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An Empirical Analysis on Improving Organizational Efficiency Through Conflict Resolution and Management

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ABSTRACT

This study was carried out to investigate on improving organization efficiency through conflict resolution and management in Innoson Vehicle Manufacturing Co Ltd. in Nigeria. To achieve this objective, four research questions and two research hypotheses were formulated to guide this study. The data was collected from primary sources. The primary data were collected with the help of a well-structured questionnaire administered to staff and management of Innoson Vehicle Manufacturing Co Ltd. in Nigeria. The data collected were analyzed with tables and simple percentages to analyze the research questions, while Chi-square statistical method was used in testing the research hypothesis. The study reveals that conflict management aid effective business organization in Innoson Vehicle Manufacturing Co Ltd. in Nigeria and conflict is effectively managed in Innoson Vehicle Manufacturing Co Ltd. in Nigeria. The study concluded with some recommendations that management must adopt conflict management strategies that will improve on the performance of the organization and management should ensure a free flow of communication between the management and the employee.

Keywords: *Conflict Resolution; Organizational Efficiency; Management*

Introduction

Conflicts are inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group. (Robinson, 2013)

Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups. While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects. It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations, fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding. Unfortunately, the term "conflict" has only the connotation of "bad" for many people; so much so that they think principally in terms of suppression, giving little or no attention to its more positive side. It is emphasizing by stating that it seems entirely likely that many, if not most, organizations need more conflict, not less. Pondy [2012], also stated that the absence of conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization. Tjosvold (2018) complements this statement arguing that conflict is not the opposite of cooperation but a mechanism that allows to perceive benefits of cooperative work. Furthermore, conflict is considered psychologically and socially healthy. It is psychologically healthy because it provides a breather for frustrations and enables a feeling of participation and even of joy. And it is sociable healthy because it encourages opposition to the status quo and provides conditions for social changes and democracy stemming from pluralism and respect to diversity. Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team.

According to Henry (2009), conflict is ubiquitous, not necessarily dysfunctional and can be required to propel people to perform and stimulate progress. This research studied the effect of conflict management on organizational performance, using Innoson Vehicle Manufacturing Co Ltd. as a case study. This study will examine the personal characteristics of the respondents, their views about conflict in the firm, categories of staff they have experienced conflicts with, types of conflicts experienced, reasons for conflicts, sources of organizational conflicts, factors that have caused conflicts in the manufacturing industry, as well as strategies for managing organizational conflicts to improve organizational performance and productivity. The significance of this study lies in the fact that its finding will enable managers in companies have in depth knowledge of causes of conflict and how to manage conflict not only in Nigeria but across the world. The study aims at generating data that will enhance the understanding of conflict and how it is been managed in Nigerian manufacturing industry.

Statement of the Problem

There are many potential problems of conflict in organization. Today’s organizations are characterized by complex relationship and a high degree of interdependence of task that can occur. People also have different values and different perception of issues. For instance, a production manager may want to concentrate on product(s) that have available materials and technology to produce them, while the sale manager may desire, a brand product line that will satisfy diverse customer’s demands.

Potential cause of conflicts can be between people in line and staff position, also superiors autocratic and leadership style. The problems are: i) The organization conflicts are due to lack of communication between the employer and employees. ii) In terms of money, the ratio of profits to wages and salary cause conflict between workers and management. iii) Management is concerned with efficiency and workers with job security. Management want more efficient machinery, this displace workers as less needed. Conflict occurs between marketing and production mangers as their policies and interest often differ. iv)Workers restriction for more participation in decisions which affect their lives. This is vertical conflict between workers and management. v) The socio-technical system organized men in a particular way which often, leads to a boring job, no control of the pace of work, no responsibility of group identity. vi) Downwards fluctuations in the market for the products are threat to workers security. Such problems cause conflict even within a union, of there is nothing management is doing to secure their job.

Objectives of the Study

i. To examine whether conflict management aid effective business organization in Innoson Vehicle Manufacturing Co Ltd. in Nigeria.
ii. To ascertain whether conflict is effectively managed in Innoson Vehicle Manufacturing Co Ltd. in Nigeria.

Research Questions

i. Does conflict management aid effective business organization in Innoson Vehicle Manufacturing Co Ltd. in Nigeria?
ii. Is conflict effectively managed in Innoson Vehicle Manufacturing Co Ltd. in Nigeria?

Research Hypothesis

i. Conflict management does not aid effective business organization in Innoson Vehicle Manufacturing Co Ltd. in Nigeria.
ii. Conflict is not effectively managed in Innoson Vehicle Manufacturing Co Ltd. in Nigeria.

Theoretical Framework

This study adopted the following theories

Conflict management must be viewed as a part of a larger process of ensuring that man lives in peace and in an orderly way, conflict should also be channeled towards positive effect in every human community. In the view of Fisher et al. (2001) bringing about peace in a conflict situation is a process, which involves different stages, the best and most crucial of which is conflict transformation. The stages are:

Conflict Prevention: This aims to prevent the outbreak of violent conflict.

Conflict Settlement: This aims to end violent behaviour by reaching a peace agreement.

Conflict Management: This aims to limit and avoid future violence by promoting positive behavioural changes in the parties involved.

Conflict Resolution: This addresses the causes of conflict and seeks to build a new and lasting relationship between hostile groups.

Conflict Management in a Globalised World: Conflict management is another way of controlling conflict before or during and after it has occurred. According to Onigu Otite and Albert (1999:11), ‘it is more elaborate and wider in conception and application, when necessitated; it involves conflict resolution and transformation.

Organizational Performance

There are many rising trends in organizational performance. However, this study sought to establish whether Innoson Vehicle Manufacturing Co Ltd. in Nigeria had embraced conflict management and the influence this has on organizational performance. Armstrong (2006) defines performance in output terms as the achievement of objectives and how these objectives are achieved. High performance results from appropriate behavior, especially discretionary, and the effective use of the required knowledge, skills and competencies. Performance may be understood differently depending on the person involved in the assessment of the organizational performance for instance performance can be understood differently from a person within the organization compared to one from outside (Lebans & Euske 2006). To define the concept of performance is necessary to know elements and characteristics to each area of responsibility. To report an organization's performance level, it is necessary to be able to quantify the results (Petkovic, 2008).

According to Gilbert and Ivancevich (2000), performance refers to the act of performing or carrying into execution or recognizable action, achievement or accomplishment in the undertaking of a duty. Company (2006) defines performance as working of individuals in an organization to be more effective. Zaman et al (2011) indicated that there is a significant and positive relationship between performance and reward. The other approach in defining organizational performance that has in the recent past gained popularity in numerous organizations is the Balanced Scorecard (BSC) methodology by Kaplan & Norton (1992). In this method, performance of an organization is measured using four key perspectives financial, customer, internal processes, and Learning and Growth/innovation. In the Kenyan scenario it has been generally adopted by sixty-nine per cent of the companies in a survey by Kiragu (2005).

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. Innoson Vehicle Manufacturing Co Ltd. in Nigeria for instance is expected to increase its financial performance in terms of annual income from 2.6 billion in 2015 to Shs.31.8 billion in 2020. According to Armstrong, (2000) performance is a means of getting better results from the whole organization or teams or individuals within it by understanding and managing performance within an agreed frame work of planned goals, standards and competence requirements. Performance is the accumulated end results of all the organization’s work processes and activities (Santos & Brito 2012). It is about how effectively an organization transforms inputs into outputs (Robbins, 2009) and comprises the actual output or results as measured against its intended outputs. Liptons (2003) proposes that performance is the ability of the firm to prevail. There is hardly a consensus about its definition, and this limits advances in research and understanding of the concept of performance (Santos & Brito, 2012). As the debate on what organization performance rages on, the approach on how to measure it has attracted even more scholarly attention (Liptons, 2003).

Organizational performance is one of the most important constructs in management research Trade (2000). Continuous performance is the objective of any organization because only through this, can organizations grow and progress. Moreover, knowing the determinants of organizational performance is important especially in the context of the current economic crises because it enables the identification of those factors that should be treated with an increased interest in order to improve the performance. Performance measurement estimates the parameters under which programs, investments, and acquisitions are reaching the targeted results (Perez et al.,2007). This study adopted the definition according to Trade (2000), that most performance measures could be grouped into six general categories effectiveness, efficiency, cost, quality, timeliness, innovation and productivity. Therefore, Organizational performance is measured using the six parameters.

Effectiveness is a process characteristic indicating the degree to which the process output (work product) conforms to the requirements. (Robbins, 2009) Effectiveness of teams can be hindered by conflict arising from unresolved issues within the group. An individual in the group may encounter some frustration when a certain obstacle is in the way of him/her achieving his/her goal, thereby creating what is called frustration (Luthans, 2008). This, in turn, may create a kind of defence such as justification, withdrawal, aggressive behavior, inertia or the acceptance of a compromise or an alternative (Elmagri, 2002). The negative consequences of frustration ultimately affect the morale of individuals working with the affected individual and their performance could be compromised (Luthans, 2008).

Efficiency is a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (Robbins, 2009) In the organizational context, Conflict may arise in departments due to the functional nature of their tasks if they are interdependent on each other for service delivery. Efficiency may be hampered if one department delays in meeting deadlines which in turn affects all the departments that rely on it (Ibid 2013).

Cost: This involves measuring the expenses of a firm’s operations in monetary terms taking into account the return on investment to the business (Hitt et al 2006). Costs can have an impact on the financial performance of an organization, especially if the expenses incurred surpass the budget resulting to conflict amongst the shareholders. Maher (2002) argues that it is typical for shareholders view(s) regarding financial performance to result in differing statements in an annual general meeting. Which in turn generates conflict among there different interests and goals. If some shareholders feel that their money is being mismanaged, it can result to them withdrawing their shares, leading to costs such as litigation, withdrawal of majority shares which will eventually affect organization performance. (Ibid 2013).

Quality is the degree to which a product or service meets customer requirements and expectations (Robbins, 2009). Unresolved conflict may prevent an organization from achieving its goals, and compromise on the quality of service given (Hitt et al 2006) for instance a survey of global employers Dison, (2005) revealed that the quality of customer service was improved when the interpersonal and intrapersonal conflicts of the customer service officers was managed. This in turn had a ripple effect on their morale and performance. This study seeks to establish the effect of conflict management strategies on organization performance. Timeliness measures whether or not a unit of work is done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. (Norreklit, 2003). Conflict management may prevent wasted time and help an organization achieve its goals (Hitt et al 2006) Innovation consists of firms developing new products or new production processes to better perform their operations, in which case the new products could be based on the new processes (Tufano,2002: Lawrence 2010). In the financial service Industry, innovation is viewed as the act of creating and popularizing new financial instruments, technologies, institutions and markets which facilitates access to information (Solans, 2003). Importantly, the relevance of innovation keeps advancing as the world becomes a Global village. The need to become visible to the world has made many organizations to embrace new technology that would increase organizational performance (Scott 2004). A study on the Bank of China, during 2006- 2007 (Yin and Zhengzheng, 2010) established that Innovation had an impact on a firm's performance. The study further showed that the growth rate of retail business was 2.5 times the growth of wholesale business at the same period leading to increase in profits by 250%. In as much as innovation is considered a plus for an organization, intrapersonal conflict arising from innovation may occur whereby a staff intentionally defrauds a company by use of technology (PWC, 2011).

Productivity refers to the value added by the process divided by the value of the labor and capital consumed safety which measures the overall health of the organization and the working environment of its employees (Trade, 2000). Organizational conflict has a negative impact on the motivation and productivity of employees (Ibid 2013). Therefore, the performance of an organization must be properly managed to obtain positive results and improve productivity and performance (Robbins, 2009). For this study, performance will be measured on Quality, Innovation and Timeliness.

Quality as a Measure of Performance.

Phillip Crosby defined quality as conformance to requirements while using a quality system to prevent defects as well as measuring quality of nonconformance and adopting zero defects as the quality standard (Jung & Wang, 2006) Quality improvement is an approach that firms adopt for the purpose of improving performance in terms of quality and innovation (Jung & Wang, 2006) The key aspect of quality is essentially the extent to which the company is able to meet stakeholder expectations on certain dimensions that increase performance (Saner & Eijkman, 2005) Historically, Quality emerged as an important issue in operations, advocating the use of strategies to improve performance the important gurus of quality ideas include Edwards Deming who advocated the use of statistical techniques to drive quality improvement by reducing process variation and Joseph Juran who also advocated the use of statistical techniques. In essence, the object is to identify the extent to which implementation of quality standards have a significant influence on financial performance (Zu, 2009)

With greater visibility into quality processes, managers will be able to transform the original goals of quality in a continuous improvement process that will have a positive impact on financial performance (Kaynak, 2003). Terziovski, Feng and Samson (2007) define operational performance as the performance related to an organization's internal operations, such as productivity, product quality and customer satisfaction. With better operational performance, the products or services the organization offers should become more attractive to customers and the firm should have better business performance. Sales and profitability should also increase with an improvement of quality (Singels, Ruel & Water, 2001)

The theory and practice of quality has evolved from the concept of simple quality inspection to quality management (Prajogo & Sohal, 2003) It is possible to distinguish four stages in the evolution of the quality ideas. They include quality inspection, quality control, quality assurance and total quality management (Singels, Ruel & Water, 2001) Quality inspection involves the inspection of products at the end of the production process. Finished products are either approved for sale or rejected. Quality control builds on quality inspection by introducing statistical techniques as well as detailing how a process should be operated and stipulating performance guidelines. Quality assurance moves the concept of quality beyond measurement and feedback control towards a more proactive approach aimed at preventing quality problems from occurring in the first place. All these are aimed at improving performance (Singels, Ruel & Water, 2001).

Quality in service organizations is difficult to define due to the fact that services are intangible and are consumed at the point of production and often involve contact with customers (Nair, 2006) the singular nature of many service encounters makes their standardization more difficult. Due to the person to person interaction in customer service, setting quality standards and measuring performance requires consideration of both the service provider and the customer perception of quality (Agus, 2003) Any measurement of performance and control of quality must be carried out in a way that does not interfere with the provision of a service (Aquilano & Chase, 2001). Many quality experts advocate the use of a quality management system as it offers a structured and methodical approach to managing quality by systematically organizing how activities should be carried out (Agus, 2003). Some of these involve Total Quality Management (TQM) and International Organization for Standardization (ISO) Certification.

ISO is an International Organization for Standards; the phrase ISO is drawn from the Greek word "isos" which means "same as." The words "same as" can be implied to mean the consumer gets what the consumer expects (Pinar, Crouch, Yucel and Guder (2003) It is agreed in principle that if the consumer gets what they expect, this is considered quality (Nurre, Gunaman & De- almeida, 2000)

Terlaak and King (2000) suggest that the implementation of quality management practices such as ISO 9001 can raise organizational performance and result in real competitive advantage. With regards to the performance outcomes that are achieved as a result of certification and quality management, some of the various studies for example Singels, Ruel and Water (2001) explored 192 organizations (both manufacturing and service organizations) in the North of Holland in collaboration with the foundation of quality circles in the North of Holland) found that ISO 9001 certification in itself does not lead to an improvement in the operational performance of organizations (Kaynak, 2003)

Lee, and To Yu (2009) after conducting a survey on 45 service organizations in Macao, China postulate that in order to achieve superior performance, organizations should not consider the quality certification as a single, one-off project and the maintenance of the standard as routine processes. However, Prajogo, Huo and Han (2012) conducted a study which examined 321 middle and senior managers of quality certified firms in Australia who were responsible for managing the quality systems in their organizations. This study was based on establishing the effect of Quality Certification. Their results indicate that supplier and internal process management both have a positive effect on operational performance, while customer process management has no significant impact on operational performance. In addition, a study by Okwiri (2010) that sought to establish the relationship between ISO 9001 and operational performance in government agencies in Kenya concluded that the framework provided by the ISO 9001 management system standard can help optimize operational performance when the prescribed practices are applied appropriately.

The few researchers in the recent years have documented quality as a measure of performance but such research often has not focused on the actual factors of quality improvement in corporate organizations. They therefore ended up making general conclusions and recommendations, which may not be suitable for some organizations. This study sought to find out the impact of quality on Organizational Performance and offer recommendations to Innoson Vehicle Manufacturing Co Ltd. in Nigeria as an Organization. The next section addresses Innovation as a measure of performance.

Innovation and Performance

The importance of innovation is described by Roberts and Amit (2003) as a means leading to a competitive advantage and superior performance. Damanpouret (2009) examined the outcomes of adoption of innovation types and found the positive impact of innovativeness on firm performance. Hence, he concluded that cumulative adoption of innovation types over time has a positive relation with firm performance. Once again, the relationship between innovativeness and future performance has been examined by Bowen et al. (2010) who found a positive relationship between innovation and performance. The ability to innovate is increasingly viewed as the single most important factor in developing and sustaining competitive advantage (Tidd, 2001) one way to achieve growth and sustain performance is to foster and encourage creativity and innovative practices internally within the organization (Tidd, 2001)

Naidoo's (2010) study sheds light on the relationship between market orientation, marketing innovation, competitive advantage and organizational performance. The study states market orientation as an accelerator for initiation stage of marketing innovation which is positively linked with competitive advantage. Competitive advantage achieved as differentiation, cost leadership & focus strategies in turn positively relates with the performance of the company. According to Madura (2001), innovation strategies influence achievement of bank return on the asset and return on equity. Product innovation decisions influence bank's deposit rate, loan rate, reduce loan losses, bank services offered, overhead requirements, efficiency, advertising and the risk level of loans provided. This in turn improves financial performance (Grawe and Daughtery 2009)

Once again, the relationship between innovativeness and future performance has been examined by Hult (2004) and Zhou (2006) with respect to product innovation. The empirical studies typically find positive effects of innovation on financial performance outcomes. Similarly, a study on the relationship between innovation and firm performance from Turkish automotive supplier industry found no evidence for a significant and positive relationship between non-technological innovation (organizational and marketing innovation) and firm performance.

Like many other scholars, Varis and Littunen (2010) argued that the ultimate reason for firms to engage in innovation activities is to improve firm performance and success. This results in the Managers ensuring that all activities and the strategic plan were linked to innovation and performance. The impact of innovation activities on firm performance are also emphasized in Oslo Manual (OECD and Eurostat, 2005). The number of studies based on the classification of innovation according to the Oslo Manual (OECD and Eurostat, 2005) is even fewer. This study aimed to fill this gap in the literature by testing this relationship in Innoson Vehicle Manufacturing Co Ltd. in Nigeria. Calantone (2002) developed a framework for studying the relationships between learning orientation, firm innovativeness and firm performance in the U.S. manufacturing and service industries. Their study revealed that firm innovativeness is positively related to firm performance. Cho and Pucik (2005) also examined the relationship between innovativeness, quality, growth, profitability and market value at the firm level in the U.S. finance industry by using structural equation modelling method. Their study indicated that innovativeness mediates the relationship between quality and growth, quality mediates the relationship between innovativeness and profitability.

In the longitudinal study of Artz et al. (2010), the impact of patents acquired and product innovations on firm performance in different industries of the U.S. and Canada were explored. They found that product innovation had a significant impact on firm performance. Therrien (2011) similarly investigated whether innovation has an impact on firm performance in selected service industries. The results indicate that, in order to derive more sales from innovations, firms need to enter the market early or to introduce new products with high levels of novelty. Gunday et al. (2011) explored the effects of product, process, organization and marketing innovations on different aspects of firm performance, including achievements in production, marketing and finance, through an empirical study covering Turkish manufacturing firms in different industries. Their study revealed that product organization and marketing innovations have positive effects on firm performance in manufacturing industries. This study will look at the effect on innovation on firm performance at Innoson Vehicle Manufacturing Co Ltd. in Nigeria

Mvula (2013) presented a report on common issues affecting performance of Innoson Vehicle Manufacturing Co Ltd. in Nigeria and pointed out that the issues affecting performance of Innoson Vehicle Manufacturing Co Ltd. in Nigeria are poor innovation strategies, inadequate capital, poor asset quality, poor governance, poor profitability, poor liquidity and non-compliance. On the other hand, Mudibo (2005) discussed some of the factors affecting performance of SACCOs as weak regulation, limited product and services, low marketing and poor image. Most of The studies done specifically in developing countries like Kenya and those done in developed countries have discrepancies. This study therefore sought to fill the knowledge gaps that have been identified in previous studies by ascertaining the extent to which innovation can influence performance specifically at Innoson Vehicle Manufacturing Co Ltd. in Nigeria. The next section looks at timeliness as a measure of performance.

Timeliness as a Measure of Performance.

Timeliness is recognized as an important component of work performance (Downs, 2008) Timeliness is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010). According to Thompson et al (2010), accurate and timely information about daily operations is essential if managers are to gauge how well the strategy execution process is proceeding

Time is an essential resource since it is irrecoverable, limited and dynamic (Downs, 2008) Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static (Claessens, Roe and Rutte 2009). According to North (2004) time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the performance of employees, but also helps to cope with stress, conflicts and pressure more efficiently North (2004).

Timeliness is a method managers used by managers to increase work performance (Claessens, Roe, Rutte 2009) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Galbraith,2007) High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time (North, 2004) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Phillips, Jory and Mogford, 2007) Performance also determines the success and survival of every organization (Eruteyan, 2008) There are various ways in which organizational timeliness is affected which include procrastination (Phillips, Jory and Mogford, 2007). Procrastination is the deferment of actions or tasks to a later time, or even to infinity (Phillips, Jory and Mogford, 2007) A wide array of studies link procrastination to personal behavioral factors, such as lack of motivation, disorganization, and poor time management (Ackerman & Gross, 2005) Timeliness is needed for all activities performed by an organization. In the absence of standards of timeliness management are not able to ascertain the performance of the staff, sales and revenue ratios (Eruteyan, 2008) Modern businesses depend upon timelines to analyze performance (Galbraith, 2007) These are derived from the overall company strategy and provide critical data and information about key processes, outputs and results (George, 2008) Timeliness can be attributed to the ratio of actual hours on the job to the total hours available. This ration is used as a primary indicator of the utilization of the total available employee hours (Eruteyan, 2008) Ratio of hours in transit to total hours available which is used to gauge idle time lost in transit.

Timeliness has been adopted in many corporates for instance, in an attempt to manage time, most financial institutions have adopted the queue management system (Daintith, 2013). Eruteyan (2008) defines queue management system as the way in which customers join a queue in order to wait for service, and by the way in which customers already in the queue are selected for servicing. Queuing theory is the study of waiting lines which is a common feature in organizations providing services where customers arrive randomly to receive service at a service point (Eruteyan, 2008). Banks and Innoson Vehicle Manufacturing Co Ltd. in Nigeria have continued to take steps to shorten queues in banking halls. A countrywide survey of selected banks in Kenya show perennial congestion and long queues in banks. Central Bank of Kenya (2001) observed that among customer complaints were long queues in banking halls that attributed to time wasting. Sometimes service providers take considerably longer time to respond to customers and this affects customer overall perception of a service delivery Central Bank of Kenya (2001) A close interaction with customers provides the most effective platforms for market research. Customers provide the early warning signals about products quality and timelines. They know about competitors. To know your customers is to know your future (Fox 2000) Innoson Vehicle Manufacturing Co Ltd. in Nigeria have adopted growth strategies focusing on opening branches, opening the common bond to allow all members of the public to become members, use of information technology supported by Alternate Delivery Channels which include Visa Branded ATMs that can be used globally, Points of Sale (POS) where customers shop; pay and withdraw cash in leading retail outlets, Internet and mobile banking channels Agency Outlets (Uluma, 2009). According to the Annual Report of the Ministry of Co-operative and Marketing- Nairobi Province (2009/2010), growth was noted in the number of active Innoson Vehicle Manufacturing Co Ltd. in Nigeria 6from 1,240 to 1,349, due to timeliness and Innoson Vehicle Manufacturing Co Ltd. in Nigeria with front office service operations (FOSAS) increased from 34 to 38, while the number of employees grew from 1974 to 2138. Societies that had computer hardware and software increased to 318 from 184. The annual report noted that the co-operative movement in the province was growing in every aspect as 5 indicated by the statistical information. This shows the impact of timelines on Innoson Vehicle Manufacturing Co Ltd. in Nigeria performance.

Research Methodology

In this study the descriptive survey design was used. This is because the method helps the researcher to describe examine, record analyze and interpret the variables that exist in the study.

The population of the study consisted of all the staff and management of Innoson Vehicle Manufacturing Co.Ltd, a subsidiary of Innoson Vehicle Manufacturing Co Ltd. in Nigeria which was about 80 staff. Emphasis was placed on staff knowledge and information concerning the subject of the study.

The data used in the research work was obtained from primary and secondary sources. The primary source of data was collected via direct contact with the staff and management of Innoson Vehicle Manufacturing Co.Ltd, a subsidiary of Innoson Vehicle Manufacturing Co Ltd. in Nigeria which include questionnaire administered observation, and personal interview. The questionnaire was developed by the researcher, approved by the supervisor and sent to the staff and management of Innoson Vehicle Manufacturing Co Ltd. in Nigeria, IVM division.

The secondary data was obtained from the existing work done by various researchers on the topic closely related to the one of this research. They include libraries, journals, textbooks and internet, etc

Table 1: Conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	55.0	55.0	55.0
	Agree	10	16.7	16.7	71.7
	Disagree	12	20.0	20.0	91.7
	Strongly Disagree	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Table 1 above shows that 33 (5%) of the respondents strongly agree that conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd., 10 (16.7%) of the respondents agree that conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd., 12 (20%) of the respondents disagree that conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd. while 5 (8.3%) of the respondents strongly disagree that conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd.

Table 2: There exists proper channels through which workers can air their grievances if any

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	33.3	33.3	33.3
	Agree	15	25.0	25.0	58.3
	Disagree	5	8.3	8.3	66.7
	Strongly Disagree	20	33.3	33.3	100.0

Total	60	100.0	100.0	

Table 2 above shows that 20 (33.3%) of the respondents strongly agree that there exists proper channels through which workers can air their grievances if any, 15 (25%) of the respondents agree that there exists proper channels through which workers can air their grievances if any, 5 (8.3%) of the respondents disagree that there exists proper channels through which workers can air their grievances if any while 20 (33.3%) of the respondents strongly disagree that there exists proper channels through which workers can air their grievances if any.

Table 3: Conflict is effectively managed in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	29	48.3	48.3	48.3
	Agree	15	25.0	25.0	73.3
	Disagree	5	8.3	8.3	81.7
	Strongly Disagree	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

Table 3 above shows that 29 (48.3%) of the respondents strongly agree that conflict is effectively managed in the organization, 15 (25%) of the respondents agree that conflict is effectively managed in the organization, 5 (8.3%) of the respondents disagree that conflict is effectively managed in the organization while 11 (18.3%) of the respondents strongly disagree that conflict is effectively managed in the organization

Table 4 : When problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	31.7	31.7	31.7
	Agree	18	30.0	30.0	61.7
	Disagree	12	20.0	20.0	81.7
	Strongly Disagree	11	18.3	18.3	100.0
	Total	60	100.0	100.0	

Table 4 above shows that 19 (31.7%) of the respondents strongly agree that when problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem, 18 (30%) of the respondents agree that when problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem, 12 (20%) of the respondents disagree that when problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem while 12 (18.3%) of the respondents strongly disagree that when problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem.

Statistical analysis is a vital aspect of research. The choice of an appropriate statistical method depends on factors such as sample size and characteristics, hypothesis being tested, and research design. The responses obtained from the respondents IVM unit Innoson Vehicle Manufacturing Co Ltd. in Nigeria formed the data. The data were treated statistically in accordance with the research questions and hypotheses generated earlier in chapter one of this study.

Tables and percentages were used as techniques of analyzing research questions while Chi-square statistical tool were employed to test the research hypotheses. All data were coded using Statistical Packages for Social Sciences (SPSS) software. The Chi-square formula for testing of hypothesis is applied:

$$X2 = \frac{\sum(Fo - Fe)2}{Fe}$$

Where X2 =Chi-square

Fo = Observed Frequency

Fe = Expected Frequency.

Decision Rule: Reject H_0 1, if p-value (Sig.) ≤ 0.5, otherwise do not reject H_0 1

H_0 1: Conflict Management does not aid effective business organization in Innoson Vehicle Manufacturing Co Ltd.

Table 5: Cross Tabulation of Table 1 & Table 2

			There exist proper channels through which workers can air their grievances if any			
			Strongly Agree	Agree	Disagree	Strongly Disagree
Conflict management aids effective running of business in Innoson Vehicle Manufacturing Co Ltd.	Strongly Agree	Count	20	13	0	0
		Expected Count	11.0	8.3	2.8	11.0
	Agree	Count	0	2	5	3
		Expected Count	3.3	2.5	.8	3.3
	Disagree	Count	0	0	0	12
		Expected Count	4.0	3.0	1.0	4.0
	Strongly Disagree	Count	0	0	0	5
		Expected Count	1.7	1.3	.4	1.7
Total		Count	20	15	5	20
		Expected Count	20.0	15.0	5.0	20.0

Table 6: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	82.148[a]	9	.000
Likelihood Ratio	89.482	9	.000
Linear-by-Linear Association	46.585	1	.000
N of Valid Cases	60		

Decision

The P-value on which basis we can reject the null hypothesis that Conflict Management does not aid effective business organization in Innoson Vehicle Manufacturing Co Ltd. is [p-value (.000) < .05]. Hence, the researcher rejects the null hypothesis and state alternatively that Conflict Management aids effective business organization in Innoson Vehicle Manufacturing Co Ltd.

Decision Rule: Reject H_0 2, if p-value (Sig.) ≤ 0.5, otherwise do not reject H_0 2

H_0 2: Conflict is not effectively managed in Innoson Vehicle Manufacturing Co Ltd.

Table 7: Cross Tabulation of Table 3 & Table 4

			When problems arise in the organization, management usually adopt dialogue as a means of finding solutions to the problem				
			Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Conflict is effectively managed in the organisation	Strongly Agree	Count	19	10	0	0	29
		Expected Count	9.2	8.7	5.8	5.3	29.0
	Agree	Count	0	8	7	0	15
		Expected Count	4.8	4.5	3.0	2.8	15.0
	Disagree	Count	0	0	5	0	5
		Expected Count	1.6	1.5	1.0	.9	5.0
	Strongly Disagree	Count	0	0	0	11	11
		Expected Count	3.5	3.3	2.2	2.0	11.0
Total		Count	19	18	12	11	60
		Expected Count	19.0	18.0	12.0	11.0	60.0

Table 8: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	106.360[a]	9	.002
Likelihood Ratio	104.897	9	.000
Linear-by-Linear Association	49.857	1	.000
N of Valid Cases	60		

Decision

The P-value on which basis we can reject the null hypothesis that Conflict is not effectively managed in Innoson Vehicle Manufacturing Co Ltd. is [p-value (.002) < .05]. Hence, the researcher rejects the null hypothesis and state alternatively that Conflict is effectively managed in Innoson Vehicle Manufacturing Co Ltd.

Research Findings

1. Conflict Management aids effective business organization in Innoson Vehicle Manufacturing Co Ltd.

2. Conflict is effectively managed in Innoson Vehicle Manufacturing Co Ltd.

Conclusion

The study tends to investigate on how to improve organization efficiency through conflict resolution and management in Innoson Vehicle Manufacturing Co Ltd. in Nigeria. The study revealed that conflict management aid effective business organization, and Conflict is effectively managed in Innoson Vehicle Manufacturing Co Ltd. in Nigeria. Conflicts are inevitable part of organizational life, since the goals of different stakeholders such as managers and staff are often incompatible. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group. Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups. While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects. It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict is ubiquitous, not necessarily dysfunctional and can be required to defy people to perform and stimulate progress.

Recommendations

Based on the findings of this study, the researcher made the following recommendations:

i. That Management must adopt conflict management strategies that will improve on the performance of the organization.
ii. That management should ensure a free flow of communication between the management and the employee.
iii. Management should encourage and promote interpersonal relationships among co-workers to improve on their morale.
iv. There is need for constant dialogue between management and the employees to clarify issues and exchange ideas

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