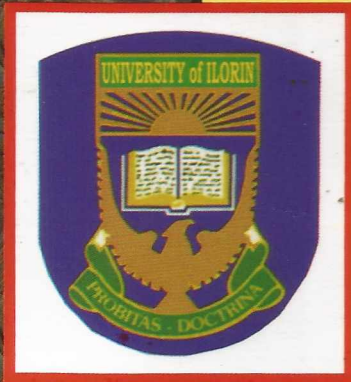




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INDUSTRIAL CONFLICT AND ALTERNATIVE DISPUTE RESOLUTION SPECTRUMS IN NIGERIAN DEPOSIT MONEY BANKS

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Abstract

Conflict management is very important practice in every organization. The inability of an organization to properly manage its conflict situation resulted to employee turnover, low productivity, stress, low morale and can damage management credibility. This study aimed at examining industrial conflict management in Nigerian Deposit Money Banks (DMBs) suggesting alternative dispute resolution spectrums. The descriptive survey design was employed in this study by collecting data from a defined population. The population of this study consists of the entire staff of fifteen (15) listed and licensed registered Deposit Money Banks in Nigeria. Data obtained were analyzed and presented using both descriptive and inferential statistics. Chi-Square analysis were used to test the hypotheses formulated for the study. The result shows that conflict is inevitable as X^2 calculated is greater than X^2 tabulated, ($8.72 > 0.4877$) and ($6.57 > 0.4877$) at 5% confidence level and 4 degree of freedom showing that an effective channels of lodging grievances and conflicts are effectively managed. The study concluded that conflict is one of the factors contributing to the problem affecting every organization and therefore recommends that the organization should ensure a rational process in dealing with conflict, creates friendly and enabling working relationship and teamwork to minimize internal conflict, facilitates internal coordination and ensure effective communication in the organization.

Keywords: Industrial Conflict, Negotiation, Labour Management Relations, Dispute Resolution, Deposit Money Banks (DMBs).

Introduction

Conflict is a natural phenomenon in every organization, whenever two or more people are gathered there is a conflict. It is an effective device by which management can change the existing powers, structure, current interaction patterns and entrenched attitudes irrespective of size, age, mission and vision. Conflict may manifest itself in a variety of ways, people may compete with one another, glare with one another, shout or withdraw. Except otherwise, conflict is properly mitigated, it poses a serious threat to the existence of organization, for instance, low morale of employee, increased turnover, increased stress, decreased employee satisfaction, labour grievances, reduce collaboration and ineffective communication between the work units (Akintayo, 2005; Bankole & Lawal, 2012; Burton, 1990).

An effective conflict management in any organization determined the organization's success, growth and survival. Conflict exist when there is a divergence of opinion that does not affect a behavior, decision or the ability to accomplish a task as well as the belief that the interest or goal of the parties involved cannot be achieved simultaneously (Kenneth 1994, Forger & Wright 1995). Conflict as a concept takes any form in an organization where there is the inevitable clash between formal authorities and power and those individual and groups affected. There are disputes over how resources should be shared, how work should be done, how long and how people should work. There are jurisdictional disagreement among individuals, department and between unions and management Richard (1976) cited in Fajana (2005); Fajana (2009).

Conflict is a symbol of change and change denotes progress (Crouch, 1982) cited in Otite (2001). Absence of conflict indicates that the organization is not dynamic. Conflict affecting organizations usually occurs in an individual between groups. But conflicts within work groups are often caused by struggles over control, status and scarce resources. For instance, when wrong approach is used in resolving conflict, cooperation can breakdown, the mission of the group may be threatened, good teamwork can suddenly turn destructive and everybody in the organization begins to work at cross purposes (Southan, 2006). Otite (2001) is on the opinion that conflict is not always destructive; it may be a motivator and is neither good nor bad but depending on the situation since it is an inevitable phenomenon in an organization. Yet, many organisations have crumbled as a result of the inability of these organizations to manage its conflict very well. However in a survey of Braiton and Gold (1999) estimates that industrial organization in the US spend more than 20% of their time dealing with conflict (Edward, 2000; Akintayo,

2005).

In order to avoid negative impact of conflict in an organization, this study aimed to identify the central task with respect to industrial conflict management, causes and sources through management techniques, labour-management relations and negotiation techniques to ensure that only positive effect are maximized while its negative and potentially disruptive effect are optimally minimized.

Literature Review

Concept of Industrial Conflict

Conflict is a process in which one party (person or group) perceives that its interest are being opposed or negatively affected by another party. This definition implies incompatible concern among people involved and include a variety of issues and conflict events (Robbins & Judge, 2013). Folyer & Wright (1995) defined conflict as the interaction of interdependent people who perceive incompatible goal and interference from each other in achieving those goals. From this perspective, it means that conflict occurred as result of interacting with each other which has harmful effect on the people involved or negative impact on the organization. In Collins (1992) view cited in Lawson & Shen (2008), irrespective of the type of structure, the entire fabric of social life consists of a struggle for power and status between groups and between individuals. This struggle tends to produce latent conflict in all social relations at individual or groups levels.

Bratton, Sawchuk, Forsahw, Callinan & Corbett (2010) argued that the scarcity of resources in organization make competition for these resources inevitable which manifests itself in a conflict of interest that often sparks off conflict. According to him, conflict should not be seen as an indication of the absence of value consensus but actually an integral part of the social system. Conflict management refer to diagnosis process interpersonal styles and negotiation strategy that are design to avoid unnecessary conflict and reduce or resolve excessive conflict. The ability to understand and correctly diagnosis conflict is essential to managing conflict.

Transition in Conflict School of Thoughts

Some scholars sees conflict as a bad phenomenon while others sees it as a natural and inevitable and others sees it as a necessary phenomenon that increase organization's performance. According to Mullis (1985) cited in Southan (2006); Gunu (2015); Bankole & Lawal (2012); Fajana & Adegoke (2009), the different schools of thought about the view of conflict are categorized with three basic views as follows:

1. **Traditional View:** This school of thought sees conflict as a bad phenomenon in an organization and it should be avoided. The achievement of organization's goals and conflict is incompatibility of goods and services from opposing behaviour in an organization out coming resulting from poor communication, lack of the openness and trust between people, and the failure of managers to be responsible to the need and aspiration of their employee.
2. **Human Relation or Resolutionist View:** The human relation argued that conflict is a natural occurrence in all groups and organizations. Since conflict is inevitable, the human relations school of thought advocated the acceptance of conflict. Conflicts are not necessarily a bad phenomenon because it is seen as a construction force toward innovation and change that should be welcomed.
3. **The Interactionist View:** The interactionist view encourage conflict on the ground that it is harmonious, peaceful, tranquility and cooperative group is prone to be static, apathetic and non responsive to needs for change and innovation. The belief is that conflict is not only a position force in a group but it is absolutely necessary for a group to perform effectively. This view encourages group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critics and creative.

In summary, the traditional view took a shortsighted by assuming all conflict should be avoided. The human relations or resolutionist view recognized that conflict is probably inevitable in most organization and it focuses more productive conflict resolution while interactionists view that conflict can stimulate active interaction without snowballing into negative or destructive actions.

Types/Levels of Industrial Conflict

There are several types of conflict in an organization (Gunu, 2015; Putnam and Poole, 1987 cited in Folger & Wright, 2005) identified them as:

1. **Interpersonal Conflict:** This is a conflict between individual member of an organization based on differing goals and values
2. **Intrapersonal Conflict:** This is a conflict that is situated within the individual and is often caused by uncertainty about organization expectation from a situation where work (task) runs contrary with other personal demand to the individual.
3. **Inter-group Conflict:** This is a conflict that occurs between two or more teams or groups in an organization.
4. **Intra-group Conflict:** This is a conflict that occurs within a group or team in an organization.

5. **Inter-governmental Conflict:** This is a conflict that occurs across or between organizations that is usually caused by economic factors such as price, market shares, innovation where managers in one firm may feel another is not behaving ethically.

Sources and Causes of Industrial Conflict

Where the management of an enterprise does not put human wants into consideration, industrial relations tend to be strained ending up in industrial conflict. The source and causes of industrial conflict according to Bankole (2000); Aremu, (2005), Adebisi (2004), Bratton et al (2010) can be classified into the following categories:

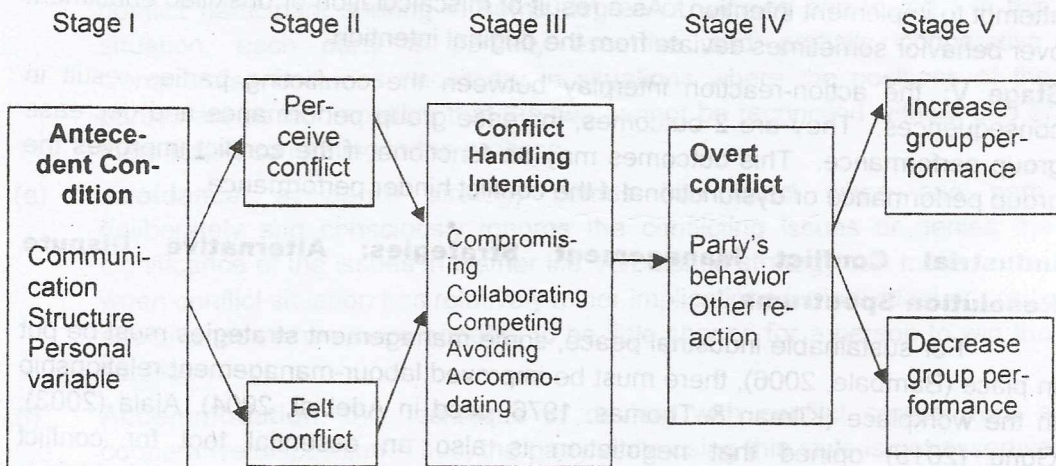
- ◆ **Shared of Scarce Resources:** Individual, groups and managers in organization compete or fight for limited for over allocations of resources (material, money, machine etc) where these resources to be acquired are of great value. Hence may result to conflict in the organization.
- ◆ **Overlapping Authority:** This is a situation where two or more individual or managers claim authority for the same activities. This leads to conflict between the managers and workers.
- ◆ **Task Interdependence:** Work inter-dependency exists when two or more units in an organization depend on each other in order to attain the overall goal of the organization. When one member of a group or unit fails to finish a task that another depend on, this makes the worker that is waiting fall behind, thus resulting into interdepartmental conflict. For example, if one of four engineers working on new production design fails to perform his job properly, the other would probably feel that their ability to perform their own jobs is unavoidably impaired and this may result in conflict
- ◆ **Status Inconsistencies:** The organization where some group tends to have higher status that others make managers to feel other are favoured while others are not.
- ◆ **Incompatible Evaluation or Reward System:** Workers are evaluated for one thing, but are told to do something different-groups rewarded for low cost but firm need higher services.
- ◆ **Denial or Identity:** This happened when an individual or a group feel or believes that their identity or sense of self are under threat, ignored, disrespected or denied legitimately. This reaction is both aggressive and defensive often resulting into intractable conflict.
- ◆ **Poor Communication:** This can cause conflict by preventing an individual or group from understanding the situation or viewpoint of the others.

- ◆ **Perception and Values:** Values are fundamental beliefs about what is right and wrong or relatively desirable. People's perceptions of a situation is affected by such factors as their desire to attain a given objective, instead of evaluating a situation with an open mind. This could be seen in a situation where executives from different departments, each of the executives believe that the solution could be attained from his or her functional area.

The Conflict Management Process

There are five (5) stages in conflict management as rightly observed by Hellriegel & Slocum (2011); (1) potential opposition or incompatibility, (2) cognition and personalization (3) intention (4) behavior and (5) outcome.

Fig. 1: Conflict Management Process



Source: Hellriegel, D. & Slocum, J. W. (2011). *Organizational Behavior*. (13th Ed.). USA: South-Western Cengage Learning.

Stage I: this appearance of condition that create opportunity for conflict to arise. This conditions are not directly to conflict but one of this condition is necessary of conflict to surface. This condition are also called sources of conflict which has been condensed into general categories; communication, structure and personal variable.

Stage II: if the condition in stage I affect something are party care about the potential for opposition and incompatibility becomes actualized in the second stage. One or more parties must be aware that antecedent condition exist. However because a conflict is a perceived conflict, it does not mean to be personalized. It is

as the felt conflict level when individuals become emotionally involved that parties experience anxiety, tension, frustration and hostility.

Stage III: this interface between people's perception and emotions and their overt behavior. Intention are made in district stage because there is need to infer the other intent to know how to respond to his/her behavior. Using 2 dimensions; cooperativeness (the degree to which one party attempt to satisfy the other party concern) and assertiveness (the degree to which one party attempt to satisfy his/her own concerns). We can classify 5 conflict handling intention; competing (assertive and uncooperative), collaborating (assertive and cooperative) avoiding (unassertive and uncooperative), accommodating (unassertive and cooperative), compromising (midrange on both assertiveness and cooperativeness).

Stage IV: It at this stage conflict become visible. The behavior stage include, statement, action, reactions made by the conflicting parties usually has overt attempt to implement intention. As a result of miscalculation or unskilled enactment over behavior sometimes deviate from the original intention.

Stage V: the action-reaction interplay between the conflicting parties result in consequences. They are 2 outcomes; increase group performance and decrease group performance. This outcomes may be functional if the conflict improves the group performance or dysfunctional if the conflict hinder performance.

Industrial Conflict Management Strategies: Alternative Dispute Resolution Spectrums

For sustainable industrial peace, some management strategies must be put in place (Bambale, 2006), there must be improved labour-management relationship in the workplace (Kilman & Thomas, 1976, cited in Adebisi, 2004). Ajala (2003), Gunu (2015) opined that negotiation is also an essential tool for conflict management among interacting parties in industrial relations. In order to obtain a mutually acceptable compromise, the parties must modify their demands. As an essential part of collective bargaining, negotiation promotes harmony, industrial peace, conflict resolution and formalization of contract. (Wolfson, 1995) cited in Aremu, (2005). It is in the light of these facts that three (3) requisite skills have been identified in tackling conflict at workplace namely: management techniques, labour-management relations, and negotiation skills.

1. Management Techniques

To handle conflict positively as well as limiting, mitigating and containing them, the following **techniques** can be used according to Bambale (2006);

- (a) **Good governance:** good governance may be defined as the running of the affairs of government in positive and progressive manner beneficial to the

governed and which delivers the public goods. Good governance helps to diffuse tension and remove problems as they evolve.

- (b) **Effective communication:** this is the process of sharing and exchanging information between individuals, groups and potential parties in a conflict situation. It is also the process of interacting and relating with others. The exchange and sharing of information can help remove doubt, suspicion and contribute to the process of confidence building.
- (c) **Collaboration:** is a style of resolving conflict where the parties objectively work with each other to find a solution that is satisfactory to both of them. It is a situation where both parties win. This approach is more socially acceptable because parties in the conflict are fully involved in the conflict; jointly decide on alternative courses of actions as well as jointly appraising and selecting the workable course of action to resolve the conflict.
- (d) **Compromise:** A compromising style of resolving conflict results in each conflict participant sharing in some degree of winning and losing. In this situation, each party is partially assertive and partially cooperative. Compromise becomes necessary in situations where the positions of the parties are so incompatible that the two cannot be reconciled without one of them losing something in the process.
- (e) **Avoidance:** avoidance strategy comes into effect when one party deliberately and consciously ignores the conflicting issues or denies the significance of the issues in his/her life. Avoidance strategy can make sense when conflict situation has relatively minor implications for individual or group effectiveness when there appears to be little chance for a person to win the conflict.
- (f) **Accommodation:** this technique of dealing with conflict comes from a cooperative disposition. Thus, the party while using this style is not assertive and is not involved in competition with the other party, rather, in accommodation there is a conscious attempt to neglect one's needs and focus on satisfying the needs of the other party.
- (g) **Domination:** Here there is little or no interest in the well-being or interest of the other party; it is all about the person and the person alone. The primary motive is the desire for one party to win and thereby making the other party a loser. This approach is power oriented and approaches conflict in terms of win or lose affair.
- (h) **Confrontation:** occurs when the parties in a conflict physically or verbally attach each other. This style of conflict resolution is characterized by violence and creates a lose/lose outcome; that is a situation where both parties eventually lose. It is only in rare circumstances that confrontation

leads to win/lose situation where the stronger party wins.

- (i) **Mediation**, conciliation and arbitration: mediation according to UN cited in Bambale (2006) is the voluntary, informal, non-binding process undertaken by an external party that fosters that settlement of differences or demands between directly invested parties. The main motive of mediation is to help parties to a conflict, within an environment of controlled communication, to reach solutions to their problem. Conciliation or fact finding on the other hand, is the process whereby a third party studies an investigate issues in dispute and makes a public recommendation of what a reasonable settlement ought to be. And an arbitration is more or less a quasi-legal process which involve the parties submitting the issues in dispute to an arbitrator who will look into the issues involve and render a decision or judgment.

2. Labour Management Relations Techniques

Handling of industrial conflict is pigeonholed by excessive government regulation through intervention in the manner of imposing solution on labour persistency. In Nigeria for instance, as in most other countries, the government through its public policies, provides the legal frameworks for labour-management relations. This is to enable these two actors to harmonize where possible their different objectives. Harrison and Coleman cited in Adebisi (2004) highlight the main objectives of management-labour relations as follows:

Management objectives	Labour objectives
Maintenance of control of the organization	Maintenance of the organization
The preservation of the organization and wellbeing	Rationing of scarce job opportunities
Establishment of relationship with bargaining agent	Improving of working conditions and economic welfare of members
Advancement of certain social and economic goals	Development of a judicial system of deciding disputes over rights of individual workers
Advancement of personnel goals and ambition	Individual goal and ambition

Source: Harrison, F. H., and Coleman, J. R.: *Goals and Strategies in Collective Bargaining*. Cited in Adebisi, M. A. (2004). *Industrial Conflict and Trade Unionism in Nigeria*. Journal of the Department of Business Administration, University of Ilorin 4 (1) pp1-17

From the above table, the objectives of management and labour are obviously opposed especially with the interpretations that are given by each party. Therefore, the attempt by government the legislate policies usually end up as

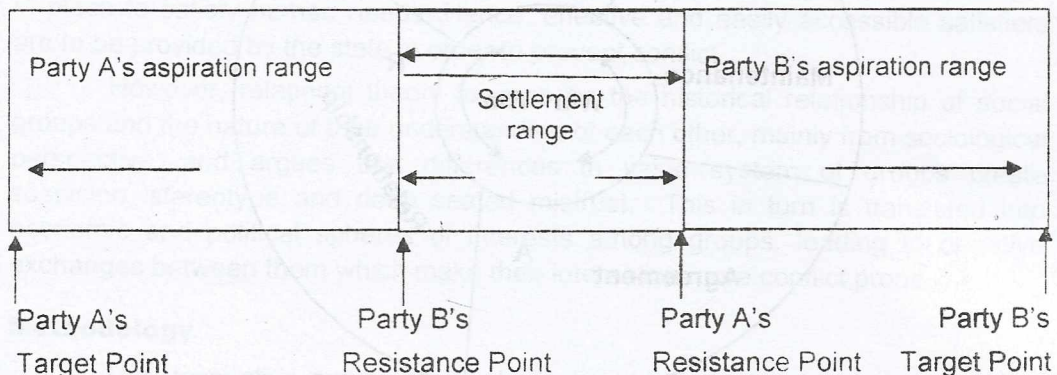
measures that tend to promote management objectives that hurt workers interests or objectives. Collective bargaining on the basis of bad faith will not address the problem of industrial conflict in Nigeria. The problems often give government an excuse to intervene harshly at times to the detriment of labour and the economy. Labour organizations such as Nigerian Labour Congress (NLC), Academic Staff Union of Universities (ASUU), National Association of Resident Doctors (NARD), various oil workers union, etc are forced to engage in frequent industrial actions in order to improve the conditions of service of their members. Therefore, government must ensure that institutional frameworks for collective bargaining are fair, just and acceptable to all parties with respect to the extent to which they promote individual or group interests.

3. Negotiation Techniques

Negotiation as a process that occur when two (2) or more parties decide on how to allocate scarce resources. Every negotiation in an organization also affect the relationship between the negotiator and the way the negotiators feel about themselves depending on how much the parties are going to interact, sometimes, maintaining the social relationship and behaving ethically will be just as importance as immediate outcome of the bargaining (Gunnu, 2015; Hellriegel & Slocum, 2011; Robbins & Judge, 2013).

There are 2 bargaining strategies or 2 general approaches to negotiation vis-à-vis distributive bargaining and integrative bargaining (Robbins & Judge, 2013).

- (a) **Distributive bargaining:** the most identifying feature of distributive bargaining is that it operate under zero sum condition i.e. any gain made by one party is at the expenses of other party. The essence of distributive bargaining is depicted in the figure below:

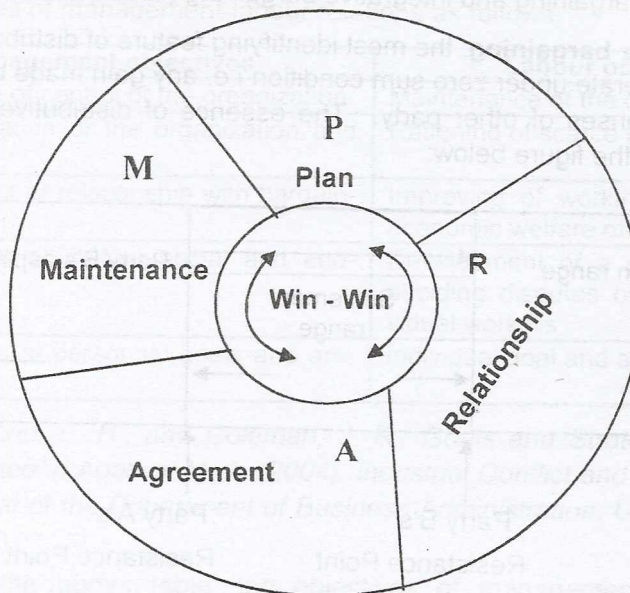


Source: Robbins, S. P. & Judge, T. A. (2013). *Organizational Behavior*. (15th Ed.). New Jersey: Pearson Education Inc.

Party A and B represents 2 negotiators. Each has a target point that defined his/her goal that like to achieve. Each also has a resistance point, which marks the lowest outcome that is acceptable. The point below which the parties will break off the negotiation rather than accept a less favourable settlement. The area between this 2 points make up each once aspiration's range. As long as there is some overlap between A and B aspiration range, they are exist a settlement range in which each one aspiration can be met.

- (b) **Integrative Bargaining:** This operate under the assumption that one or more settlement can create a win-win solution. In term of intra-organizational behavior, all things being equal, integrative bargaining is prefer to distributive bargaining because the former view long term relationship. Integrative bargaining bonds negotiations and allow them to lead a negotiation table feeling that they have achieve a victory.

The win-win approach does not treat negotiation has a game in which there are winners and losers, instead, it approaches negotiation as an opportunity for both parties to be winners to get what they want out of the agreement. The focus is on both parties reaching agreement such that both parties are committed to fulfilling their own end of the agreement and returning for more agreement in the future. The win-win approach assumes that both parties work together to find way to satisfy both parties at the same time. The win-win approach is the 1st step approach illustration in a PRAM model below:



Source: Robbins, S. P. & Judge, T. A. (2013). *Organizational Behavior*. (15th Ed.). New Jersey: Pearson Education Inc.

PRAM model: A four-step model for negotiation that results in a win-win situation for both parties. PRAM is an acronym for Plans, Relationships, Agreement and Maintenance. The four sequential steps in the PRAM model are - adequate planning, building relationships, reaching agreements and maintaining these relationships. The PRAM model does not treat negotiations as a zero-sum game, in which one party benefits at the expense of the other, but rather as an opportunity for both parties to benefit and satisfy their objectives. Ongoing relationship management is crucial in the PRAM model, since a mutually beneficial agreement in the first instance may ensure that both parties return to the negotiating table for more agreements in future.

Theoretical Framework

In social and management sciences as in other disciplines, theories are developed in order to provide a sound basis for argument, explaining ideas and propositions. On this end, the theories of conflicts are numerous and they cut across the disciplines in social and humanities such as structural theory of conflict, realist theory of conflict, biological theory of conflict, physiological theory of conflict, economic theory of conflict, psycho-cultural theory of conflict, human needs theory and relational theory (Muhammad, 2006).

The study therefore adopted human needs theory and relational theory because the earlier is concerned with the basic needs of people which must be met in order to have peace and to avoid discord. The main assumption of the Needs theory is that all human beings have some needs which they seek to fulfill and maximize, and that any attempt to deny or frustrate one from satisfying his needs invites conflicts. These needs include, inter alia, social recognition and sense of belonging. In either case, a resolution of conflict as Burton (1990) cited in Muhammad (2005) pointed out, depends on how best effective mechanisms are put in place to satisfy human needs. Hence, effective and easily accessible satisfiers are to be provided by the state in order to prevent conflict.

However, relational theory focuses on the historical relationship of social groups and the nature of their understanding of each other, mainly from sociological perspective, and argues that differences in value system of groups create suspicion, stereotype and deep seated mistrust. This in turn is translated into economic and political spheres of interests among groups, leading to negative exchanges between them which make their interaction more conflict prone.

Methodology

The descriptive survey research design was employed in this study by collecting data from a defined population. The population of this study consists of the entire staff of fifteen (15) listed and licensed registered DMBs published on the

website of Nigerian Stock Exchange (NSE) as at 04th November, 2016. Since the population was unknown, this has made the study adopt a hypothetical sample in line with the view of Bradford and Cullen (2012) and Attewell and Rufe (1991) which states that hypothetical sample may be used for an unknown population like this study. However, a total of one hundred and eighty (180) staff were sampled. This was in accordance with views of Dillman, (2000) and Hill, Brierley and McDougall (2003) who reported that a sample size of 100 and above is sufficient to represent good study's findings. Due to the heterogeneous nature of the staff population in the Banks, the samples were selected using stratified random sampling. With stratified sampling, the researcher divided the population into separate groups, called strata. The primary data were obtained through structured questionnaire which was used as the study's main instrument to collect information from respondents. The study used both descriptive and inferential statistics in analyzing the data. Percentages and the chi-square were used in the data analysis. The chi-square test was employed to test the significance of the responses of the staff. The chi-square test is performed by defining categories and observing the number of case falling each category and knowing the expected number of cases fully in each category. The chi-square is given as;

$$Z^2 = \frac{(O_i - E_i)^2}{E_i} \quad \text{or} \quad X^2 = \frac{(O_i - E_i)^2}{E_i}$$

Where Z^2 = Chi-square
 O_i = Number of observed case in category i (Respondents)
 E_i = Number of expected cases in category i
 K = Number of category and summation runs from i – i to i = k
 $\%$ = Percentage of Respondents

Results and Findings

The hypotheses were formulated in both null and alternative (H_A) form and the chi-square method was employed to test the significance of response from the respondents. The decision rule is that. The null hypotheses (H_0) at 0.05 (5%) significance level at x degree of freedom (K) is accepted if the computed value x^2 is less than the tabulated value x^2 at x degree of freedom (k).

Also, the same null hypotheses (H_0) at the same significance level at x degree of freedom (k) null be rejected if the computed value x^2 is greater than the tabulated value x^2 at x degree of freedom (k) and their alternative hypotheses (H_A) will be accepted.

Test of Hypothesis:

H_0 Staff in the Deposit Money Banks (DMBs) do not have effective channels of lodging their grievances.

Respondents view	O _i	%	E _i	(O _i -E _i)	(O _i -E _i) ²	$\frac{(O_i-E_i)^2}{E_i}$
Strongly agree	48	26.7	36	12	144	4
Agree	43	23.9	36	7	49	1.36
Undecided	29	16.1	36	-7	49	1.36
Disagree	30	16.7	36	-6	36	1
Strongly disagree	30	16.7	36	-6	36	1
Total	180	100	180	0	314	8.72

Source: Source: Field Survey, 2016

Therefore, Z^2 (chi-square) value calculated is 8.72

The degree of freedom = $K - 1$, $5 - 1 = 4$

Using the statistical table to find the value of Z^2_{α} ; 0.05, the result is = 0.4877

Decision rule: since X^2 calculated is greater than X^2 tabulated, ($8.72 > 0.4877$) at 5% confidence level and 4 degree of freedom, the null hypothesis is rejected and the alternative hypothesis which state that "Staff of Deposit Money Banks (DMBs) have effective channels of lodging their grievances." is accepted.

H_0 Conflicts are not effectively managed in Deposit Money Banks (DMBs).

Respondents view	O _i	%	E _i	(O _i -E _i)	(O _i -E _i) ²	$\frac{(O_i-E_i)^2}{E_i}$
Strongly agree	43	23.9	36	7	49	1.36
Agree	41	22.8	36	6	36	1
Undecided	40	22.2	36	4	16	0.44
Disagree	30	16.7	36	-6	36	1
Strongly disagree	26	14.4	36	-10	100	2.77
Total	180	100	180	1	237	6.57

Source: Field Survey, 2016

Therefore, Z^2 (chi-square) value calculated is 6.57

The degree of freedom = $K - 1$, $5 - 1 = 4$

Using the statistical table to find the value of $Z^2_{4; 0.05}$, the result is = 0.4877

Decision rule: since X^2 calculated is greater than X^2 tabulated, ($6.57 > 0.4877$) at 5% confidence level and 4 degree of freedom, the null hypothesis is rejected and the alternative hypothesis which state that "Conflicts are effectively managed in Deposit Money Banks (DMBs)." is accepted.

Conclusion and Recommendations

If people perceive that differences exist, then a conflict state exists. For a situation to be conflicting, two perceptions must be occur: perceived goal incompatibility and perceived opportunity to interfere with the attainment of another's goal. Noted that not all conflicts are bad, rather some conflicts support the goals of organizations i.e. functional conflict. However, some conflicts have the tendency to prevent organizations from achieving their set goals i.e. dysfunctional conflict. From the findings, it was discovered that conflict is one of the factors that has contributed to the problem affecting the organization from achieving its aims and objectives. It was found that alternative dispute resolution spectrums will enhance unity and will in turn lead to optimum cooperation among the staff and management of the banks. The study further revealed that conflict can be reduced to a bearable minimum if properly managed under the atmosphere of free flow of good communication. The study therefore recommends that the management should ensure that friendly and enabling working relationship is created for its employees as well as room for both management and the staff to pour out their minds as it will enhance good relationship among themselves. Also, training should also organize in order to educate and create awareness to the employees of the banks on the potential effect of conflict and creativity ways of addressing conflict issues. Lastly, proper channel of communication should be created because an effective communication channel plays a pivotal role in managing an industrial conflict.

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