



## Conflict Management and Organizational Performance in Nigeria

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### ABSTRACT

*This study was aimed at identifying the effect of conflict on organizational performance in Nigerian organizations. We used a descriptive survey research design and the sample size selected was 166 academic staff. Data collected through the questionnaire were described using descriptive statistics while Pearson product moment coefficient of correlation was employed to test the hypotheses and establish the relationship between conflict management strategies and its implications on organizations performance. This study however, has shown there is a significant positive contribution of conflict management strategies to organizational performance. The study concluded that Power, style, culture and goal play significant role in managing organizational conflicts. Based on the findings, the study recommended that the management of the private universities should create additional channels of communication with employees as means of obtaining prompt feedback on organizational policies, so that conflicting interest will not arise.*

**Keywords: Conflict Management, Performance, Power, Style, Culture, Strategies**

## INTRODUCTION

### 1.1. Background of the study

Too often, the domain of work and organization constitute an arena in which diverging aims and interests provide an inexhaustible source of conflict at local, national and international level as organizations operate in a context primarily where the search for measure, performance improvement and competitiveness continually become so compelling. Consequently, we find people face turmoil and turbulence induced by events external and internal to them. The last few years have thrown up increased conceptual and empirical interests and discourse on conflict which is viewed as a natural human induced situation and a common phenomenon experienced at all levels in the organization.

At the individual, group and corporate level, conflict of different causes and degrees happen every day but nowhere are conflicts, more pronounced, harmful and dysfunctional than when it affects organizational performance and long survival or perpetuation. Conflict arises when the interest of two or more parties clash and at least one of the parties seeks to assert its interest at the expenses of another Chandraskan,(2007). Conflict can involve two parties or several parties (multiparty). Conflicts can arise in numerous levels, in numerous contexts and over numerous issues.

Historical evolution of conflict resolution started in the 1950s and 1960s, at the height of the cold war, when the development of nuclear weapons and the conflict between the superpowers seemed to threaten human survival. A group of pioneers from different disciplines saw the value of studying conflict as a general phenomenon, with similar properties whether it occurs in international relations, domestic politics, industrial relations, communities, families or between individuals. They saw the potential of applying approaches that were evolving in management, industrial relations, social work, social psychology, international relations, communications and systems theory to conflict in general, including civil and international conflicts.

A handful of individuals in North America and Europe began to establish research groups, formal centers in academic institutions and professional journals to develop the new ideas during these early years. However, they were not taken very seriously. The international relations profession had its own categories for understanding international conflict and did not welcome the interlopers. Nor was the combination of analysis and practice, implicit in the new ideas easy to reconcile with traditional scholarly institutions or the traditions of practitioners such as diplomats and politicians.

Nevertheless, the new ideas attracted interest and the field grew and spread during the 1970s and 1980s. The number of scholarly journals and institutions rapidly increased. The field developed its own subdivisions, with different groups studying international crises, internal wars, social conflicts and approaches ranging from negotiations and mediation to experimental games.

The development of conflict resolutions followed early roots of the field in peace research and non violence movements. Key individuals who contributed strategically to the development of the theory and practice of conflict resolution include **Mahatma Ghandi, Kenneth Boulding, Johan Galtung and John Burton** among founders; and **Herbert Kelman, Roger Fisher, William Ury,Adam Curle and Elise Boulding** among those who carried the subject forward thereafter (Louis 2017).

Many people regard Mahatma Gandhi and his movement to win India's independence from Britain as an important inspiration for ideas about constructive conflict management. The objectives of "Struggle for truth" were to make latent conflict manifest by challenging social structures which were harmful, they were highly inequitable, but to do this without setting off a spiral of violence. In the model of conflict, which contains within in-built inhibitors of violence, the objective is not to win but to achieve a higher level of social truth and a healthier relationship between antagonists. Gandhi was a strong voice for non-violence (Ahimsa) in conflict resolution, perhaps, exemplified by his famous quote, "bring your opponent to his senses, not to his knees". Modern conflict resolution theory owes much to his successful struggle to overcome injustice while remaining faithful to pacifist value.

Christianity and Buddhism have also had an important influence on the theory and practice of conflict resolution. Buddhist teachings locate the deepest roots of conflict in the perceptions, values and attitudes of conflictants. They direct the peacemaker and followers of the religion to focus on gaining self-awareness and developing self-knowledge not grievance and enmity.

Organizational conflict is regarded as the discord that occurs when goals, interests, opinions or values of different individuals are incompatible, with those groups or individual block or frustrate each other in an attempt to achieve their objective. Conflicts are inevitable part of organizational life since managers and employees and other organizational participants are often incompatible Simons et al (2000). Nnabuife (2009) argue "that conflict is an ever-present process in human relations. Conflict is a fact of life in any organization as long as people compete for job, resources, power, recognition and security".

The history of organizational conflict will be conceptualized as a history of tension and change in both organizational and the theoretical literature. Tension is created by the human capacity to resist structural constraints and to strive for a more congenial organizational environment Hocker et al (2005). Change is generated by the dialectical interplay between these organizational structures and human reactions. This interchange has produced continuous changes within organizational theories and managerial strategies. The evolution of management strategy and organization theory can be chronicled as a history of trial and error for conceptualizing and managing these tensions.

China is currently in dispute with Japan over a disputed Island. Japan is in very strained relationship with South Korea, Russia and Philippines. The state of Israel is in perpetual war with Palestine and Syria over the disputed Gaza strip. Southern Sudan has been in conflict with their northern brothers over the oil rich zone. Syria has been embroiled in internal crises that displaced over a million people that are now classified as refugees with several thousands dead since 2011. The United States with her allies in Western Europe has consistently criticized Russia and China over their support of President Assad in the lingering Syrian crises.

The Democratic Republic of Congo (DRC) has been in and out of internal crises with the President Joseph Kabilla pointing accusing fingers to her neighbours notably Kenya, Rwanda and some countries in Europe as sponsors of the internal crises. The Russian government is in conflict with Ukrain with America pushing for stiffer sanctions against the state of Russia for invading Ukraine. The Niger Delta militants engaged the oil companies operating within the region in violent conflict destroying several facilities and installations because of perceived environmental degradation and failure of the oil companies to rise up to their corporate social responsibilities by not showing reasonable appreciation to their host communities.

Approaches and modes of conflict resolutions have fluctuated across studies yet no month passes without one form of organized labour unrest in Nigeria. The effects of conflicts on processes, structures, people and performance are often time underestimated. Existing researches on conflict management have been so shallow and self-serving depending on the purpose, objective and the use of the research. Conflict management in Nigeria demands a thorough and integrative study of conflict as a continuum that involves proactive and reactive approaches. It is therefore timely and very necessary to advance empirical investigation of Conflict Management and organizational performance into companies in Nigeria with emphasis on selected companies in the South East.

Unfortunately, businesses in Nigeria are said to be in an era of economic retrogression, political decay, social injustice, mismanagement, insufficient Foreign Direct Investments, insecurity of life and property and corruption which have assumed position of prominence in the life style of the people. The attendant result of this state of affairs has been a “very weak industrial and economic base, leading to weak productivity, low foreign reserves, and unstable exchange rate, social and industrial conflicts which have brought many business failures in both public and private sectors of the Nigeria economy” (Tjosvold 2013).

More worrisome is the high degree of poverty and unemployment with their attendant high crime rate in Nigeria, especially in the South East and the obvious challenges they pose to peace, security and investment. Also, organizational performance has been all time low, corporate failures arising from poor operational results high, which further extrapolate to massive retrenchment and job contraction, conflicts, underutilization of installed capacity and stagnant growth and development of the economy.

Organisational managers in Nigeria have been often criticized for their lack of mastery and sensitivity to conflict events, Duke (2009). This lack of understanding makes the context in which interventions are situated defective and portray organizational managers as active and direct agents or unintentional activators of the events that fuel conflict or exacerbate existing tensions. This lack of proper focus on the profile, cause, actors and dynamics of conflict has the capacity to turn organizational conflict into a vicious and recurring decimal that decimates organizational performance.

Corollary to this, the International Labour Organization (ILO) recently revealed that as many as 51 million workers were fired in 2010 globally, while 30 million jobs are at risk. The United Nations, predict, that 200 million workers mostly in developing economies could be pushed into extreme poverty. The global unemployment rate was estimated at 7.5 percent in 2010, up from 5.6 percent in 2009 and 6.7 percent in 2008. This implies that the Operational results of our organizations today is already resulting in dramatic increase in the number of people displaced in their work places.

Conflict has both functional and dysfunctional dimensions; Functional such that it brings about organizational effectiveness in terms of creativity, innovation and learning. It is dysfunctional when it leads to poor operational results and extinction in extreme cases.

Unfortunately, no research study has identified Conflict Management as one of the institutional actions that could influence organizational performance and guarantee long term survival or extinction. No research either has been able to link corporate success or failures to conflict

ridden events in companies in the South East. More importantly, the potential of using conflict management to advance organizational performance has not been empirically investigated. This calls for an empirical examination of how conflict events and their management can facilitate or impair organizational performance of companies in Nigeria, especially those in South East, Nigeria.

### **1.2. Objectives of the study**

The thrust of this study is Conflict Management and Organization Performance in Nigeria. It has the general objective of investigating and assessing conflict management in Nigeria with special interest in companies located in the South East. The wider objective of this study is to examine conflict management as an effective tool in corporate management and in improving organizational performance.

Arising from the above, the following specific objective will be pursued.

- i. To examine the relationship between limited resources and level of organizational performance of the selected companies in the South East, Nigeria.
- ii. To ascertain the effect of diversity as a source of conflict (intra and inter organizational diversity) on organizational performance of the selected companies in South East, Nigeria.
- iii. To examine the impact of Decision making on organizational performance of the selected companies in the South East Nigeria.
- iv. To determine the effects of Personality clash and power struggle on organizational performance of the selected companies in the South East .
- v. To determine the effects of conflicting goals and lack of role definition on organizational performance of the selected companies in South East, Nigeria
- vi. To examine effects of psychological contracts on organizational performance of the selected companies in South East, Nigeria.

### **1.3. Research questions**

The following research questions are formulated for this study.

- i. How is the relationship between limited resources and the level of organizational performance of companies in the selected companies in the South East?
- ii. What is the effect of diversity (intra and inter organizational diversity) the organizational performance of the selected companies in the South East?
- iii. What is the impact of decision making on organizational performance of the selected companies in the South East?
- iv. What is the effect of personality clash and power struggle on the organizational performance of the selected companies in the South East?
- v. What is the effect of conflicting goals and lack of role definition on the organizational performance of selected companies in the South East?
- vi. What is the impact of psychological contract on organizational performance of the selected companies in South East, Nigeria?

### **1.5 Research hypotheses**

Based on the research objectives and research questions, the following research hypotheses are formulated to guide this study.

- i. Limited resources are positively related to organizational performance of selected companies in the South East.
- ii. Diversity as a source of conflict (intra and inter organizational diversity) is positively related to organizational performance of selected companies in the South East.

- iii. Decision making positively influences the organizational performance of the selected companies in the South East.
- iv. Personality clash and power struggle positively influence the organizational performance of the selected companies in the South East.
- v. Conflicting goals and lack of role definition positively influence organizational performance of the selected companies in the South East.
- vi. Psychological contract positively influences organizational performance of the selected companies in South East, Nigeria.

## 1.6 Significance of the study

The manufacturing sector is one of the largest subsectors of our economy. The performance of this sub sector affects the overall performance of the economy. By extension, the well-being of over 160 million Nigerians is significantly affected by the development in this sector.

At present, not much research work has been done to critically examine the impact of conflict management on organizational performance of companies studied in South East Nigeria. This study therefore will be significant in a number of ways that include but not limited to:

1. It will be of significant benefit to corporate executives whose responsibility is to design policies and make decisions that will ensure in time and space industrial harmony, good operational results and long term perpetuation. This study will provide a better platform on the understanding and appreciation of the importance of conflicts and conflict management that will help organizational managers and captains of industries brace up to the challenges posed by the dysfunctions of conflict and crises ridden events in our today organizations.
2. The government undoubtedly is faced with the responsibility of developing policies in all sectors of the economy. This study no doubt will be of immense benefit to government to fashion out consistent proactive policies and enabling environments that reduces tension and disharmony in our organizations.
3. To the regulatory and other agencies of government saddled with ensuring industry wide compliance among operators in different sectors of the economy understudy, they will be well informed and exposed to concepts, principles and theories of conflict such that will prepare them to evolve applicable rules and regulations that will aid strict compliance and effective monitoring as an on-going process and on industry wide level.
4. To the research group especially students, the academia and other researchers, this study will be of great and immense help to them as the expositions and information that will be harvested will in this study will in no small measure assuage the quest for knowledge. It will also contribute to the existing literature on conflict research by advancing the examination of conflict and organizational performance in the context of companies in South-East, Nigeria.
5. To the general public and readers alike apart from creating knowledge, it will heighten awareness on the need to pay serious attention to issues of conflict anywhere and at all times.

**Practical implications:** This study no doubt has strategic significant implications on all stakeholders which include the focal firms, the industry, the management team, the employee, the suppliers, other levels of clientele, and the general public as it will lend empirical support to the current effort that is aimed at using non financial and intangible factors to advance overall organizational performance

### **1.7 Scope of the study**

The proposed study will be primarily concerned with conflict, conflict management and organizational performance of the selected companies in the manufacturing sub-sector located in the South Eastern States of Nigeria comprising Anambra, Abia, Ebonyi, Enugu and Imo states. The organisations covered include 50 manufacturing across five sub sectors are corporate members of their respective umbrella association. The study choice of these companies is based on satisfying set criteria for selection and minimum standards of their umbrella associations.

### **1.8 Limitations of the study**

Myriads of limitation and challenges that the researcher may likely encounter in the course of this proposed study, include but not limited to:

One of the greatest challenges the researcher was confronted with in this study relates to access to and collection of hand data due to extreme data gaps and paucity. This compelled the research to limit the study to the subsectors and geopolitical zone understudy.

Another limitation of this study relates to time, funds and logistics constraints which limited the intensity of the spread or area of coverage of the study. Even though some companies are spread throughout the length and breadth of the geopolitical zone (South-East) with huge concentration in some state's capital though with negligible concentration in the less urban areas, this study focused largely on companies in the state capitals and urban areas where there is a relatively high concentration of about eighty percent (80%) of the companies.

The researcher was also limited by the reluctance of some respondents to complete the questionnaire promptly and those who even failed to complete them at all. This thus limited the number of respondents involved in the study despite the researcher's efforts and approaches to them explaining the derivable benefits of the study.

Mass literature on conflict abounds in Europe, Asia and America but on different interests. There are very few studies with pure empirical content on the subject matter under study. While it was a bit easier to access published data of the subject matter in other countries as above but those pertaining to Nigeria was nothing to write about thus paucity of data limited the depth of discussion in the area of organizational performance and conflict.

## **2.0. REVIEW OF RELATED LITERATURE**

### **2.1. Conceptual framework**

Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interest between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected. There are disputes over resources should be done and how long and hard people should work. There are jurisdictional disagreement among individuals, department and between and within unions and management.

There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions and struggles for power and favour. There is also conflict within individuals (between competing needs and demands) to which individuals respond in different ways Duke, (2009).

Organizational conflict is the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block or thwart one another's attempts to achieve their objective Argyris, (2017).

### **The nature of conflict**

Conflict arises when the interests of two or more parties clash and at least one of the parties seeks to assert its interests at the expense of another party's interest. Nnabuife (2009) sees it as a process where one party perceives rightly or wrongly that another party is opposing the first party's interest and therefore about to cause harm to it. Ongori (2009) defined "conflict as disagreement through which parties involved perceive threat to their needs and interest".

Conflict has also been described as a social phenomenon that can result from instantaneous or gradual changes that create diverging interests and needs Chandraskhan (2007). Conflict is defined by Simons et al, (2000) as any kind of opposition or antagonistic interaction between two or more parties. "Conflict is an awareness of the parties involved in discrepancies, incompatible wishes or irreconcilable desires. It is ubiquitous across teams with a level of task interdependence" (Hocker et al,2005). Past research has observed that "conflict emerges when team members have developed opposing values and goals" Eisenharat et al, (2007). Recent studies have further found that conflict may still dominate the team or group decision making process even when group members share the same goals because people with different bases and experiences may approach the group's tasks from diverse and even opposing perspective Hammer et al, (2008).

Conflict can involve two parties or several parties (multiparty conflict) and can arise in numerous contexts, on numerous levels and over numerous issues. Conflicts are multidimensional and frequency involves complex interactions between many parties. However, for analytical purpose it is useful to identify the following four dimensions of a conflict, namely, the actors, the resource in dispute, the stake that each actor has in the resource, and the stage that the conflict has reached (i.e. time dimension).

The environmental dimension will be added to each of these. The actors are generally the disputants (e.g. government, department, private companies, local communities, individual and groups) but may also reduce other parties, which may have an interest in the peaceful resolution of social conflict. The interaction between the actors is frequently crucial in determining the terms on which the conflict will be resolved. This interaction will be influenced by:

- The level at which they occurs (e.g. at an international level between states, at a national level between government, department or at local level).
- The relative level or states of the disputant (e.g. conflict may occur horizontally between parties on the same level or vertically between parties on different levels such as a government department and a local community).
- The relative power of the disputants (e.g. a department or sector that makes a major contribution to the organizational or national economy often wield more power than a less economically important sector or department).

Organizational or group activities may be characterized as synergistic, complementary, competitive or antagonistic. Of these, the competitive and antagonistic interactions are most likely to give rise to conflict (physical, social or economic). Such conflict arise primarily from competing and conflicting claims over the allocation of access to resources both within and between the organization. The resource in respect of which the conflict arises may have certain



objective, characteristics that will have an important bearing on the resolution of the conflict Chandraskan (2007). It is also important to be aware of the interactions between the resources concerned and other components since changes to one part of a system are likely to affect other resources and involve other actors.

The stake is the value, use or interest that an actor has in the resource base. It can be economic, political environmental, religions or socio-economic and will vary depending on the resource and the actor. It is important to appreciate that a stake can be conceived of as having both subjective and objective elements. It can be seen as representing the actor's subjective evaluation of their relationship with the resource. The more likely the actor values this relationship, the more intensely they will assert their interests in the resources.

An actor's stake may also be assessed on the basis of objective criteria such as the percentage of income derived from the resource. Further the stake may be affected by external factors such as legal recognition of an actor's interest in a resource. Formal legal recognition can have a dramatic effect on an actor's bargaining power in relation to other actors.

It is important to establish what stage the conflict has reached. A certain period of time may need to elapse before the issues surrounding a conflict crystallize to the point where they can be constructively addressed. However, as a conflict continues, it is likely that it will increase in intensity and the relationship between the parties will become more confrontational. The state of the resource(s) at issue may also deteriorate over time, thus reducing the total potential benefits available to be shared between the parties through resolution of the conflict. Pressure to resolve a conflict is also likely to increase over time, which may lead to a less than satisfactory conclusion being reached in a haste. If damage has occurred issue such as the payment of compensation may complicate matters further.

Early intervention in most conflict is therefore advisable to facilitate their satisfactory resolution and to minimize undesirable consequences. This approach is also in line with the principle of preventive action, now widely endorsed by the international community, which advocates early action to prevent environmental harm on the basis that it is cheaper, safer and more desirable to prevent such harm occurring than to rectify it later.

### **Environmental issues**

Many conflicts involve environmental issues and these have certain characteristics that can make them more difficult to resolve. Such issues include:

- Uncertainty as to the harm caused (e.g. the effect on organization, individual and group and economy).
- Uncertainty as to the parties and interests affected (the effect of conflict on activities may not be felt locally or immediately but may have negative impacts on the future).
- Differences of opinion as to what risk is acceptable, to what extent should the parties, resources and environment be protected often involving value judgment.
- Economic implication and uncertainties – here simple cost benefit analysis is inadequate in certain situations given the global as well as local benefits provided by the resources.

### **2.3: THEORETICAL FRAMEWORK**

The adoption of theoretical framework in the management science greatly helps in the analysis and understanding of concept from the theoretical point of view and orientation. To that extent, the theoretical framework of analysis that this study will adopt is the Maturity –Immaturity Theory propounded by the social science researcher Argyris in 2017 and Burnes (2005) conflict management theory.

The Theory holds that people in their career lives want to grow and mature with increasing levels of responsibility and opportunity, just as they do in personal lives. However, many hierarchical organizations for the sake of efficiency breaks jobs that are linked and interrelated into specialties giving employees narrow scopes and duties which they expect them to perform very well. As a result employees do not use up all their talents and abilities. They feel threatened and constrained to develop. This further degenerates to tension and conflict situations between and within work groups and the organization. At the individual level they employee may develop apathy and resentment

Argyris' theory becomes relevant to this study because it draws the attention of all organizational members to the root cause of tension and conflict at the individual and group levels. It also conceptualizes the organization as an organic thing and requires organizational managers to act both as baby sitters and realty therapist to forestall conflict situation drawing their understanding the causative factors of organizational conflict. This according to Argyris “is capable of reducing tension and conflict in work situations which in turn encourages industrial harmony and increased productivity”.

Nonetheless, while other conflict management theories advocate that a healthy conflict management system should integrate the subsystem with the higher level of the organizational hierarchy, Argyris' theory develops “a continuum of seven dimensions of development of the individual from immaturity to maturity, a technique which provides the assessment and inquiry, the design, implementation and evaluation which can used at reaching a valid and objective conflict management decision. The theory also advocates a positive correlation between conflict management and organizational stability and performance”.

Conflict theories are perspectives in social sciences that emphasize the social, political or material inequality of a social group. It draws attention to power differentials and management. Such as class conflict and generally compare historically dominant ideologies; certain conflict theories are set out to highlight the ideological aspect inherent in traditional thought. It does not refer to a unified school of thought therefore a macro level analysis of society.

The history of organizational conflict will be conceptualized as a history of tension and change. Tension is created by the human capacity to resist structural constraints and to strive for a more congenial organization environment, (Nnabuife (2009). Organizations embody two interrelated conflict-generating tensions with which almost every organization theory has had to grapple. The first originating at the individual level- is based on the unique capacities of humans, as opposed to other organizational inputs or factors of production, to assess, subjectively evaluate, and act to change or resist their environment. The second operating at the organizational level – is the structural differentiation of tasks, both vertically and horizontally that produces identification and loyalty to parts than the whole. These two fundamental organizational tensions, often working in tandem are not only responsible for the historical legacy of organizational conflict but have also stimulated organizational theorizing and managerial strategizing. When human are

embedded in organizational structures there is an inherent tension between the goal, and the objectives of organizational owners and the valued discretion and autonomy of human agents. This human factor tension has manifested itself in forms of conflict that have shaped the history and evolution of organization theories and management practices.

Corollary to these, two human factor tensions is worth noting. First, Pondy's (2017) widely-applied stage model of organizational conflict includes the notion of "latent conflict" defined as the "drive for autonomy". He further explains that "autonomy needs form the basis of a conflict when one party either seeks to exercise control over some activity that another party regards as his own province or seeks to insulate itself from such control. This is regard here as an ever – present condition in all organizations. That is, there is always a potential for resistance, non compliance and recalcitrance given the inherent controlling nature of organizational life.

A second approach to "latent conflict" is identified by Simon et al (2000) in their theory of "psychological reactance". The theory argues that a "threat to or loss of freedom motivates the individual to restore that freedom... individuals will sometimes be motivated to resist or act counter to attempted social influence. Organizations are constraining structures that threaten and compromise human freedom and as such they generate reactance and resistance.

Also at the organizational level, a second inherent tension in all organization is based on the division of work and authority. Differentiation, division of labour, hierarchy and specialization are fundamental organizational principles: such a differentiated and specialized division of labour can undermine organization unity and stimulate organizational conflict.

There are two obvious and common divisions of labour within organizations. First, there is the horizontal division of labour where human carry out different kinds of tasks at the same level of the organization. Second is the vertical division of labour involving differences in power, authority, reward and decision-making. Differentiation on both dimensions can produce organizational conflict.

Together, these individual and organizational level tensions have contributed to the history of organization conflict and in turn the evolution of organizational and management theories Amason et al, (2017). In this context, organizational conflict is viewed as a progressive force that draws attention to organizational problems, encourages critical reflection about the theoretical assumptions informing organizational systems and drives changes in management practice.

However, establishment of the factory and wage labour system did not signal the end of the battle with but only a shift in terrain. The struggle over the formal subordination of labour subsided and was replaced by conflicts between workers and owners over the "real subordination of labour entailing various managerial strategies designed to control labour and extract work effort. During this period, one of the most significant sources of conflict, according to Hammer et al, (2008) was "TRADITIONALISM" – the ideological way of life among labour prescribing pre-capitalist customs, norms, routines and work habits. This stood as the major obstacle to the enforcement of the "new discipline" within the factory. In the United States, the heterogeneity of the labour factor fueled by constant flow of immigrants, resulted in a variety of cultural habits that did not fit smoothly into the emerging industrial machine (Burnes, 2005).

Worker control over production knowledge and know-how placed owners at a serious disadvantage. Skilled workers and foremen, rather than the owners determined the organization

and pace of production. The owners had to depend on these employees to organize production in what was hopefully the most efficient manner. There were no independent and reliable means for determining whether, in fact out was reaching an optimal level. In this context, as others have noted Hammer et al, (2008), the knowledge of workers was a potent source of power. Shifting the balance of power decisively in favour of owners required eliminating this residual dependence on worker's knowledge.

According to Simons et al, (2000) there are other perspectives to look at conflict theory namely the classical, the socio- liberal and modern.

- i. **Classical theory:** classical conflict theory is most commonly associated with Karl Marx based, on a dialectical materialistic account of history, Marx posited that capitalism like previous socio-economic system would inevitably produce internal tension leading to its own destruction; The history of all hitherto existing, society is history of struggle and conflict between freemen and slaves, patricians and plebians, lords and serfs, oppressors and oppressed. He saw their as unending and called for workers revolution that will lead to reconstitution of society and ruin of capitalism. This struggle he termed "workers consciousness".
- ii. **The socio- liberal theory:** This was developed by Friedrich Engel in his work community manifesto in 1848. He stated that in other that in other to exist man inevitably enter into definite relations through material production of goods and services which defines and transforms society. Socio-liberal theorist is of the view that the mode of production of material life conditions the general process of social, political and intellectual life. They believe it is not the consciousness of man that determines their existence but then social existence and relevance.
- iii. **Modern Theories and Approaches:** Simons et al, (2000) have been called the founder of modern conflict theory. In Mills view, social structures are created, through caught between people with different interest and resources. Individuals and resources in turn are influenced by these structures of power and resource in society. Gene Sharp, professor emeritus of political science at the University of Massachusetts is of this school. His beliefs and contribution is that power is monolithic, derived from some intrinsic quality of those in power but power structure relies upon subjects obedience to the order of the ruler because if subjects do not obey, leader have no power. A recent articulation of modern perspective of conflict theory is found in Hammer et al, (2008) when he opines that:
  - Societies are defined by inequality that produces conflict, rather than which produces order and consensus.
  - The disadvantaged have structural interests that run counter to the status quo, thus should be viewed as agents of change than objects one should feel sympathy for.
  - Human potential (capacity for creativity) is suppressed by conditions of exploitation and oppression which are necessary in any society with unequal division of labour.
  - Consensus is a euphemism for ideology. Genuine consensus is not always achieved in conflict resolution for it does not preserve a social order but entrenched stratification:
  - Critical theory, post structural theory, world system theory, queer theory and race conflict theory are all types of conflict theory.

Nnabuife (2009), discussed three transitions conflict has passed through these she named the traditional, human relations and interactions view. The traditional view explains the belief that conflict is evil, harmful and should be avoided because conflict is always associated with violence, destruction and irrationality. This view she opines resulted from the lack of openness

and trust between people, poor communication and managers' failure to actively respond to the needs and aspiration of the employers according to Nnabuife (2009) their period holds sway between the periods 1930 and 1940s.

The human relations view present conflict as a natural occurrence that arises from normal human relationship in all form and levels of the organization arising from these level of interaction, conflict in seen as inevitable and should be accepted is view according to Nnabuife (2009) prevailed between period of late 1940s and 1970s.

The interactionists' view insist that conflict is not only positive in organizational relationships but is also needed for improved and effective performance. This view according to Nnabuife (2009) is based on the fact that conflict encourages change and innovation. She opines that minimum levels of conflict well enough to keep the group viable, self-critical and creative should be allowed and encourage by organizational leaders.

Also Nnabuife (2009) in Tjosvold, 2013) presented yet another perspective of looking at conflict which was termed competitive that conflict "the assumption that conflict is based on opposing interest leads to view conflict as struggle to see whose strength and interest will dominate and whose will be subordinated we mark fight to win or at least not lose. The assumption that you have largely cooperative goals leads to viewing the conflict as common problem to be solved for mutual benefit which in turn makes it more likely that the conflict will be constructive and that people will improve their abilities.

Researchers and organization theorists have drawn a lot of insight from the complexity theories. Essentially, what they have learnt is that organizations function best when they operate at the edge of chaos, that disorder may not necessarily be a bad thing and that for organizations to function effectively at the edge of chaos, they must have the appropriate structure and must also invest in human capital. This no doubt aligns with Argyris' entreaty of encouraging managers to develop platforms capable of nipping conflict in the bud.

The observed effects of conflict are not uniform. On the one hand much of the previous literature on conflict has generally viewed conflict as detrimental to group and firm performance because it hurts group cohesiveness slows the decision making process and undermines jobs satisfaction Duke (2009). On the other hand, recent studies have claimed conflict to be a beneficial phenomenon for team and firm outcomes in that it may improve understanding of information, uncover flawed assumptions and enhance decision quality Amason (2006). Therefore, conflict is a double-edged sword with beneficial and detrimental effects Amason et al (2017).

Driven by the powerful effects of conflict on team and firm outcomes, research has also examined the antecedents to group conflict. For instance Amason et al (2007) argued that team size positively affected both types of conflict because large teams have greater potential of dissimilarity. Amason et al (2007) suggested that a high level of firms past performance lowered a group affective conflict because the organization slack produced in the past reduced the tendency lowered suspiration and mistrust among top managers. Brehm et al (2004) observed that function diversity advanced affective conflict. More comprehensive studies on the antecedents to conflict were focused on team diversity in the context of work teams.

Recent research has attributed such double-edged effects to the multidimensional nature of conflict. The cognitive dimension of conflict, also labeled as task conflict Eisenhardt et al

(2007), issue conflict Hammer et al (2008) or substantive conflict Brehm et al (2004) is a perception of disagreement among group members regarding the intent of their decision, and involves differences in viewpoints, ideas and opinions, Simons et al, (2000). The affective dimension of conflict, also labeled as relationship or emotional conflict Ongori (2009) or interpersonal conflict Eisenhardt et al (2007) is as a result of tension, annoyance and animosity among team members.

According to Carsten et al, (2008) a Dutch National Survey on working condition 2006 reveal 15% of employee have felt intimidated at some time by a boss or colleague and as many as 25% say they have been intimidated by a client. Inappropriate behavior according to them can partly be explained competencies in dealing with conflict interest and needs. Carsten et al (2008) call for the establishment of complaint procedure and whistle blower policies to open up conflict because according to them conflict develop not only around individual behavior but also around the “collective” which often lead to collective action.

Hybrid or balanced contract which is a blend of relational and transactional contract combines commitments on the part of the employer to develop workers while anticipating that the workers will be flexible and willing to adjust if economic conditions change. Such contracts entail risk between worker and employer. Moreover, such contract anticipates re-negotiation overtime as economic conditions and workers needs change Guetzkow (2004).

Chandraskhan (2007) argue that to handle conflict objectively one should follow six processes that describe the conflict situation to the other person by

- i. Asking the person how he sees the conflict situation.
- ii. Responding the way the other person sees the situation.
- iii. Jointly, deciding how to resolve the conflict.
- iv. Making a commitment to resolve the conflict.
- v. Summarizing action plan taken by each party to resolve the conflict.
- vi. Promising to be committed in future to continue resolving conflicts which might arise.

Chandraskhan (2007) opine that if conflicts are managed and resolved properly by applying the best course of action, the organization would increase its performance in terms of utilizing the scarce resources and achieving the organizational objectives.

Chandraskhan (2007) observe that unresolved conflict can interfere with group processes and create so much interpersonal hostility that group members may become unwilling or unable to work with others in achieving the organizational objectives. Unresolved conflicts tends to grow into bigger conflicts, the more it grows, the greater the chance of creating more problems. Some of these problems, which might arise include lack of cooperation, poor communication, wasted and contagious conflict.

Eisenhardt et al, (2007) developed a point conflict resolution style built on the managerial grid developed by Guetzkow (2004). This conflict resolution model is called the Eisenhardt instrument. They are of the opinion that conflict continue to exist because there is a natural tendency to resolve such conflict based on default option, that is, some styles are poorly suited to certain conflict situation. They opine that the best and most effective way to resolving conflict is to develop the ability to choose the right context and mode that best fit the situation and to increase our level of comfort with alternative styles.

Hocker et al, (2005) also developed an alternative to the Eisenhardt instrument, the Hocker conflict styles inventory. Hocker's version uses likest scale rather than forced-choice employed in Eisenhardt instrument. Hocker provides answers for what he calls "Calm" and "Storm" conditions, noting that conflict styles may change under stress. Hocker version also distinguished between "individualistic" and "collectivistic" cultures. This was also built on Eisenhardt managerial styles.

Nnabuife (2009) is of the view that individual or interpersonal conflict is psychological and better managed by acceptance, reassurance and counseling. She presented five comprehensive methods of managing both interpersonal and inter-group conflict namely:

1. Conflict resolution
2. Conflict reduction
3. Conflict stimulation
4. Regulating line and staff relationship
5. Negotiations

According to Nnabuife (2009) conflict resolution involves Avoid, dominating, compromising, accommodating and collaborating. The overriding factor in determining which method to adopt rests of the group focus, that is, if the group is internally or externally focused. Internal focus represents the extent to which the group intends addressing its own concern in a conflict situation while external focus is the extent to which the group intends addressing the concerns of other groups involved in the conflict Nnabuife (2009); Burnes (2005).

#### **2.14: EMPIRICAL FRAMEWORK**

Eisenhardt et al (2007) qualitative study of terms of 12 high technology firm found that cognitive conflict positively predicted firm performance. With a study of 92 work teams in the household goods industry, John (2005) revealed that cognitive conflict has positively associated with team performance. Similarly, Hammer et al, (2008) observed a positive relationship between cognitive conflict and team performance the date of 45 work teams from a high technology company. In addition, a moderate level of cognitive conflict may enhance team attitudinal outcomes such as affective acceptance and decision commitment (Pondy, 2017).

However, the level of cognitive conflict becomes extremely high, it may begin to impair team and firm outcomes Guetzkow et al, (2004) for instance, with a study of 80 project team of undergraduates in business programs, Hocker et al (2006) observed that team performance declined when the team experienced a very high level cognitive conflict. John's (2005) study of 105 work teams dealing with non-routine task found that cognitive was curvilinear in relation to team performance. In other words, when cognitive conflict goes beyond a certain level, it becomes detrimental.

Most recent conflict research, inspired by John's (2005) work has proposed a contingency view as a way to approach the influences of cognitive conflict on outcome variable. For instance, with 61 self-managing teams, Hammer (2008) argued that cognitive conflict was positively associated with team performance when team members perceived cooperative rather than competitive goal interdependence.

Rahim (2004) found that when the level of team loyalty was high, cognitive conflict was more likely to enhance strategic decision quality. Amason et al (2006) basing their study on 43 cross functional work team in 16 high technology firm, observed that in a team where collaborative communication were applied, cognitive conflict enhance team innovativeness.

Boron (2011) Meta analysis of conflict research from 1994 to 2002 found that affective conflict confounded the effects of cognitive conflict on team outcomes. This show that cognitive conflict is likely to negative affect team performance, when a high correlation between cognitive conflict and affective conflict was present than otherwise, unlike cognitive conflict, affective conflict has been found consistently to impair team and firm performance across studies. In a study carried out by Jehn et al, (2009) as earlier stated, Jehn found that affective conflict negatively affected team performance. In a study with 42 work teams from electronic manufacturing facilities, Ongori, (2009) found a negative relationship between affective and team productivity.

Affective conflict has detrimental effect on team attitudinal outcomes because the negative reactions associated with affective conflict such as tension, annoyance, and animosity inhibit team members' ability to enjoy their work in teams. For instance, Amason (2006) found that affective conflict was negatively related to the acceptance of decision among team members. Baron (2011) observed that affective conflict was negatively associated with team members' satisfaction, their liking of other members and their intent to stay in the team. This finding was further confirmed by Jehn's (2009) studies. Also Jehn's (2009) research revealed a negative relationship between affective conflict and work moral.

Similarly, a study of top management teams from 57 manufacturing companies revealed that "Job relevant" diversity (in this case, diversity of education, work function, or tenure) appeared to improve financial performance, while age diversity did not. Also significant in the study is that the job relevant diversity only improved financial performance if there was a sufficient level of debate and participation in decision process. Concluding, Simons et al, (2000) conclude that there is necessity to actively manage diversity. For diversity to benefit a company's bottom line there must be a process which the positive aspects of diversity are brought to bear.

Hammer et al, (2008) examined the relationship between employee perception of diversity among managers and non-managers and perceptions of firm performance. The study revealed a positive relationship between perceptions of diversity and perceived performance. The implication drawn from this study is that organizations need to be sure they focus on initiatives that have a positive influence on employee perceptions of diversity within the ranks of senior managers and non-managers alike. It also suggests that organizational interventions that affect employee attitudes towards diversity may also affect or at least be related to attitudes towards firm performance Hammer et al (2008)

Ongori (2009) carried out a study on organizational conflict and its effects on organizational performance using survey design method and a sample size of 130 managers across government department, parastatal and private companies in Gaborone, found that conflict is an integral part of organizational life and that the major cause of organizational conflict is limited resources.

Nnabuife (2009) carried out an empirical study to assess industrial conflict and management in the local government system in Nigeria with particular reference to Anambra State. Adopting a descriptive research method and using key officials of local government system of Anambra State, the study revealed that organizational frame work for management of conflict and grievance is poor; That leadership ineffectiveness results always to dispute and strike actions. Another factor that lightens labour conflict in the local government system is low participation of employees in taking key decisions especially in matters affecting them.



Argyris (2017) opine that performance in business means the extent to which an objective has been or is being met. Performance refers to the degree to which organizations goals are achieved. Efficiency is measured from conflicts – efficiency and effectiveness. According to Agryis (2017), three importance concepts are defined as foundational to organizational performance infrastructure namely performance measure, performance measurement and performance management. Performance Measurement Initiative opines that “performance measure is designed to measure organizational systems and are derived from operational guideline or standards”. When these standards are defined into specific measurable elements they provide for an organization meter to measure the quality of its operation.

Carsten et al (2008) categorized organizational performance measure into four; **process measure** which quantifies specific operational system of an organizational based scientific evidence of efficacy or effectiveness. **Outcome measure** quantified outcomes or results so as to compare it to set standards. **Balancing measure** ensures that changes to improve one part of the system are not causing new problems in other parts of the system. It also examines other part of the system to ensure that improvements in one area have no unexpected consequences in another. **Structure measure-** quantifies features of organizational structure and its relevant capacity to deliver results.

## 2.16: SUMMARY OF REVIEW OF RELATED LITERATURE

We have conducted a comprehensive review of the conflict and organizational performance literature wherein conflict management and organizational performance is a part of while the thesis is focused on the context of organizational conflict, diversity, conflict handling and solution, workplace behavior, contract and conflict management styles, the review also included conflict literature on work teams and groups. We started by renewing the conceptual and historical perspective of organizational conflict and we presented it as a history of tension and change. Tension created by the human capacity to resist structural constraints and strive for a more congenial organizational environment, Brehm et al, (2004).

Next we review organizational conflict and the rise of the factory system of production during the early stage of industrial capitalist development in Europe and America presaged the beginning of organizational conflict.

We also reviewed organizational conflict and scientific management which was viewed as one of the first and best known attempts to deal systematically and comprehensively with the problem of labour control and recalcitrance as according to factory owners much of the conflict and tension at the turn of the century and residual discretion given to factory workers provided inefficiency relatively low rate of productivity.

Next we reviewed the nature of conflict where we defined among other definitions conflict as a process where one party perceives rightly or wrongly that another party in opposing the first party’s interest and therefore about to cause harm to it, Nnabuife (2009). We also stated that conflict can involve two parties and can arise in numerous contexts, on numerous levels and over numerous issue. Four dimensions of conflict were also identified namely actors, the resource, the stake and the stage (time dimensions). Next was the definition of organization conflict as a state of discord caused by the actual or perceived opposition of needs, values and interest between people working together. We also identified the three basic and seven types of conflict. Next, we

also classified the different types of conflicts with cognitive, i.e. task-related conflict or affective conflict i.e. emotional disagreement from personalized incompatibility or clashes.

Next we presented the different cause of organizational conflict which includes group interdependence, difference in goal, interpersonal dynamics, poor planning etc. Next we review the effects of conflict in their cognitive and affective dimensions, i.e. double edge dimension and outlined different conflict outcomes in specific dimensions.

Next we reviewed was modes of expressing conflict which according to Amason et al, (2017) include icy stares, avoidance of eye to eye contact, lack or no cohesion, low or no productivity, wasting of resources, high absenteeism, labour turnover, accident rates, sabotage to employers equipment and properties etc. Next that was reviewed was the different theories of conflict and perspective of conflict theory from the classical, social liberal and modern theories and approaches. We also presented and reviewed such other theories relevant to this study like the behavioural theory of the firm, the upper Echelons theory, the complexity theories, the performance theory and organizational performance theory. Next, we also reviewed the different concepts of diversity, work place behavior, conflict handling and contract and their effects on organizational performance.

We also reviewed conflict resolution and we stated conflict resolution is a process by which two or more conflicting parties improve their solution by cooperative action Chandraskhan (2007) we also presented the different methods of conflict resolution and the models of resolving conflict as presented by Baron (2011), Jehn et al, (2009) and Tjosvold (2013).

Next we reviewed Managing Organisational Conflict and we presented the definition of Rahim (2004) which views conflict management as designing effective macro level strategies to minimize the dysfunction of conflict and enhancing the constructive functions of conflict in order to enhance learning and effectiveness in an organization. We presented a model of managing conflict by Boron (2011) and Nnabuife's (2009) comprehensive methods of managing both interpersonal and intergroup conflict namely (1) Conflict resolution (2) conflict reduction (3) conflict stimulation (4) regulating line and staff relationship and (5) negotiation. We also presented the views of Hammer (2008) on management of organizational conflict where observes organizational conflict as an iceberg with three levels, above the iceberg is the organization, in the middle is the interpersonal and at the bottom is the individual. He stated the mode of expressing conflict are normally visible signs but there are lots more going on beneath the surface, within the organization, between and within teams and within individuals. Therefore any frame discussion about how to creatively manage conflicts in the organization must be analyzed from these levels and layers of the iceberg.

Finally, empirical studies of conflicts on cognitive, affective, diversity and organizational that has internal and external content were presented and reviewed. Emerging conflicts can have many causes and many different factors may foster or impede solutions to conflict. Either way, organizational existence and operational performance is always affected. While there is general agreement that conflict handling should strive for efficient solution without losers (Win-Win Solution), the fact is that such outcomes are often not feasible. Such infeasibility may be due objective shortcoming such as reduced opportunity sets, lack of information or information symmetry.

Also efficient solutions may be impeded by more subjective and psychological elements such as lack of knowledge, the perceived unfairness of procedures and solution, self-serving biases or

more bounded rationality. Guetzkow et al (2004) opine that behavioural and psychological factors are important determinants of outcomes in social interaction but their real economic effects are still largely unknown. This calls for caution concerning the most successful conflict handling methods and solutions (including procedures and outcomes) that can fruitfully be implemented to ensure group cohesion and organizational effectiveness. Conflict handling competencies are both important and urgent because organizations increasingly depend on such core competencies to achieve their goals. This calls for the What, Who, Where, When and How in conflict handling and solution.

**WHAT?** What is the purpose of the conflict handling? Why should it be carried out? What happens if this is not done? Is every part of the activity or detail involved in the conflict handling and solution necessary and why.

**WHO?** Who does the handling, why does this person do it? Who could do it better? Could a person or group with less skill and training do it (if conflict management is properly and suitably instituted and arranged in the organization)

**WHERE?** Where is the conflict managed? Why is it done there? Could it be done somewhere else more economically? Is it possible that the conflict could be better managed if isolated from the work environment to reduce tension between parties involved and stability to people not connected with the conflict directly.

**WHEN?** When is it good to handle conflict? Why should it be done then? Would it be better to do it at other time?

**HOW?** How is the conflict handled? Why is it done this way?

The what, who, where, when and how conflict it is believed was designed to simplify the conflict handling process, ensure efficiency and appropriateness in handling conflict, strive for desirable, fruitful and efficient solutions that fosters organizational existence and effectiveness.

### **THE MAJOR GAPS**

Several studies and efforts on conflict management and organizational performance exist but none portray the effects of conflict on processes, structuring, employee, and performance within and between individuals, groups and organizations. These studies on the subject matter hitherto were so shallow or self-serving depending on the purpose, objective and use of the researchers.

A comprehensive review of existing literature has been able to explore the impact of the level of conflict, diversity, personality clash and power struggle, conflicting goals and role definition and psychological contract on organizational performance. This study therefore examines these gaps from the lense of conflict management and their attendants impact on organizational performance of companies in Nigeria especially those in South East, Nigeria. Before now diversity, psychological contract and decision making have not been explicitly and empirically investigated as major causes of conflict in the context of the Nigerian manufacturing sector especially those in South East, Nigeria.

More importantly, Duke (2009) and Carsten et al (2010) noted that organizational conflict can be functional and dysfunctional without showing how and the link between conflict and firm performance. Other studies before now perceived and portrayed the manner and extent organizational conflict can assume without advancing their implication as tool to influence organizational goals. Nonetheless, most studies on subject matter dwelt on the service sector none has to the best of the researcher's knowledge has been carried out in the context of the Nigerian manufacturing sector especially as it relates to companies in South East, Nigeria.

## **RESEARCH METHODOLOGY**

### **3.1 Overview**

The major objective of this proposed study is to assess the impact of conflict management on organizational performance of companies in the South East Nigeria. This calls for a research methodology that clearly specify and cover issues such as research design, nature and sources of data, population of study, sample size determination, tools for data analysis validity and reliability of research instruments etc. will be covered.

### **3.2 RESEARCH DESIGN:**

Looking at the nature of this study and after considering the various types of design, the survey research design method will be adopted. This method involves the systematic gathering of data directly from the respondent through the use of questionnaire or oral interview or a combination of the two for the purpose of understanding some aspects of population of interest Nnabuife, (2009). This field survey design is considered appropriate for the following reasons

1. It can be used in situations where facts or data for a study must be collected from respondents scattered at different location.
2. Data gathered from a sample of the target population will be used to predict certain characteristics of the population.

### **3.3 AREA OF STUDY**

The area of study of this work is the South East zone of Nigeria. This zone is made up of five (5) states namely, Abia, Anambra, Ebonyi, Enugu and Imo state.

### **3.4 SOURCES OF DATA**

The study will make both use of primary and secondary sources of data

- i. Primary Data
  - a. *Oral Interview*
  - b. *Questionnaire*
- ii. Secondary data: This will involve
  - a. *Journals*
  - b. *Magazines*
  - c. *Statistical Bulletin*
  - d. *Libraries*
  - e. *Internet etc*

### **3.5. POPULATION OF THE STUDY**

This is a study of the Nigerian manufacturing organizations across five sub sectors in the South East. Except perhaps where the population is very small, it is usually very difficult to thoroughly cover an entire population in a study. In the light of the above the study will be narrowed down through stratified random sampling to arrive at a sample and population that is representative of the chosen subsector.

### **3.6 SAMPLE SIZE DETERMINATION:**

Since the population of the proposed study is not yet determined, there is no way to know the sample size. Nevertheless, based on the already existing techniques of determining a sample size from the population of the study namely the Freud and Wiliams (1984) formular and the Taro Yamane formulae

Freud and Williams Formular (1984) is given by

$$\frac{(Z^2 \times PQ)}{e^2}$$

Taro Yamane (1964) formular is given by

$$n = \frac{N}{1 + N(e)^2}$$

### 3.7 MODE OF DATA COLLECTION

The primary data for this study will be generated through the use of oral interview and questionnaires that will be specifically designed to elicit information and clarification from respondents for this study.

### 3.8 METHOD OF PRESENTATION AND DATA ANALYSIS

The data collected for this study will be presented in manner that will be generally reader's friendly such that aid and ease comprehension of data. This will involve the use of tables, bar charts, pie charts, frequency distributions. The data so presented will be subjected to detailed statistical analysis. To that extent, three statistical tools will be used to test the six hypotheses posited by this study. The product moment correlation coefficient will be used to test hypotheses 1 and 3, the significance of r will tested using the t statistic.

Analysis of variance(ANOVA) will be used to test hypotheses 2 and 6. The test of the significance of the F VALUE will be determined by the correlation ratio (cE). The Lambda( $\lambda$ ) statistic will be used to test hypotheses 4 and 5. The quality of Lambda will improved by conducting the Asymmetry of Lambda( $\lambda_a$ ).

### 3.9. VALIDITY AND RELIABILITY OF INSTRUMENTS

Validity in research refers to the degree to which an instrument measures what it was intended to measure. There are about four types namely, face validity, content validity, criterion validity and construct validity. To ensure the questionnaire designed is well written and rid of unnecessary verbosity and ambiguity, the content validity will be tested.

Reliability of an instrument refers the ability of the measuring object to return the same result whenever subsequently used. To ensure internal consistency. There are about four types of reliability test namely test – retest, split half, kinder Richardson (r) formular and alternate form reliability method. The method to be adopted in this study will be either test-retest or split half.

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