

CONFLICT MANAGEMENT AND ORGANIZATIONAL PRODUCTIVITY IN ANAMBRA MOTOR MANUFACTURING COMPANY (ANAMMCO), EMENE ENUGU

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ABSTRACT

Conflict is an ever-present process in human relations. Every organization encounters conflicts on a daily basis. It cannot be avoided, but it is possible to manage them in time. Conflict within organizations can affect productivity and profitability. This study examined the relationship between conflict management and organizational productivity in Anambra Motor Manufacturing Company Ltd (ANAMMCO), Emene Enugu State. A cross sectional survey research was conducted to generate data to answer the research questions as well as test the hypothesis. Both qualitative and quantitative research approaches were combined in the study. A sample of four hundred and thirty (430) questionnaires was administered by trained research assistants and the data from the questionnaires were analyzed with the help of Statistical package for the Social Sciences (SPSS). Qualitative data were generated by in-depth interview (IDI) with heads of departments and trade union representatives. The analysis of the study data showed that poor workers welfare was the main source of conflict and collective bargaining was the conflict resolving strategy, and the organization adopts compromise as a conflict management style. Chi square was used to test the hypotheses, and results from of hypotheses were statistically significant at $P \geq 0.05$ level. This study recommended among other things that Nigeria Labour Law should be reviewed to promote harmonious relations in Nigerian industries. Also, the law must be enforced in the industry to ensure compliance, especially with respect to collective bargaining, workers' participation, and trade union recognition.

Keyword: Labour, Conflict, Conflict Management, Employee, Organization, Productivity

1. Introduction

The majority of economic endeavours in contemporary society take place within industries, so the significance of industry cannot be overstated. Organizations play a fundamental role in contemporary industrial society and the urban environment, serving as the backdrop for human behaviour and decision-making. Organizations are living systems made up of interacting units carrying out tasks in a mutually dependent way inside a structure of limited resources. An organization is a social structure that controls its own behaviour, pursues group objectives, and maintains a physical border between itself and its surroundings. Furthermore, Anugwom (2010) pointed out that open systems, or organizations, are best developed with well defined goals, structures, and methods for reaching those goals. Despite the foregoing, organizations also offer social settings in which disagreement and consensus can be expressed in human society. In an industry where two individuals of varying caliber collaborate to accomplish predetermined goals of management, conflict is inevitable. This is because every employee in the company surely brings personal interests and ambitions to work that they sincerely hope to pursue in addition to the organization's objectives (Bankole, 2003).

Organizational disagreement typically results in resource loss. Research indicates that managing anger and conflict takes up 24 to 60% of management time and effort (The Reid Group [TRG], 2010). In addition to the aforementioned claim, Thomas (n.d.) proposed that, depending on their organizational level, managers reported devoting 18% to 26% of their time to handling disagreements. Without a doubt, this causes workers to feel more stressed out, perform worse, and miss more work, all of which contribute to lower productivity (Cyclope-Series Team Blog [CSTB], 2009).

An organization must strike a balance between the ongoing contacts between its employees and management in order to be productive. This is due to the fact that disagreement cannot be resolved during the production process. Consequently, a sector that is unable to resolve problems amicably would see a decline in productivity, which will make it impossible to meet objectives. Employee attention becomes more focused on the disagreement and less on production when a conflict is allowed to continue (Anderson, 2011).

Strikes are often mentioned in talks on the consequences of industrial strife. The most obvious and important form of industrial conflict is strikes. However, they represent merely a portion of the conflict phenomena (Fashoyin, 2005; Fajana, 2000). Thus, conflict encompasses more than just this and includes other types of organizational dissonance like intimidation, work-to-rule policies, overtime prohibitions, lock-ins, and outs. However, depending on how it is handled or controlled, conflict can have both beneficial and bad outcomes. The ability to deal with conflict is seen to be a necessary component of conflict management. Both a means of managing an ongoing dispute and a means of lessening the motivation to intensify it are perceived in this way. According to Rahim (2002), conflict management is therefore intended to promote learning and favorable group outcomes, or performance in an organizational context. Providing a satisfying and accepted resolution while minimizing the disturbance caused by the disagreement is the hallmark of effective conflict management.

Understanding the tactics that agitators employ to incite conflict is one of the essential "tools" in conflict management (Smith, n.d.). Thus, one of the manager's most crucial responsibilities is handling conflicts. Managers deal with competing stakeholders because of the nature of their work. In general, mediation, conciliation, arbitration, boards of inquiry, and national industrial courts are some of the conflict management techniques used to handle disputes (Fashoyin, 2005; Salamon, 2000; Panigrahi, 2009). Consequently, by using these tactics, any organization's productivity will specifically increase, improving group performance as a whole. Stated differently, the absence of good management of conflict within an organization has a detrimental influence on the attainment of objectives. Considering the aforementioned, the study uses ANAMMCO as a case study to investigate how management and employees perceive the connection between organizational conflict and worker productivity.

2. Methodology

A. Design of Study

The research design for the study made use of cross-sectional survey. Given that survey instruments were used to gather data from respondents at a certain point in time, this design is the most appropriate for the study. As noted by Babbie (2007) and Obikeze (1990) in a cross-sectional survey, information is gathered from a sample chosen to be representative of a sizable population all at once. The investigation was conducted at Anambra Motor Manufacturing Company (ANAMMCO). The company was incorporated on January 17, 1977. The facility was formally opened on July 8, 1980, by AlhajiShehu Shagari, the nation's first executive president, following the laying of the foundation stone on May 12, 1978. Production was formally launched in January 1981. In order to import and construct Fully Knocked Down (CKD) units and parts of Mercedes Benz trucks and buses in Nigeria, the Federal Government of Nigeria and Daimler-Benz AG (now Daimler AG) of Germany originally worked together on a joint venture (Jacques, n.d.).

The Company is located on a 300,000 square meters site located strategically on the airport road at Emene Industrial Layout, Enugu. Its main line of business is the assembly and production of Mercedes-Benz commercial vehicles. Over the years, the Company has produced over 30,000 units of commercial vehicles for the Nigerian and West African markets. ANAMMCO vehicles are significantly at the vanguard of road mass transit and haulage services in Nigeria. From the very popular and successful Mercedes-Benz L911 truck, the Company developed and introduced various Mercedes-Benz truck and bus models over time.

B. Study Population

The entire ANAMMCO workforce made up the study's population. Because of this, the study's population consisted of all 996 employees of the business (ANAMMCO Corporate Profile, 2011). Under its three distinct divisions: Technical, Marketing, and Personnel. ANAMMCO comprises of twenty-two (22) departments. The Technical Division is made up of Production, Quality Control, Production Planning, Maintenance, Controlling, Organization and Data Processing, and Logistics departments. While Marketing Division comprises of Sales, Service, Spare Parts, Public Relations/Marketing, Marketing Organization, Development and Distribution, Marketing, Planning and Organization, After Sales Service. Furthermore, Personnel Division has Personnel, Personnel Administration, Clinic, Legal, Canteen and Training. It is from this population of workers which covers all categories that the study sample was drawn. This figure was the researchers general study population. However, since it will be very difficult to study the entire population, a part of the study population was sampled.

C. Sample size and Sampling Procedure

The sample size for this study will be 546 and it will be selected using the statistical methods of determining sample size by applying the formula

$$n = \frac{Z^2}{e^2} (Pq)$$

Where n = sample size

Z = level of confidence (1.96)²

P = proportion of occurrence or incidence 35% (Jones, 2008)

q = complement of P (65%)

e = error margin or level of accuracy (4%)

$$\text{Thus using the formula } n = \frac{Z^2}{e^2} (Pq)$$

$$= \frac{(1.96^2)(.35)(.65)}{0.04^2} = \frac{3.8416 \times 0.2275}{0.0016} = \frac{0.8740}{0.0016}$$

$$n = 546$$

Therefore, a sample size of 546 respondents was used for the questionnaire. 182 respondents were drawn from each of the three (3) divisions. Non probability sampling was used to select 12 in-depth interview (IDI) sessions, making the total sample size for the study to be $546 + 12 = 558$. ANAMMCO was stratified according to departments. This sample was selected from the departments under the three divisions through the use of simple random sampling method by the help of sampling frame to ensure that every worker had equal chance of being selected in the sample. While 12 heads of departments and trade union leaders were selected based on the number of years they have stayed and their knowledge of the activities of the company for in-depth interviews (IDIs) session.

D. Instruments of Data Collection

The study made use of two instruments of data collection viz: questionnaire and in-depth interviews (IDIs). The major instrument for collecting data for this study was the questionnaire. The questionnaire was constructed by the researchers based on the research questions and hypotheses. The in-depth interview guide was used for the collection of qualitative data while questionnaire was to collect more in-depth information from key informants on the subject matter. The questionnaire has two parts: Section A dealt with the demographic characteristics of the respondents, while section B centered on the specific issues of the study. The interview guide (IG) was used to extract more information from purposively selected 12 heads of departments and trade union leaders.

E. Methods of Data Collection

The questionnaires were administered to the respondents by the researchers with the aid of five research assistants who were trained by the researchers on how to administer these instruments in the field. These research assistants were graduates. For the in-depth interview (IDI), six heads of departments and six trade union leaders were purposively selected based on the number of years they have stayed and their knowledge of the activities of the company. Quota sampling method was used in selecting 12 heads of department and trade union leaders and it was based on the number of departments in each division. The researchers interviewed three heads of department and two trade union leaders who were purposively selected based on the number of years they have stayed and their knowledge of the activities of the organization, from Marketing Division, three heads of department and two trade union leaders, from Technical Division; two heads of department and one trade union leader, from Personnel Division; three heads of department and a trade union leader were also interviewed. However, the researcher personally conducted the interviews and the interviews were recorded on audio tapes and were written out and important oral expressions were jotted down.

F. Methods of Data Analysis

The data from the questionnaires were analyzed with the help of the Statistical Package for the Social Sciences (SPSS). Frequency distribution tables and descriptive statistics like percentages and frequency tables, charts and graphs were used to describe the findings. The chi-square (X^2) was used to test the hypotheses. The hypotheses for the study were tested at 0.05 level of significance. Analysis of the qualitative data placed emphasis on the interpretation and description of what was actually said by the interviewees. To this point, relevant ideas were developed for the coding and sorting of the qualitative data. In working through the transcription, phrases with contextual or special connotations were noted and pulled out as illustrative quotes in complementing the statistical data.

3. Data Presentation and Analysis

This section presents the results of the analysis of the data collected for this study. A total of 546 copies of questionnaire were administered to the subjects but 430 were duly completed and returned. All the completed and returned questionnaires were included in the analysis. Also included in the research findings were the analysis of qualitative data. Results of data are presented in two sections: the demographic characteristics of the respondents, and the relationship between conflict management and organizational productivity.

A. Section A: Socio-Demographic Characteristics of the Respondents

This section deals with the analysis of the socio-demographic characteristics of the respondents. The variables of interest here are: sex, age, educational qualification, marital status, religious affiliation, and the number of years worked in the organization.

B. Sex of the Respondents

Table 1: Distribution of Respondents by Sex by Percentage

Sex	Frequency	Percentages (%)
Male	217	59.1
Female	654	40.9
Total	430	100.0

Source: Field Survey (2013)

Table 1 shows that 59.1% of the respondents were males while the females represented 40.9 % of the sample. This indicate that there were more males than females in the sample.

C. Age of the Respondents

Table 2: Distribution of Respondents by Age by Percentage

Age Group	Frequency	Percentages (%)
18-27 years	22	5.1
28-37 years	131	30.5
38-47 years	135	31.4
48-57 years	125	29.0
58 + years	17	4.0
Total	430	100.0

Source: Field Survey (2013)

Table 2 above shows that 31.4% of the respondents were within the age bracket of 38-47 years, 30.5% were within the age bracket of 28-37 years. Also, 29% of the respondents were within the age bracket of 48-57 years. Those within the age range of 58 years and above had the least number of respondents which represents 4% of the sample. The findings show that majority of the respondents in the sample were those within the age bracket of 38-47.

D. Educational Qualification of the Respondents

Table 3: Distribution of Respondents by Educational Qualification by Percentage

Educational Attainment	Frequency	Percentages (%)
FSLC	6	1.40
WASC/GCE	14	3.26
NCE/OND	107	24.88
B.SC/HND	271	63.02
M.SC	26	6.05
Ph.D.	6	1.40
Total	430	100.0

Source: Field Survey (2013)

The above table shows that 63.02% of the respondents had Bachelor's Degrees (B.Sc / B.A) and Higher National Diploma (HND), followed by 24.88% who had National Certificate in Education (NCE) and Ordinary National Diploma (OND), followed by 6.05% with Master's Degree (M.Sc./ M.A), followed by 3.26% of the respondents who had West African School Certificate. Furthermore, 1.40% had Doctor of Philosophy (Ph.D.) and First School Leaving Certificate respectively. It is evident from the above table that majority of the respondents had Bachelor's Degree and Higher National Diploma. It is also clear that all the respondents were literate enough to respond to the questionnaire.

E. Marital Status of the Respondents

Table 4: Distribution of Respondents by Marital Status by Percentage

Marital Status	Frequency	Percentages (%)
Single	124	28.8
Married	298	69.3
Separated/Divorced	0	0.0
Widow/Widower	8	1.9
Total	430	100.0

Source: Field Survey (2013)

Table 4 shows that 69.3% of the respondents were married. This is followed by those who are single with 28.8%. A very small proportion of the respondents 1.9% indicated that they were widows/widowers, while none of the respondents indicated separated/divorced. This means that majority of the respondents were married.

F. Religious Affiliation of the Respondents

Table 5: Distribution of Respondents by Religious Affiliation by Percentage

Religious Affiliation	Frequency	Percentages (%)
Christianity	369	85.8
African Traditional Religion	11	2.6
Islam	10	2.3
Atheist	40	9.3
Total	430	100.0

Source: Field Survey (2013)

The table above reveals that majority of the respondents 85.8% were Christians. While 2.6% of the sample subscribe to African Traditional Religion (ATR), 2.3% of the respondents indicated that they were Moslems, and 9.3% were Atheists. This means that greater number of the respondents sampled were Christians. A chart will enhance our appreciation of the data.

G. Number of years worked by the Respondents

Table 6: Distribution of Respondents on the number of years worked by Percentage

Number of years worked	Frequency	Percentages (%)
1-5	63	14.7
6-10	84	19.5
11-15	130	30.2
16-20	72	17.0
21-25	62	14.4
26+	19	4.4
Total	430	100.0

Source: Field Survey (2013)

Table 6 reveals that 30.2% of the respondents had worked in the organization of study for about eleven to fifteen years; 19.5% of them had worked for six to ten years. The table also shows that 17% of the sample have worked in the organization for between sixteen to twenty years, while 4.4% have laboured for twenty-six years and above.

4. Conflict Management and Organizational Productivity

This section presents the results of the data analysis on the issues related to conflict management and organizational productivity in Anambra Motor Manufacturing Company Ltd.

A. Knowledge of the Respondents' on the existence of Conflict in the Organization.

The respondents were asked if conflict was inevitable in their organization. Their response are as follows:

Table 7: Distribution of Respondents Knowledge on the existence of Conflict in the Organization by Percentage.

Is Conflict inevitable in your organization	Frequency	Percentages (%)
Yes	352	81.9
No	74	17.2
Don't Know	4	0.9
Total	430	100.0

Source: Field Survey (2013)

Table 7 shows that 81.9% of the respondents were of the view that conflict is inevitable; 17.2% were of the opinion that conflict is not inevitable, while 0.9% were of the view that they did not know whether conflict is inevitable or not. Figure 5 below further illustrates the respondents' opinion on the inevitability of conflict in the organization under study.

B. Nature of Authority

This section is on the responses of respondents on the nature of delegation of responsibility in the organization.

Table 8: Distribution of Respondents on the Nature of Authority by Percentage

Nature of Authority	Frequency	Percentage (%)
Autocratic	57	13.3
Democratic	249	57.9
Don't Know	122	28.4
Total	430	100.0

Source: Field Survey (2013)

Table 8 shows that 57.9% of the respondents' were of the opinion that the delegation of responsibility was democratic. On the other hand, 28.4% of the sample were of the view that they did not know. Also, 13.3% were of the view that the delegation of duties was autocratic. These results show that the delegation of responsibility in the organization of study was considered by the greater number to be democratic.

C. Nature of Communication between Workers and Management

The respondents were asked how they would describe the nature of communication between employees and management in their organization. The responses are presented below:

Table 9: Distribution of Respondents' by Description of the nature of Communication between the Employees and the Management by Percentage

Nature of Communication between Employees and Management	Frequency	Percentage (%)
Cordial	115	26.7
Formal	221	51.4
Mutually Supportive	19	4.4
Undecided	56	13.0
Unfriendly	19	4.4
Total	430	100.0

Source: Field Survey (2013)

The above table shows that greater number of the respondents represented by 51.4% indicated that the nature of communication between employees and the management was formal while 26.7% of the sample indicated that the nature of communication between workers and the employers was cordial. Furthermore, 13% of the respondents were undecided with regard to the nature of communication among the workers and the management.

D. Respondents' Perception of Regularity of Salaries

This section tries to investigate the respondents' opinion on how regular salaries are paid. These were their responses:

Table 10: Distribution of Respondents' by Perception of Regularity of Salaries by Percentage

Salaries are paid Regularly	Frequency	Percentage (%)
Yes	171	39.8
No	259	60.2
Total	430	100.0

Source: Field Survey (2013)

Table 10 shows that 60.2% of the respondents' indicated that salaries were not paid regularly, 39.8% were of the opinion that that salaries were paid as at when due. Furthermore, the study also revealed from follow up question that 36.5% of the respondents pointed out that lack of sales was why reason why their salaries were not paid often; 28% indicated that poor management of funds was the reason their salaries were not steadily paid; 7% indicated that they did not know why their monthly salaries were not paid regularly. The table also revealed that 5.8% had no opinion, while 5.3% were of the on ground that delay in the processing of payment voucher was the reason their monthly allowances were not paid as at when due. The above findings indicate that salaries were not paid regularly in the organization.

E. Respondents' Perception on Participation in Decision Making

Table 11: Distribution of Respondents by Perception of Participation in Decision Making by Percentage

Participation in Decision Making	Frequency	Percentage (%)
Yes	134	31.2
No	296	68.8
Total	430	100.0

Source: Field Survey (2013)

The table above shows that 68.8% of the respondents indicated that employees do not participate in decision making, while 31.2% were of the opinion that they participate in decision making in the study organization. From the results above, it is clear that workers do not participate in decision making effectively. Additionally, the responses of the respondents who answered yes in a follow up question, 12.1% of the sample opined that they take part in decision making yearly; 7.9% of the sample indicated that they take part in decision making once in three months. Moreover, 5.1% of the respondents indicated that that workers participate in decision making once in eight months; 4.4% were of the view that they take part in decision making bi-monthly; 1.6% were of the notion that they participate in taking decisions on weekly to monthly basis, while 68.8% were of no viewpoint.

With regards to why the workers were not participating in decision making, the results show 29.3% of the respondents were of the conviction that the unwillingness of the management was the main reason why workers are not involved in decision making; 34.4% indicated that lack of labour activities was the rationale for the employees non participation in decision making; 5.1% of the sample were of the verdict that they did not know; whereas 31.1% did not give any response on this. From the responses, one finds out that absence of neglect of labour union activities was the main basis workers were not participating in decision making in the organization under study. In addition to the above findings, a Trade Union Representative stated that:

The company that does not adhere to the procedures of industrial trade union since the presence of trade union representatives is not appreciated. Trade union is not recognized in this organization.

Another trade union representative noted that

the industry claims to be using collective bargaining, but in actual sense, it is not working effectively since the trade union representatives do not participate in decision making.

Another dissolved trade union representative said that

ANAMMCO allows for the existence of trade unions, though we are not allowed to fully operate in the industry, we are not recognized even before we were dissolved. We were not allowed to fulfill the basic functions of the trade union in the industry.

Still, another interviewee noted:

We had trade union members then, though membership was very low but that is how far it goes. We hardly engage in collective bargaining in this industry but the management claims to be using collective bargaining. We are not an integral part of this industry hence we are not recognized.

F. Relationship between Employees' Participation in Decision Making and Productivity

Table 12: Distribution of Respondents Perception on the relationship between Workers' Participation in Decision Making and Productivity by Percentage.

Effects of Workers' Participation in Decision Making on Productivity	Frequency	Percentage (%)
Yes	287	66.7
No	123	28.6
Don't Know	20	4.7
Total	430	100.0

Source: Field Survey (2013)

Table 12 shows that 66.7% of the sample were of the viewpoint that workers' participation in decision making in the workplace affects organization's output; 28.6% of the respondents were of the opinion that workers' active participation in decision making in the workplace does not affect productivity,

while 4.7% of the respondents had no answer to the above question. The respondents were also asked of their views on the impact of workers' participation in decision making on the relationship between workers and management. They came up with the following responses: 77.7% respondents were on the grounds that workers' participation in decision making affects the relationship between workers and management, 13% of the sample were of the opinion that they did not have any idea about the effects of workers' participation in decision making on the relationship between workers and the management, and 8.8% indicated that workers active participation in making decision does not affect workers-management relationship.

Respondents Perception on the effect of Conflict on the Job Performance

Table 13: Distribution of Respondents Perception on the effect of Conflict on the Job Performance by Percentage.

Effect of Conflict on Job Performance of Workers	Frequency	Percentage (%)
Yes	351	81.6
No	72	16.7
Don't Know/Can't Say	7	1.6
Total	430	100.0

Source: Field Survey (2013)

The above table indicates that 81.6% of the sample were of the view that conflict affects the job performance of workers. This was followed by 16.7% of the respondents who held that conflict does not affect job performance of workers. However, 1.6% of the people sampled took the middle position on the issue. The above table shows that the majority of the respondents think that conflict affects job performance of workers in the organization of study.

Results from qualitative data indicated that workers are poorly motivated. Since they are not well encouraged, their morale is low, and this leads to low productivity. They reported that conflict and productivity are related. Findings also pointed out that since the working conditions of employees are not attractive, workers' morale will logically be low, and this affects productivity negatively. The respondents also opined that the impact of conflict on productivity of the organization can be reduced by regular payment of salaries, workers' participation in decision making, recognition of trade union representatives, etc., in the organization before high productivity which is the main objective of the organization will be achieved.

Relationship between effective Management of Conflict and Productivity.

Table 14: Distribution of Respondents' by the relationship between effective Management of Conflict and Productivity by Percentage.

Relationship between effective Management of Conflict and Productivity in the Organization	Frequency	Percentage (%)
Yes	337	78.4
No	88	20.5
Don't Know /Can't say	5	1.2
Total	430	100.0

Source: Field Survey (2013)

The table above shows that 78.4% indicated that there is a relationship between effective management of conflict and productivity in the organization; 20.5% of the respondents took the middle position that there was no relationship between effective management of conflict and productivity, while 1.2% held that they did not know or could not say anything about the relationship between managing conflict effectively and productivity. The findings also reveal that 47.7% of the people sampled were of the opinion that the relationship between effective management of conflict and productivity in their organization leads to high productivity. This was followed by 18.1% who were of the school of thought that organizational goals were achieved when there is effective management of conflict in the organization, while 12.6% indicated that effective management of conflict in the organization leads to progress of the organization.

In addition to the above responses from the interviewees on the relationship between conflict and productivity, they were of the view that there is a relationship between conflict and productivity. They stated that when conflict is not managed well, the organization's goals will not be enhanced and they furthermore noted that it is only when there is a total turn around in the organization under study that high productivity will be achieved.

G. Perception on the Management of Conflict

The concern here is to determine the styles mostly used in managing conflict in the organization.

Table 15: Distribution of Respondents' on Conflict Management by Percentage.

Conflict Management Styles	Frequency	Percentage (%)
Collaboration	89	2.0
Avoidance	79	18.4
Compromise	216	50.2
Competition	11	2.6
Accommodation	26	6.0
Don't Know /Can't Say	9	2.1
Total	430	100.0

Source: Field Survey (2013)

Table 15 confirms that 50.2% of the respondents made a judgment that compromise was the mostly used conflict management style in the organization under study. This was followed by 20.7% who demonstrated that collaboration was the conflict management style their company uses, while 2.1% of the sample had no opinion on the issue. The table shows that the organization of study uses compromise as its conflict management style.

The findings from the follow up question further reveal that 48.6 of the respondents reported that collective bargaining was the commonly used conflict resolving strategy in the organization of study, 33% of the people sampled were of the opinion that mediation was the conflict resolving strategy commonly used, 11.2% observed that conciliation was frequently adopted conflict resolving strategy in their working place. Furthermore, 1.9% held that arbitration was the mostly used, 4% went for National Industrial Court, while 1.4% did not give any opinion.

In addition to the above, findings from follow up questions show that 77% of the sample were of the thought that the above strategies were effective, 12.3% indicated that the strategies were not effective. This was followed by 6.5% of the respondents who reported that the above strategies were partially effectual, while 4.2% pointed out that they did not know whether the above strategies were successful or not.

From the IDI conducted, one of the managers stated that:

Workers' unions are recognized and are allowed to operate in this industry; they are also here to represent workers who are their members. As for collective bargaining, the Human Resources Manager makes most of the decisions here, though we sometimes refer to the trade union for advice.

Another head of department interviewed had this to say:

The strategies that could be used are Collective Bargaining, Mediation, Conciliation, Arbitration, and National Industrial Court. But the Organization does not use some of them especially National Industrial Court. In this organization, collective bargaining seems to be the commonly used strategy but in actual sense, it is not used effectively since the Labour Union Representatives do not participate in decision making.

H. Effectiveness of Conflict Resolution Mechanisms

This reveals the responses of respondents on whether the company's conflict resolution mechanisms were responsive to workers' needs.

Table 16: Distribution of Respondents by assessment of effectiveness of Conflict Resolution Mechanisms by Percentage

Conflict Resolution Mechanism is responsive to workers' needs	Frequency	Percentage (%)
Yes	130	30.2
No	15	3.5
Partially	169	39.3
Don't Know / Can't Say	116	27.0
Total	430	100.0

Source: Field Survey (2013)

Table 16 shows that 39.3% of the respondents were of the view that conflict resolution mechanisms partially response to the workers' needs, while 30.2% pointed out that conflict resolution mechanisms have positive response to employees' needs. This was followed by 27% of the sample who were of the thought that they did not know whether conflict resolution mechanisms have impact on employees' needs or not, while 3.5% held that conflict resolution mechanisms have no positive response to workers' needs.

I. Impact of effective Conflict Management Styles on Organization's Productivity

Table 17: Distribution of Respondents' by Perception of Impact of effective Conflict management Styles on Organization's Productivity by Percentage.

Impact of effective Conflict Management on the Organizational Productivity	Frequency	Percentage (%)
Yes	353	82.1
No	28	6.5
Don't Know/Can't Say	49	11.4
Total	430	100.0

Source: Field Survey (2013)

Table 17 shows that 82.1% of the respondents indicated that effective conflict management styles have impact on organizational productivity, 6.5% were of the opinion that effective conflict management style does not have impact on organizational productivity, while 11.4% indicated that they did not know whether effective management style has any impact on organizational productivity. Results from the follow up question pointed out that 26.5% of the respondents were of the opinion that there was high productivity when effective conflict management styles were adopted, 13.5% did not give any answer while 1.6% indicated that very low productivity were achieved when effective conflict management styles were embraced.

Information from the qualitative data gave insight on the productivity of the organization. The respondents disclosed that the productivity of the organization under study was low since workers are not motivated, salaries are not paid as at when due. A good number of them frowned and made some signs that showed they were not happy with the management of the organization and because of this, workers do not put in their best which could lead to low productivity of the organization. Also, results from the qualitative data revealed that workers are not motivated. Since they are not encouraged, their morale is low and this leads to low productivity. The respondents were of the view that conflict and productivity are related and they also opined that impact of conflict on productivity of the organization can be reduced by complete turnaround of everything in the organization before high productivity, which is the main objective of the industry will be enhanced, and Trade Union should be given its proper place in the organization so that workers and the management will be at peace. Additionally, a head of department in his response to the IDI questions on the working conditions/working hours of the employees had this to say:

The workers are supposed to be going to their clinic for medical treatment. But the clinic is not functioning now. The company has an empty clinic. Nobody goes there for treatment. See the drugs I bought from the nearby medicine store. Every worker goes to his/her doctor for medications.

A Trade Union Representative though dissolved explained that:

The issue of leave and leave allowances are not encouraging at all. What we have here is compassionate leave which lasts for only one week and nobody talks about allowances. Yet we work from 8.0am to 5.0pm. Is that not wickedness?

A Head of Department reported that:

Workers are not happy with remunerations here. We are not comfortable with it. Survival is what everybody wants. Our salaries are not encouraging. What we have here is survival wages.

Another head of department interviewed had this to say:

I am not delighted about the issue on the pensions and gratuity of employees. The pensioners have not been paid for the past three years. This is not encouraging at all.

J. Testing of Hypotheses

Two hypotheses were formulated for the study. They were tested at 0.05 level of significance because, if the level of significance is less than or equal to 0.05, there is a significant relationship.

Hypothesis One: The higher the employees' participation in decision making at the work place, the higher their perception of productivity.

To test hypothesis one, questionnaire items 14 and 16 were cross tabulated.

Table 18: Distribution of Respondents by effectiveness of Employees' Participation in decision making cross tabulated with effect of Employees' Participation on Productivity.

Effectiveness of Employees Participation in Decision Making	Employees Participation in Decision Making and Productivity		
	Yes	No	Total
Yes	101 (78.3%)	28 (21.7%)	129 (31.5%)
No	186 (66.2%)	95 (33.3%)	281 (68.5%)
Total	287 (70.0%)	123 (30.0%)	410 (100.0%)

X^2 value = 3.84146, df = 1, p value = 0.05

Hi: There is a significant relationship between employees' participation in decision making and organizational productivity.

Ho: There is no significant relationship between employees' participation in decision making and organizational productivity.

Since the calculated chi-square value of 6.166 is greater than the tabulated value of 3.84146, we accept the research hypothesis and conclude that there is a significant relationship between employees' participation in decision making and organizational productivity in the organization under study.

Hypothesis Two: There is an inverse relationship between responsive conflict resolving strategies and productivity in the organization.

To test hypothesis two, questionnaire items 23 and 27 were cross tabulated.

Table 19: Distribution of Respondents by effectiveness of Conflict Management Strategy cross tabulated by the impact of effective Management Styles on the Organizations Productivity.

Effectiveness of Conflict Management Strategy	Impact of effective Conflict Management Styles on the Organizational Productivity					
	Very High Productivity	High Productivity	Average Productivity	Low Productivity	Very Low Productivity	Total
Yes	13 (4.6%)	173 (60.9%)	96 (33.8%)	1 (0.4%)	1 (0.4%)	284 (83.5%)
No	11 (30.6%)	17 (47.2%)	8 (22.2%)	0 (0%)	0 (0%)	36 (10.6%)
Don't Know	0 (0%)	13 (65.0%)	7 (35.0%)	0 (0%)	0 (0%)	20 (5.9%)
Total	24 (7.1%)	203 (59.7%)	111 (32.6%)	1 (0.3%)	1 (0.3%)	340 (100.0%)

$X^2 = 15.15$, $df = 8$, $p = 0.05$

Ho: There is a significant relationship between effective conflict management strategy and organizational productivity.

Hi: There is no significant relationship between effective conflict management strategy and organizational productivity.

Since the calculated chi-square value of 34.892 is greater than the tabulated value of 15.15, we reject the null hypothesis which holds that there is no significant relationship between effective conflict management strategy and organizational productivity.

5. Discussion of Findings

Conflict is a major social problem everywhere. As a result, the chief objective of this study was to investigate organizational conflict management in ANAMMCO. Data for the study were gathered through 430 questionnaires and in-dept interview questions, were administered to ANAMMCO staff.

The study's first premise was supported by the findings, which indicated a strong correlation between workers' participation in decision-making and organizational productivity. This result is consistent with that of Owolabi and Abdul-Hameed (2011), whose research found a statistically significant correlation between the performance of the company and employee involvement in decision-making. Furthermore, Quagraine (2010) supports this conclusion as well. The implications of this study include the need for manufacturing firms to demonstrate high level of commitment on employees involvement in decision making for performance enhancement. Many academics and managers operate under the presumption that there will be benefits for the organization and the individual if workers are given sufficient information about issues pertaining to them and are given the chance to make decisions that are pertinent to their jobs (Owolabi and Abdul-Hameed, 2011). Hence, it was held employee involvement in making decisions increases employees, morale or job satisfaction, and enhances productive efficiency.

The result on the second hypothesis revealed that there is a significant relationship between effective management of conflict, and organizational productivity. This result validates Ongari's (2009) claim that improper conflict resolution may have a negative impact on the organization in the form of subpar work, a lack of cooperation, resource waste, and decreased production. Furthermore, Ongari's (2009) research, which demonstrates a strong correlation between organizational conflict and productivity, supports the findings of this study. This result adds credence to the claim made by Hotepo et al. (2010) that effectively handled conflict can boost an organization's productivity and innovativeness, which in turn enhances performance. Finally, in other words, the interdependence and interactions among the workers in different divisions and departments of ANAMMCO help in minimizing the effect of conflict in the industry by improving productivity in the organization. Systems theory also holds that it is the interaction between the employees and the management that defines the organization. ANAMMCO cannot be understood by analyzing what its departments are doing but how all the workers in all the divisions, departments, and units interact, and systems theory tries to develop unifying principle by the integration of various departments in managing conflict so that the productivity of ANAMMCO will be magnified.

6. Conclusion

Based on the above findings, the study concluded that the employers' conflict management strategies are crucial for the attainment of organizational goals and objectives. In other words, if the employer is not knowledgeable in conflict resolution strategies, it will negatively affect the performance of employees. But, if conflict is constructively managed, it will enhance organizational performance. The use of collective bargaining in conflict resolution in industries has gained much acceptance but its effectiveness in resolving conflict has been neglected. The findings of the study show that employers/management often neglect collective agreements reached between parties in industrial conflicts. Using data collected from both qualitative and quantitative sources, it shows that collective bargaining is not always an effective mechanism for conflict resolution in ANAMMCO, and that successful bargaining between management and workers depend on the relative ability of the parties to abide by the agreements reached.

Information from the interview sessions held with some heads of department and trade union representatives in the organization of study show that salaries are not regularly paid, and that the dominant sources of conflict in the organization of study is salary related conflict. Furthermore, regular payment of salaries will help in putting smiles on the faces of workers, and this will help them to perform very well in their organization so that the goals and objectives of the organization will be achieved.

From the foregoing, it is pertinent to note that there is need for the trade unions to be recognized in industries, and giving the employees' the opportunity to be full-fledged members of these unions. This will give the trade union leaders the chance to fight for their welfare. It is observed from the in-depth interview conducted that the organization of study does not encourage the presence of trade unions. Also, it is evident from the study conducted that workers do not participate in decision making in the organization. Furthermore, if workers should be given the opportunity to participate in decision making, there will be a great positive difference in the organization's productivity.

7. Recommendations

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

1. Regular seminars should be organized by government to educate the managers, stakeholders, and workers on conflict resolution strategies to enhance organizational performance.
2. The Nigerian Labour Law should be reviewed to promote harmonious relations in Nigerian industries. Also, the law needs to be enforced especially with respect to collective bargaining, workers' participation, and trade union recognition.
3. Industrial democracy or workers' participation should be a common practice in the Labour Management Relations of ANAMMCO in order to encourage extensive network of communication between the workers and the management.

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