

EFFECTS OF GOOD HUMAN RELATIONS IN RESOLVING ORGANISATIONAL CONFLICT

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Abstract

The history of conflict in human society is as old as human history itself. It forms part of human existence and an essential phenomenon which man must contend with, and which made it necessary for man to devise measures of dealing with it. The consequences of conflicts are multifarious. The task of managing them is not an easy one. It requires understanding the nature of such consequences and the basic principles and skills needed to manage them. This study focuses on the effect of good human relations in resolving conflict in an organisation. Conflict management involves implementing strategies to limit the negative aspect of conflict and to increase the positive aspect of conflict at a level equal but higher than where the conflict is taking place. The major aim of the study is to analyse the effect that conflict has on good human relations and its management for attainment of productivity in an organisation. The study x-rays the different theories of conflict and also considers how to manage consequences of conflict, the various strategies to be used. The different ways of resolving conflict are mediation, negotiation, arbitration, conciliation and other methods outside the realm of a court, otherwise known as alternative dispute resolution (ADR). A sample of 100 respondents in the selected firm were studied. The study consist of two stated hypothesis. Data analysis was done using simple percentage and chi-square statistical tool used to test the formulated hypothesis. The findings of the study revealed that management has to make necessary adjustments to accommodate conflict in "their organisations and that organisations should aim at preventing violent conflict since efforts towards the prevention of violent conflict is better than managing its consequences and recommendation put forward for more effective utilization of the approaches, management, transformation of conflict and the attainment of peace.

Keywords: Effect of Good Human Relation, Resolving Conflict, Organizational Goals and Objectives.

INTRODUCTION

Human interactions and relations at family, community, national or international levels are not always conducted on the basis of goodwill. Conflict often arises which affects the relationship, either for better, or for worse, depending on the nature, cause, and those involved in the conflicts.

Since conflicts is inevitable in organisation, effective human relations therefore play an important role in an organisation for it enhances human resources department to plan, control, delegate and design effectively in order that the organisational goals and objectives are achieved without any form of hindrance. Having recognized the fact that conflict is inevitable to the organisation, which sometimes function by means of adjustments and compromises among competitive elements, the human resources department in any establishment therefore makes better use of the different available skills and techniques to avert conflict (Woods, 2000).

According to Armstrong (2005), "conflict arise when there is change, because it may be seen as a threat to be challenged or restricted, or when there is frustration which may produce an aggressive reaction,

fight rather than flight". Ifado (2004) states that 70% of both the private and public organisation in Nigeria have human conflict due to mismanagement of the human resources department, employment of personnel who are not capable, misallocation of duties or schedules.

Since organisational development and productivity is a serious concern with attempt to improve the overall performance, then an effective human relation is needed to assist all to achieve such target in any establishment. The international journal of language and communication studies vol.3 No.1 and 2 states that "having recognised the reality of living with conflict in day-to-day activities, man has no alternative but to devise a means of resolving it or at least manage it, whenever, wherever and whatever level of human interaction it appears, before it leads to permanent breakdown of the relationship". The failure of an organisation to ensure that conflict is managed or averted, it will reduce the staff morale and will thus encourage high labour turnover which will in turn affect the quality and output of work.

STATEMENT OF THE PROBLEM

Conflict arises from the pursuit of divergent interests, goals and aspirations by individuals or groups in defined social and physical environment. This problem of organisation may be as a result of the human resources personnel which many a times employ wrong hands and this thus results to conflict from the employees in the firm. And if a conflict is not handled in an effective way and it is allowed to degenerate into a protracted crisis in nature. In addition, the level of conflict present in an organisation has important implications for organisational performance. It becomes imperative to devise measures in order to minimize conflict in an organisation. The broad objective of this study is to examine the effect of good human relation in resolving organizational conflicts. This study was also set out to achieve the following specific objectives:

- 1) To examine how organisational conflict affects the goals and objectives of the firm
- 2) To determine the possible strategies that could enhance effective human relation management in resolving conflict.

HYPOTHESES

For the purpose of this study, the following null hypotheses are considered relevant.

Ho :Organisational conflicts have no significant effect on the goals and objectives of the firm

Ho: There are no possible strategies to enhance effective human relations management in resolving conflict.

CONCEPTUAL FRAMEWORK

Effective good human relation is a major influence on the efficiency of the workforce and level of organisational performance and effectiveness in any organisation whether public or private sector of the economy.

The human relations approach has generated series of writing and research not only from others seeking to establish the validity, or actualize their ideas. For this fact, Agholor (2000) broadly defines human relations as the relationship between the practices and policies of the organisation and its staff, and the behaviour of work group. It therefore shows that human relations is closely associated with institutions and rules relating to employment and in particular activities of trade unions and their officials. In that case, the nature and concept of good human relation policies can be influenced in the following ways;

- a) The nature and type of organisation
- b) The structures and methods of operations
- c) Arrangement for collective bargaining procedure in an organisation
- d) The philosophy of top management and their attitudes towards the management of human relations.
- e) The preferences of the parties involved for freedom of action from outside influence.

Ezigbo (2007) states that conflict is a natural disagreement resulting from individual or group that differs in attitudes, beliefs, values or needs but the differences perceived resulting to some form of interference. And the potential for conflict exist whenever and wherever people have contact. Conflicts is therefore part of organisational life.

Osio (2011), views conflict as the inability of those parties involved not being able to reach agreement on any issue connected with the object of employer or employee's interaction. Whether or not this inability results in strikes or lock out or other forms of protestation. "Conflict" also is the interaction of independent parties who perceive incompatible goals (interests, aspirations, positions) and interference from each other in achieving those goals" (Oregon State University, 2000). According to Lattimore,

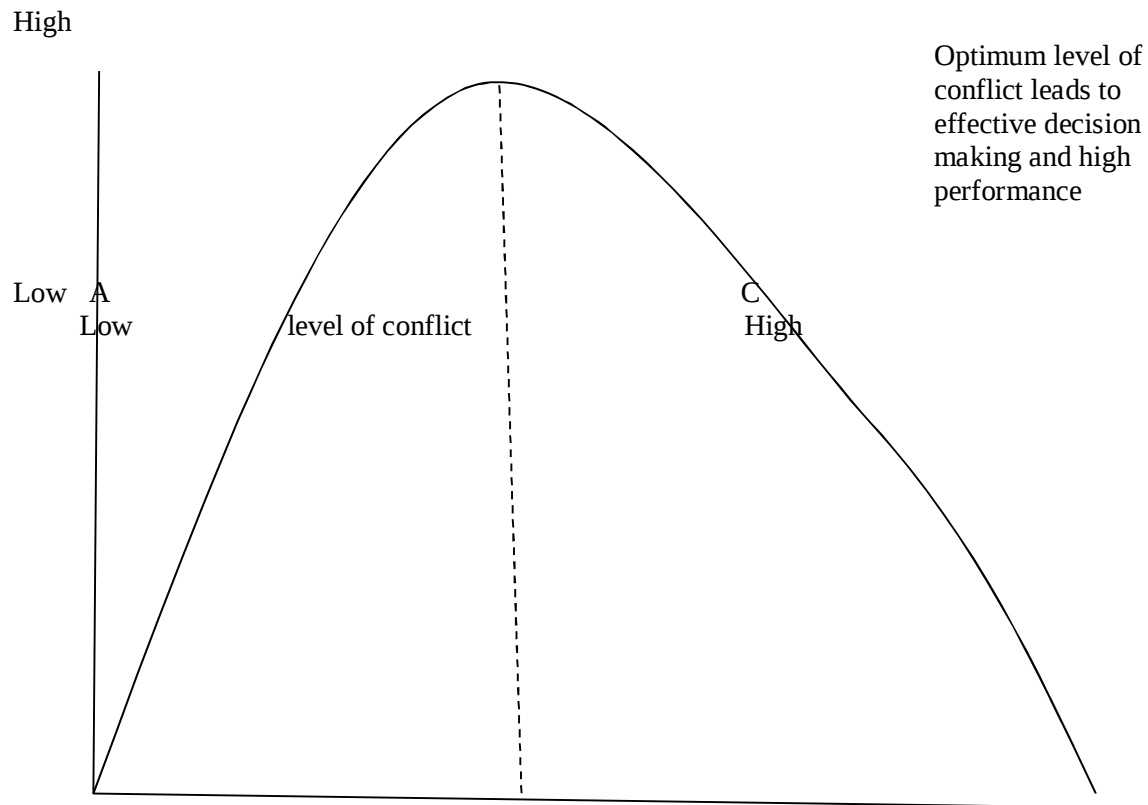
Baskin, Heiman, Toth and Van Leuven (2004), asserted that conflict is just one of many states a relationship can take and it involves an individual or group actively opposing another owing to differences in values or group. The forum for African Affairs, [the forum] on the other hand sees conflict as "present when two or more parties perceive that their interest are incompatible, express hostile attitudes, or pursue their interest through actions that damage the other parties". These parties may be individuals, small or large groups, and countries. Interests can diverge in many ways;

1. Over-resources - territory, money, energy sources, food and how they should be distributed
2. Over-power - how control and participation in political decision making are allocated
3. Over-identity - concerning the cultural, social and political, communities to which people feel tied.
4. Over-status, whether people believe they are treated with respect and dignity and whether their traditions and social positions are respected
5. Over-values, particularly those embodied in systems of government, religion or ideology.

Fajana (2005), opines that conflict is perceived incompatible differences, resulting to some form of interference or opposition. According to Mehta (2003), conflict emerges whenever two or more persons or groups seeks to possess the same object, occupy the same space or the same exclusive position and play incompatible roles or goals or undertake mutually incompatible means for achieving their purposes. However, conflicts become manifest when those unacknowledged contrary interest become conscious and voiced.

Gareth, et al (2000), opines that organisational 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 each others attempts to achieve their objectives. Armstrong (2009), views organisational conflict as the differences in opinion between two persons or groups working as employees in the organisation. It therefore follows that it is expected that a healthy organisational climate should reflect complete harmony in working relationships and loyalty and common commitment to goals and objectives of the organisation. organisational conflict also can exist between departments and divisions that compete for resources or even between managers who may be competing for promotion to the next level in the organisational hierarchy.

It is therefore necessary that managers develop the necessary strategies in other to manage conflict effectively. In addition, the level of conflict present in an organisation has implications on organisational performance. The diagram illustrates the relationship between organisational conflict and performance. A point A, there is little or no conflict in an organisational performance suffers. Lack of conflict in an organisation often signals that managers emphasize conformity at the expense of new ideas, are resistant to change, and strive for agreement rather than effective decision making. As the level of conflict increases from point A to point B, organisational effectiveness is likely to increase. As the level of conflict increase from point B to point C conflict escalates to the point where organisational performance suffers.



Too little conflict
causes performance
to suffer

Too much conflict
causes performance
to suffer

The effect of conflict on organisational performance.

Source: Contemporary management (2000)

Human relations views conflict as a natural and inevitable outcome in any organisation and that it need not to be evil but rather has the potential to be a positive force in contributing to organisational performance. This human reach rationalized the existence of conflict that it cannot be eliminated and there are times when it may even benefit the organisation.

Theories of conflict

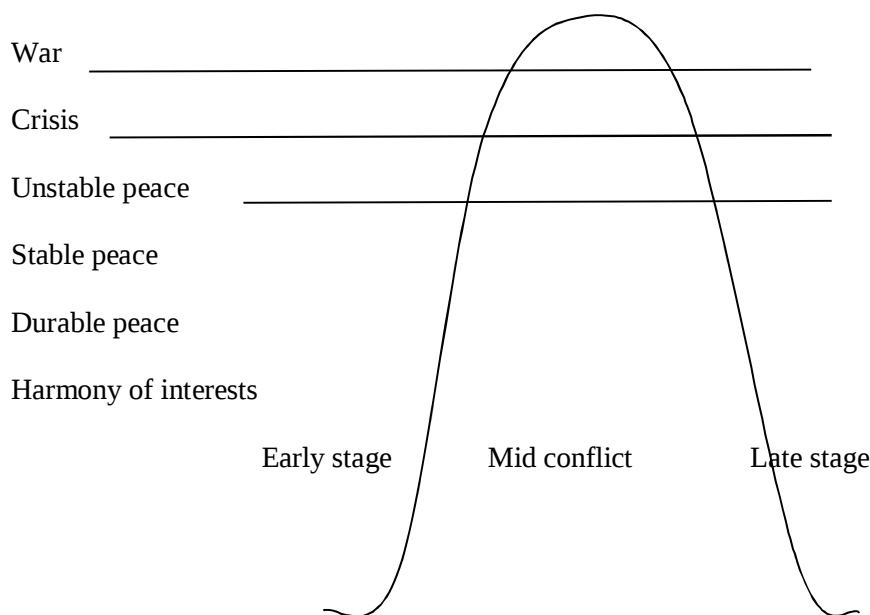
Some of these theories are;

- Realist theory of conflict:
Realism or realist theory looks at conflict from the purview of "inherency", and thus traces the root of conflict to a flaw on human nature, which is seen to be selfish and engaging in the pursuit of personalized self-interest defined as power.
This theory has three(3) components parts; descriptive realism which sees the world as an arena of conflict; explanatory realism which push mankind into behaving negatively and that wars become inevitable because there is no mechanism to stop them from occurring; and prescriptive realism which builds on the argument of descriptive and explanatory realism to say that decision makers (individuals, groups or nations) have a moral justification to defend their basic interests and ensure self- preservation using any means necessary (Andrew et al, 2008) .
- Structural conflict theory:

The central argument of the structural conflict theory is that conflict is built into the particular ways societies are established/structured and organized. The theory looks at social problems like political and economic exclusion, injustice, poverty, disease, exploitation, inequality etc as source of conflict (Faleti, 2000) .

- **Systematic theory of conflict:**
This theory provides a socio-structural explanation for the emergence of violent social conflict. The position of the theory, Faleti (2000) noted, is that reason(s) for any social conflict lies in the social context within which it occurs .
- **Relational theory of conflict:**
This theory tends to provide explanations for violent conflicts between groups by exploring sociological, economical, political and historical relationship between such groups. Thus, the belief here is that cultural value differences as well as group interest all influence relationships between individual and groups in different ways.

The diagram below shows the life cycle of conflict.

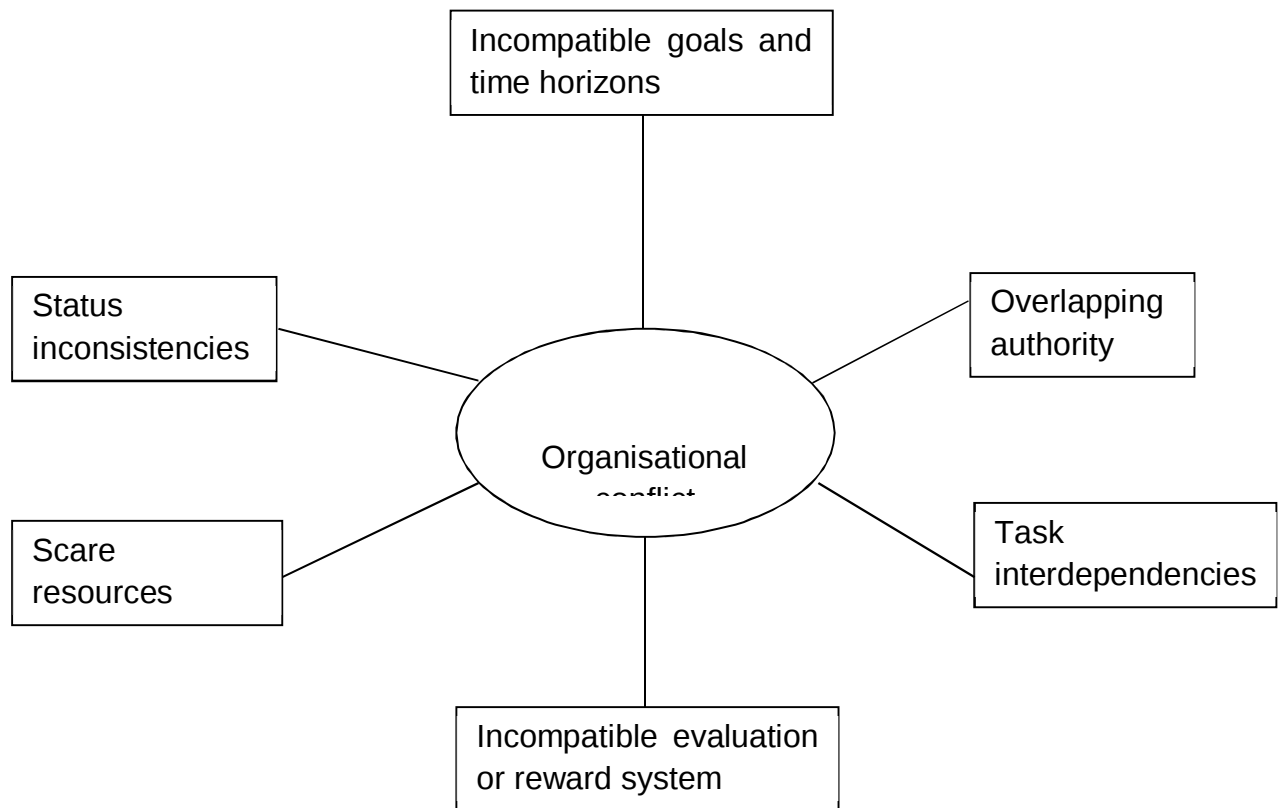


Source: Conflict prevention Forum (2003)

- **Frustration - aggression theory:**
This theory sees conflict (aggression) as stemming up from the inability (frustration) to fulfill basic needs. The main explanation of this theory is that aggression is not just undertaken as a natural reaction of instinct, but is a reaction arising from the disappointment of one's legitimate desires being denied either directly or indirectly (Andrew et al, 2008).

‘SOURCES OF CONFLICT

Conflict in organisations springs from variety of sources, In the course of this work, some of the sources according Gareth et al, (2000) includes;



Source: Contemporary Management (2000)

- Incompatible goals and time horizons: Managerial activity is organizing people and tasks into departments and divisions to accomplish an organisation's goals. Almost inevitably, this grouping results in the creation of departments and divisions that have incompatible goals and time horizons, and the results can be conflict.
- Overlapping authority: When two or more managers, departments or function claim authority for the same activities or tasks, conflict is likely .
- Tasks interdependencies: Whenever individuals, groups, teams or departments are interdependent, the potential for conflict exists. Managers of marketing and production for instance, with differing goals and time horizons come into conflict precisely because the departments are interdependent.
- Incompatible evaluation or reward systems: The way in which interdependent groups, teams or departments are evaluated and rewarded can be another source of conflict.
- Scarce resources: Management is the process of acquiring, developing, protecting, and utilizing the resources that allows an organisation to be efficient and effective. When resources are scarce, management is all the more difficult and conflict is likely.
- Status inconsistencies: The fact that some individuals, groups, teams or departments within an organisation are more highly regarded than others in the organisation can also create conflict.

According to Osio (2011), there are several causes of conflict which includes;

- a) Economic causes: this maintains that labour unions are in business and attempt to maximize the way gain of their members.

- b) Job security: the desires of the workers to protect the condition of their work in long term wage gains.
- c) Class welfare: this attributes workers conflict to the fact the working classes suffer from systematic exploitation at the hands of capitalist.
- d) Political causes: the conflict between unions and management over the recognition of unions and collective bargaining.
- e) The basic dissatisfaction among leaders to the breakdown of primary group among workers and lack of communication and understanding between management and workers.

EFFECTS OF GOOD HUMAN RELATIONS IN ORGANISATIONAL CONFLICT

For a fact that conflict is a natural ingredient in every organisation, it is not the same as discomfort. The conflict is not the problem; poor management of the conflict is the problem. And it is subjected to both negative effects or challenges when it;

- ✓ Hampers productivity
- ✓ Lowers morale
- ✓ Causes more and continued conflicts.
- ✓ Causes inappropriate behaviours
- ✓ Disrupt normal channel of cooperation
- ✓ Leads to alliance with other groups
- ✓ Increases tension within or between groups
- ✓ Weaken or destroy a group
- ✓ Leads to violet
- ✓ Lack of effective good human relations

However, conflict can be very positive, if it is dealt with openly for it strengthen the work unit by correcting problems. At times, conflict can be harmful but serve some potentially positive functions, depending upon the type of group within and could have positive effects on groups and below are some of these positive effects;

- Improves the quality of decisions
- Stimulates involvement in the discussion
- Builds group cohesion and solidarity within a group
- Strengthen group boundaries
- Help gain recognition
- Increases unity as it results in restructuring of a group
- Aids in the formation of a new group
- Stimulates a search for new facts or resolution
- Demonstrates measures of power or ability

Source: Essentials of Human Capital Management (2013).

STRATEGIES FOR MANAGING CONFLICT

Gareth et al (2000) states that "if an organisation is to achieve its goals, managers must be able to resolve conflicts in a functional manner.

- ✓ Functional conflict resolution: means that the conflict is settled by a compromise or by collaboration between the parties in conflict
- ✓ Compromise: is possible when each party is concerned about its own goal accomplishment and the goal accomplishment of the other party and is willing to engage in a give-and-exchange and to make concessions until a reasonable resolution of the conflict is reached .
- ✓ Collaboration: is a way of handling conflict in which the parties to a conflict try to satisfy their goals without making any concessions and instead come up with a way to resolve their differences that leaves them both better off.

According to Gathn and Kepner (2009). the following are also strategies for managing conflict.

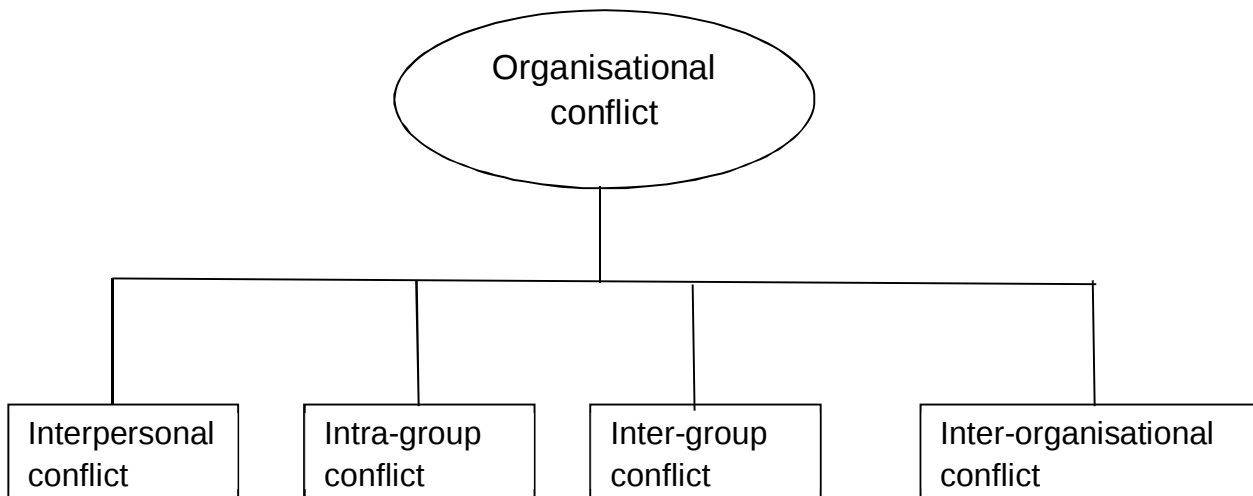
- Styles: conflict handling behaviour style (such as competition. collaboration. compromise) may be suitably encouraged. depending upon the situation.
- Improving organisation practices: after identifying the reasons for the conflict situation. suitable organisational practices can be used to resolve conflict including;
 - a. Establishing super-ordinate goals
 - b. Reducing vagueness
 - c. Minimizing authority and domain-related disputes
 - d. Improving policies, procedures and rules
 - e. Changing reward system
 - f. Movement of personnels
 - g. Altering communication
 - h. Re-appointing existing resources or adding new
- Special roles and structure: a manager has to;
 - a. Initiate structural changes needed including re-location or
 - b. merging of specialized unit
 - c. Shoulder liaison functions and
 - d. Act as an integrator to resolve conflict
- Confrontation techniques: aim at finding a mutually acceptable and enduring solution through collaboration and compromise. International journal of language and communication studies vol.3, No.1 and 2 suggests that the following can be used to manage conflict.
- Avoidance: some people choose to confront conflict by engaging in conflict avoidance by simply putting up with the status quo, no matter how unpleasant the issue is. Pretending it is not there or ignore it. Use this approach only when it is simply not worth the effort to argue or when the issue is trivial and other issues are more pressing.
- Accommodation: a person who attempts to manage conflict through conflict accommodation puts the other persons needs ahead of his or her own, thereby giving in. In this situation, the accommodator often feels like the "good person" for having given the other person his or her own way. Accommodators tend to be people who have little self-respect and try to earn praise by being nice to everyone and the use of this approach is very sparingly and infrequently.
- Smoothing over: the goal of conflict smoothing over is to preserve the image that everything is ok above all else. Through smoothing over, people sometimes get what they want. Ass with avoidance and accommodation, smoothing over can occasionally be useful. Smoothing over does not solve the conflict, it just pushes it aside. It may very well recur in the future.

Those who use this technique as their normal means of confronting conflict often come from backgrounds in which the idea was stressed that being nice was the best way to be liked and popular. And being liked and popular was more important than satisfying your needs.
- Compromise: is a situation when you can engage in natural give and take. This approach is used when the goals is to get part the issue and move on together to avoid distractive power struggles .
- Competition/Aggression: the main element in conflict competition is power! You can compete with others by working to get your way rather than clarifying and addressing the issue.
- Integration/Assertion: communicators who handle their conflict through conflict integration are concerned about their own needs as well as those of the other person. Integrators keep in mind that both parties can participate in a win-win resolution.

Thus, the most important aspect of integration is the realization that the relationship, the value of self-worth, as well as the issue is important. For this reason, integrative solutions often involve a good deal of time and energy.

TYPES OF CONFLICT

There are several types of conflict in organisations; interpersonal, intra-group, inter-group and inter-organisational conflicts (Gareth, et al, 2000).



Source: Contemporary management, 2000

Understanding how these types of conflict differ can help managers to deal with conflict.

- Interpersonal conflict: is conflict between individual members of an organisation, occurring because of differences in their goals and values.
- Inter-group conflict: is conflict that occurs between groups, teams, or department
- Inter-organisational conflict: is conflict that arises across organisations.

LEVELS OF CONFLICT

As with all heightening of emotions, conflict develops sequentially and can be understood by examining the levels it travels through. These includes:

Level 1 - no conflict: at this stage, the individuals face no key differences in goals.

Level 2 - latent conflict: one person senses a problem and believes that goal difference exists. Yet, the other gives no sign of noticing such differences, or tries to deny that differences exist.

Level 3 - problems to solve: the people express concerns that focus on interests. They choose to confront the problem and take the courage to face the risks associated with that confrontation. The goals do not include personal attacks that move the conflict toward a destructive orientation.

Level 4 - dispute: there is a problem to solve that carries with it a needs-centered conflict. The individual's fight about issues but insert frequent personal attacks that move the conflict toward a destructive orientation.

Level 5 - help: when the people can no longer manage their dispute because they've gotten out of control, they often seek help. The help can be from friends, relatives, or a professional such as mental health professional, conciliator, mediator, arbitrator or adjudicator.

Level 6 - fight or flight: if the help fails, or the parties become so angry that they don't think of asking for help, they either move against and try to defeat or destroy one another, such as in declaring war, or they try to escape from situations. It is at the fight stage that physical and verbal aggression, battering or murder may take place. At the flight stage, getting divorced or quitting a job may be the chosen action.

Level 7 - intractability: when people remain at the fight-or-flight level for a long period of time, sustaining the conflict becomes more important than resolving it, that is, the conflict gains a life of its own.

CONFLICT RESOLUTION IN AN ORGANISATION

Conflict management may be perceived as a wider concept involving conflict resolution and transformation when necessitated and it is more of a long-term arrangement involving institutionalized provisions

and regulative procedures for dealing with conflicts whenever they occur (Otiite and Albert, 2001). However, underlist are some methods in which conflict can be resolved when it occurs.

- a. Conciliation: A process where the parties with the assistance of independent third person (conciliator) reconciling parties to reach an agreement by identifying the issues and developing different options and alternatives in an attempt to resolve the disputes. It is a peace making services in which the conciliator helps the [arties to reach thier own decision.
- b. Arbitration: These a prcedure for settlement of disputes, under which the parties agree to be bound by the decision of the arbitrator whose decision in general is final and legally binding on the parties (Ojielo, 2001).

Arbitration as a way of resolving conflict could be applied not only on conflict related to family, community or nation but also on international conflict, because according to international law commission, arbitration unlike the conciliation marks the beginning of the judicial processes for settling disputes. Therefore, arbitration simply denotes inviting a third party by parties in disputes to make decision for them. The third party is trusted and respected by the disputing parties and are ready to accept his decision without reservation, in order to resolve a conflict.

- c. Mediation: The process whereby an independent and impartial person who by agreement of the parties to a dispute, works with the parties to help them in identifying, underlying and have common interests. The mediation process is confidential although the outcome may become public. Mediators act only in an advisory body having no authority on decision making and as such cannot impose settlement on the conflicting parties (Eruteya and Omogbiya, 2013).
- d. Collective bargaining: Is the process by which a group of employees and their management/employer, often with the involvement of trade union and employee federations, attempt to reach an agreement about condition of employment.
- e. Negotiation: Is a method of conflict resolution in which the parties in conflict consider various alternative way to allocate resources to each order to reach a soultion. It ia dialogue process between parties to reach an agreement without the assistance of the third party. There are two types of negotiation namely; distributive and integrative bargaining negotiation.
 - ❖ Distributive negotiation: the parties percieved that they have a “fixed pie” of resources that they need to divide up. They take a competitive, adversarial stance. The parties see no need to interact with other in the future and do not care if thier interpersonal relationship is damaged or destroyed by thier competitive negotiations (Gareth, et al, 2000).
 - ❖ Integrative bargaining: the parties percieved that they might be able to increase the resource pie by trying to come up with a creative solution to the conflict. They do not view the conflict competitively, as a win-or-lose solution, instead, they view it cooperatively as a win-win situation in which all parties can gain. There are five negotiation strategies that managers in organisation can rely on;
 - Emphasize super-ordinate goals: super-ordinate goals are goals that all parties agree to regardless of the source of thier conflict. Super-ordinate goals help parties in conflict to keep in mind the big picture and the fact that they are working toghether fro a larger purpose or goal despite thier disagreements.
 - Focus on the problem, not the people: people who are in conflict may not be able to resist the temptation to focus on the shortcomings and weakness of the other party or parties, thereby personalizing the conflict. All parties to a conflict need to keep focused on the problem or on the source of conflict and avoid the temptation to discredit each other.
 - Focus on interests, not demands: demands are what a person wants, interests are why the person want them. When two people are in conflict, it is unlike that the demands of both can be met. The underlying interests, however can be met, and meeting them is what integrative bargaining is all about.
 - Create new options for joint gain: once the parties to conflict focus on their interests, they are on the road toward achieving creative solutions that will benefit them all.

- Focus on what is fair: focusing on what is fair is consistent with the principle of distributive justice, which emphasizes the fair distribution of outcomes based on the meaningful contributions that people make to organisations.

METHODOLOGY

The target population of the study include the entire employees both manangement and non management staff in Setraco Construction Company, Ughelli - Delta State, Nigeria. The study adopted the random sampling technique and Taro Yamens formula was used to determine the sample size of 100. The hypothesis were tested at 0.05 level of significance using the descriptive statistical techniques such as simple percentage and chi-square so as to determine whether to accept or reject the null hypothesis.

DATA ANALYSIS/INTERPRETATION

A total of 100 questionnaires were distributed but only 80 representing 80% wewe retrived.

Table 1.1: Organisational conflict does not have significant effect on the goals and objectives of the firm.

Options	Response	Percentage
Yes	60	75
No	15	18.75
Others	5	6.25
Total	80	100

Source: Field study, 2016

From the table, 60 respondents representing 75% responded positively. 15 respondents representing 18.75% responded negatively, while 5 respondents representing 6.25% were undecided with this view.

Table1.2: There are no possible strategies that can enhance effective human relations management in resolving conflict.

Options	Response	Percentage
Compromising	40	50
Collaboration	20	25
Confrontation	15	18.75
Others	5	6.25
Total	80	100

Source: Field study, 2016

The above table shows 40(50%) answered that compromising, 20(25%) ticked collaboration, 15(18.75%) answered that confrontation is a strategies that can be used to curb organisational conflict and 5(6.25%) ticked others. This therefore suggests that there are possible strategies that can be used to manage conflict.

TESTING OF HYPOTHESIS

The hypotheses formulated were tested by using chi-square method

Hypothesis 1

Ho: Organisational conflict does not have any significant effect on the goals and objectives of the firm.

Table 1.3

Response	Managerial staff	Non-managerial staff	Total
Yes	20	25	45
No	15	5	20
Others	11	4	15
Total	46	34	80

Source: Field survey, 2016

Expected = $\frac{\text{total row} \times \text{total column}}{\text{Grand total}}$

$$R1 = \frac{46 \times 45}{80} = 25.87$$

$$\frac{34 \times 45}{80} = 19.125$$

$$R2 = \frac{46 \times 20}{80} = 11.5$$

$$\frac{34 \times 20}{80} = 8.5$$

$$R3 = \frac{46 \times 15}{80} = 8.63$$

$$\frac{34 \times 15}{80} = 6.38$$

Calculation of Chi-Square Statistical analysis

O	E	O - E	(O - E) ²	$\frac{(O - E)^2}{E}$
20	25.87	-5.87	-34.45	-1.33
25	11.5	13.5	182.25	15.84
15	8.625	6.375	40.64	4.71
5	19.125	-14.125	-199.5	-10.43
11	8.5	2.5	6.25	0.74
4	6.38	-2.375	-5.64	-0.88
				X² = 8.650

From the above table, the calculated value is 8.650 while the critical value is 7.815

Decision rule:

If the calculated value is greater than the critical value, we reject the null hypothesis (Ho) and accept the alternate hypothesis (Hi).

Decision:

Since the calculate value is greater than the critical value, we therefore accept the alternate hypothesis which states "that there is significant effect on the goals and objectives of the firm when conflict occurs.

Hypothesis 2 :

Ho: There are no possible strategies that can enhance effective human relations management in resolving conflict.

Table 1.4

Response	Managerial staff	Non-managerial staff	Total
Yes	35	5	40
No	10	15	25
Others	7	8	15
Total	52	28	80

Source : Field survey, 2016

Expected = $\frac{\text{total row} \times \text{total column}}{\text{Grand total}}$

$$R1 = \frac{52 \times 40}{80} = 26$$

$$\frac{28 \times 40}{80} = 14$$

$$R2 = \frac{52 \times 25}{80} = 16.25$$

$$\frac{28 \times 25}{80} = 8.75$$

$$R3 = \frac{52 \times 15}{80} = 9.75$$

$$\frac{28 \times 15}{80} = 5.25$$

Calculation of Chi-Square statistical analysis

O	E	O - E	$\frac{(O - E)^2}{E}$	$\frac{(O - E)^2}{E}$
35	26	9	81	3.115
5	16.25	-11.25	126.56	7.78
10	9.75	0.25	0.063	0.0064
15	14	1	1	0.071
7	8.75	-1.75	3.06	-0.35
8	5.25	2.75	7.563	1.440
				$X^2 = 12.062$

From the above table, the calculated value is 12.062 while the critical value is 7.815

Decision rule:

If the calculated value is greater than the critical value, we reject the null hypothesis (Ho) and accept the alternate hypothesis (Hi).

Decision:

Since the calculate value is greater than the critical value, we therefore accept the alternate hypothesis which states "that there are possible strategies that can enhance effective human relations management in resolving conflict.

DISCUSSION OF FINDINGS

Based on the analysis of data, the study reveals that there is a significant effect on the goals and objectives of the firm. Also, that a good human relations in an organisation has great impact on the attainment of the growth of the organisation. How negotiation, mediation, conciliation and arbitration and conflict resolution are instruments for reordering the parties involved, should there be any conflict, misunderstanding or dispute. It equally shows that When management understands the nature, source of conflict, it can make them to handle conflict effectively. It was discovered that Conflict resolution can lead to effective decision making if properly handled and conflict cannot be total eliminated but however managed to preventing violent conflict

CONCLUSION

Conflict can be considered as a social necessity and a normal functional and inevitable aspect of the healthy functioning of all organisations. However, conflict has also been considered as obstacles to progress, political stability and economic prosperity because of its destructive impact on organisation and society at large. Management will need to create a conducive working environment that is positive whenever possible, in order to achieve set organisational goals and objectives in order to get the overall performance and improvement of organisational performance. Management should make concrete efforts towards the prevention of conflict explosion than anything done to manage the consequences of conflict. If conflict is allowed to escalate to the point of violence, some of its consequences can hardly be removed.

RECOMMENDATIONS

Inview of the findings and conclusion of the study, the following recommendations were suggested for good human relation for the management of conflict in organisations.

1. Management should develop the habit of understanding their workers
2. Management should encourage open communication among organisational members in order to perform effectively
3. Management should make necessary adjustment and must learn to live with conflict
4. If a party in dispute starts the process of appointing an arbitrator, the other party should be encouraged to cooperate
5. Impartiality, trust, respect and confidence should continue to be basic qualification of all persons involved in conflict resolution processes.

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