Prevention, Control and Effects of Organisational Conflict on Organisational Performance

Inyang, Bassey Ph.D,
Centre for general studies, cross river university of technology, calabar – nigeria.

ABSTRACT: *In an organisation where people with diverse interests, views and values co-exist, differences between such individuals and groups are to be expected. Organisational conflict is regarded as the discord that occurs when the goals, interests or values of different individuals or groups are incompatible with those of individuals or groups block or frustrate each other in an attempt to achieve their objectives. Conflict is ever present process in human relations. The aim of this work is to find out the types, causes, effects and strategies on how to manage organisational conflicts effectively in order to enhance performance in such organisations. This work shows that conflict stems from incompatibility of goals and interests and if it is constructively managed will enhance organisational performance, but if not, it will affect the performance of the organisation negatively. This work also suggestsstrategies for the prevention and control of organisational conflicts which include equitable distribution of the limited resources and improved communication between management and workers and as well promote interpersonal relationship between and among workers in order to enhance organisational performance.*
Key Words: *Organisational Performance, Incompatibility, Conflict Management Strategies, Causes of Conflict, Conflict.*

I.   INTRODUCTION

An organisation is made up of a group of people, structured in a specific way to achieving a series of shared goals. It is also an entity made up of human and physical resources brought together to accomplish a predetermined goals or objectives. The fact that organisation is fundamental to human nature as a means of achieving the best result from concerted effort cannot be overemphasised. Schein (1972) defines organisation as the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal through division of labour and function through a hierarchy of authority and responsibility. Organisation utilises people and their relationship in an enterprise. The organisation also determines the types of people required and their relationships.

Organisations are made up of their individual members. The individual is a central feature of organisational behaviour, whether acting in isolation or as part of a group, in response to expectations of the organisation, or as a result of the influence of the external environment. Where the needs of the individual or demands of the organisation are incompatible, this can result in frustration and conflict. Individuals and groups interact within the structure of the formal organisation. Structure is created to establish relationships between individuals and groups, to provide order and systems and to direct the efforts of the organisation into goal-seeking activities. It is through the formal structure that people carry out their organisational activities to achieve aims and objectives. Formal organisation is a planned co-ordination of activities of a number of people for the achievement of some common, explicit goal through the division of labour and function, and through a hierarchy of authority and responsibility. While an informal organisation is an organisation arising from the interaction of people, their psychological and social needs, and the development of group with their own relationships that inevitably develop when people are placed in close proximity to one another (Denga, 1982).

Organisations are established to accomplish certain objectives. There are individuals who would wish to accomplish their own set goals through the organisation. Denga (1982) argues that the importance of work as a source of income to people implies that human behaviour within organisation has to be viewed from the perspective of what material and psychological compensations man is deriving from his work. People therefore act in manners within the organisation that will help them accomplish their objectives. Organisations and individuals function better when there is goal congruency as each work towards the realisation of common goals.

According to Denga (1982), there is a never ending struggle for values that are dear to participants in any organisation. These struggles often lead to conflict in workplace. Violent actions and or reactions in work organisations, according to Bowie (1996), could be perceived or actual verbal emotional threat or physical

attack on an individual or property by another individual, group or organisation while undertaking work related duties. Johnson (1976) argues in similar regard that deep discords caused by perceived opposition of needs between people working together would inevitably lead to a clash between formal authority and others.

Workplace violence or conflict is an act or threat of physical violence, harassment, intimidation or threatening disruptive behaviour that occurs at the work site. Workplace conflict and active shooter risk are multifaceted problems that require a multi-dimensional, integrative approach blending a variety of disciplines to effectively assess and manage threats. Most people think of violence as a physical assault. However, workplace violence is a much broader problem. Such violence encapsulates any situation in which a person is abused, threatened, intimidated or assaulted in his or her employment. It is also an attempt or actual exercise by a person of any force so as to cause injury to a worker, including any threatening statement or behaviour which gives a worker reasonable cause to believe that he or she is at risk. Organisational conflict can include verbal abuse, threats, physical violence, behaviour that can cause fear, stalking, bullying amongst workers or between managers and workers, and behaviour that lead to stress or avoidance behaviour in the recipient.

II.   THEORETICAL FRAMEWORK

Organisational conflict theory says there are varieties of conflict within an organisation-interpersonal conflict being one of such types. In this paper, various theories will be used to buttress this work as it is difficult to point out a more important theory. However, the famous work of Galtung (1990) on "Structural Violence" and Galtung's (2000:84) model of Needs, Goals and Positions which originated from Maslow (1954 in Miller, 2006) and other motivational theorists are relevant. Galtung's theory is also sometimes similar to transformative theory, which addresses the reactions of individuals, groups, cultures, institutions and society to change. It further sees incompatible interests based on competition for resources, which in most cases are assumed to be scarce, as being responsible for social conflicts.

Galtung describe Needs as:
- Survival as opposed to death, individually and collectively.
- Well-being, meaning food, shelter, clothes and health.
- Identity, something to live for-not only live from.
- Freedom, having choices for the three above (2000:84).

According to Galtung, the model serves two purposes:
1) To understand when conflict becomes hard – a conflict on scare resources to fulfil basic needs.
2) To ensure preservation of conflict parties different needs in a resolution or transformation process.

Furthermore, the position of human needs theory is similar to that of Frustration – Aggression and Relative Deprivation theory. Its main assumption is that all humans have basic human needs which they seek to fulfil, and that the denial and frustration of these needs by other groups or individuals would affect them immediately or later, thereby leading to conflict (Rosati, et al., 1990).

Conflict is inevitable in organisations because they function by means of adjustments and compromises among competitive elements in their structure and membership. Conflict also arises when there is change, because it may be seen as a threat to be challenged or resisted, or when there is frustration – this may produce an aggressive reaction; fight rather than flight. Conflict is not to be deplored. It is an inevitable result of progress and change and should be used constructively. Conflict between individuals raises fewer problems than conflict between groups. Individuals can act independently and resolve their differences. Members of groups may have to accept the norms, goals and values of their group. The individual's loyalty will usually be to his or her own group if it is in conflict with others.

The notion of the workplace as contested terrain is a central motif of labour process theory. Thompson and Harley (2007) point out that what is happening is a process of "capitalising on humanity" rather than investing on human capital. However, they did comment that: "In employment relationship there will always be (actual and potential) conflict, but simultaneously there will be shared interests". And they suggested that: "In an environment where employee skills and commitments are central to organisational success, it is precisely by giving more that organisation will gain more".

The radical perspective of conflict challenges the traditional view of conflict in society and sees organisations in terms of disparity in power and control between owners and workers. Conflict is an inherent feature of the unequal nature of organisational life and a means of bringing about change (Salaman, 1981). Conflict is a natural part of the class struggle. The design of organisation structure, management systems and the choice of technology all form part of the struggle for power and control within the work organisation. On the other hand, the interactionist perspective believes that conflict is a positive force and necessary for effective performance. This approach encourages a minimum level of conflict within the group in order to encourage self-criticism, change and innovation, and to help prevent apathy or two great a tolerance for harmony and the status quo (Robbins, 1998). Conflict perse is not necessarily good or bad but an inevitable feature of organisational life and great and should be judged in terms of its effects on performance. Even if organisations have taken great

care to try to avoid conflict, it will still occur. According to Henry (2009) conflict creates the productive force that energises members of an organisation to increase their knowledge and skills and contribute to organisational innovation and productivity.

III.   TYPES OF ORGANISATIONAL CONFLICT

Interpersonal conflict being one type of organisational conflict, can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. Interpersonal and inter groups conflict can take place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflict can be a source of stress to group members (Henry, 2009). Since differences between people continue to thrive, the absence of conflict in relationships usually suggest a lack of a meaningful interaction. Organisational conflict may occur when interests, goals or values of different individuals or groups are incompatible (Henry, 2009). Such incompatibility or difference may exist in reality or may only be perceived by the parties involved. And so, the starting point for the explanation of any organisational conflict is the individual level.

The organisational conflict is unavoidable and it manifests itself in various forms. Even if, maybe, it is perceived more as a negative phenomenon, nowadays, more and more specialists, leaders and managers, see it as an important part in building society, exchanging ideas and experiences within it. There are four main types of conflicting goals namely, competitive – where the parties incompatibility is greater than their interdependence, co-operative where the parties interdependence is greater than their incompatibility; enmity- where there is a competition for socio-emotional superiority and task- where one party attempts conflict for material gain (Wang,Q. et al, 2012). Other types of conflicts are fundamental conflict which shows differences in priorities, approaches or ideas. Emotional conflict is brought about by inconsistency in information. Again, interpersonal conflict is the conflict between different groups in an organisation, while organisational conflict spread across an organisation (Seraji, et al., 2013: 246).

Conflict is inevitable whenever two or more people interact, whether in the workplace or at home. Conflict can occur between two or more individuals, two or more groups or an individual and a group. In some instances as Smyth (1984) observes, staff themselves were the instigators of aggression and violence against other staff through bullying and harassment. According to Macarthy (1998) concern about workplace bullying or mobbing is growing in the current economic rationalist climate of decreasing job security, individual work contracts, massive retrenchments and expanding unemployment that pits workers and unions against employers and other workers. This type of workplace violence can also involve aggressive acts by former employees or other persons with employment based relationship with an organisation.

Competition for resources, including money, time and materials will cause the teams to undercut each other, leading to conflict between departments or other work groups. Valuable resources need to be protected, as well as distributed fairly among all the groups. Starting out a project with a clear picture of the resources available will help waylay some of this conflict. When dealing with conflict in an organisation, it is important to remember to address the issue, not the people.

Another type of organisational violent conflict is conflict that involves aggressive acts by customer/clients/patients (or their relatives and friends) against staff of a service or a business enterprise. There is another level of this type of violence which occurs to those in profession such as the police, lawyers, judges, social workers, child protection specialists, journalists and international peace keepers. According to the International Federation of Journalists (2001) in Bowie (2002:4), "these staff may have to deal with the "double dose" of both direct violence from their clients as well as the 'horror" of helping their clients face what they have done to others or they have experienced themselves". This is known as secondary trauma or vicarious traumatisation. Indirect conflict violence can be experienced by those teaching or training workers (McMammon, 1995) or those undertaking research works in prisons or among certain set of offenders such as murderers or rapists (Lawrison and Harris, 1994). Another aspect of this type of conflict is violence by staff against customers/clients which is often denied or overlooked but range from neglect and withholding of services to verbal abuse, sexual assault and at times homicide. The lack of recognition of such an issue has partially occurred because of denial and disbelief that staff based violence is a reality.

Organisational conflict violence involves organisations knowingly placing their workers or clients in dangerous or violent situations or allowing a climate of abuse, bullying or harassment to thrive in the workplace. This could include the threat or reality of downsizing or layoffs (Bowie, 2012). Bowie further posits that to a varying extent, organisational culture and management style can have direct contributory effect on the types of violence experienced by workers.

We also have internal and external type of workplace conflict or violence. Internal workplace conflict can take place between workers. This includes aggressive behaviours between superiors and subordinates. While external workplace violence or "third party violence", in contrast is perpetrated by persons outside the organisation. This may be people who have a direct link to the victim or the victims employer (such as,

customers, clients, patients, a patient's relative, passengers or students), but also people who have no such relations. Both internall and external violence might suffer from negative consequences (Wynne, et al 1997).

Causes Of Organisational Conflict

Organisational conflict is committed by individuals who have or have had some form of employment relationship with the organisation. When people work together, conflict becomes a part of doing business and this is a normal occurrence in any workplace. Workplace conflict often stems from issues between employees within the company and this takes many forms and has many causes, some of which include absence of pre-employment screening, stress, denial, personality conflicts, poor communication, limited resources, role conflict, environmental change, the age gap, among others.

Pre—Employment Screening: According to Francis (2010), companies that do not conduct thorough background screening on political employees runs the risk of hiring someone who could be prone to violence or has a violence past. It is a sad fact that applicants all too often misinform their prospective employers about their education, qualifications and employment record. It is always advisable to check with universities, professional institutes and previous employers that the facts given by applicants are correct.

Stress: Stress is a complex and dynamic concept. It is a possible source of tension and frustration, and can arise through a number of interrelated influences on behaviour, including the individual, group, organisational and environmental factors. Stress of a workplace and personal nature can cause an employee to snap and lash out of whoever the perceived enemy is. When employees are overworked, it could create a hostile work environment, and if this is combined with personal issues, it could be disastrous. Closely tied to this, is lack of employment assistance programme which can lead to violent reactions at workplace.

Denial: Denial is the refusal to acknowledge a person or persons. Ignorance of the potential for violence in an organisation will cause such an organisation not to put proper safety and conflict resolution measures in place, leaving the organisation vulnerable to attacks from employees and customers.

Personality Conflict: A difference in personalities among employees is another cause of workplace conflict. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand or accept the differences in each other's personalities, problems arise in the workplace. No two people are exactly alike. Therefore, personality clashes in the workplace are unavoidable. One employee may have a reserved personality while another may be more outgoing and forward. Problems arise when the two do not understand or respect each other's inner nature. Whatever the skills, experience or qualifications of an individual, personality is arguably the most important criterion for a person's relationship with other people at work.

Poor Communication: Communication is the process of sharing and exchanging information between individuals, groups and potential parties in a conflict situation. The exchange and sharing of information can help remove doubt, suspicion and contribute to the process of confidence building. Poor communication or misinterpretation of the needs and feelings of one another, can easily lead to the escalation of conflict in the workplace. Conveying wrong information can lead to projects being incorrectly done and the employees blaming each other for end result which decreases productivity. Effective two-way communications at all levels of the organisation are clearly important in helping to reduce or overcome the level of conflict in the workplace. Communication and perception are inextricably bound.

Limited Resources: Most organisational resources are limited and individuals and groups have to fight for their share, for instance, at the time of the allocation of the next year's budget or when cutbacks have to be made. The greater the limitation of resources, then usually the greater the potential for conflict. In an organisation with reducing profits or revenues, the potential for conflict is likely to be intensified.

Role Conflict: Role conflict is the expected pattern of behaviours associated with members occupying a particular position within the structure of the organisation. In practice, the manner in which people actually behave may not be consistent with their expected pattern of behaviour. Problems of role incompatibility and role ambiguity arise from inadequate or inappropriate role definition and can be a significant source of conflict.

Environmental Change: Changes in an organisation's external environment, such as shifts in demand, increased competition, government intervention, new technology or changing social values, can cause major areas of conflict. For instance, a fall in demand for, or government financial restrictions on enrolments for a certain discipline in higher education can result in conflict over the allocation of resources.

The Age-Gap: Hart (2002) discusses how relationships between older employees and younger managers, where experience is on one side and power on the other, can lead to conflict. The problem for the inexperienced manager in conflict with the older employee is that it is all too easy to label someone 'difficult' rather than intelligently trying to explore the reason behind their behaviour. In such circumstance, if steps are not taken to improve the relationship, both manager and employee can end up feeling threatened and undermined.

Mishandling Termination: Firing or laying off employees is a sensitive issue. Terminating an employee disrespectfully can cause the employee to retaliate with violence. Conducting the termination in the presence of other employees instead of in private can also humiliate the employee and stirrup violent reaction.

Personal Problems: A drug abusing employee might be irritable and edgy and so overreact to matters. Most drug abusers, when employed take their problems to work. According to Natatie (2011) whereas an employee undergoing marital, parental or financial problems might succeed at dealing with the effects, others might lash out at co-workers and this may lead to violence. Other causes could be overcrowded, poorly – ventilated dirty and noisy work environment, lack of precision in the assignment of roles and responsibilities, poorly distributed workload, lack of autonomy among staff and with clients. Others are lack of job security, disputes relating to compensation for employment injuries and applying disciplinary measures involving movement or transfer of staff could lead to conflict.

Being informed of the mechanics of workplace conflict is essential to ensure that what the manager tries to do will address the real issue and not just the problems displayed on the surface. Simply put, unresolved conflict that is left unmanaged will get very messy and very fast.

IV.   EFFECTS OF ORGANISATIONAL CONFLICT ON PERFORMANCE IN WORKPLACE ENVIRONMENT

On the issue of the effect of organisational conflict to organisational performance, it should be noted that conflict is not necessarily a bad thing, however, it can be seen as a 'constructive' force and in certain circumstances it can be welcomed or even encouraged. For instance, it can be seen as an aid to incremental improvement in organisation's design and functioning and to the decision-making process. Conflict can be an agent for revolution and for internal and external change. If properly identified and handled, it can help to minimise the destructive influences of the win-lose situation. Schmidt (1974:4-10), records a number of both positive and negative outcomes of conflict. The positive outcomes include;

i)   Better ideas produced;
ii)   People forced to search for new approaches
iii)   Long-standing problems brought to the surface and resolved;
iv)   Clarification of individual views;
v)   Simulation of interest and creativity;
vi)   A chance for people to test their capacities;

Negative outcomes include'

i)   Some people feeling defeated and demeaned;
ii)   An increase in the distance between people;
iii)   Development of a climate of mistrust and suspicion;
iv)   Individuals and groups concentrating on their own narrow interests;
v)   Development of resistance rather than team work.

'Conflict should be accepted as a reality of management and organisational behaviour and if properly managed can be an energising and vitalizing force within groups and the organisation. Managers should therefore be encouraged to invoke constructive conflict'.

When conflict results into healthy competition in an organisation, it creates innovation and inventiveness amongst the employees. In times of conflict, there would be emergence of divergent viewpoints among the workers. This will in turn force the leadership of the organisation to realign its objectives towards common goals for the benefit of the organisation. Conflict also modifies policies and operational procedures in an organisation. In this way, the organisation may conduct a complete overhaul of its leadership and bring in experienced managers with conflict resolution knowledge.

Conflict can create negative impact to groups but may also lead to positive effects depending on the nature of the conflict. The positive effects of conflict are: improving the quality of decisions, stimulating involvement, in the discussion and building group cohesion. On addition conflict also will be potentially destructive in groups especially when it consumes individual members' energies instead of concentrating in other productive activities of the organisation. However, conflict can interfere with group process and create so much interpersonal hostility that group members may become unwilling or unable to work with others in achieving the organisational objectives. Unresolved conflict tends to grow into bigger conflicts, the more it grows, the greater the chance of collecting more problems (Knippen and Green, 1999).

Conflict improves decision making outcomes, especially on task related conflict and group productivity by increasing the quality through constructive criticism and individuals adopting a devil advocate role (Amason, 1996; Schwenk and Casier, 1980). Research has also found that task-related conflict is beneficial to the organisation since it allows the exchange of ideas and assists better performance among the group members (Jehn, 1995).

When employees of an organisation are at odds with each other, the organisation is bound to crumble because the parties involved in such a situation will spend much time in argument instead of focusing on the quality of their work. If customers sense this type of conflict, they may decide to leave that organisation with the impression that the company is not a good place to transact business with. Workplace conflict on the individual level can result in the absence of psychological safety of the employee. Workplace conflict can be expensive to resolve and at the same time costlier to be ignored. And so, a more participative and supportive style of leadership and management behaviour is likely to assist in conflict management by creating a work environment in which staff can work cooperatively. Managers should develop appropriate strategies to resolve conflicts as they arise in their organisations. As they say, 'prevention is better than cure', thus a conflict must be prevented at its early stages as it snatches one's mental peace and harmony. This is so because conflicts lead to disrespect and unnecessary tensions in organisations. Conflicts at workplace must be avoided as much as possible and employees must concentrate on achieving their goals.

Strategies For The Prevention And Control Of Organisational Conflict

Conflict can start anytime and at any place when individuals or groups are not ready to accept the middle path approach. Occupational conflict is an issue with significant legal, economic and emotional impact on employers and individuals. Every employee has a legal and human right to a work environment that is safe, and to safe systems of work. The prevention of conflict and harassment at work represents challenge for many organisations, but many enterprises are introducing measures to deal with these psychological hazards.

Some preventive and control measures that could be used in workplaces or organisations as posited by the European Agency for Safety and Health at Work (2010) are:

Management Style: Management should foster teamwork and participatory management style and improve communication between management and workers. They should provide clear definitions and description of roles within organisations, including criteria and rules for promotion and rewards. The management should also promote an appropriate workplace culture which will include the commitment of top management to workers' well-being, emphasis safe working conditions, and management- workers consultation regarding key decisions.

Changes to Job Design: Information from risk assessment should help management identify element of the work organisation and job design that could be changed to prevent conflict. These could involve regular removal of cash and valuables, using non-cash alternatives where financial resources are limited, avoid keeping lone or late workers without security. Involving the police or other security agencies could be introduced where this is not in place.

Risk Assessment: As the European Agency (2010) submits, management can carry out risk assessment to identify hazardous situation and practices. This involves a review of all factors that could lead to conflict in order to assess if the prevention measures in place are sufficient and effective. The steps to take are identifying the hazards, evaluating the risks in terms of frequency, causes and consequences of incidence of violence and finally take measures to eliminate the hazards from the source.

Policies and Procedures: According to the European Agency, there should be simple but effective policies and procedures describing what actions the organisation is taking to prevent violence and harassment. Procedures and policies should also involve how the organisation and its employees will respond to incidents if they occur. These policies should be drawn up in consultation with the employees and expert advice sort where necessary. These policies should be reviewed periodically especially if violent conflicts occur in order to avoid reoccurrence.

Monitoring: Monitoring ensures that relevant progress and performance information is collected, processed and analysed on a regular basis to allow for real-time, evidence based decision-making. The effectiveness of the actions taken after the risk assessment should be carefully and regularly monitored and documented. If incidents of conflict are repeated, then the organisation should conduct a discreet investigation about the causes and assess existing policies and system that could be changed to avoid reoccurrences.

Other measures that could be taken to control or preventorganisational conflicts are noted below:

Clarification of Goals and Objectives: The clarification and continual refinement of goals and objectives, role definitions and performance standards will help to avoid misunderstandings and conflict. Focusing attention on superordinate goals that are shared by the parties in conflict may help to defuse hostility and lead to more cooperative behaviour.

Clear Code of Conduct: The following steps are very important in controlling conflict in an organisation.
i) The organisation should define and communicate a clear code of conduct like "zero tolerance" with respect to moral and other forms of harassment that could lead to conflict.
ii) Organise awareness and training sessions on prevention of workplace conflict.
iii) Set up effective lines of communication
iv) Encourage acceptance of individual differences

In the unfortunate event that conflict occurs, the following steps should be taken;
i)   Do not provoke the aggressor or aggressors further but be calm.
ii) Be firm and give short answers but speak clearly and slowly without raising your voice.
iii) Do not argue with the aggressors.
iv) Leave the (product or document or) causes of aggressors frustration alone
v)   Avoid physical retaliation at all cost unless as a last resort in self-defence.

On the other hand, it is the duty of the management and employees to develop ways on how to promote cohesiveness in organisations and if possible conflicts should be resolved at their infancy stage to enhance organisational performance. In resolving conflicts, most conflicts in organisations are resolved by accommodation where there is a conscious attempt to neglect one's needs and focus on satisfying those of the other party. In addition, there are other approaches used in organisations such as compromising, collaborating, avoidance and communication in solving conflicts so that the organisations will not be adversely affected by such conflicts.

V.   CONCLUSIONS/RECOMMENDATIONS

Organisations are very fundamental to human existence. When there is goal congruency, the life of an organisation is sustained. Nonetheless, conflicts do sometime arise leading to violence. Organisational conflicts as state of discord are more or less often caused by actual or perceived apposition and conflict of needs, values and interests between people working together. And so, the strategies for managing conflict are crucial for the attainment and achievement of organisational goals and objectives. If conflict is constructively managed, it will enhance organisational performance, but if not, it will affect the performance of the organisation negatively.

The availability of tangible resources in organisations and their influence on companies are considered essential for organisations as it can help to develop the resources and capabilities that are urgently needed to adapt to their external environment and in turn facilitate organisations to enjoy continuous growth. The major cause of organisational conflict is the sharing of limited resources. Therefore it is the prime responsibility of the management to ensure that the available scarce resources are utilised properly for the benefit of the organisation and other stake holders.

Managers in various organisations should encourage open communication policy, so that all employees should get the right information at the right time. It is also expected that if employers exercise some care in observing the employees and dealing with conflicts before they escalate, the risk of organisational conflict will be reduced. Every prudent employer should be interested in reviewing how their policies and procedures stack up organisational best practices before tragedy hits. Management should also encourage and promote interpersonal relationships among the workers to improve on their morale. Efforts should be made by management to organise seminars/workshops on organisational conflict management from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organisation effectiveness. There is need for constant dialogue between management and employees to clarify issues and exchange ideas. Good leadership on the part of management and employee representatives can be a strategy for preventing conflict and enhancing organisational performance. Organisations that recognise the potential for workplace conflict are in the best position to prevent conflict through the application of some or all the measures highlighted above.

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