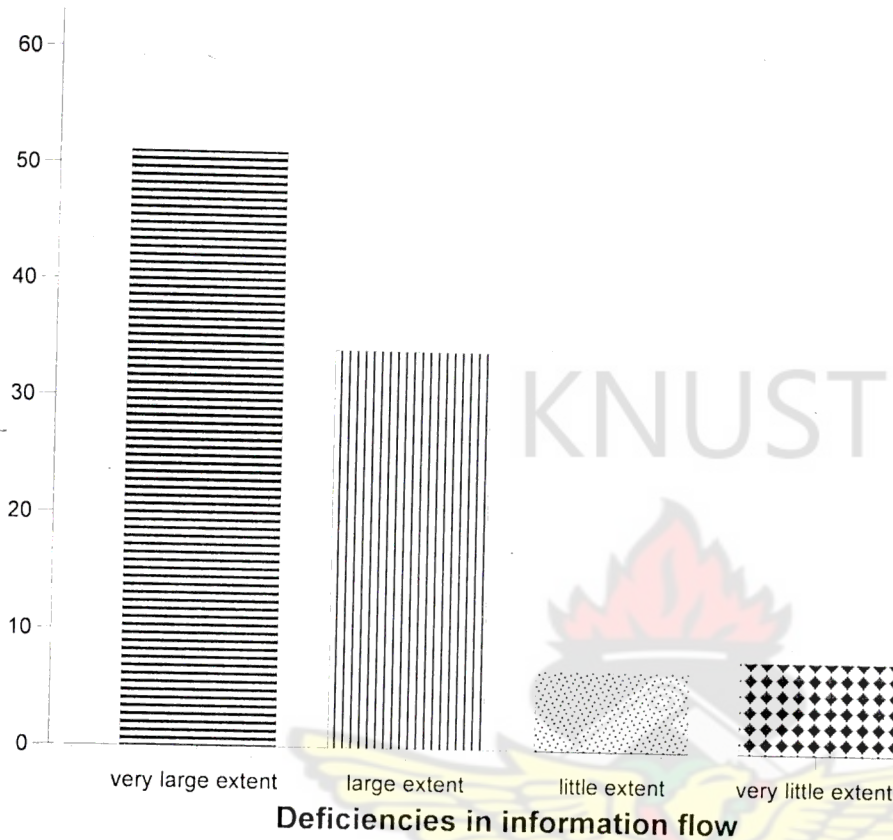
Table 4.51 shows that fourty five (45) (51.1%) and thirty (30) (34.1%) out of the total population said the deficiency in information flow within the company, to a large extent and very large extent respectively, affects the performance of the company. On the contrary six (6) (6.8%) and seven (7) (8.0%) were of the view that, to a little and very little extent respectively. the issue does not affect the company's performance. This analysis so far could be concluded therefore, the deficiency in information flow has a highly significant impact on the performance of the company.

Table 4.52: Labour turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	7	8.0	8.0	8.0
	Large Extent	13	14.8	14.8	22.7
	Little Extent	29	33.0	33.0	55.7
	Very Little Extent	39	44.3	44.3	100.0
	Total	**88**	**100.0**	**100.0**	

Labour turnover
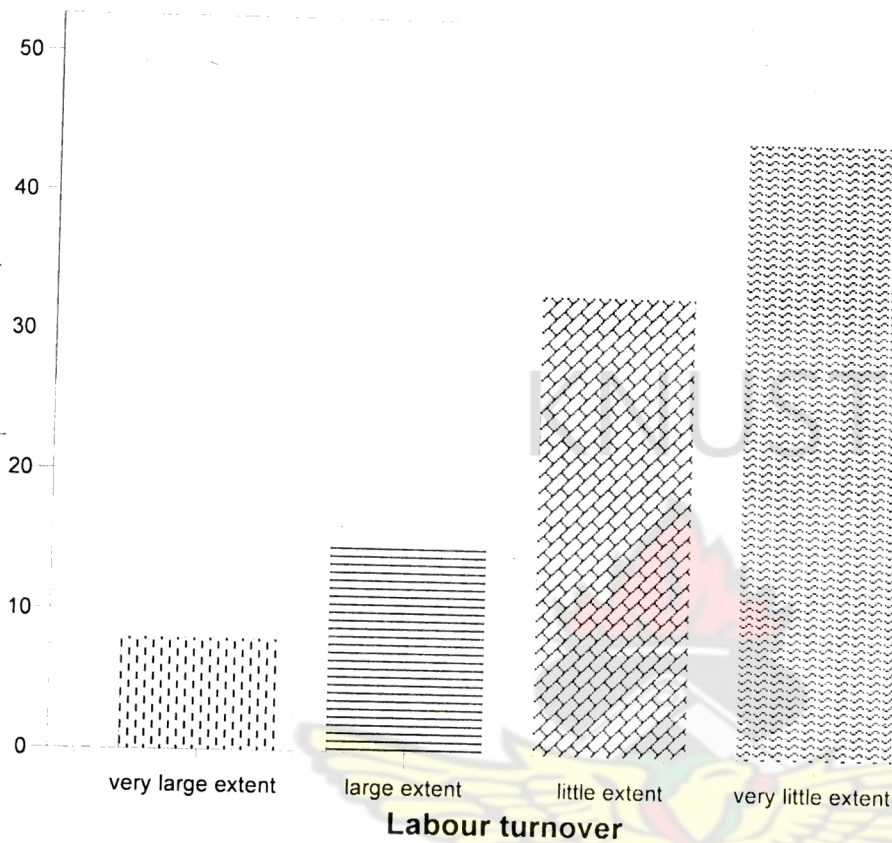
Labour turnover

Table. 4.52 show that to a little extent and very little extent representing twenty nine (29) (33.0%) and (39) (44.3%) respectively, and to a very large and large extent representing seven (7) (8.0%) and thirteen 13(14.8%) respectively, that labour turnover affects the performance of the company.

From the analysis, it is therefore obvious that, the issue has insignificant impact on the company's performance. This is pictorially shown on the graph above:

\Table 4.53: Lack of participation in decision making

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	2	2.3	2.3	2.3
	Large Extent	25	28.4	28.4	30.7
	Little Extent	34	38.6	38.6	69.3
	Very Little Extent	27	30.7	30.7	100.0
	Total	88	100.0	100.0	

Lack of participation in decision making

Lack of participation in decision making
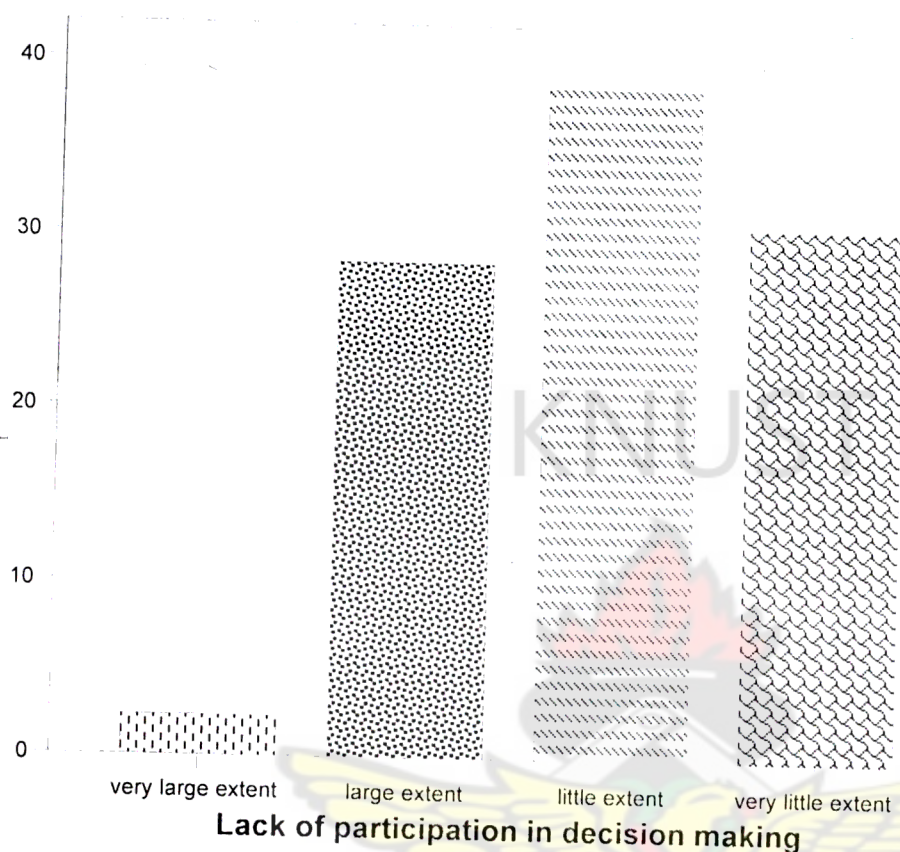
Table 4.53 gives the following frequencies for the first three highest responses, little extent thirty four (34), very little extent twenty seven (27) and large extent twenty five (25) each representing almost 38.6%, 30.7% and 28.4% respectively; and to a very large extent two (2) which is the lowest also representing (2.3%). these responses indicate that, lack of participation in decision making does not have major impact on the performance of the company.

Table 4.54: Interdependence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	8	9.1	9.1	9.1
	Large Extent	29	33.0	33.0	42.0
	Little Extent	32	36.4	36.4	78.4
	Very Little Extent	19	21.6	21.6	100.0
	Total	88	100.0	100.0	

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Interdependence
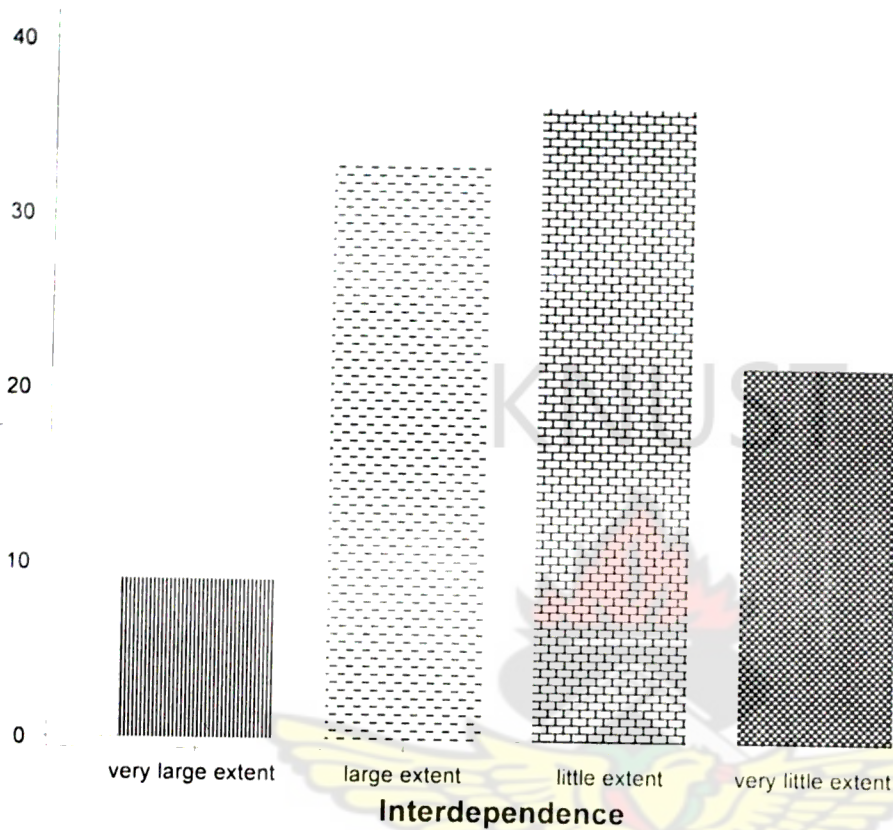
Interdependence

Table 4.54 Shows statistics of responses from eighty eight (88) participants, out of the whole, eight (8) (9.1%) and 29(33.0%) believed that, to a very large extent and large extent respectively, interdependence affects the performance of the company. On the contrary, thirty two (32) (36.4%) and nineteen (19) (21.6%) responses indicate that the issue has effect to a little and very little extent respectively on the company's performance.

Conclusion drawn from the above analysis indicates that, interdependence has insignificant effect on the company's performance.

Table 4.55: Lack of cooperation among staff

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Large Extent	7	8.0	8.0	8.0
	Large Extent	19	21.6	21.6	29.5
	Little Extent	36	40.9	40.9	70.5
	Very Little Extent	26	29.5	29.5	100.0
	Total	88	100.0	100.0	

Lack of cooperation among staff

Lack of cooperation among staff
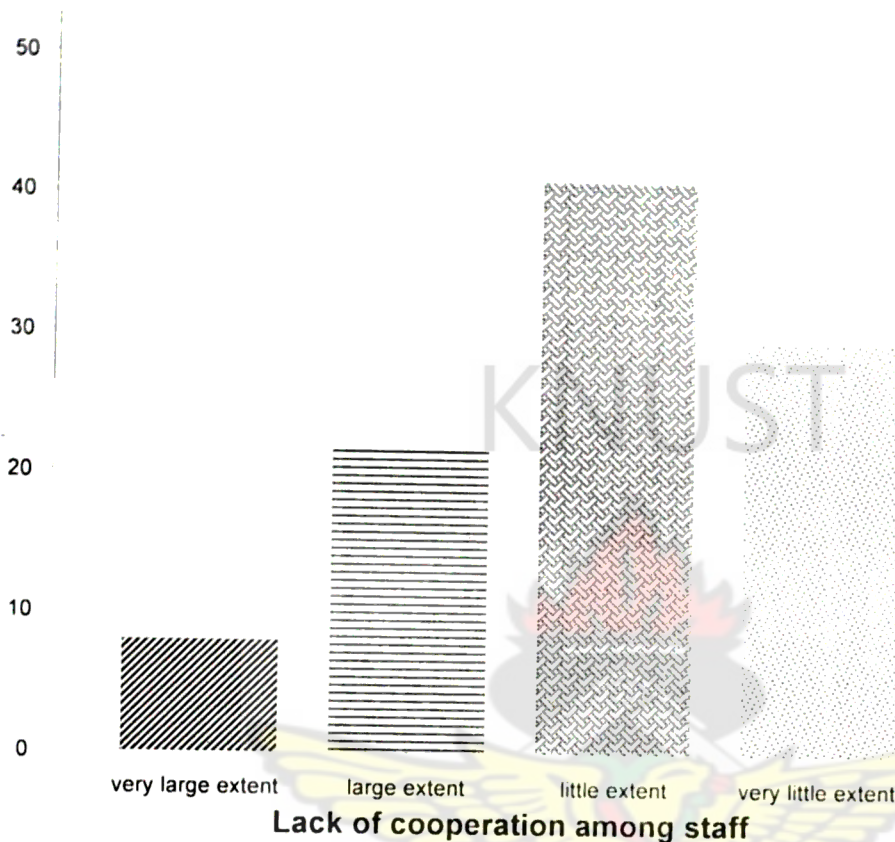
Table 4.55 shows that seven (7) (8.0%) and nineteen (19) (21.6%) of the total participants believed that to a very large extent and large extent respectively, the issue affect the performance of the company, and to a little extent, and very little extent, with a frequencies of thirty six (36) and twenty six (26) representing (40.9%) and (29.5%) respectively, also think that lack of cooperation among staff affects the performance of the company.

One can therefore, conclude that, lack of cooperation among staff does not have major effect on the performance of the company.

Conflict Handling Approaches in Ghacem

The research sought to find out how each staff relies on conflict handling approaches in the company.

Table 4.56: How each staff relies on conflict handling approaches in the company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Open Discussions	13	14.8	14.8	14.8
	Asking for clarification on issues	1	1.1	1.1	15.9
	Avoid gossiping	1	1.1	1.1	17.0
	Understand each others opinions	5	5.7	5.7	22.7
	Avoid blackmailing	4	4.5	4.5	27.3
	Mutual Cooperation	12	13.6	13.6	40.9

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	Avoid arguments	2	2.3	2.3	43.2
	Avoid being bias	4	4.5	4.5	47.7
	No Response	46	52.3	52.3	100.0
	Total	**88**	**100.0**	**100.0**	

KNUST

Q30B

Q30B

From table 4.56, on the question of how each staff relies on conflict handling approaches in the company, thirteen (13) were of the opinion that they rely on open discussion, which represent (14.8%), one (1) each of the respondents said they ask for clarification on issues and avoid gossiping which represent 1.1% each respectively. The second highest response recorded was on mutual cooperation approach which was twelve (12) representing (13.6%). the other issues, which is found in the table, less than five (5) responses were recorded in the rest, but left

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fourty six (46) not responding at all, this could be explained that, each individual has his or her own approach in handling conflict but the two highest seem to be the dominant.

Table 4.57 : I argue my case with my co-workers to show the merits of my position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	11	12.5	12.5	12.5
	Sometimes	43	48.9	48.9	61.4
	Often	23	26.1	26.1	87.5
	Very Often	5	5.7	5.7	93.2
	Always	2	2.3	2.3	95.5
	No Response	4	4.5	4.5	100.0
	Total	**88**	**100.0**	**100.0**	

I argue my case with my co-workers to show the merits of my position
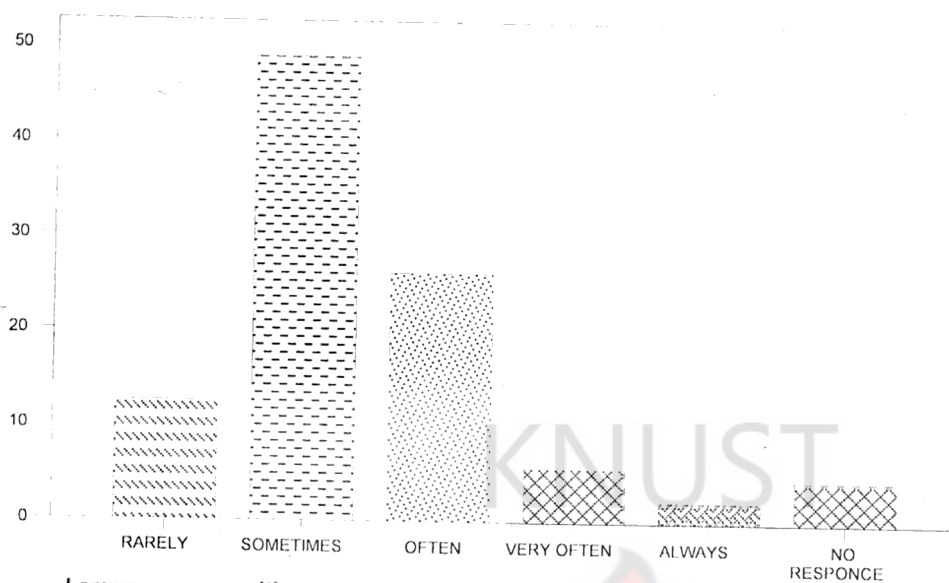
I argue my case with my co-workers to show the merits of my
Position

On the question of whether workers argue their case with co-workers to show the merits of their position, table 4.57 shows that, eleven (11) out of the eighty eight (88) respondents representing (12.5%) said the rarely argue their case out with co-workers, fourty three (43) respondents representing (43%) sometimes argue their case, twenty three (23) representing (26%) said they often do that, five (5) (5.7%) said they very often do that, two (2) (2.3%) said always, four (4) (4.5%) did not respond at all.

4.58: I negotiate with my co-workers so that a compromise can be reached

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	4	4.5	4.5	4.5
	Sometimes	29	33.0	33.0	37.5
	Often	42	47.7	47.7	85.2
	Very Often	9	10.2	10.2	95.5
	Always	3	3.4	3.4	98.9
	No Response	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	
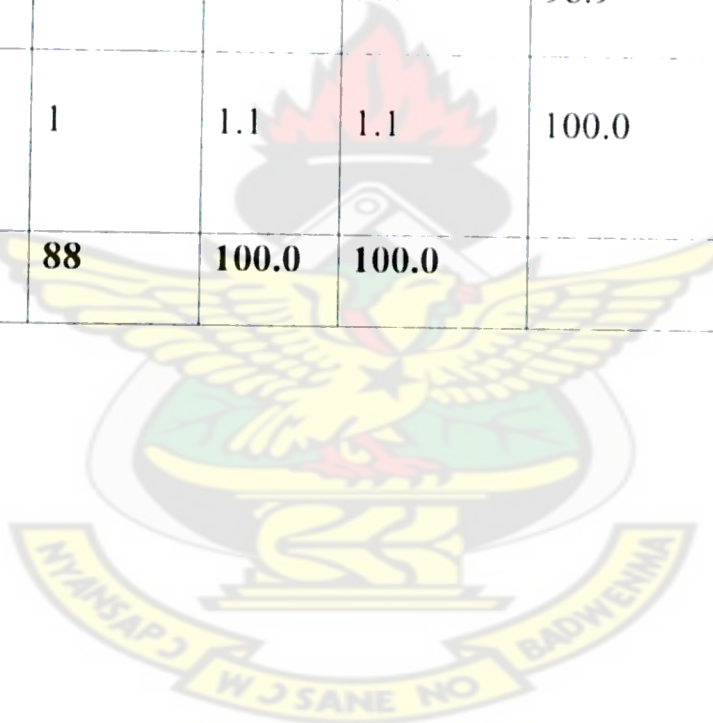
I negotiate with my co-workers so that a compromise can be Reached
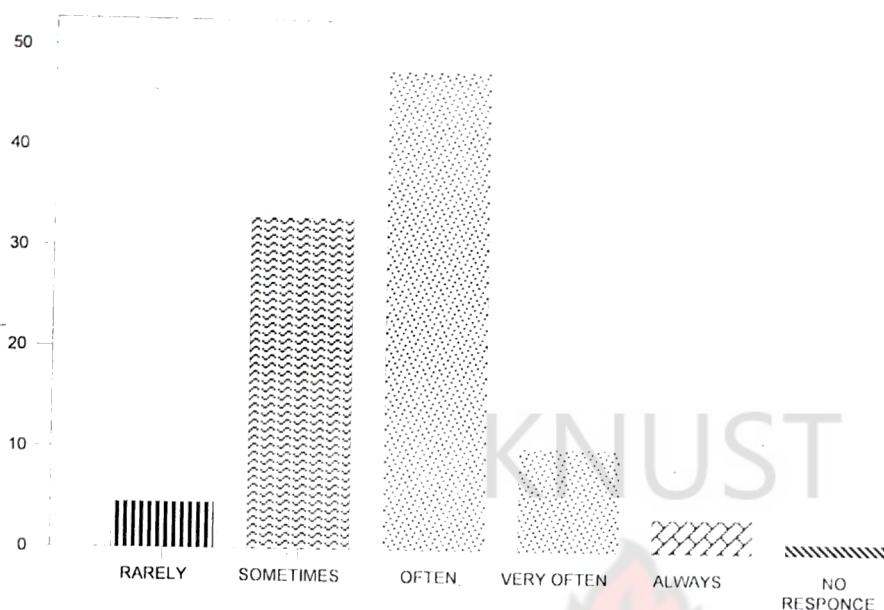
I negotiate with my co-workers so that a compromise can be Reached

On the question on whether workers negotiate with co-workers to arrive at a compromise. Table 4.58 show that four (4) respondents representing (4.5%) said they rarely negotiate, twenty nine (29) (33.0%) said sometimes, fourty two (42)(47.7%) said they often do that, nine (9)(10.2%) said they very often do that, three (3) (3.4%) said always, one (1) (1.1%) did not respond.

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Table 4.59: I try to satisfy the expectations of my co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	2	2.3	2.3	2.3
	Sometimes	29	33.0	33.0	35.2
	Often	39	44.3	44.3	79.5
	Very Often	10	11.4	11.4	90.9
	Always	3	3.4	3.4	94.3
	No Response	5	5.7	5.7	100.0
	Total	88	100.0	100.0	

I try to satisfy the expectations of my co-workers

I try to satisfy the expectations of my co-workers
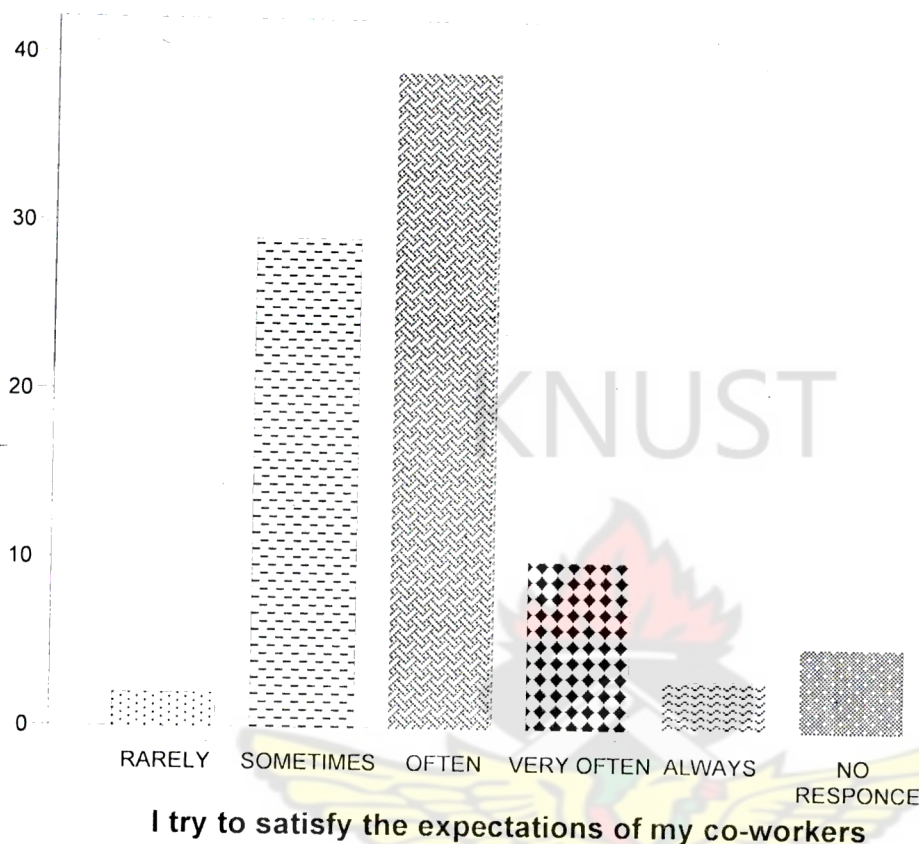
As to whether workers try to satisfy the expectation of co-workers, Table 4.59 shows that ,two (2) respondents representing 2.3% said they rarely do, while twenty nine (29) (33.0%) said they sometimes try to satisfy the expectations of co-workers, thirty nine (39) (44.3%) often do that, very often ten (10) (11.4%) said they do, three (3) (3.4)indicated they always satisfy the expectation of co-workers and five (5) (5.7%) did not respond.

Table 4.60: I try to investigate an issue with my co-workers to find a solution acceptable to us

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	5	5.7	5.7	5.7
	Sometimes	33	37.5	37.5	43.2
	Often	26	29.5	29.5	72.7
	Very Often	19	21.6	21.6	94.3
	Always	5	5.7	5.7	100.0
	Total	**88**	**100.0**	**100.0**	

I try to investigate an issue with my co-workers to find a solution acceptable to us

I try to investigate an issue with my co-workers to find a
Solution acceptable to us
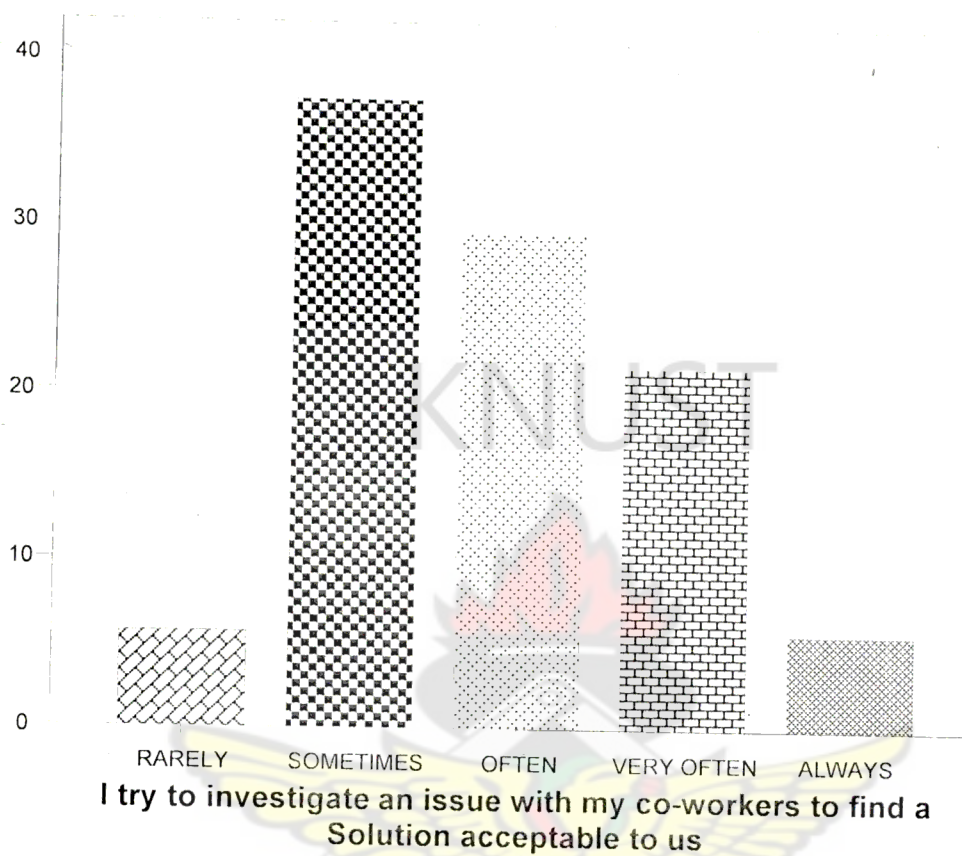
Table 4.60 shows the statistics on the question of whether workers try to investigate issues with co-workers to find solution, when five (5) respondents representing 5.7% said they rarely investigate, thirty three (33) respondents representing (37.5%) said they sometimes investigate, while twenty six (26) respondents representing (29.5%) said they often do that, nineteen (19) (21.6%) said very often they investigate and five (5) (5.7%) said they always do. This is indicated graphically on the chart above.

Table 4.61: I am firm in pursuing my side of the issue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	11	12.5	12.5	12.5
	Sometimes	20	22.7	22.7	35.2
	Often	37	42.0	42.0	77.3
	Very Often	14	15.9	15.9	93.2
	Always	3	3.4	3.4	96.6
	No Response	3	3.4	3.4	100.0
	Total	**88**	**100.0**	**100.0**	

I am firm in pursuing my side of the issue

I am firm in pursuing my side of the issue
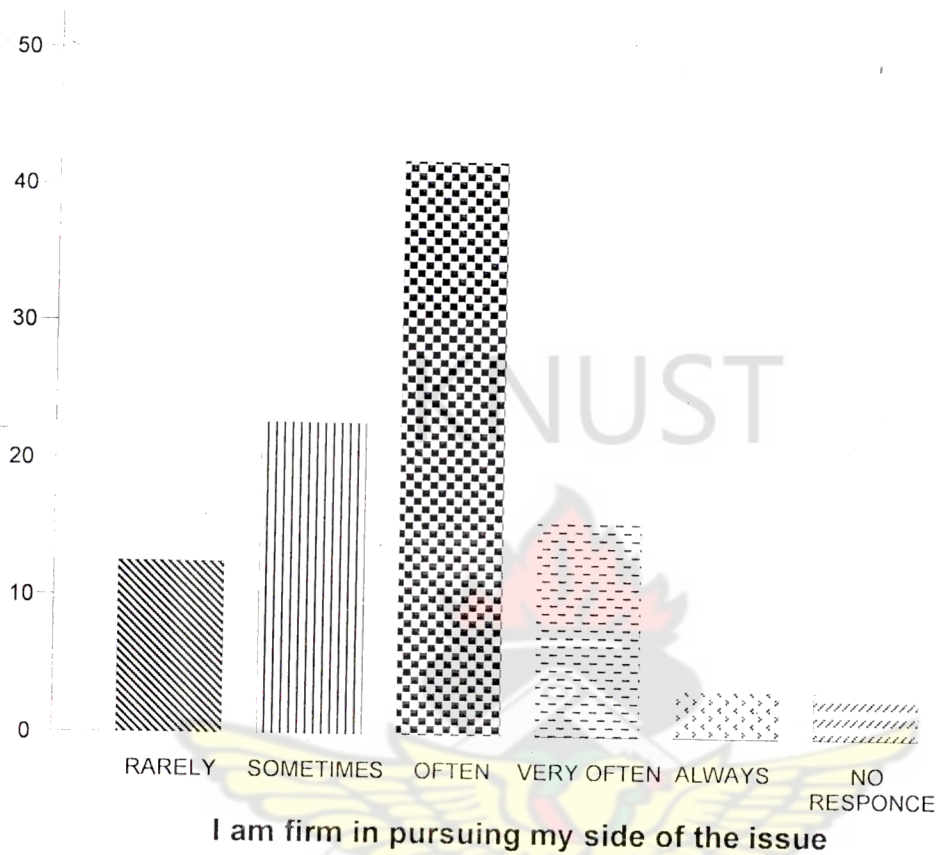
On the question on how individual members of staff are firm in pursuing their side of an issue, in their effort to handle conflict in the company. Table 4.61 show that eleven (11) respondents representing (12.5%) said they rarely pursue their side to the issue, twenty (20) (22.7%) indicated they sometimes do that, while twenty (37) respondents representing (42.0%) were of the opinion that they often follow that, fourteen (14) (15.9%) said they very often stand firm in pursuing their side of an

issue, three (3) (3.4%) said always, and (3) (3%4) did not respond as all. The graph below gives a pictorial view of the analysis in the table above.

Table 4.62: I attempt to avoid being "put on the spot" and try to keep my conflict with my co-worker to myself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	8	9.1	9.1	9.1
	Sometimes	30	34.1	34.1	43.2
	Often	33	37.5	37.5	80.7
	Very Often	16	18.2	18.2	98.9
	Always	1	1.1	1.1	100.0
	Total	88	100.0	100.0	

I attempt to avoid being "put on the spot" and try to keep my conflict with my co-worker to myself
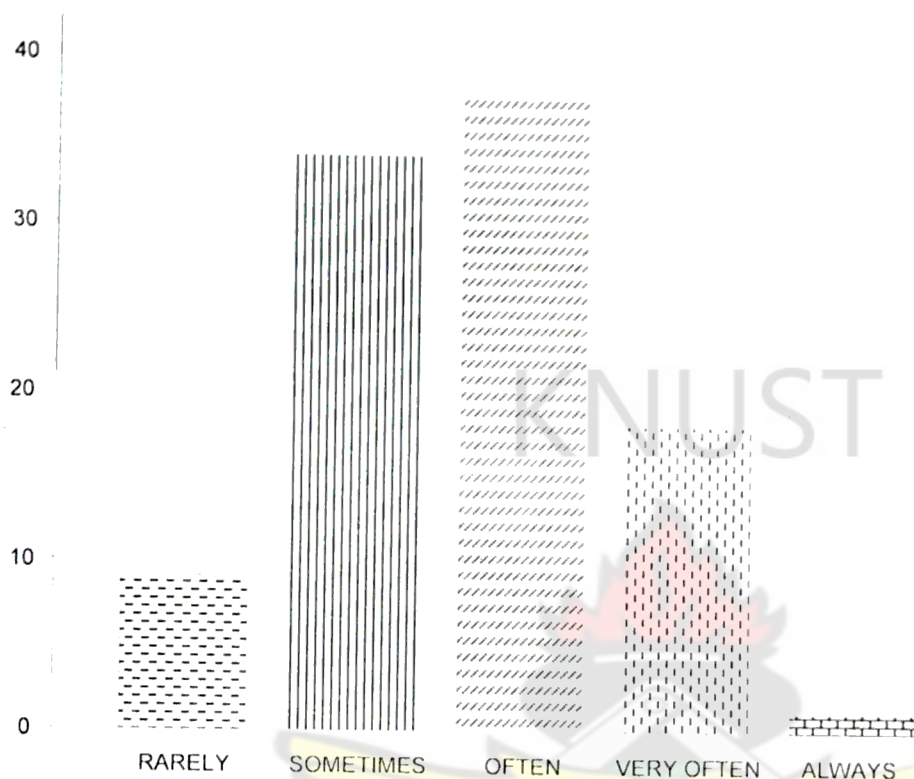
I attempt to avoid being "put on the spot" and try to keep my conflict with my co-worker to myself

Table 4.62 shows the statistics on the question of whether workers in their attempt to avoid being "put on the spot" and try to keep their conflict with their co-workers to themselves , eight (8) respondent making (9.1%) tells that they rarely do that, while thirty (30) respondent representing (34.1%) indicated they sometimes go by that, thirty three (33) (37.5%) said they often attempt to avoid being "put on the spot" and try to keep their conflict with their co-workers to themselves, sixteen

(16) (18.2%) said very often and one (1) (1.1) said they always do that. From the graph below workers who said they often do that carries the majority.

Table 4.63: I use "give and take" so that a compromise can be made

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	12	13.6	13.6	13.6
	Sometimes	26	29.5	29.5	43.2
	Often	31	35.2	35.2	78.4
	Very Often	10	11.4	11.4	89.8
	Always	3	3.4	3.4	93.2
	No Response	6	6.8	6.8	100.0
	Total	**88**	**100.0**	**100.0**	

I use "give and take" so that a compromise can be made
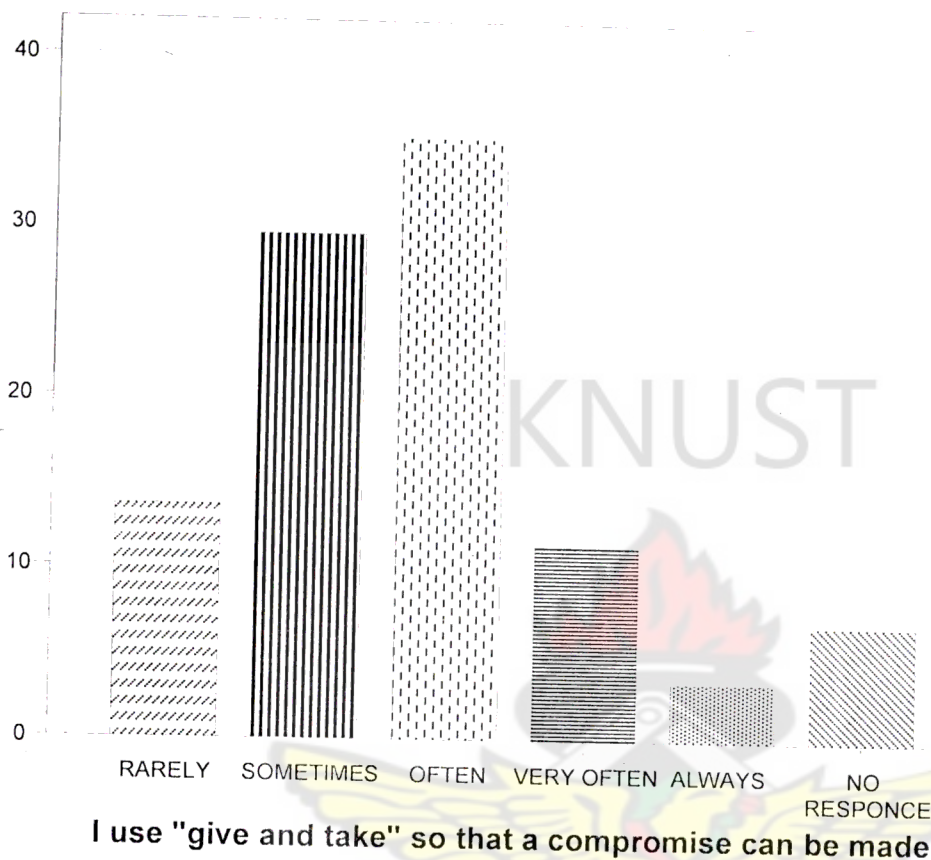
I use "give and take" so that a compromise can be made

As to whether workers handle conflict by using "give and take" so that compromise can be made, twelve (12) respondents representing (13.6%) were of the opinion that they rarely use "give and take" so that compromise can be made, while a frequency of twenty six (26) representing (29.5%) said yes sometimes they do, then thirty one (31) participants making (35.2%) gave the view that they often adopt that strategy, ten (10) respondents representing (11.4%) very often handles conflict that way, three (3) (3.4) said always they do that and (6.8%) did not respond

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at all as depicted in table 4.63. This is clear from the chart below that they often handle conflict by using "give and take" so that compromise can be made.

Table 4.64: I hold on to the solution to my problem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	14	15.9	15.9	15.9
	Sometimes	26	29.5	29.5	45.5
	Often	35	39.8	39.8	85.2
	Very Often	13	14.8	14.8	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field data 2009.

I hold on to the solution to my problem

I hold on to the solution to my problem
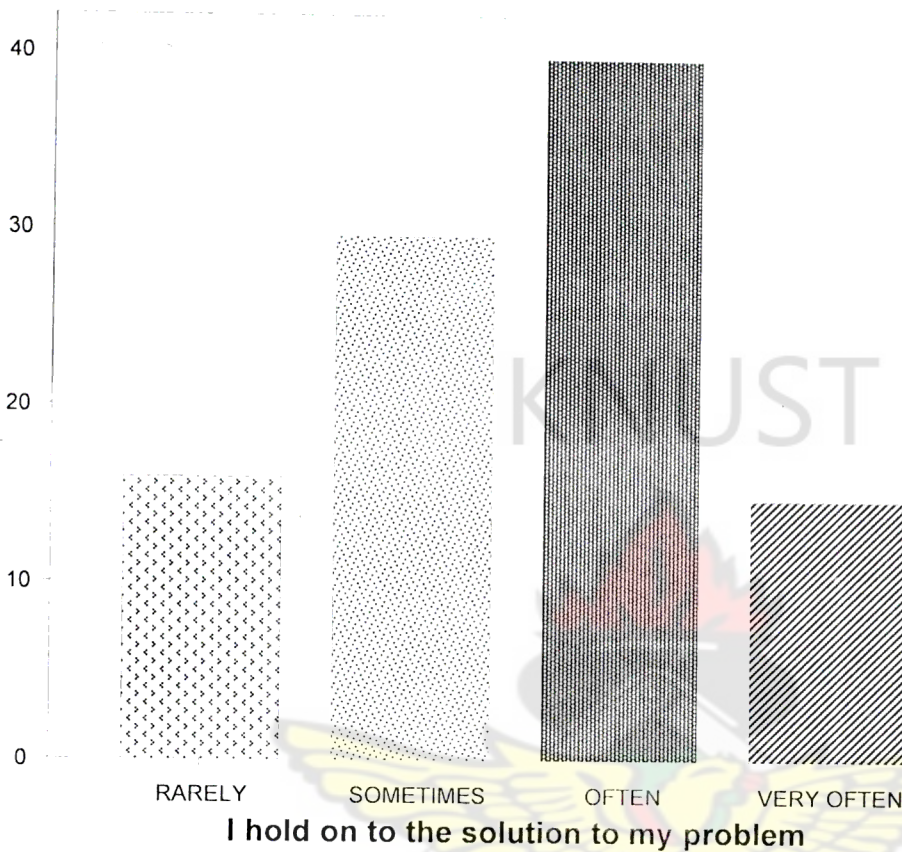
Table 4.64 shows the statistics on the question of whether workers attempt to handle conflict by holding on to the solution to their problems, a frequency of fourteen (14) making (15.9%) rarely do that, then twenty six (26) respondents representing (29.5%) responded that they sometimes hold on to the solution to their problems, while thirty five (35) responses making (39.8%) said often do that, thirteen

(13) respondents representing (14.8%)said they very often do that. six

(6)participants representing (6.8%) did not answer at all. On the chart above, greater number of participants often attempt to handle conflict by holding on to the solution to their problems.

Table 4.65: I exchange accurate information with my co-workers to solve a problem together

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	6	6.8	6.8	6.8
	Sometimes	27	30.7	30.7	37.5
	Often	20	22.7	22.7	60.2
	Very Often	24	27.3	27.3	87.5
	Always	11	12.5	12.5	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field data 2009.

On the question of whether workers exchange accurate information with their co-workers to solve a problem together, table 4.65 shows that, six (6) out of the eighty eight (88) respondents representing (6.8%) said the rarely exchange accurate information with their co-workers to solve a problem together with co-workers.

twenty seven (27) respondents representing (30.7%) sometimes exchange accurate information, twenty (20) participants representing (22.7%) said they often do that, twenty four (24) (27.3%) said they very often do that, and eleven (11) respondents making (12.5%) said always exchange accurate information with their co-workers to solve a problem together. The table below shows the accurate picture.

I exchange accurate information with my co-workers to solve a problem together

I exchange accurate information with my co-workers to solve a problem together
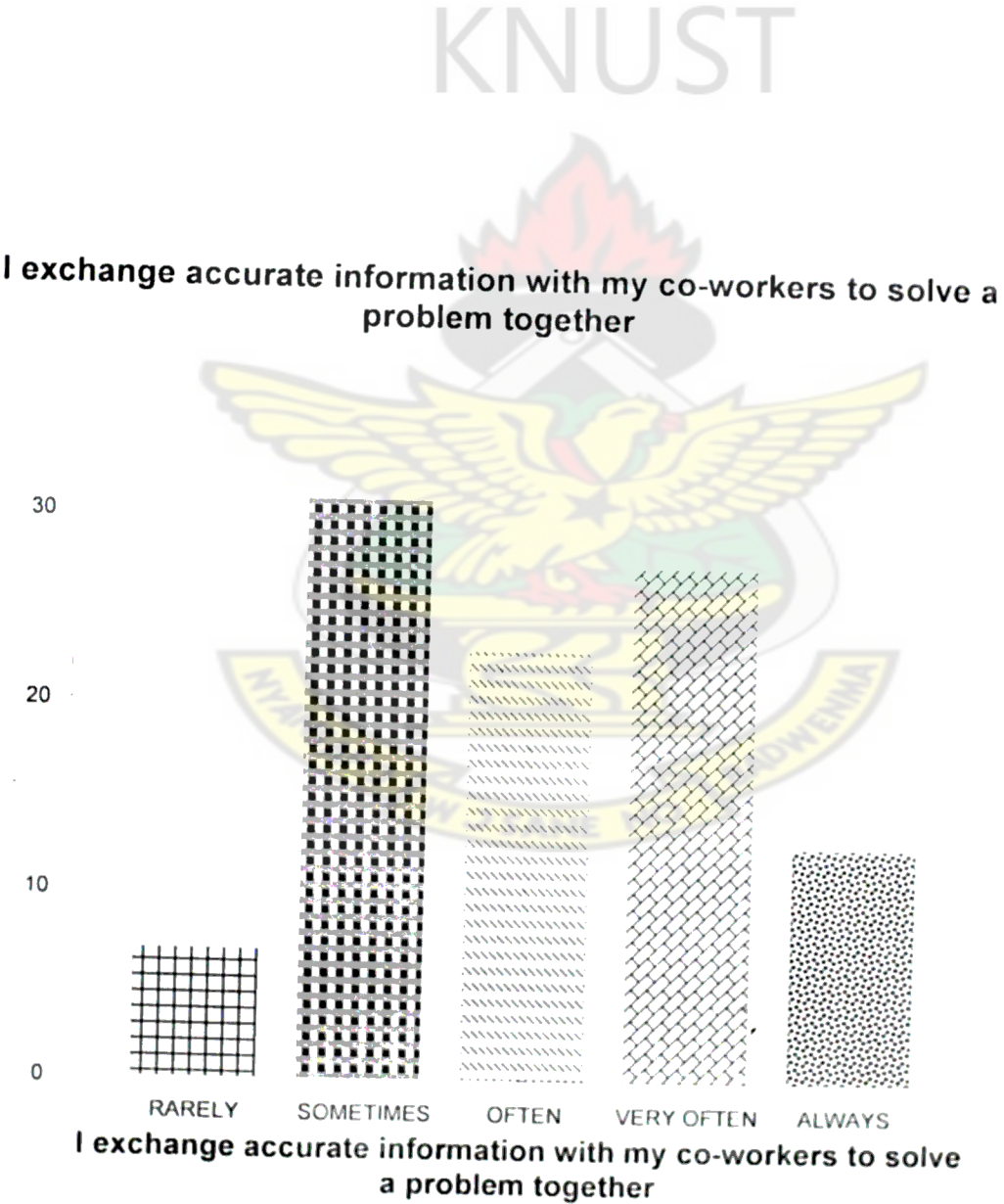
Table 4.66: I avoid open discussions of my difference with my co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	12	13.6	13.6	13.6
	Sometimes	32	36.4	36.4	50.0
	Often	33	37.5	37.5	87.5
	Very often	10	11.4	11.4	98.9
	Always	1	1.1	1.1	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field data 2009.

I avoid open discussions of my difference with my co-workers
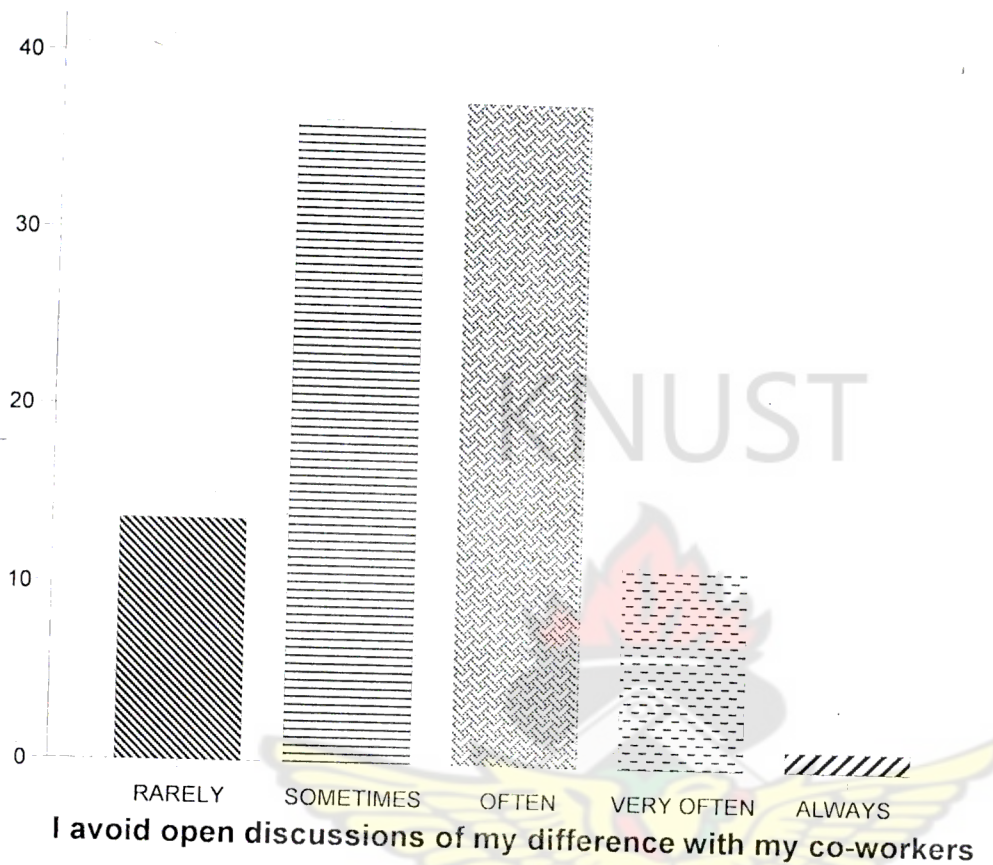
I avoid open discussions of my difference with my co-workers

As to whether workers handle conflict by avoiding open discussions of their difference with their co-workers, table 4.66 shows that, twelve (12) respondents representing (13.6%) rarely adapt that strategy, thirty two (32) participants representing (13.6%) said sometimes they do, while thirty two (32) respondents of (36.4%) responded that often they handle conflict by avoiding open discussions of their difference with their co-workers, thirty three (33) participants representing

(37.5%) indicated that very often they do, while ten (10) which constitute (11.4%)

said they always do, and one (1) person representing (1.1%) did not respond.

Table 4.67: I accommodate the wishes of my co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	6	6.8	6.8	6.8
	Sometimes	34	38.6	38.6	45.5
	Often	23	26.1	26.1	71.6
	Very Often	20	22.7	22.7	94.3
	Always	2	2.3	2.3	96.6
	No Response	3	3.4	3.4	100.0
	Total	88	100.0	100.0	

Source: Field data 2009.

I accommodate the wishes of my co-workers
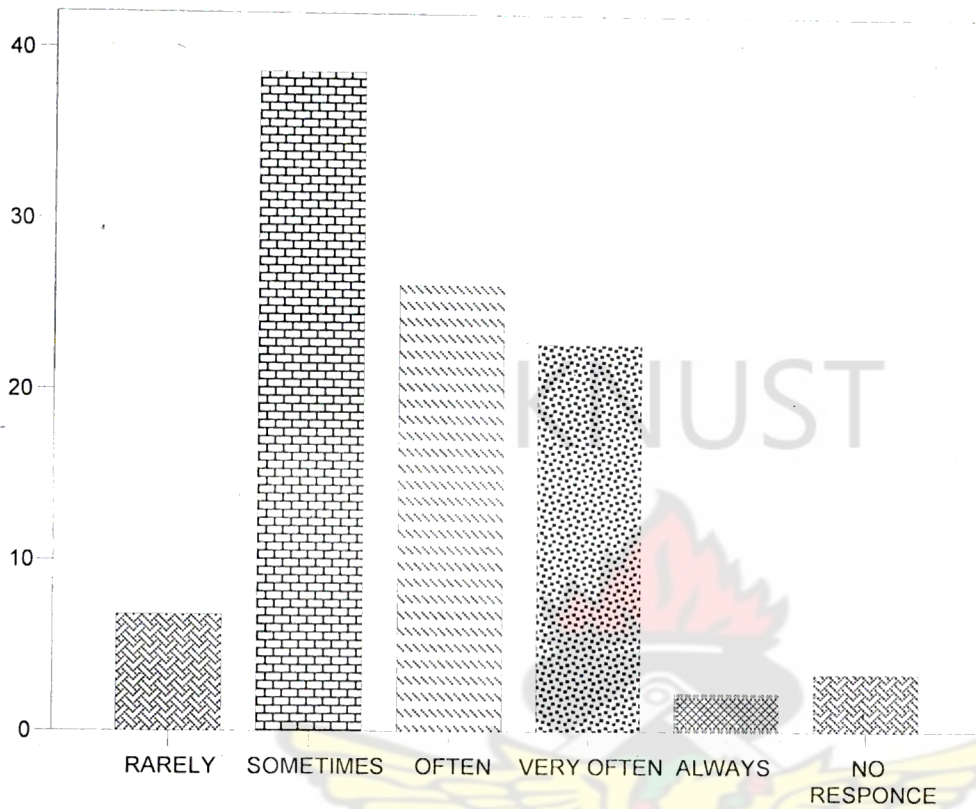
I accommodate the wishes of my co-workers

Table 4.67 shows the statistics on the question of whether workers handle conflict by accommodating their wishes of their co-workers, six (6) of the respondents representing (6.8%) said they rarely do that, thirty four (34) responses representing (38.6%) indicated that they sometimes adapt that strategy, while twenty three (23) participants making (26.1%) said they often handle conflict by accommodating their wishes of their co-workers, additionally, twenty (20) respondents representing (22.7%) said they very often do that, while two (2) participants representing (2.3%)

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said they always do that, and three (3) respondents representing (3.4%) did not respond. Greater number of respondents sometimes handles conflict by accommodating their wishes of their co-workers, as indicated on the chart below.

Table 4.68: I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	9	10.2	10.2	10.2
	Sometimes	24	27.3	27.3	37.5
	Often	29	33.0	33.0	70.5
	Very Often	16	18.2	18.2	88.6
	Always	6	6.8	6.8	95.5
	No Response	4	4.5	4.5	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field data 2009.

I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way
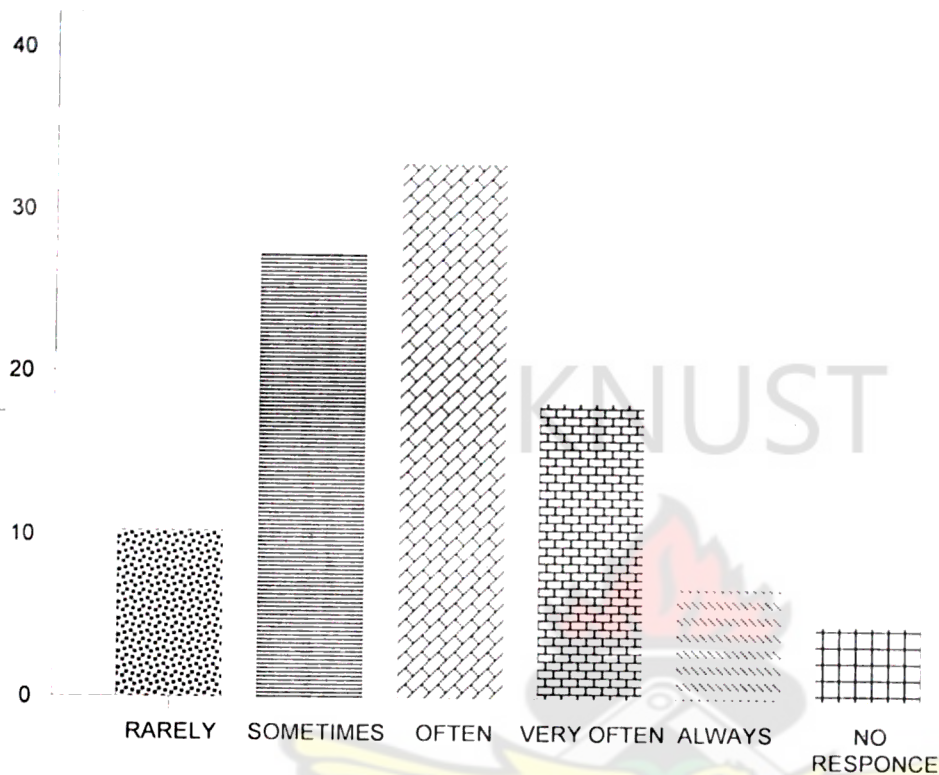
I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way

Table 4.68 shows responses to the question of whether workers, in their effort to handle conflict try to bring all their concerns out in the open so that the issue can be resolved in the best possible way, nine (9) respondents representing (10.2%) said they rarely do that, twenty four (24) respondents representing (27.3%) said sometimes they do that ,while twenty nine (29) participant making (33.0%) responded that they often bring all their concerns out in the open so that the issue can be resolved in the best possible way,, then also sixteen (16) respondents

representing (18.2%) said very often they do, six (6) respondents representing (6.8%) said always they adapt the strategy while four (4) respondent making (4.5%) did not respond. From the graph above which represent the responses from the table above, majority of the respondents often bring all their concerns out in the open so that the issue can be resolved in the best possible way as a way of handling conflict in the company.

Table 4.69: I propose a middle ground for breaking deadlocks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	9	10.2	10.2	10.2
	Sometimes	25	28.4	28.4	38.6
	Often	34	38.6	38.6	77.3
	Very Often	15	17.0	17.0	94.3
	Always	5	5.7	5.7	100.0
	Total	**88**	**100.0**	**100.0**	

Source: Field data 2009.

I propose a middle ground for breaking deadlocks

I propose a middle ground for breaking deadlocks
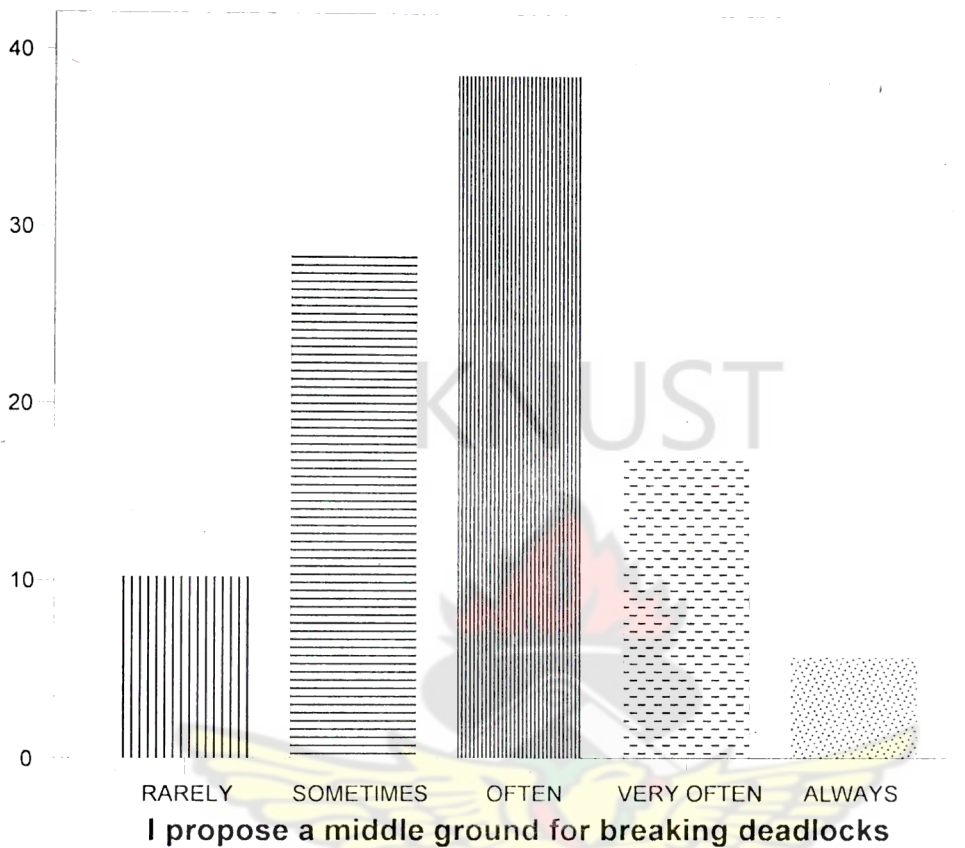
On the question of whether workers proposes a middle ground for breaking deadlocks with their co-workers to solve a problem together, table 4.69 shows that, nine (9) out of the eighty eight (88) respondents representing (10.2%) said they rarely exchange accurate information with their co-workers to solve a problem together with co-workers, twenty five (25) respondents representing 28.4% sometimes exchange accurate information, thirty four (34) representing 38.6% said they often do that, fifteen (15) participants

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(17.0%) said they very often do that, while five (5) participant representing

(5.7%) said they always do.

Table 4.70: In your own opinion what are the possible ways which conflict could be managed in your company

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Open Discussions	13	14.8	14.8	14.8	
	Asking for clarification on issues	1	1.1	1.1		15.9
	Avoid gossiping	1	1.1	1.1		17.0
	Understand each others opinions	5	5.7	5.7		22.7
	Avoid blackmailing	4	4.5	4.5		27.3
	Mutual Cooperation	12	13.6	13.6		40.9
	Avoid arguments	2	2.3	2.3		43.2
	Avoid being bias	4	4.5	4.5		47.7
	No Response	46	52.3	52.3		100.0
	Total	88	100.0	100.0		

Source: Field

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In your own opinion what are the possible ways which conflict could be managed in your company?
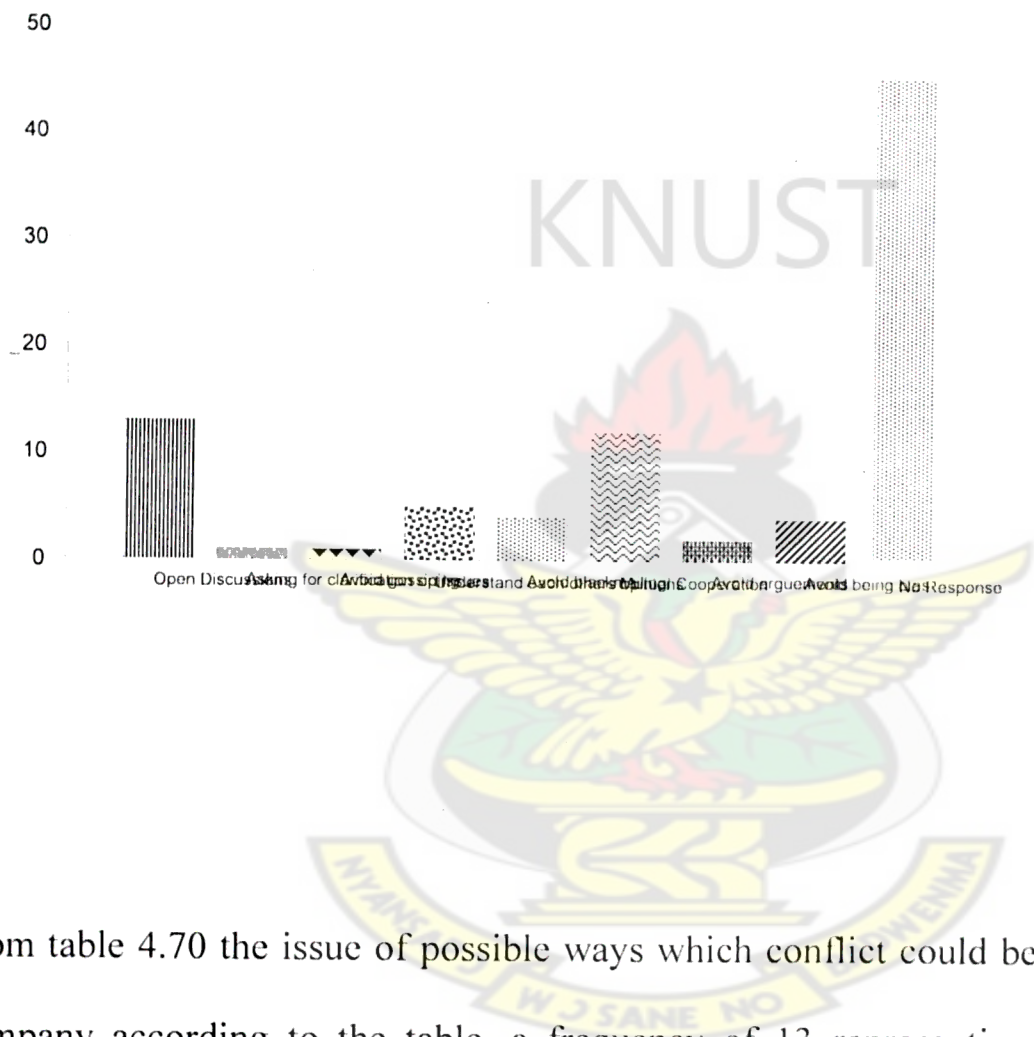
From table 4.70 the issue of possible ways which conflict could be managed in the company according to the table, a frequency of 13 representing 14.8% was the highest response obtained for the issue of open discussions, it was followed by 12 representing 13.6%, relating to mutual cooperation, the rest of the responses as shown in the table are below frequencies of 5 and below, and a frequency of 46 representing 52.3% did not respond at all.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

The research was conducted at the Ghana Cement Factory, Takoradi. There was a review of related literature in chapter two. These included the definition of conflict, stage of conflict, types of conflict, antecedent of conflict causes of conflict effect of conflict and conflict. Research questions were formulated. The researcher designed the questionnaire with ideas generated from the review of the related literature. A pre-testing was carried out to check for ambiguity, inconsistency and validity of the instruments. These were administered to a randomly sampled population of 150 participants. This comprised 10 management members, 27 senior staff, and 113 junior staff. In all 88 completed questionnaires and returned which was used for the analyses, representing an overall rate of 58.7% returns. Responses were coded and analyzed on the computer using the statistical package for social sciences (SPSS), Microsoft windows 12.0.Tables and bar chart made up of frequencies and percentages were used to analysed the results.

The central question in the study centered on whether conflict affects the performance of the company. That is, whether administrators/ management are able

to keep dysfunctional conflict at an appreciable level, and also, stimulate functionally productive conflict where the level is too low to ensure that the company performs as it is expected. This study has shown that conflict management mechanisms employed by management of Ghacem, did not help keep dysfunctional conflict at an appreciable level. Dominance and suppression methods, which merely sweep conflict under carpet, only to surface in more escalated forms, were used more often. On the contrary, integrating or problem solving methods which locate the source of the conflict was not used. This is to say that there was no lasting improvement. This is because conflict was not traced to its source, to know the cause to find an amicable solution. As Kreitner and Kinicki (2001) observed, conflict needs to be traced back to its source if there is to be a lasting improvement. This is in confirmation of an earlier research conducted by on the subject, in a case of a public school system, where he observed that conflict tended to move around the organization. He further charged supervisors to be alert to the fact that conflict management mechanisms which do not employ problem solving can hardly keep conflict at an appreciable level.

The second question raised by the problem was the types of conflict prevalent in the company. This study has shown that interpersonal conflict inters group conflict, and intra group conflict, are the types prevalent. According to schanke (1987), it is important that supervisors be able to recognize different types of conflict if they

want to correctly diagnose the situation. This study further shows that because intra personal conflict can hardly manifest itself, the general consensus is that, it hardly occurs. This is in confirmation of schanks's observation that intra personal conflict is conflict within the individual. This means that it may be extremely difficult to detect its occurrence.

The third question sought to find the cause of conflicts at Ghacem. This study had shown that, generally, limited resources are one of the major causes of conflict. This is in confirmation of Pondy's (1967), contention that when an organization's resources are insufficient to meet the requirement of the subunit to do their work, there is a competition for limited resources. Also, this study has shown that conflict cause by communication obstacle exists at Ghacem. Communication flow is found to be generally fair. As Schanks (1987), points out, the absence of frequent communication between groups or individuals representing different structural levels of the organization, or different informal groups, can trigger conflict.

Another major cause of conflict this study has shown is that cause by time pressure. This means that staff of the company is unable to meet deadlines. Again, this study has shown that there is always the desire for management to rely on a faction instead of treating all equally. A supervisor who favors one side makes the loosing side to be resentful stoner, (1978).This means the loosing side feels bitter, indignant, or angry at such acts. This makes favoritism cause much conflict.

In addition, this study has shown that, staff members experience conflict caused by unrealized expectations. Employees entered the company with high expectations, which have been unmet. This confirms observation that employees who have unrealized expectations about job assignments, pay, or promotions are more prone to conflict.

The fourth question sought to find the effects of conflicts on staff performance. This study has shown that de-motivation sets in when conflicts are not managed. Members become less enthusiastic about whatever work they are assigned to, leading to low performance. Also the study has shown that non-management of conflict leads to dissatisfaction, leading to demotivation, which invariably leads to low work output. Again it is observed that aggrieved members quit the job. In this era where experience counts in securing employment, members, after acquiring a little experience at the Ghacem, which can make them more marketable, only leave under the pretext of one conflict or the other. Thus, a critical observation is that, people who quit the job merely use the company, as a training ground and a spring boards. This makes a sad case indeed.

The fifth question raised by the problem bothered, on conflict management approaches employed by staff in company in handling conflict. This study shows that as a conflict preventive measure, the company does not ensure free flow of information thereby making the battle for clear communication hard to end. This is a

confirmation of an observation by Kreitner (1998), that it is easy to misunderstand one person or group of people if two way communications is hampered in some way. It also confirms earlier research by Darling and Walker (2001), that failure to share ideas and feelings leaves one person to "fill in the gap". The study again reveals certain preventive measure have not been put in place in the company. The study has shown that management does not provide enough resources. This means that not much has been done to increase the resource base.Kreitner (1998), observe that sometimes, as in the case of money and people, destructive competition for scarce resources can be avoided by enlarging the resource base. Similarly the study has shown that management does not ensure fairness in its dealings with all the departments and that members resort to lobbying and backbiting to gain favor. This confirms the submission that a supervisor who favors one side makes the losing side to be resentful. It is however worthy of mention here that, senior and junior staff admitted that management ensures that roles are well defined. According to Nnadi (1997), unclear job descriptions and employees roles create conflict because the employee is unsure of what the job responsibilities are. This means where jobs are well defined, less conflict may crop up.

Moreover, this study has shown that members are not rewarded for outstanding performances to foster competition. Robbins (1974), however observes that competition obtained at a higher level may lead to productive conflict as one group

tries hard to undo the other. Also, it is observe that management does not bring in outsiders to stimulate conflict. This makes the company stagnant. However, it is observed that management periodically shakes up the company through restructuring. According to Robbins (1974), units which frequently have new work teams bring about improvements.

In addition, this study has shown that management relies on formal authority to force compliance. Superiors always want to maintain their status and therefore see forcing as a defensible mechanism. This is in support of Nandi's (1997), observation that supervisors see forcing as a sense of achievement and power. Again, people resort to the use of coercion, that is, yield from fear or by use of threat. This they do for fear of losing their job, promotion or not being in the "good books" of management. Such a mechanism however creates a win-lose situation. According to stoner, the loser who is usually compelled to give way to a higher authority, winds up disappointed and hostile.

This study has shown that management does not practice integrating or problem solving when managing conflict. Interested parties do not confront the issue, or co-operatively identify the source of the problem. Thus, the underlying problem is not dealt with leaving the institution weakened and wracked with hostility. This is in confirmation of Owens' (2001) findings that if we fail to diagnose a conflict

correctly and deal with the causes, it will continue in latent form, ready to manifest itself at a later period.

Staff of the company makes use of the compromise mechanism. This is a give and take affair where none become a loser or a winner. Compromise helps in achieving temporally solution to complex issues but hampers creative solutions and confirms Nandi's observation that it does not find an equitable solution to problems. This means that the underlying problem will still be there.

5.2 Conclusion

This section attempts to give possible interpretations of the findings made in this research. This study found that the company does not have a well defined policy that traced conflict back to its source. The underlying problem would still be there, hampering the achievement of organizational goals. On the other hand, conflict management approaches employed by the company are those which merely sweep conflicts under carpets. The conclusion drawn from the above is that, conflict management approaches which do not make use of problem solving hardly keep dysfunctional conflict at an appreciable level.

It was drawn from the study that junior staff, because of their level of education, had a negative attitude towards conflict. The senior and management staff on the other hand, viewed conflict as necessary evil. It can be concluded that the junior staff were of the traditionalist view, while the senior and management staff held the integrationist view. It may be deduced that junior staff are stabilizers who do not want change. Any change that would destabilize the organization's performance was seen as evil and unnecessary. Again, it was discovered that the types of conflict prevalent at Ghacem were interpersonal conflict, inter group conflict and intra group conflict. It can therefore be concluded that conflicts do exist in Ghacem.

The researcher discovered from the research findings that instigators of conflict in the Ghacem Takoradi were numerous. Some of the more predominant ones include

limited resources, role ambiguity, communication obstacles, time pressure, overlapping tasks, interdependence, conflicting interest and collective decision-making. Among the staff, other instigators found were unrealized expectations, gossiping, and blackmailing etc. conclusion drawn is that causes of conflict at Ghacem Takoradi are numerous and varied.

This study found that as an effect of non-management of conflict there was dissatisfaction, which led to demotivation, and then to low performance. Also it was discussed that parties who became dissatisfied, quitted the job. Thus, output of work were low and the company at the same time lost its valuable human resources?

Participants agreed that though management had put in place numerous committees, yet it failed to implement decisions taken by them. Again, management neither ensured free flow of information nor provided adequate resources. Also it was discovered that management did not exhibit fair play in its dealings with all departments.

The conclusion drawn from above is that not much has been put in place as conflict preventive measures.

The researcher discovered that conflict stimulation was not at it best. Participant indicated that members were not rewarded for outstanding performances to bring

about competition. Management did not bring in outsiders to share new ideas. This made the company stagnant.

It was discovered from the study that as a conflict management approach, management often relied on the use of dominance or suppression methods such as forcing, smoothing, avoiding, and coercion. These threatened approaches, which portray management as defensive, make employees feel their views are not respected. Integrative problem solving which identifies and defines the problem, discusses the problem, and arrives at a mutually acceptable solution, was not employed. As indicated earlier, a conflict management approach which does not employ problem solving can hardly keep dysfunctional conflict at an appreciable level. It should be noted that conflict is a normal part of life, but, handled through a peaceful, problem-solving approach; most conflicts can be resolved successfully.
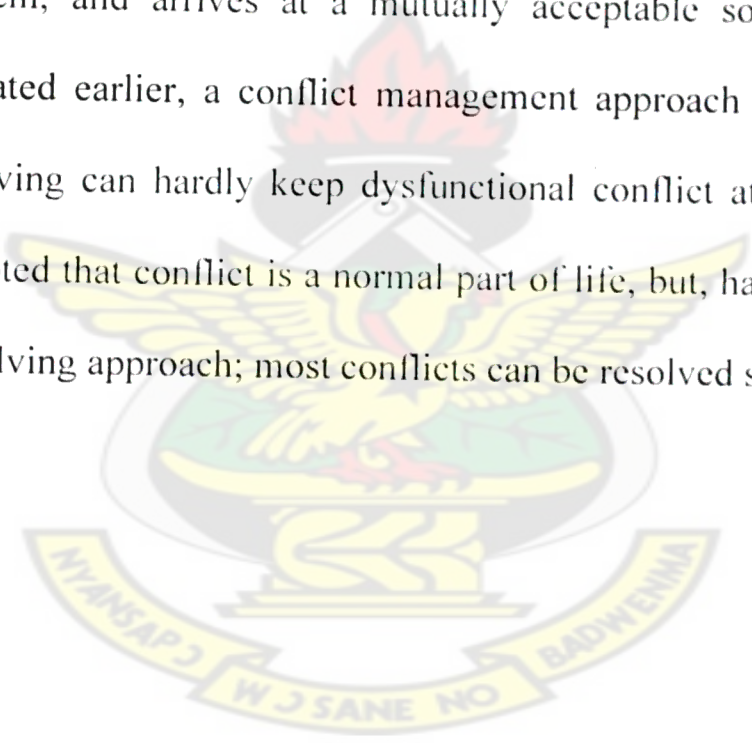
5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

For dysfunctional conflict to be kept at an appreciable level staff must be urged to do away with dominance or suppressions approaches which make employees believe that their opinions are not respected. Instead, staffs are encouraged to make use of integration or problem solving method. This involves being able to reach a solution by identifying and defining the problem, discussing the problem, and arriving at a mutually acceptable solution. This may be time consuming but the end result would be rewarding.

Staff should learn how to stimulate functionally productive conflict to stir up people to do better jobs. This could be done through competition where employees' achievements are acknowledged through rewards and compliments. Appropriate compliments can help bring the employees together. This can help reduced tension. To help broadened the knowledge base of members of staff, and also for upgrading, staff is to organize periodic in-service training sessions, most especially, for the junior and senior staff, this will help retain staff.

Management should ensure good communication system, to help employees explicate the meaning of words and avoid misinterpretations. Most conflicts crop up because of misinterpretations and individuals jumping to the wrong conclusions.

Favoritism should be done away with. Management should be fair in its dealings with all bodies under the umbrella of the company.

Similarly, management should make good use of committees systems; decisions taken by them should be implemented. If on rare occasions management feels contrary, that could be accepted and communicated to all staff.

Management of the company should manage conflicts effectively rather that suppress or avoid them. To manage them, a manager needs to ask 'what?' and 'why?' and not 'who?' to get at the root of a problem. In the process of resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new environment of individual growth. If conflicts are not managed properly, they can be damaging, as they waste a lot of energy and time, and invoke tension, which reduce the performance and creativity of those involved. This indeed, van be avoided.

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APPENDIX A

QUESTIONNAIRE ON THE IMPACT OF CONFLICT MANAGEMENT PRACTICES IN ORGANISATIONS: A CASE OF GHANA CEMENT TAKORADI

Dear Sir /Madam

I am conducting a research on the topic: "the impact of conflict management practices in organisations: a case of Ghana Cement Takoradi" the research is for the purpose of writing a thesis as part of the requirement for the award of Commonwealth Executive Masters of Business Administration. I would appreciate if you could provide candid responses to the items in the questionnaire. Confidentiality in respect of whatever information you give is fully assured.

Thanks for your cooperation.
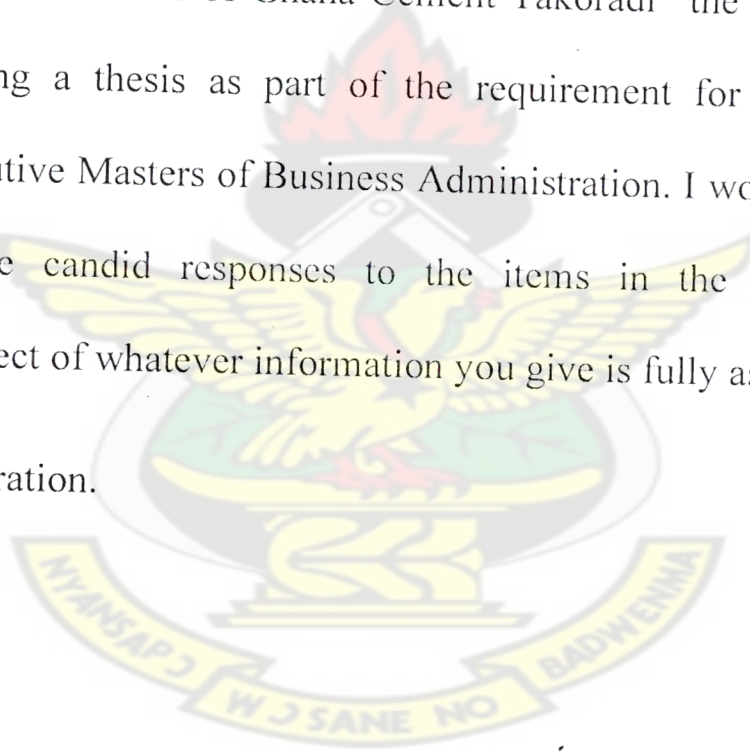
APPENDIX B

Personal data on respondent

Please respond by ticking √ in the appropriate box or provide information.

1. Sex: Male   Female

2. Category of staff: Management Member   Senior Staff

   Junior Staff

3. Department/Section/Unit. Please indicate..

4. Highest qualification attained:

  SSCE/WASSCE [ ]   'O' Level   [ ]   'A' Level [ ]

  Intermediate/Advanced [ ] Diploma/HND [ ] B.A/ B.Ed./BSc/B.Tech.[ ]

  M.Tech./M.A./M.Ed./M.Sc./MBA [ ] M.Phil. [ ] Ph.D. [ ]

  Others please specify:..

5. How long have you worked in this Company?

  0 to 5 years   [ ]   6 to 10 years   [ ] 11 to 15 years [ ]

  16 to 20 years [ ]   20 years and above [ ]

6. What position do you hold? Please indicate:..

Causes of intrapersonal conflict

7. Which of the following factors can you identify as some of the causes of conflict you have as an individual member of staff in GHACEM? Please tick as many as are applicable

a) When you have to make a choice between equally good alternatives

b) When you have to make a choice between equally bad alternatives

c) When you have to make a choice among a set of options that have good and bad out

d) When you are not quite clear about your role as a staff of GHACEM

e) When you have different expectations about your job (not clear as to which set of expectations to follow)

f) Others please

specify:...

Causes of interpersonal conflict

8. Which of the following factors do you think promote interpersonal conflict (conflict between two or more individuals) among staff in your company? Please tick as many as are applicable.

a) Differences in behavior among individual staff in your company

b) Relationship between superior and subordinate such as heads of department and management members

c) Power struggle such as individual struggling for position in the company

d) Competing for limited resources or recognition

e) Gossiping

f) Differences in perception

g) Feeling of superiority of some staff members

h) Others, please

specify:………………………………………………………………………………..

Causes of intergroup conflicts

9. To what extent does each of the following issues result in conflict between junior staff and senior staff? Please tick the appropriate box.

Issue		Very Large Extent	Large Extent	Little Extent	Very Little Extent
i	Limited resources				
ii	Deficiencies in information flow				
iii	Conflicting of interests				
iv	Overlapping tasks				
v	Interdependence				
vi	Time pressure				
vii	Collective decision-making				

10. To what extent does each of the following issues result in conflict between senior staff and management? Please tick the appropriate box.

Issue		Very Large Extent	Large Extent	Little Extent	Very Little Extent
i	Limited resources				
ii	Deficiencies in information flow				
iii	Conflicting of interests				
iv	Overlapping tasks				
v	Interdependence				
vi	Time pressure				
vii	Collective decision-making				

11. To what extent does each of the following issues result in conflict among various departments in your company? Please tick the appropriate box.

Issue		Very Large Extent	Large Extent	Little Extent	Very Little Extent
i	Limited resources				
ii	Deficiencies in information flow				
iii	Conflicting of interests				
iv	Overlapping tasks				
v	Interdependence				
vi	Time pressure				
vii	Collective decision-making				

12. To what extent does each of the following issues result in conflict between junior staff and management? Please tick the appropriate box.

Issue		Very Large Extent	Large Extent	Little Extent	Very Little Extent
I	Limited resources				
Ii	Deficiencies in information flow				
Iii	Conflicting of interests				
Iv	Overlapping tasks				
V	Interdependence				
Vi	Time pressure				
Vii	Collective decision-making				

Effects of conflict on staff performance in your institution

13. To what extent does each of the following issues result in conflict between senior staff and management? Please tick the appropriate box.

a) High performance among staff

b) High worker performance

c) Encouragement of positive change and innovation in company

d) Increase participation in decision-making in the company

e) Encourages regularity and punctuality of staff attendance to work

f) Emergence of new communication methods in the company

g) Promote conducive atmosphere in the company

h) Experience of emotional and physical stress by individual staff members of the company

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i) Poor performance of work among staff of the company

j) Low job satisfaction

k) Loss of interest in their job

l) indifference/apathy

m) Low commitment level

n) Unnecessary tension suspicion

o) Blackmailing

p) Others, please specify:..

Conflict handling approaches in GHACEM

Please indicate how often you rely on each of the following conflict handling approaches by circling the number that you consider most appropriate.

No	Conflict-Handling Style	Rarely	Sometime	Often	Very Often	Always
14	I argue my case with my co-workers to show the merits of my position.	1	2	3	4	5
15	I negotiate with my co-workers so that a compromise can be reached.	1	2	3	4	5
16	I try to in satisfy the expectations of my co-workers.	1	2	3	4	5
17	I try to investigate an issue with my co-workers to find a solution acceptable to us.	1	2	3	4	5
18	I am firm in pursuing my side of the issue	1	2	3	4	5
19	I attempt to avoid being "put on the spot" and try to keep my conflict with my co-workers to myself.	1	2	3	4	5
20	I hold on to my solution to a problem	1	2	3	4	5
21	I use "give and take" so that a compromise can be made.	1	2	3	4	5
22	I exchange accurate information with my co-workers to solve a problem together.	1	2	3	4	5
23	I avoid open discussion of my differences with my co-workers.	1	2	3	4	5
24	I accommodate the wishes of my co-workers.	1	2	3	4	5
25	I try to bring all our concerns out in the open so that the issue can be resolved in the best way.	1	2	3	4	5
26	I propose a middle ground for breaking deadlocks	1	2	3	4	5
27	I go a long with suggestions of my co-workers.	1	2	3	4	5
28	I try to keep my disagreement with my co-workers to myself in order to avoid hard feelings.	1	2	3	4	5

29. In your own opinion, what is the possible ways by which conflict could be managed in your company?

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....

APPENDIX C

SUPPLIMENTARY QUESTIONNAIRE

Effects of conflicts on the performance of your company

.To what extent does each of the following affect the performance of your company?

No.	Issues	Very Large Extent	Large extent	Little Extent	Very Little Extent
1	Lack of motivation				
2	Unnecessary tension				
3	Blackmailing				
4	Low commitment level				
5	Deficiencies in information flow				
6	Labour turnover				
7	Lack of participation in decision making				
8	interdependence				
9	Lack of cooperation among staff				
10	Inadequate staffing				