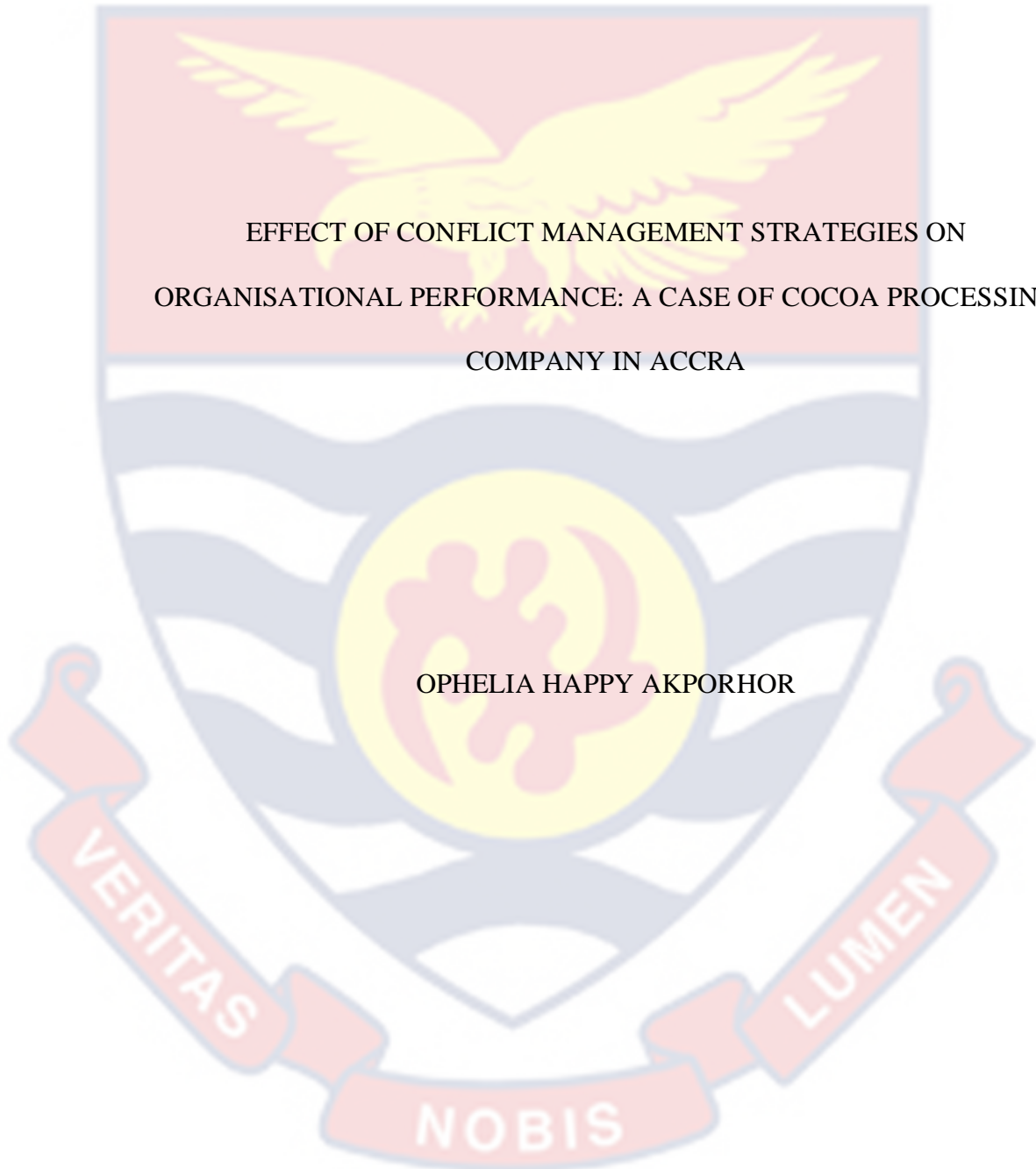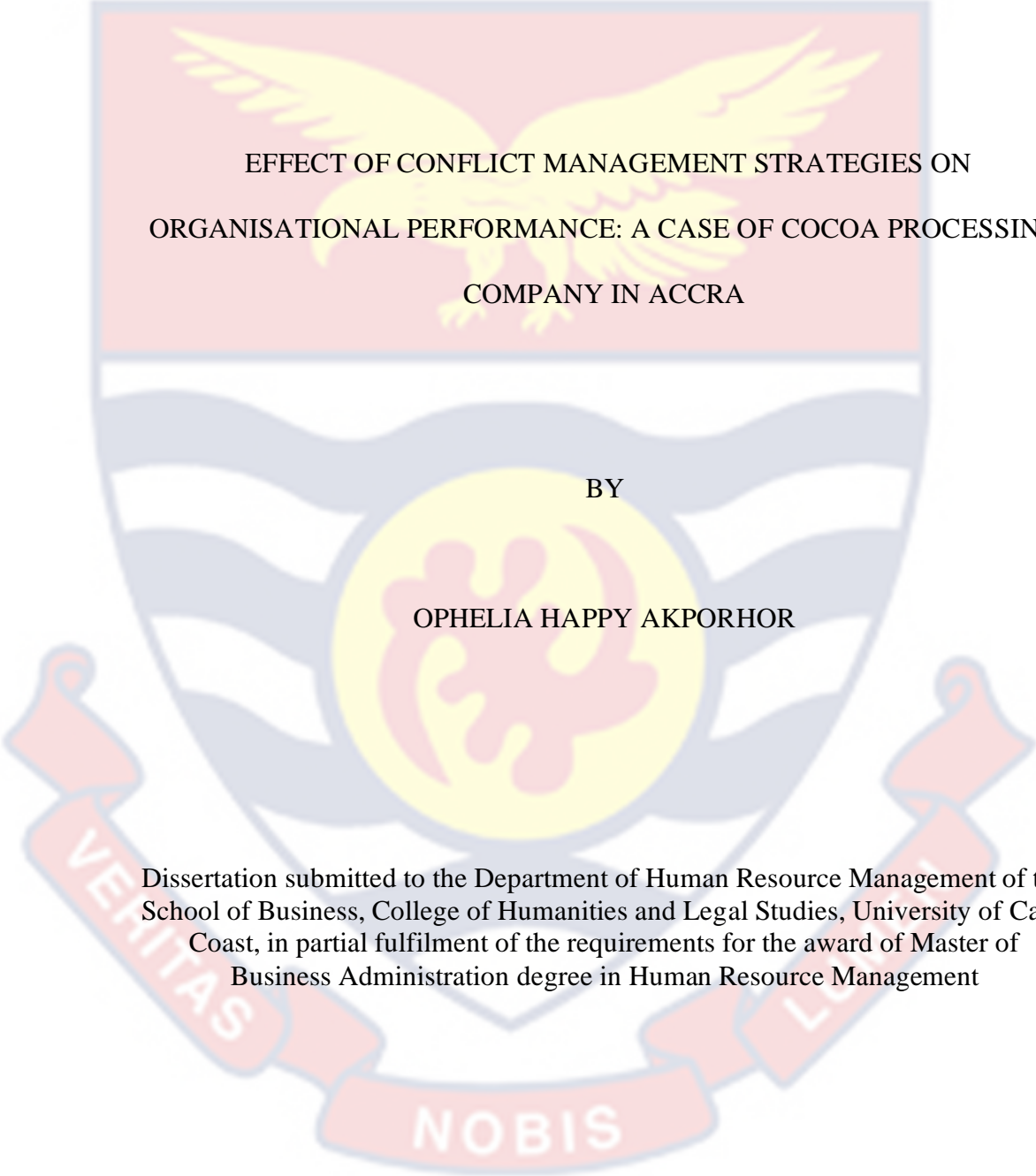UNIVERSITY OF CAPE COAST

EFFECT OF CONFLICT MANAGEMENT STRATEGIES ON

ORGANISATIONAL PERFORMANCE: A CASE OF COCOA PROCESSING

COMPANY IN ACCRA

OPHELIA HAPPY AKPORHOR

2023

UNIVERSITY OF CAPE COAST

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BY

OPHELIA HAPPY AKPORHOR

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

MAY 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

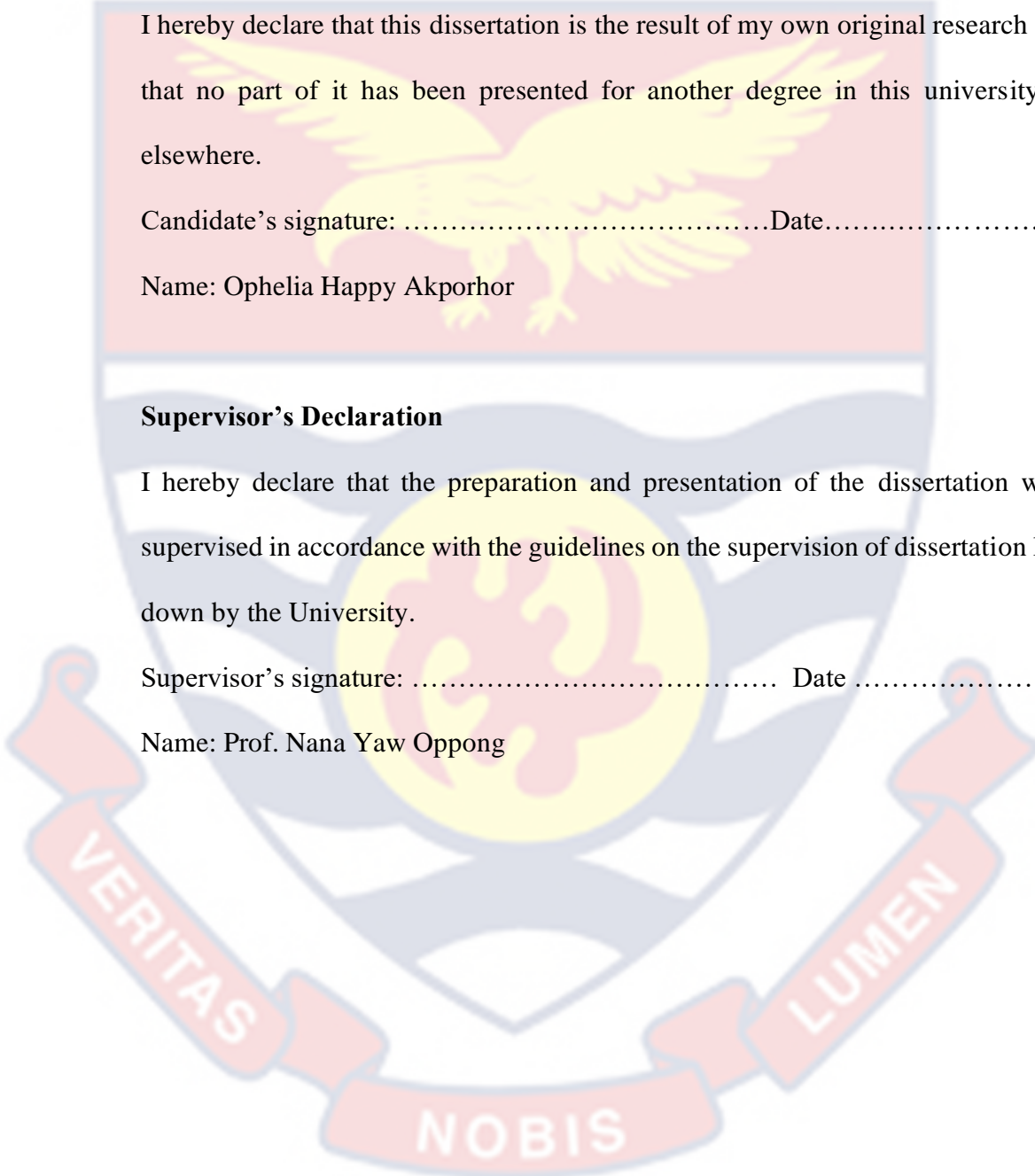Candidate's signature: ………………………………Date……..………………

Name: Ophelia Happy Akporhor

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of dissertation laid down by the University.

Supervisor's signature: ……………………………… Date …………………...

Name: Prof. Nana Yaw Oppong

ABSTRACT

This study was conducted to determine the influence of conflict management on the performance of Cocoa Processing Company, Accra. The specific objectives sought out to assess the level of organisational performance; to examine negotiation conflict management strategy on organisation performance; to determine the effect of mediation conflict management strategy on organisation performance and to; examine arbitration conflict management strategy on organisational performance at the Cocoa Processing Company in Accra. The study employed the quantitative approach and explanatory research design due to its research objectives. The researcher adopted the census sampling technique for the selection of the respondents from the sampling frame for a total of 120 employees. Descriptive and regression analysis were conducted on the data collected by SPSS version 26. However, data obtained from 115 respondents representing a 95.8 percent response rate were reliable and thus used for the study. The study found that, performance of Cocoa Processing Company, Accra, is deemed to be high. As such, they have handled issues relating to conflicts within the organisation well, thereby, resulting in increased in the overall performance of the organisation. Also, there existed a significant and strong positive relationship between negotiation, mediation and arbitrary conflict management strategies on organisational performance. To address these outcomes, the study recommended that, management of the organisation should encourage the use of negotiation, mediation and arbitration as forms of conflict management strategy. The intervening party must maintain a neutral attitude to avoid exacerbating the problem.

KEYWORDS

Arbitration

Conflict
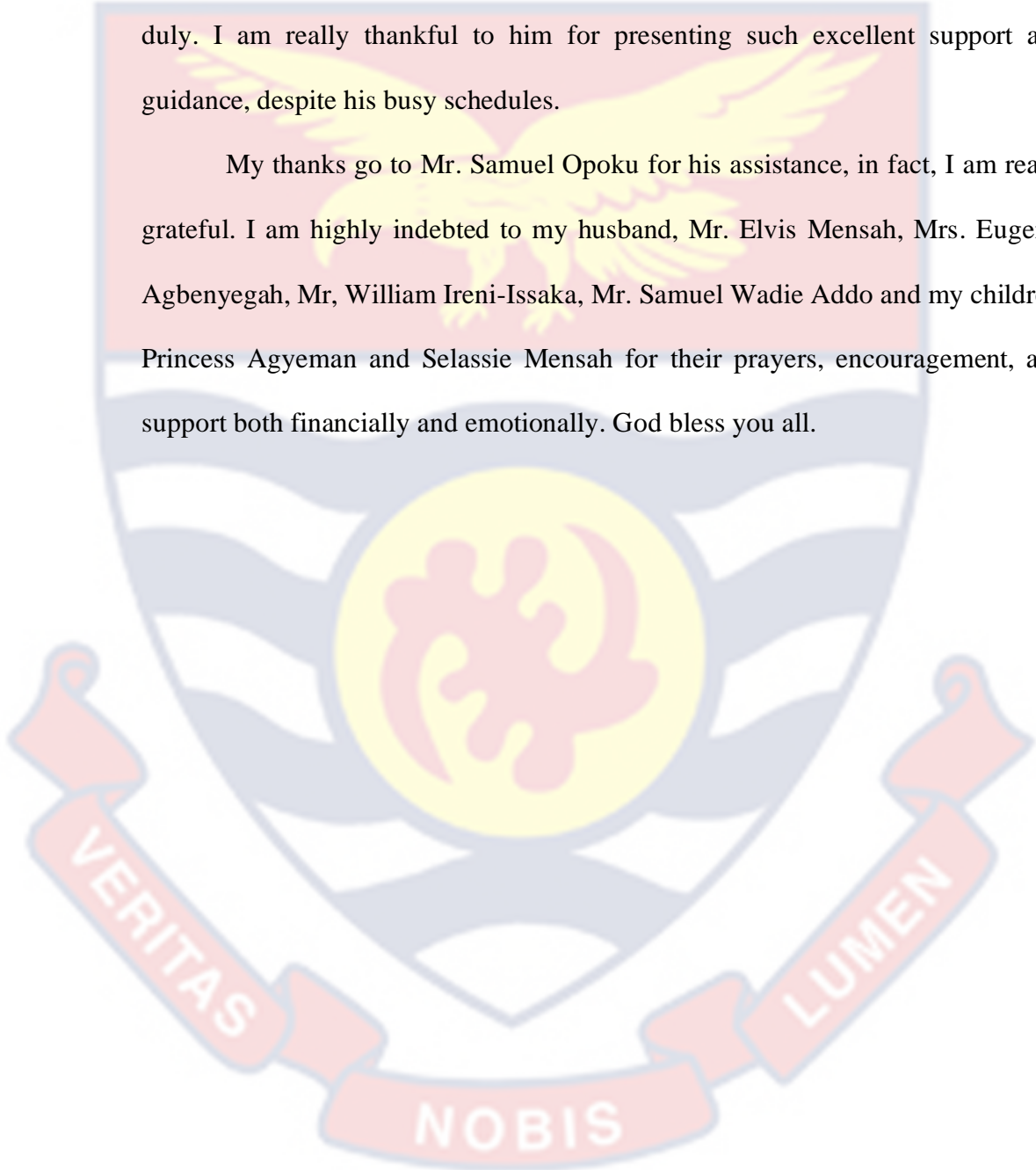
Conflict Management

Mediation

Negotiation

Organisational Performance

ACKNOWLEDGMENTS

DEDICATION

To my parents, Mrs. Agnes Dovi Akporhor and the late, Mr. Vincent K. Akporhor

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CHAPTER ONE

INTRODUCTION

Conflict is an inevitable part of organisational life. It can arise due to differences in goals, values, beliefs, and personalities, among other factors. Conflict can have both positive and negative effects on organisational performance, depending on how it is managed. When conflict is managed effectively, it can lead to better decision making, increased creativity and innovation, and improved relationships among team members. However, when conflict is poorly managed, it can lead to decreased productivity, low morale, and high turnover rates. This section presents the overview of the study which includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, questions of the study, significance of the study, delimitation of the study, and organisation of the study.

Background to the Study

Organisational, departmental, and unit conflict is inescapable in society, and this has an impact on individual performance as well as the organisation as a whole (Olang, 2017). It may, however, have a beneficial influence on employee happiness and performance if appropriately handled (Hewagama et al., 2019). According to research, management leaders now spend twice as much time resolving employee conflicts as they did a decade ago (Caligiuri et al., 2020). The organisation can improve its performance in terms of using scarce resources and attaining organisational objectives if disputes are adequately handled by employing the optimal course of action (Awan & Anjum 2015). Unmanaged conflict, on the other

hand, has a detrimental influence on employee happiness and performance. As a result, management should settle disputes in order to improve organisational performance (Sanyal & Hisam, 2018).

Organisational conflicts arise when conflicting or competing needs, wants, ideas, and people's interests collide (Amankwa & Hackman, 2021). People have different attitudes, feelings, wants, and perspectives. This matches Segal and Smith's (2013) definition of conflict, which states that conflict arises when individuals disagree on their values, motives, perceptions, beliefs, or desires. This assumes that conflict is widespread and happens everywhere people congregate, and that well-managed conflict may improve organisational performance.

Conflict management, according to Armstrong (2006), is an organisation's capacity to recognize sources of conflict and implement strategic actions to reduce or eliminate conflict. Conflict management, according to Caputo et al. (2018), include learning conflict resolution skills, building conflict model structures, and implementing strategic measures and methods. According to Jeong (2018), conflict resolution strategies are a futuristic comprehensive strategy that looks into obtaining long-term victories for the parties engaged in the dispute. Negotiation, collective bargaining, mediation, arbitration, litigation, and brainstorming are examples of strategies (Amsler et al., 2020). This research focused on dispute resolution techniques such as negotiation, mediation, and arbitration.

Studies by Afful-Broni (2012) and Gyan and Tandoh-Offin (2014) indicate that negotiation, mediation, and arbitration techniques have worked in organisations throughout the world, including Canada, the United States, and

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Nigeria in Africa, as well as in Ghana. In the workplace, performance refers to the capacity to do a task well (Armstrong, 2006). Performance, according to Shabbir et al. (2020), is a combination of financial and nonfinancial metrics that provide information on the degree to which objectives and outcomes have been met. Organisational performance, according to Jabri et al. (2020), is about guiding and supporting work as effectively and efficiently as feasible in accordance with the needs of the organisation. This comprises work satisfaction, commitment, and the psychological contract's perceived value (Armstrong, 2000).

However, Cocoa Processing Company and other processing industries in Ghana have generally focused on membership growth as the major indication of performance, other business aspects being at the periphery of the key performance indicators. Cocoa Processing Company has a culturally rich, dynamic and diverse workforce comprising a variety of personalities who are in competition within themselves and eternally with the outside market to gain a competitive. Employees are continuously competing to achieve and exceed objectives, which increases the risk of conflict. As a result, it's critical to handle disagreement so that the team's performance isn't harmed. While studies such as Jadallah and Garven (2011), Awan and Anjum (2015), and Ngozi and Ifeoma (2015) have demonstrated that negotiation, third-party intervention, and communication techniques have worked in organisations worldwide and regionally, Cocoa Processing Company has not. Because workers are both essential participants in a conflict scenario and key resources in driving success, this research attempted to assess the impact of conflict management on the Cocoa Processing Company's overall performance.

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It is against this background that the study sought to assess the effect of conflict management strategies on organisational performance at the Cocoa Processing Company in Accra.

Statement of the Problem

In recent years, there has been a growing interest in conflict management in most organisations throughout the world. First, research has sparked interest in dispute resolution techniques and procedures that may have previously included courtroom litigation. Second, workplace legalization is increasing, especially in the areas of occupational health and safety, discrimination, and harassment. Third, there has been a renewed focus on the need for businesses to transition to high-performance work systems (Awan & Anjum 2015). Traditional workplace practices and systems, which include hierarchical structures, tight labor divisions, clearly defined roles, precise regulations, limited employee engagement, and management decision-making, power, and control, are no longer suitable since they create conflict (Dhir, 2019).

Other conflict management studies conducted on the US Army (Jadallah & Garven, 2011) found that negotiation and mediation are key skills at all levels of the US Army, and that a lot of training has been done to strengthen negotiation and mediation abilities. According to the research, successful negotiations and mediation had an impact on Army performance since it had strategic consequences for the military (Tressler, 2007). This has also been discovered to be true across Africa, including Ghana. According to the literature and research on conflict resolution in Kenya, particularly during teacher strikes, bargaining in the conflict

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scenario played a significant role in assisting the disputing parties in reaching a conclusion (Gok, 2008; Afful-Broni, 2012, Gyan & Tandoh-Offin, 2014).

Conflict and performance in Africa have been the subject of a various studies. For example, according to a study conducted in Nigeria on the impact of effective mediation and proper communication on organisational performance (Ngozi & Ifeoma, 2015), every organisation should strive to make effective conflict management strategy an integral part of its management strategies in order to improve organisational performance by reducing organisational conflict. According to Aiyede (2018), good conflict resolution happens when all parties are listened to and chances are provided to satisfy their needs and appropriately resolve their conflicts' interests such that each party is happy with the outcome. Ramani and Zihimin (2010) recommend that school administrators and teachers embrace open communication systems through mediation and negotiation, which improve performance in establishing shared goals, according to a study on conflict resolution mechanisms in public secondary schools in Nairobi province.

While there have been several studies on conflict in elementary and secondary schools, less emphasis has been devoted to the documenting of conflict's consequences on the processing industries. Research by Owusu-Mensah (2007) on conflict in primary schools and its impact on teaching and learning with a case study of Ejisu-Juaben District is one of the earlier empirical studies. In addition, in Winneba Senior High School, Afful-Broni (2012) performed a research on conflict management in Ghanaian schools, with a focus on the role of school heads in managing conflict. Gyan and Tandoh-Offin (2014) also conducted research on a

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conflict resolution mechanism in a Ghanaian public senior high school and its influence on school administration at the Greater Accra Metropolis. Finally, Toku (2014) performed a study on conflict resolution techniques in selected Ashanti primary schools. As a result, many research studies have concentrated on public institutions, resulting in a scarcity of data on dispute resolution in the processing industry.

While the strategies of negotiation, mediation and arbitration, have been used to manage conflicts in Ghana, the studies carried out in Ghanaian public sector, did not address the influence of conflict management on organisational performance. This study aimed at filling the gap that existed in the literature by establishing the influence of conflict management on organisational performance in Cocoa Processing Company, Ghana. It is against this problem that the study sought to assess the effect of conflict management strategies on organisational performance at the Cocoa Processing Company in Accra.

Purpose of the Study

The purpose of this study was to determine the influence of conflict management on the performance of Cocoa Processing Company, Accra.

Objectives of the Study

The following are the specific objectives of the study are to;

1.   Assess the level of organisational performance at Cocoa Processing Company, Accra.

2.   Examine the effect of negotiation on organisation performance,

3.   Determine the influence of mediation on organisation performance,

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4.   Examine the effect of arbitration on organisational performance.

Research Questions

The following research questions will be asked to achieve the objectives of the study:

1.   What is the level of organisational performance at Cocoa Processing Company, Accra?

2.   What is the effect of negotiation on organisation performance in Cocoa Processing Company?

3.   What is the effect of mediation on organisation performance in Cocoa Processing Company?

4.   What is the effect of arbitration on organisation performance in Cocoa Processing Company?

Significance of the Study

Many parties are interested in this research. First and foremost, this study would help management of organisations to adopt the right conflict management strategy since unresolved disagreement can lead to reduced sales and bad customer service. The research would also assist the company in projecting a favorable business image to the general public. In addition, other employees in the organisation will profit from the research since they will be able to comprehend the relevance of conflict management and its influence on teamwork. It will also encourage and assist them in avoiding perceived or pseudo-conflict.

Furthermore, Effective conflict management strategies can help to create an environment where team members feel comfortable sharing their ideas and

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suggestions. This can lead to increased creativity and innovation within the organisation. Conflict management strategies can help to improve relationships between team members. This can lead to increased trust and respect, which can have a positive impact on organisational performance.

Delimitations of the Study

The study covered conflict management strategies at Cocoa Processing Company in Ghana and specifically focuses on the Headquarters in Accra. The main respondents for the study were both senior and junior staff at the headquarters.

Limitations to the Study

This study ran into a number of issues, the most serious of which was obtaining suitable data for the analysis. In general, indifference was a big issue, since several respondents failed to complete the questionnaire. The respondents may not have expressed their true feelings on some matters about the organisation that are considered secret. As a result, their replies are as biased as possible. In addition, this study looked into the impact of conflict management at the Cocoa Processing Company using the opinions of just 120 people, which is a tiny sample of the entire forestry workforce. This may limit the inferences that can be drawn from this study as their views may not be applied to all the employees in the cocoa processing industry in Ghana.

Finally, in hindsight, a mixed technique approach (i.e., qualitative and quantitative approaches) might have been used with more interviews, resulting in a more in-depth knowledge of issues. Furthermore, employing the qualitative technique would have increased the weight of items pertaining to seniority, age,

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gender, and other human characteristics. Although it would have taken a long time, an interview with people in higher positions, such as senior staff, might have been beneficial. This would have helped researchers to understand the rationale behind the conflict management strategies and know the links between these strategies and organisational performance and how they could be improved.

Definition of Terms

Conflict: Conflict can be defined as a state of disagreement or discord that arises between individuals, groups, or nations due to differences in goals, values, interests, or beliefs. Conflict can manifest in various forms, including verbal disagreements, physical altercations, power struggles, or wars. Conflict can also arise from misunderstandings, miscommunications, or a lack of trust between parties. Resolving conflicts often requires effective communication, negotiation, compromise, and sometimes, the involvement of a mediator or a neutral third party.

Conflict Management: Conflict management is the process of handling and resolving conflicts that arise within or between individuals, teams, or organisations. Effective conflict management involves identifying and addressing the root cause of the conflict, developing strategies to resolve the conflict, and implementing those strategies in a constructive and respectful manner.

Conflict Management Strategies: Conflict management strategies are the various approaches that individuals or organisations can use to manage and resolve conflicts. Some common conflict management strategies include collaboration, compromise, competition, avoidance, and accommodation. Collaboration involves

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working together to find a mutually beneficial solution. Compromise involves finding a middle ground between two positions. Competition involves using assertiveness to achieve one's goals. Avoidance involves withdrawing from the conflict.

Organisational Performance: Organisational performance refers to the degree to which an organisation achieves its objectives and goals. Organisational performance can be measured in various ways, including financial performance, customer satisfaction, employee engagement, and innovation. High organisational performance is often associated with effective leadership, clear communication, a positive organisational culture, and strategic planning.

Organisation of the Study

The study is made up of five chapters. Chapter One looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, scope of the study, limitations, and organisation of the study. Chapter Two reviewed the literature available on conflict management strategies, particularly on the organisation. It looked into conflict management strategies and their influence on performance in the workplace using literature from books and other studies relating to the topic. Chapter Three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter Four presents the data analysis and the findings based on research questions. Chapter Five dealt with an interpretation of

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the results based on the findings and provide recommendations for further studies to be conducted.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examines the theoretical and empirical research on organisational conflict. The chapter is divided into two parts. The first section of this chapter identifies and discusses the research's theoretical models and conceptual approach. The second section covers pertinent conflict resolution literature and methodologies, as well as empirical studies on the influence of conflict resolution on performance.

Theoretical Review

Theories Underpinning the Study

Theories are a collection of knowledge aimed at observing, comprehending, and explaining ideas. There are various theoretical methods to conflict resolution, but this study adopted the organisational justice theory to describe the impact of conflict resolution tactics on Cocoa Processing Company's performance. This is explained in more depth below:

Organisational Justice Theory

Organisational justice theory was initially proposed by J. Stacy Adams in the early 1960s. Adams was a workplace psychologist who studied the impact of perceived fairness on employee attitudes and behavior. He argued that employees evaluate their treatment by their employers based on a comparison between their inputs (e.g., effort, skill, experience) and outcomes (e.g., pay, benefits, recognition) with those of their colleagues in similar positions. Organisational justice theory

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focuses on how humans socially create episodes of justice and injustice, and was developed via practical study in organisational contexts. The perspectives of employees in organisations who make judgements on the behavior of organisational leaders are investigated in organisational justice research (Laundon et al., 2019).

When employees view a leadership action as just and behave accordingly, it is considered just. In this sense, organisational justice is subjective; what one person perceives as right may be seen as unjust by another. However, because justice is socially constructed, cohesive, long-standing groups (such as employee groups) frequently develop shared conceptions of what constitutes justice (Nicholson et al., 2020; Laundon et al., 2019; Haines & Case, 2018). Such group constructs may gain normative features over time, in the sense that they become group norms, but these norms will be confined to group members and may clash with other groups' justice-oriented views. When two or more groups interact, these differences might lead to conflict.

Organisational justice perceptions vary depending on the situation. Although some standards may affect how people see justice situations, they do not always dictate or predict how others will understand or respond to them. Nonetheless, research on organisational justice has found some characteristics of justice-seeking behavior. Although these patterns should not be regarded as deterministic or prescriptive, they do provide some (formal and informal) direction to leaders who want to create and sustain just workplaces (Cropanzano & Greenberg, 1997). The study of organisational justice has thrown a lot of light on how employees react to perceived fairness or lack thereof in the workplace.

Employees' loyalty to the organisation diminishes, their job performance reduces, job satisfaction drops, they become far less inclined to help their coworkers (Ambrose, 2002), and they may participate in deviant behavior in the workplace, such as sabotage (Ambrose et al., 2002).

As a result, perceptions of justice are critical to the efficient running of organisations as well as the well-being of employees. In theory and study, scholars have recognized three distinct elements of organisational justice: distributive justice, procedural justice, and interactional justice. These components have emerged in a chronological order, with distributive justice being the first to be discovered and studied, followed by procedural and interactional justice. Within the interactional justice paradigm, a new identity-oriented component known as relational justice is emerging. A new identity-oriented dimension is emerging within the interactional justice perspective, a dimension usually calls relational justice, distributive, procedural and interactional aspects of organisational justice theory are discussed below:

Distributive Justice

The origins of organisational justice theory may be traced back to Adams' (1965) equity theory, which explains when and why employees see transactions as fair or unfair, as well as how they react to such perceptions. The first wave of organisational justice research, focusing on distributive justice, arose from this study (Blau, 1968). The term "distributive justice" relates to people's sense of fairness when it comes to resource allocation. Distributive justice studies from the 1970s shown that distributive fairness judgements are a common and important

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factor of satisfaction with dispute resolution and allocation (Lind & Tyler, 1988). Employees frequently evaluate topics such as the relative distribution of wages and benefits, merit pay, office space, and budgetary expenditures through a distributive justice perspective.

People's reactions to the perceived fairness of the decision results they get, or distributive justice, were first the focus of justice researchers (Greenberg, 1982). In an organisational environment, equity is an essential criteria for distributive justice, as it pertains to whether employees think the outcomes (e.g., pay distributions) they have received are commensurate with their contributions to the organisation (Adams, 1965). People's worries about promoting their self-interests in terms of tangible (i.e., concrete) benefits are typically linked to distributive justice impacts on attitudes and behaviors (Walster et al., 1978). Fair decision outcomes, for example, may be valued by employees because they lead to greater compensation and other tangible organisational incentives.

On two underlying concepts, this type of organisational justice serves to explain certain distribution criteria for society's core institutions (Rawls, 1993). The Principle of Liberty is the first principle. This asserts that everyone has the same inalienable right to a fulfilling set of equal fundamental rights that are consistent with the rights of everyone else. Civil and political rights such as voting, freedom of expression and religion, and the right to equal protection under the law are among them. The Principle of Social and Economic Inequalities is the second principle. The second principle includes two requirements for the types of social and

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economic inequalities that might develop throughout time. These two criteria are typically referred to as two separate principles by Rawls (1993).

The principle of equal opportunity is the first condition. This condition indicates that existing social and economic differences must be connected to social positions, i.e. professions and careers, that are equally available to all people with the same ability and motivation to use such talents. The Difference Principle states that social and economic disparities are justified only if and to the extent that they assist society's most vulnerable people. The tiniest slice of the social pie needs to be as big as feasible. These concepts cannot be used to support all social democratic programs or all economic liberalization measures. Rawls' theory allows for big or minor tax transfers, market processes, and means-tested or universal support systems in principle. Such decisions must be based on socioeconomic factors as well as the influence of economic incentives.

Employees regarded resource allocation choices as fair only when they were favorable to the individual making the decision, according to the first study in this subject. As a result, only favorable choices were made. The idea that self-interest influences views of justice is reinforced by a distributive viewpoint of justice. Later studies revealed that this assumption was incorrect (Cropanzano & Greenberg, 1997; Folger & Cropanzano, 2001). Outcomes may have just a minimal impact in people's conceptions of justice, and they may even be irrelevant in some cases. Employees frequently believed resource allocation choices were fair, even when they were unfavorable to them. Other elements, in addition to outcomes, must influence employees' views of fairness and justice, one of which was the decision-

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making methods. The study of organisational justice was later broadened to encompass notions of procedural justice.

Procedural Justice

People react not only to the perceived fairness of the decision results they get, but also to the perceived fairness of the formal methods by which the outcomes are produced, or procedural justice, according to a line of study started by Thibaut and Walker (1975). The presence of formal procedures that ensure decisions are based on accurate information, are applied consistently over time and across people, provide an opportunity to voice one's opinions during decision making, allow for the appeal of bad decisions, suppress personal bias on the part of decision-makers are all criteria that have been established for procedural justice, and ensure that decisions are made in a moral and ethical manner (Barrett-Howard & Tyler, 1986; Greenberg, 1986; Leventhal, 1980; Magner et al., 2000).

Greenberg (2001), who looked into the elements that influence people's conceptions of justice, discovered that, first, people's worries about justice were activated when they had unfavorable results. Second, when relationships (such as those between employer and employee) were in flux, the processing of fairness judgements was most likely to occur. Third, when resources were few, self-serving notions of justice tended to take precedence. Fourth, questions about fairness were more likely to develop in interactions with varying degrees of power than in situations where the power balance was equal. Thus, hierarchical structures that create superordinate-subordinate relationships inevitably are problematic from a justice perspective.

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Several criteria for judging fair decision making by leaders were identified by Leventhal (1980), as cited by Folger & Cropanzano (1998): consistency (applying standards consistently over time and across people), bias suppression (minimizing personal self-interest and narrow preconceptions), accuracy (relying on high-quality information and well-informed opinions), and correctability (allowing decisions to be revied) (taking into account prevalent standards of moral conduct). Although closely related to procedural justice, the authors felt this new path was distinct enough to have its own title, and thus the interactional justice paradigm was born.

Interactional Justice

A few justice studies have gone beyond decision outcomes and formal decision-making procedures to demonstrate that individuals react to their views of the social sensitivity of decision-makers' interpersonal treatment (Bies & Moag, 1986; Shapiro & Brett, 2005). This last sort of fairness, which Bies and Moag dubbed "interactional justice," was envisioned as a third form of justice by Bies and Moag (as distinct from distributive and procedural justice). However, Tyler and Bies (1990) incorporated judgments of the social sensitivity of decision-makers' interpersonal treatment in their overall procedural justice construct. Notwithstanding Tyler and Bies' viewpoint, several prominent studies (Konovsky & Cropanzano, 1991; Moorman, 1991; Skarlicki & Folger, 1997) have found effects of interactional justice that are separate from those of procedural justice.

Interactional justice, as defined by Folger and Cropanzano (1998), is the quality of an individual's interpersonal treatment both before and after making a

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choice. The writers distinguish between two subparts: interpersonal sensitivity (the idea that fair treatment should be courteous and respectful) and explanations or social accounts (excuses and justifications) that explain why something bad or inappropriate happened. In their study, Folger and Cropanzano place a strong emphasis on the latter (social accounts) and pay minimal regard to interpersonal sensitivity. This focus might explain why Folger and Cropanzano preferred to relate procedural justice to interactional justice.

Others, such as Bies (1987), Lind and Tyler (1988), and Tyler and Lind (1992), who focused on relational concerns, preferred to separate interactional justice from organisational justice. I'll refer to social accounts as "interactional justice," and I'll explore an emerging component of organisational justice known as "relational justice" separately later. From an interactional standpoint, justice refers to defensible explanations for decisions that have an impact on organisational members. When members of an organisation believe its leaders have properly explained their judgments that the two variables are different in some important manner, justice has been attained. Because it focuses on group behavior, the relational viewpoint distinguishes itself from other perspectives on organisational justice. Respect for social identities as established by individuals who identify with specific groups, according to this concept, is justice.

Employees expect explanations for decisions that differ from their recommendations, according to organisational justice research, and they may accept decisions that contradict their advice provided decision-makers can properly explain why the action was necessary or suitable. Administrators and other

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authorities frequently overlook or downplay the critical step of adequately accounting for final decisions, which, like a lack of voice, can leave employees feeling as if their participation was meaningless and that shared decision making is merely a ruse to manipulate employees' perspectives in conflict resolution (Shedd & Bacharach, 1991).

The Organisational Justice Theory was useful in this research because it explained how employees in organisations make decisions about justice based on a variety of variables. Employees show interest in the quality of leaders' justifications for choices, the treatment they receive from organisational leaders, and their long-term connection with those leaders and the organisation. If employees believe that procedures are fair, choices are sufficiently justified, they are treated with respect, and their identities are affirmed, they are more inclined to accept unfavorable outcomes. Workers at Cocoa Processing Company, in my experience, do not behave much differently than other employees in this respect.

Deductions from the theoretical review

Organisational justice theory suggests that employees' perceptions of fairness and justice within an organisation affect their behavior and attitudes towards the organisation. These perceptions of justice can impact conflict management within the organisation in the following ways:

1.   Procedural Justice: Employees are more likely to accept and comply with conflict management procedures that they perceive as fair and just. Therefore, organisations should ensure that their conflict management procedures are transparent, unbiased, and consistently applied.

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2.   Distributive Justice: Employees are more likely to accept conflict management outcomes if they perceive them as fair and just. Therefore, organisations should ensure that the outcomes of conflict management processes are equitable and based on objective criteria.

3.   Interactional Justice: Employees are more likely to accept conflict management processes if they are treated with respect and dignity during the process. Therefore, organisations should ensure that their conflict management processes are conducted in a respectful and supportive manner.

4.   Informational Justice: Employees are more likely to accept conflict management outcomes if they are provided with clear and accurate information about the process and the reasons for the outcome. Therefore, organisations should ensure that they communicate effectively with employees throughout the conflict management process.

In summary, the organisational justice theory suggests that organisations should ensure that their conflict management procedures are perceived as fair and just by employees, and that employees are treated with respect and dignity throughout the process. By doing so, organisations can increase employee acceptance of conflict management outcomes and reduce the likelihood of further conflicts arising.

Conceptual Review

This section contains numerous literature synthesis about how to explain a phenomenon. Given his prior knowledge of other researchers' points of view and his observations about research, it maps out the actions necessary over the course

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of the study. The ideas of conflict, conflict management, and organisational performance will be covered in this section.

Conflict

Because of its ubiquity and pervasiveness, the notion of conflict has amassed a plethora of meanings and implications, presenting us with nothing short of a semantic jungle. Conflict, like other words, is fraught with ambiguity, leaving many academics and administrators unsure of its meaning and importance, and how to effectively deal with it. As a result, defining conflict is challenging due to the difficulty in reaching a consensus on the term's definition. Despite the lack of a clear definition of conflict, numerous scholars from other fields have given their own interpretations. Some of these are from psychology, behavioural sciences, sociology, communication, and anthropology, to name a few.

Conflict, according to Wall and Callister (1995), is a process in which one party feels that another party's interests are being resisted or negatively affected. Conflict, according to Vecchio (2000), is the process that occurs when one person (or a group of people) believes that another person (or group of people) is irritating, or about to frustrate, a significant issue. Jambrek and Peni (2008), on the other hand, define conflict as a process of social interaction and a social situation in which participants' interests and behaviors (individuals or groups) really or ostensibly oppose, impede, or impair the achievement of one party's aims. However, drawing upon Donohue and Kolt (1992), conflict is defined as "a situation in which interdependent people express (manifest or latent) differences in satisfying their

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individual needs or interests and they experience interference from each other in accomplishing these goals" (Peterson & Rose, 2006).

Obi (2012)'s concept of organisational conflict, which is similar with Henry (2009)'s definitions of organisational conflict, will be employed in this study. Organisational conflict, according to these writers, is a dispute that happens when the interests, aims, or values of various persons or groups in organisations are irreconcilable. In other words, it is a form of dissatisfaction and conflict in which employees or employers of labor exert undue pressure on one another in order to get their demands. According to this assumption, workplace conflict in the context of the employment relationship may be viewed as an unavoidable clash of interests and consequent conflicts of different severity between and within any or all active players in organisations. As a result, in the lack of shared values in organisations, conflict is inevitable.

Ogunbameru (2006) distinguished between two forms of workplace conflict: informal and formal workplace disputes. Conflict in the workplace, according to him, is informal when it is not caused by a systematic organisational problem but arises directly from a source of grievance and is ostensibly entirely expressive in character. In this regard, the underlying roots cannot be seen publicly but may be deduced from employees' unconscious forms of protest, sabotage, disorderly behavior, and bad work attitudes. If the problem is prevalent enough, it may have a major influence on employee work satisfaction, turnover, and the company's overall success (Kazimoto, 2013). Formal organisational conflict, on the other hand, is defined as an organized manifestation of disagreement expressed

through a trade union or other workers' representatives (Ogunbameru, 2006). Because it is frequently a deliberate plan or determined attempt to gain organisational change, this form of conflict is extremely apparent.

Conflict Management

De Dreu (2002) defines conflict management as the process of resolving disagreements or disputes between parties. Green (2007) defined it as the process of recognizing and resolving conflict in a rational, fair, and efficient manner. As a result, conflict management is putting in place measures to reduce the bad parts of conflict while increasing the good aspects to a level equal to or greater than where the conflict is occurring. In many cases, the goal of conflict management in the workplace is to improve learning and successful group results (Rahim, 2002). According to Gordon, (2004) conflict management requires such skills as effective communicating, problem solving, and negotiating with a focus on interests.

In general, Hotepon et al. (2010), as reported by Fatile and Adejuwon (2011), highlighted that conflict may be handled in a variety of ways, with some emphasizing interpersonal connections and others emphasizing structural changes. According to Robinson and Torrens (1974), the greatest method to resolving conflict in the workplace is to manage conflict toward constructive activity. When conflict develops, we must be able to effectively manage it so that it becomes a constructive rather than a negative force that threatens the person or group. Generally speaking, conflict management should aim to reduce affective conflicts at all levels, achieve and maintain a moderate amount of substantive conflict, and employ the appropriate conflict management strategy to achieve the first two goals,

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as well as match the status and concerns of the two parties in conflict (Rahim, 2002).

Conflict management techniques, according to Algert and Watson (2002), should meet specific requirements. These factors are particularly important not just for conflict resolution but also for management decision-making. The first criterion is the learning and effectiveness of the organisation. Conflict management techniques should be developed to promote critical and inventive thinking in order to understand the process of diagnosis and intervention in the correct problems in order to achieve this goal.

The requirements of stakeholders are the second criteria. When several parties are involved in a conflict in an organisation, the challenge of conflict resolution is to include all of them in a problem-solving process that leads to collective learning and organisational performance. Ethics is mentioned as the third requirement for effective conflict management techniques. A good leader must act ethically, which necessitates being open to new knowledge and willing to alter one's view. By the same token subordinates and other stakeholders have an ethical duty to speak out against the decisions of supervisors when consequences of these decisions are likely to be serious. Without an understanding of ethics, conflict cannot be handled.

Measurement of Conflict Management

Organisational disputes can have a detrimental influence on performance; thus, they should be resolved efficiently and quickly. As a result, efficient conflict management systems must be in place to deal with them. This section looked at the

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existing institutional and legal framework for conflict resolution, with a focus on negotiation, mediation, and arbitration as a conflict resolution strategy and its impact on organisational performance, with the goal of identifying the barriers to effective conflict resolution.

Negotiation, according to Neale and Fragale (2006), is a process in which two parties, each with their own views and goals, try to achieve a mutually agreeable agreement on a topic of mutual importance. Negotiation is also described as the interaction between two or more parties having opposing interests in order to establish a mutually beneficial agreement (De Dreu et al., 2000). Individual conflict is minimized through negotiation in order to maximize collaboration and keep conflict at a manageable level. As a result, performance improves (Rahim 2002).

The impact of bargaining as a dispute resolution method on organisational performance was examined in this area. There are many negotiating strategies that may be used, according to Petkovic (2008). Face-to-face tactics, in which mutual confidence is built as a foundation for negotiation, are among them. Persuasion strategy that entails employing a variety of tactics and demeanors in order to win over partners and improve one's bargaining position. False facts and arguments are presented as part of a deception strategy. Threat technique based on deterrence from the side that has the upper hand or more strength. Using a promise strategy based on having a stronger position and more authority, with the stronger side persuading the weaker that it will keep its promises and Concession tactic which is the most important tactic in the negotiation strategy. All actors in the conflict count on both

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sides making a concession and negotiation increasingly gains importance as a popular and constructive way to manage conflict (De Dreu et al., 2000).

Negotiation results decide whether opposing teams will establish mutual understanding and collaborate toward achieving organisational goals to increase performance to a significant extent (Dreu, 2003). The conclusion of any negotiating exercise will either improve group cohesion or increase tensions. There are three possible outcomes: win-win, win-lose, and lose-lose. Many circumstances, including contract negotiations and dispute resolution, might benefit from a win-win negotiating conclusion. Negotiation isn't about one side telling the other what to do or putting conditions on them. When this happens, the end result is rarely mutually satisfying. The result can only be mutually satisfactory if both differences and common interests are considered (Kwon & Weingart 2004).

Negotiations over performance appraisals should, in theory, give employees with meaningful feedback that they can utilize right away to enhance their performance. This comment contains recommendations for improvement as well as encouragement to keep up the good work. Managers demonstrate to employees how increasing their overall performance and learning new abilities can lead to more responsibilities, promotions, and monetary rewards (Miller & Swope 2006). Employees value the candid comments and are driven to improve their performance as a result. Managers also benefit from obtaining valuable feedback on how to enhance their leadership styles and departmental operations. Most would agree, however, that organisations' performance appraisal processes operate in ways that are less than ideal (Thompson, 2005).

Negotiation and its impact on performance may be evident in the performance assessment process of a company. It goes without saying that an effective performance assessment system may propel an organisation forward in leaps and bounds in terms of performance and growth (Long, 2006). These metrics provide top executives with a quick yet complete picture of the company's performance. A poor performance assessment system, on the other hand, can seal an organisation's fate by causing turmoil and uncertainty across the administrative structure. Employees who believe they are being evaluated unjustly may experience conflict as a result of this.

If employees do not grasp what is expected of them, it can also lead to poor performance. As a result, it's critical to have a negotiation at the start of a performance contract so that an employee knows exactly what to expect (Norreklit, 2003). All of these results of negotiation have an impact on company performance since they may be utilized to enhance corporate performance, encourage honest feedback, equal pay packages, performance contract negotiation, and timely dispute resolution, among other things.

One type of alternative dispute resolution (ADR) technique is mediation. Mediation is when a neutral third-party assist disputing parties in resolving their differences on their own (Bercovitch & Rubin, 2008). A mediator will not settle the problem, but will assist in the facilitation of a dialogue between the parties involved in order to find a solution (Amegashie, 2010). Mediation is a voluntary procedure in which an unbiased third party (the mediator) assists the parties in communicating in order to reach a mutually agreeable agreement.

If bargaining fails, mediation is frequently the next step. Personality differences can lead to conflict, which can be resolved through mediation. Interpersonal conflict in the workplace might become too damaging, requiring the intervention of a third party to resolve the issue (Nistorescu, 2006). Mediation is a technique that may be used to settle conflict in a number of situations, including international conflicts between countries, economic disputes between businesses, and disagreement between communities, workplaces, families, and/or people (Vancouver, 2000).

The settlement of workplace conflicts is the environment in which this study is set. The Ghanaian teachers' strike was an example of a conflict that was resolved through mediation (Ministry of Education, 2014). The majority of strikes and lockouts resulted in the intervention of a third-party mediator to settle the issue. A few academics have claimed that in a conflict-performance relationship, mediation in conflict management is critical (Jehn & Bendersky, 2003). Teachers' escalation of relationship disputes is based on the idea that conflicting parties may adjust their third-party procedures to create a culture where members are pleased and performance is improved (Kuhn & Poole, 2000).

The ability to learn and adjust mediation to achieve performance standards is inextricably linked to group members' motivation and mentality (Amegashie, 2010). As a result, autonomous teams will be put to the test to see how successfully collective conflict management can alter the character of team results and performance. The greatest method to obtain long-term outcomes in third-party intervention is for the parties to engage in discussion, which indicates that they are

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prepared to work together on a shared solution (Otzel & Toomey, 2006). Clashing ideas can lead to more innovative solutions or give insights that encourage the team to pursue a different strategy that will lead to greater organisational success (Boundless Management, 2015). Conflict can arise from a lack of clarity in the organisation of work or in the distribution of authority. Conflicts are unavoidable if workers' obligations and responsibilities are not clearly defined. Conflicts are exacerbated by a lack of formalization, particularly in small and medium-sized businesses where staff are not specialized and power is not delegated among management. In order to enhance organisational performance, this frequently necessitates mediation to resolve the disagreement (Amegashie, 2010).

Many conflicts might possibly be resolved without the need for a formal grievance procedure since modern organisations are dynamic and complicated, made up of individuals with increasingly different backgrounds, perspectives, values, and expectations about work. Mediation, according to a 2011 conflict management survey study, aims to give an informal and quick solution to workplace dispute, and it may be utilized at any stage in the conflict cycle to enhance performance (Vancouver, 2000). Companies are increasingly realizing the value of mediation in the workplace (CIPD 2013). People are the key to organisational success and productivity, and negative conflict between individuals or groups of individuals can severely hamper an organisation's drive for competitive advantage and reduce performance (Spaho 2013).

Individual conflict in the workplace may be costly to an organisation if it is not addressed properly and early on (Gay et al., 2005). Organisations can pay a

price for dispute that is more than the cost of a tribunal suit. Internal resources are also spent on disciplinary and grievance proceedings (CIPD, 2013). In the mediator's organisations, the mediation exercise had a direct impact on conflict management and increased performance.

Workplace conflict, according to Kazimoto (2013), is "the existence of disagreement that develops when the aims, interests, or values of various individuals or groups are incompatible and impede the other parties' attempts to fulfil organisational objectives." It is a communication process and an unavoidable result of transactional relationships in the workplace, appearing as disagreement and dissonance among and between people and groups. In this setting, workplace conflict is an unavoidable reality in any organisation where individuals fight for employment, power, recognition, and safety (Adomie & Anie, 2005). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them in order to enhance and not to detract from organisational performance. On the other hand, formal workplace conflict is referred to as an organized expression of conflict articulated through a trade union or other workers representatives (Ogunbameru, 2006). It is in this regard that organisations resort to Arbitration as a conflict management strategy to influence performance Kazimoto (2013). Arbitration offers the best vehicle among the ADR mechanisms to facilitate access to justice in disputes involving parties with equal bargaining power and with the need for faster settlement of disputes, especially business-related (Avendaño, 2005).

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Arbitration is a procedure in which a neutral third party is called in to mediate or arbitrate a disagreement (Adomie & Anie, 2005). When mediation fails to resolve a disagreement, parties sometimes turn to arbitration. Unlike mediation, arbitration involves a decision by the arbitrator to settle the issue. As long as the arbitration is binding, which means that both parties must follow the judgment, the issue will always be resolved. Unlike mediation, however, many arbitrations result in winners and losers. Parties may choose arbitration as an alternative to litigation in national courts, which is generally documented in an arbitration agreement in a provision at the conclusion of a contract. Because conflict is unavoidable in organisations, how it is managed determines whether it has a good or bad impact on performance. The effective management of conflict in the workplace requires early detection and explanation of the underlying tension before the conflict issues get out of hand. Arbitration emanates from the agreement of the parties but is regulated and enforced by the states where the arbitration proceedings take place and where the arbitral award is enforced.

In the arbitration, Ford (2007) proposed a four-step approach that involves assessment and inquiry, design, implementation, and evaluation with the goal of improving workplace performance. The first step in the process of conflict management and resolution is to assess and inquire (Susskind & Larmer, 2000) One of the main goals of such an evaluation is for all parties involved to get a better knowledge of the dynamics at play in their relationships (Shmueli & Gal, 2004). This insight not only illuminates one's own interests and viewpoints, but also leads

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to recognition of the foundation for other people's interests and attitudes and thereby promotes reflection by the stakeholders.

The assessment creates a map of the dispute, which is then used as an evaluation tool to see if there is a fair chance of starting a conflict resolution process. Over the last two decades, civil society and non-governmental organisations (NGOs) working in war zones across the world have been more involved. In reality, there is widespread worldwide agreement on the importance of such engagement. Amegashie (2010), on the other hand, claims that when arbitration is biased, performance might suffer. Regan (2000) discovered that the majority of arbitration interventions were skewed. This had an effect on the results. While some of the aforementioned empirical studies (Regan, 2002) have found that arbitration could worsen performance, exactly why this might be the case is not clear. Not only does arbitration led to an increase in the effort of the aggrieved parties, but it also leads to an increase in performance (Amegashie, 2010).

Organisational Performance

Organisational performance, according to Pritchard (1990), has gotten so much attention in recent years that it has become a household term. While there is agreement that organisational performance is essential, Pritchard (1990) claims that there is little consensus on what the word, organisational performance, entails. Despite this, the majority of writers believe that organisational performance should be defined in terms of effectiveness and efficiency. In today corporate climate, however, organisational performance is a fundamental aim of management (Jamal & Wayne, 2007). This is because if an organisation's performance is better than its

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rivals', it will survive longer since stronger performance will result in more earnings and more job possibilities (Pritchard, 1990). Performance enhancement, according to Prokopenko (1987), is not only about doing things better, but about doing the correct things better. Organisational performance is also defined by Gunasekaran et al. (1994) as a mix of an organisation's efficiency and effectiveness.

The degree to which an organisation achieves its objectives is known as organisational effectiveness. Knowing how to accomplish a task and executing it correctly with fewer time and resources is what organisational efficiency is all about (Smith, 1995). Organisational performance is defined by Amos and Weathington (2008) as the ratio of outputs to inputs, with performance effectiveness and efficiency as metrics of organisational performance. Effectiveness relates to accomplishing organisational goals, which is directly connected to customer satisfaction, whereas efficiency refers to resource costs in connection to goal attainment (Amos & Weathington 2008).

Pritchard (1990) also believes that efficiency is a measure of outputs divided by inputs, such as a manufacturing unit's monthly output divided by the number of staff hours needed to produce the output. Effectiveness, on the other hand, is the connection between outputs and some standard or expectation. Monthly production output, for example, represented as a percentage of the organisation's monthly target. As a result, it may be inferred that organisational performance refers to an organisation's effective and efficient utilization of its resources.

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Empirical Review

Negotiation on Organisational Performance

One study by Kwon and Weick (2013) found that negotiation can help resolve conflicts between individuals and teams, leading to improved communication, increased trust, and greater collaboration. This, in turn, can lead to improved organisational performance in terms of productivity, creativity, and innovation.

Similarly, another study by Kolb and Associates (2014) found that negotiation can help organisations achieve better outcomes by enabling them to reach mutually beneficial agreements that satisfy the needs of all parties involved. This can lead to improved relationships between individuals and teams, increased trust and cooperation, and enhanced organisational performance.

A third study by Pruitt and Carnevale (1993) found that effective negotiation can help prevent conflicts from escalating, leading to a more harmonious and productive workplace. This can lead to improved organisational performance in terms of employee satisfaction, retention, and overall productivity. However, it is important to note that negotiation is not a panacea for all conflicts in the workplace. Some conflicts may be too entrenched or may require more formal conflict resolution processes, such as mediation or arbitration. Additionally, ineffective negotiation can actually exacerbate conflicts and lead to further breakdowns in communication and trust.

Overall, the evidence suggests that negotiation can be an effective conflict management tool for improving organisational performance, but it must be

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managed effectively and used in conjunction with other conflict resolution processes to achieve the best results.

Mediation on Organisational Performance

One study by Stuhlmacher et al. (2012) found that mediation can lead to improved communication and cooperation between conflicting parties, which can result in increased productivity, reduced turnover, and improved job satisfaction. The study also found that employees who participated in mediation reported higher levels of trust and a greater sense of empowerment.

Similarly, another study by De Dreu et al. (2010) found that mediation can be an effective tool for managing intergroup conflicts in the workplace. The study found that when mediation was used to resolve conflicts between groups, there was a significant reduction in negative emotions, improved communication, and increased cooperation between the groups.

A third study by Judge et al. (2010) found that mediation can be particularly effective in resolving conflicts between employees and supervisors. The study found that when mediation was used to resolve conflicts between employees and supervisors, there was a significant improvement in employee job satisfaction, organisational commitment, and overall job performance.

However, it is important to note that mediation is not always effective in resolving conflicts in the workplace. Some conflicts may be too complex or may require more formal conflict resolution processes, such as arbitration or litigation. Additionally, the effectiveness of mediation may depend on the skills and

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experience of the mediator, as well as the willingness of both parties to engage in the mediation process.

Overall, the evidence suggests that mediation can be an effective tool for managing conflicts in the workplace and improving organisational performance. However, it must be used appropriately and in conjunction with other conflict resolution processes to achieve the best results.

Arbitration on Organisational Performance

One study by Colvin et al. (2015) found that arbitration can be an effective tool for managing conflicts in the workplace. The study found that when arbitration was used to resolve disputes between employees and management, there was a significant reduction in grievances and a decrease in the number of cases that went to litigation. The study also found that employees who participated in arbitration reported higher levels of satisfaction with the resolution of their disputes.

Similarly, another study by Landers et al. (2013) found that arbitration can be an effective tool for managing conflicts between labor unions and management. The study found that when arbitration was used to resolve disputes between labor unions and management, there was a significant reduction in the number of strikes and lockouts, as well as an increase in the likelihood of reaching a mutually beneficial agreement.

A third study by Alexander et al. (2012) found that arbitration can be particularly effective in resolving complex disputes involving multiple parties. The study found that when arbitration was used to resolve complex disputes, there was a significant reduction in the time and cost associated with resolving the disputes.

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However, it is important to note that arbitration is not always effective in resolving conflicts in the workplace. Some disputes may be too complex or may require more informal conflict resolution processes, such as mediation or negotiation. Additionally, the effectiveness of arbitration may depend on the skills and experience of the arbitrator, as well as the willingness of both parties to accept the decision of the arbitrator.

Overall, the evidence suggests that arbitration can be an effective tool for managing conflicts in the workplace and improving organisational performance. However, it must be used appropriately and in conjunction with other conflict resolution processes to achieve the best results.

Conflict Management and its' Effects on Organisational Performance

Several research have been conducted on the subject of organisational conflict, whether the nature of the conflict or management styles and their implications on organisational performance. Hotepo et al. (2010), for example, looked at the impact of intergroup organisational conflict on organisational performance. The study uses a questionnaire to gather data from 96 managers in chosen airlines, road transport, and insurance firms in Lagos Metropolis. The study found that a lack of resources is the leading cause of conflict, and that disputes have both bad and good consequences on the organisation, but that when correctly managed, they may be beneficial, the positive effects can be used to encourage organisational innovativeness and build cooperation among the employees.

In Cross River State, Nigeria, Uchendu et al. (2013) investigated the link between principals' conflict management and organisational performance. To

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collect data, the authors used a questionnaire. The test consisted of 32 items on a 4-point Likert scale. The data was analyzed using Pearson Product Moment Correlation Coefficient Analysis. The findings of the study indicated a strong negative link between principals' conflict management and organisational performance in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), and principal-teacher conflict (PTC).

In addition, Rahim (2001) found a link between democratic management methods including bargaining and mediation and organisational stability. Democratic tactics, he emphasized, would enhance worker participation in decision-making and, as a result, worker identification with choices and loyalty to the organisation. According to Schramm-Nielsen (2002), the arbitration technique for resolving group dispute was utilized to a greater extent in higher-performing organisations than in lower-performing organisations, with both good and negative impacts on performance. Lang (2009) made a statement about how to handle conflict through negotiation and mediation, stating that this method results in significant joint advantages for the parties.

Mukolwe et al. (2016) looked at the impact of interpersonal conflict on the performance of a few hotels in Kisii town. The study used both descriptive survey and explanatory research methodologies, and it focused on 368 hotel workers who were carefully chosen. The data was analyzed with descriptive and inferential statistics, and the hypotheses were tested with multiple regression. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organisational performance respectively, while

outcomes of interpersonal conflict do not significantly affect organisational performance.

Furthermore, according to Greenwald (2007), the primary findings were extremely eye-catching. The goal of the study is to see how well the Six Sigma leadership training program prepares executives to deal with workplace conflict, which is a major source of stress-related disease. The method used was a qualitative case study. Twenty-three Black Belt leaders in three Six Sigma roles from five major business divisions of a Fortune 100 firm were interviewed to see whether changes might be made to minimize unresolved conflict and increase leader effectiveness. Leaders said they were ill-equipped to deal with disagreement, which had a detrimental influence on production, rendering them less effective and unable to meet personal and organisational goals. The results confirmed that no training in the area of conflict resolution was included in the curriculum. To compensate, the leaders sought training outside of the curriculum, ignored conflicts, or worked alone. Recommendations for promoting positive social change by reducing harmful workplace conflict include conflict resolution training, the initiation of a peer network, clearer role definition, and more thorough project selection

According to Parvez and Rahman (2007), 64.86 percent of top management personnel at private institutions in Bangladesh used a collaborative strategy to resolving disputes inside the university. While 13.51 percent of senior management chose arbitration, 8.11 percent preferred mediation when the matter was minor, and only 2.70 percent of those polled chose negotiation. According to them, by using these strategies, the top management of these private universities was able to have

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a positive outcome in performances since they were able to maintain an agreeable atmosphere where diverse interest groups' needs were met.

Finally, Mishra et al. (1999) conducted exploratory research of Indian CEOs to determine how they handle conflict. The research focused on interpersonal conflict, with Thomas' (1976) model of conflict management techniques based on negotiation and arbitration serving as the foundation. Their findings revealed that an individual's approach to dispute resolution may have both good and negative consequences on a company's success.

Conceptual Framework

The conceptual framework between conflict management and organizational performance suggests that effective conflict management strategies can positively impact organizational performance. A study by Alola et al. (2021) revealed that organizational performance is influenced by effective conflict resolution mechanisms. The study found that effective conflict resolution mechanisms such as mediation and negotiation improve the ability of organizations to resolve conflicts and create a positive work environment, which can lead to increased job satisfaction and performance. Moreover, research conducted by Gay et al. (2005) showed that conflicts in the workplace can negatively affect an organization's performance, especially if they are not addressed early and properly. Conversely, effective conflict resolution strategies can lead to improved communication, collaboration, and cooperation among employees, which can positively impact organizational performance (Alola et al., 2021).

The measures focus on the effectiveness of conflict resolution strategies or interventions, was the Mediation Effectiveness Inventory (Kolb & Bartunek, 1992) and the Conflict Resolution Effectiveness Scale (CRE) (De Dreu & Van de Vliert, 1997). In terms of organisational performance, measures can include objective indicators such as financial performance, productivity, or turnover rates, as well as subjective assessments such as employee job satisfaction or perceived organizational support (Eisenberger et al., 1986). Other measures may focus on specific aspects of organizational performance, such as leadership effectiveness or innovation.

The study's conceptual framework is built on three independent variables: negotiation, mediation, and arbitration, with organisational performance serving as the dependent variable. The study therefore sought to establish the influence of these conflict management strategies on the organisational performance of cocoa processing company, which are presently the strategies seen to be dominant but not limited to, in the resolution of conflict. As such, each of these conflict management strategies would then be established to point out the relationship it has with organisational performance, and hence, the extent to which they individually influence organisational performance. The impact of the independent factors on the dependent variable is seen in Figure 1.

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Independent variable   **Dependent variable**
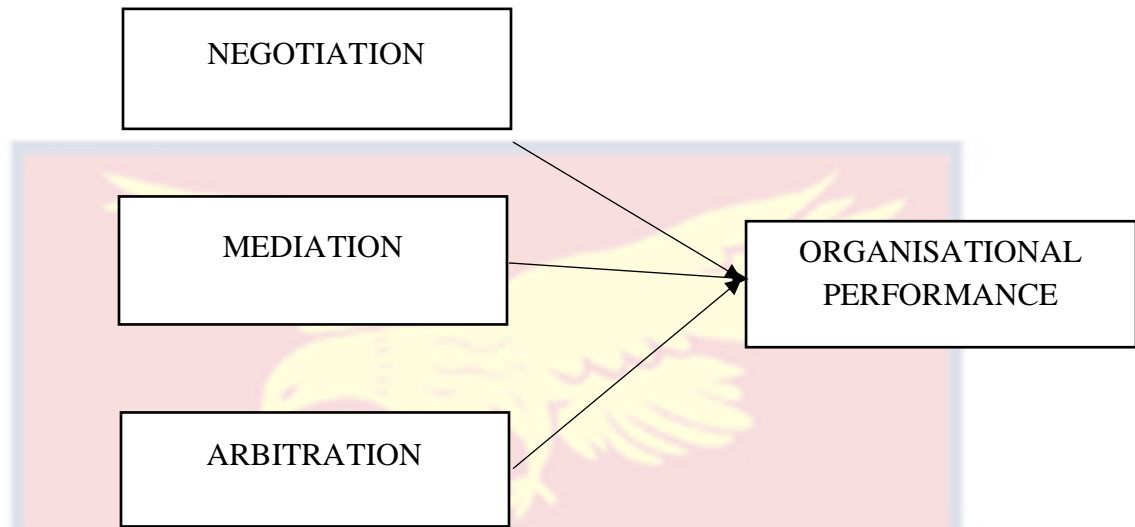
Source: Field Survey (2021)

Figure 1: Conceptual Framework

From the above conceptual frame, conflict management strategies can influence organisational performance either positively or negatively in the context of this study. The variables to be considered in association with the conflict management strategies are negotiation, mediation and arbitration.

Chapter Summary

The literature on the subject was addressed in this chapter. The ideas that underpin the study were first explored in order to solve the problem. The definitions of concepts were then followed by the empirical analytical literature on organisational conflict management. As a result, the chapter is separated into two sections. The study's theoretical models and conceptual direction were identified and discussed in part one. Finally, a conceptual framework within the context and scope of the study was explored, as well as empirical literature on the link between conflict management techniques and organisational performance.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents a description of how the whole research process was carried out. It focuses on the key methods and areas that were used in conducting the study such as the research approach, study design, study area, population, sample and sampling techniques, research instrument, data collection method, data analysis methods and ethical consideration.

Research Approach

Sekaran and Bougie (2016), postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, questions and the nature of the primary data to be collected and analysed. Creswell (2014), asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single "truth"

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that exists, independent of human perception (Lincoln et al., 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

Research Design

It was prudent to select the appropriate research design that would enable the researcher to answer the research questions and put up useful and perfect assumptions with less difficulty. A research design is a detailed strategy which the researcher followed while gathering the study data and conducting the research analysis (Turner, 2014). According to Potwarka et al. (2019), a research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

The three main research designs that have usually characterized social science research are descriptive, explanatory and exploratory (Creswell & Clarke, 2017; Rovail et al., 2013). The exploratory research is conducted to have a better understanding of a prevailing problem and generally does not lead to a definite outcome. It is flexible and provides the basis for future study. According to Creswell and Clarke (2017), the exploratory design focuses on obtaining facts and understanding social reality. Thus, the objective of the exploratory design is to detect significant challenges and variables in a real-world situation.

The explanatory research is undertaken to give details as to why a phenomenon happened and to predict future events. It generally concentrates on "why questions" in a bid to appreciate the relationships that exist between variables (Babbie, 2010). Though the explanatory research does not offer conclusive results due to lack of statistical strength, it enables the researcher to decide on how and why things occurred.

The descriptive design offers descriptions of observations about a particular phenomenon (Creswell & Clarke, 2017). It concentrates on answering the how, what and where questions rather than why questions. A distinctive characteristic of the descriptive design is that it often assists a researcher to present comparisons, similarities, and contrast between phenomena, and in so doing, enhances the understanding of social reality (Babbie, 2010).

The current study adopted the explanatory research design. Thus, driven by the concept of causal relationships between constructs – conflict management and organisational performance (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund et al. (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka et al. (2019) further restated that the premises of positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

Study Area

Cocoa Processing Company Limited (CPC) based in Tema was established in 1965. It was incorporated as a limited liability company in November 30, 1981 and publicly listed on the Ghana Stock Exchange on February 14, 2003. The company comprises three factories: two Cocoa Factories and a Confectionery Factory. The company processes raw cocoa beans into semi-finished products - Cocoa Liquor, Butter, Natural/Alkalized Cake or Powder whilst the Confectionery Factory manufactures the Golden Tree Chocolate Bars, Couverture, Chocolate Coated Peanut (Pebbles), VITACO and ALLTIME drinking chocolate Powder, Choco Delight (Chocolate spread), Choco Bake and Royale natural cocoa powder.

The CPC factories process only the choicest premium Ghana cocoa beans without any blending, probably the only factory in the world which can make such a claim. Through intensive research and product development, CPC turns out products, which meet international quality standards and also consumer satisfaction. The Cocoa Factories have an annual throughput of 65,000 metric tonnes of Premium Ghana Cocoa beans.

On the premises of the background information of the study area, bearing in mind the nature of work, conflict seems to be an ordinance within the organisation as communicated by observation. As such, it is expedient to analyse some of the strategies within which may have a greater extent of establishing resolutions to such conflict if it emanates.

Population

The research problem had a bearing on the population. According to Sekaran (2003), the population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. Thus, the study population is the subset of the population with the condition or characteristics of interest defined by the eligibility criteria. Although it is usually not practically and economically feasible to involve all members of the population in a research project due to mainly cost, time constraints and population size, it was felt that it would be important to involve all eligible junior employees of the institution who met the criteria of having an acquaintance with conflict management strategies and who had voluntarily consented to participation in the study. The group of participants studied is selected from the study population (Friedman, 2010). In view of this, a population of one hundred and twenty (120) was used which was made up of employees from the upper-level management, middle-level management and lower and other junior staff (Human Resource Department, 2021).

Sample Size and Sampling Procedure

From the point of Israel (1992) there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census was used because of the relatively small number of population size. In view of this, the population of one hundred and twenty (120) was used which was made up of

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employees from the upper-level management, middle-level management and lower and other junior staff.

The advantages of a census are that although cost consideration makes this impossible for large populations, it is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the sampling frame are "fixed," that is, they will be the same for samples of 50 or 200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while the administration of sample surveys is more complicated, a census survey is easier to administer because it includes all persons. To this end, results from a census survey can be used to "drill down" into the organisational structure and highlight departmental results, and because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey but figuring out who receives a survey is clear (Kraut, 1996).

Data Collection Instrument

The selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to

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participation in the study and must have done one performance appraisal at the institution. The number needed to be was randomly selected. The instrument used for data collection was a self-administered questionnaire. The questionnaire is a set of questions with a definite purpose-designed for a target group of people to be administered by them within a particular time frame. According to Plano (2010) questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs.

However, Creswell and Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. The questionnaire was selected for this kind of study because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit a truthful response with regard to the information required from the respondents. The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract the respondent's interest (It is attached as an Appendix B). The questionnaire consisted of different types of questions. Information about the demographic data of the participants was gathered from the multiple-choice questions (closed), which just required that the right answers be ticked by the respondents.

The main part of the questionnaire, which concerns the objectives of the study, consisted of Likert-scale questions. These questions helped to ascertain how strongly the respondents agreed with a statement. A seven-point Likert-scale was used with 7 representing highest level of agreement and 1 representing least level of agreement.

Data Collection Procedure

The researcher booked appointments with the head of the human resource session, cocoa processing company which is then sampled institution to seek permission to conduct the research. The researcher presented a letter from the university as proof that the study was only meant for academic purposes. In this research, self-administered strategy was used in the administration of the 120 questionnaires. This method was considered appropriate since the researcher intended to increase the response rate. Respondents were given adequate time to fill the questionnaire, which was picked by the researcher at various convenient intervals. By applying the principle of Sekaran (2003) that small sample sizes can provide highly reliable findings depending on the sampling procedure adopted, the responses received were considered adequate and representative of the total population.

Data Processing and Analysis

Data processing operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data so as to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data were then tabulated, and further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion.

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Inferential data analysis techniques such as correlation analysis and regression analysis were also used to analyse the collected data.

Other tests that were done were an analysis of variance (ANOVA), and t-test was undertaken. Linear regression was used to ascertain the relationship between conflict management and organisational performance. The model treated organisational performance as the dependent variable while independent variables were dimensions of conflict management. A regression equation describes how the mean value of a response variable relates to specific values of the predictor variable (Kessler et al., 2004).

The study used regression analysis to test the statistical significance of the independent variables on the dependent variables. The regression equation used to analyse the relationship between variables under study was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Organisational Performance of Cocoa Processing Company

β_0 = the constant or the coefficient of intercept.

X1 = Negotiation

X2 = Mediation

X3 = Arbitration

ε = Error term

β_1.... β_3 = Corresponding coefficients for the respective independent variables

The correlation was used to describe the degree of relationship between the dependent and independent variable, in this case, the influence of conflict management on the organisational performance. The results were presented using

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tables. The quantitative data collected was organized in accordance with the research questions. The data analysis and presentation of findings were carried out using the Statistical Package for Social Sciences (SPSS) Version 26. The responses received from the respondents were initially tabulated according to four Likert-Scale (options) contained in the questionnaire. These scales were 1 – Least level of agreement, and 7 – Highest level of agreement.

Ethical Consideration

According to Awases (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research be aware of the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid possible violation of ethical principles. Edginton et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and also guaranteeing the participants of confidentiality. Bless et al. (2000), state the main rules of data collection as a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. All these ethical rules have been met in this research study.

An introductory letter was obtained from the Department of Human Resource Management, College of Humanities and Legal Studies of the University of Cape Coast to introduce the researcher to the institution. To gather data from the sampled staff, permission was sought from the management of the institution. Employees had their consents sought through the management. Research is

expected to be free from any biases and it must be scientifically sound and reported honestly, thoroughly and completely (Malhotra & Birks, 2007). As such, potential respondents were informed about the purpose of the research and what objective it seeks to achieve. They were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time without any form of adverse consequences.

Anonymity and confidentially were guaranteed and the researcher did not cause harm or mental stress to those who choose to participate. This research and its associated methodology adhere to all of these ethical considerations. An organisational entry protocol was observed before the data were collected. Individual staff was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was carried out successfully.

Chapter Summary

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a design. The population, as well as the sample size for the study and the sampling techniques used, had been discussed. For analyses sake, the chapter centred on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with an ethical stance. The next chapter which is chapter four gives a presentation of the results of the collected and analysed data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This is study aimed to examine the determine the influence of conflict management on the performance of Cocoa Processing Company, Accra. Based on this main research objective, specific objectives were used to achieve the study goal. In line with the original research objectives and the method used, this chapter provides the results and discussions which reflect on the core study specific objectives as outlined in chapter one. The first section provides the profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation) statistics in accordance with the specific objectives of this study.

Response Rate

In this study, the population size was one hundred and twenty (120) employees. This means that a total of 120 questionnaires were issued from which 100 were filled and returned which represents a response rate of 95.8%. This means 5 (approximately 4.2%) was not returned as it can be seen in Table 1.

Table 1: Response Rate

Questionnaire	Count	Percentage (%)
Returned	115	95.8
Non-Returned	5	4.2
Total	**120**	**100**

Source: Field Survey (2022)

The 95.8% return rate was considered to be satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the candidate had contacts in the study area and that facilitated the data collection process. Besides, the candidate personally administered the questionnaires and made a lot of efforts to make many follow-ups calls to clarify queries with the intention to improve the high response rate.

Descriptive Results for Socio-Demographic Characteristics

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education, ranks of the officers in the service, and employees' years of work in the organisation. Table 2 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 2.

Table 2: Demographic Characteristics for Respondents

Background characteristics	Frequency	Percentage
Sex		
Male	71	61.74
Female	44	38.26
Total	115	100
Age		

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21-30 years	46	40.00
31-40	35	30.43
41-50	27	23.48
51 years and above	7	6.08
Total	115	100
Level of Education		
SHS	56	48.69
Diploma	31	26.96
1st Degree	14	12.17
2nd Degree	10	8.70
Professionals	4	3.48
Total	115	100
Positions of the officers in service		
Senior staff	41	35.65
Junior staff	74	64.35
Total	115	100
Work Experience		
1-5 years	18	15.65
6-10 years	45	39.13
11-15 years	15	13.04
16 and above	37	32.17
Total	115	100

Source: Field Survey (2022)

Table 2 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (61.74%)

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were males while the remaining respondents, (that is 38.26%) were females. This implies that a lot of males appeared to have been employed in the company which is not surprising considering the nature of the work at Cocoa Processing Company, Accra. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2021) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that the majority of the respondents (46) are between the ages of 21 and 30 years representing 40%. This higher percentage of lower-level employees gives the impression that there are more inexperienced workers in the company. Again, the result shows that 35 respondents representing (30.43%) were between 31 to 40 years which implies that in the service, most of the respondents are in their prime age and that the company can be considered to have had a lot of potentials in terms of development in the future. In addition, 27 of the respondents representing (23.48%) were between the ages of 41 and 50 years. The least age group was those between 51 and above representing (6.08%) in the company. The overall implication is that relatively a small percentage number of employees are mature and presumably experienced in their career in the company.

From the Table, it can be noted that 56 respondents representing (48.69%) had senior high school certificate from various fields, while 31 respondents representing (26.96%) had diploma education. However, a total of 14 representing 12.17% were the first-degree holders in contrast to 10 (8.70%) who had a second degree. Regarding professionals, 4 of them representing (3.48%) were found to be in this category. The study results from the Table highlights the significance that the organisation attaches to education as most workers in the institution are qualitatively gifted with educational prowess.

Table 3 also shows that majority of respondents, that is, 41 representing (35.65%) of the sampled population were in senior workers positions, whilst 74 respondents representing (64.35%) of the population were in junior officers' positions. This implies that the bulk of workers fall within the junior officers' positions in the institution. In terms of how long each employee has worked in the organisation, it was found that most of them fell within 6 to 10 years. About, 45 (39.13%) of the respondents have worked within them, while 37 (32.17%) has worked within the years of 16 years and above. This is followed by those who have worked between 1 and 5 years and they had a total number of 18 (15.65%) and those who have worked between 11 and 15 years make up 15 (13.04%).

Findings of the Research Questions

This section presents results and analysis based on the four key objectives of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is

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descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the objectives of the study.

Research Objective one: To assess the level of organisational performance at Cocoa Processing Company, Accra

The first objective of this study sought to assess the level of organisational performance at the Cocoa Processing Company, Accra. In achieving this objective, nine indicators were measured on a seven-point Likert scale as shown in Table 10 below. Score '7' showed the strongest agreement while score '1' showed the strongest disagreement. These scores are generalised based on respondents' level of agreement with each of the statements provided under "Organisationl Performance" on the questionnaire.

Table 3: Organisational Performance

	N	Mean	S.D
Performance is the achievement of quantified objectives in the organisation.	115	3.71	0.973
The organisation continually enhances staff skills through continuous performance monitoring.	115	3.41	1.203
The organisation has increased its financial performance as a result of conflict management.	115	3.04	1.022
The organisation has lowered its costs as a result of better conflict management.	115	3.38	0.993
Continuous performance is an important objective at the organisation.	115	3.27	1.004

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Innovation plays a key role in conflict management performance at the organisation.	115	3.20	1.045
Task conflicts have an effect on organisational performance at the organisation.	115	3.24	1.123
Conflict management may prevent wasted time and help an organisation achieve its goals.	115	3.34	1.894
Efficiency is a process characteristic indicating the degree to which the process produces the required output at a minimum resource cost.	115	3.13	1.034
Conflict management has an impact on a firms' performance	115	3.02	1.679

Source: Field Survey (2022)

From Table 3, the median of "Performance is the achievement of quantified objectives in the organisation", as an indicator, from a sample of 115 is 3.71, showing high level of agreement from respondents. In the same vein, the median of "The organisation continually enhances staff skills through continuous performance monitoring", as an indicator, from a sample of 115 is 3.41, suggesting high level of agreement from respondents. Equally, the median of "The organisation has increased its financial performance as a result of conflict management", as an indicator, from a sample of 115 is 3.04, showing high level of agreement from respondents as shown in the Table 3. Correspondingly, the median of "I have the required level of motivation to perform the task with minimum will

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and efforts.", as an indicator, from a sample of 115 is 3.38, demonstrating high level of agreement from respondents.

In addition, the median of "Continuous performance is an important objective at the organisation", as an indicator, from a sample of 115 is 3.27, indicating high level of agreement from respondents. Likewise, the median of "Innovation plays a key role in conflict management performance at the organisation", as an indicator, from a sample of 115 is 3.20, demonstrating high level of agreement from respondents. Similarly, the median of "Task conflicts have an effect on organisational performance at the organisation", as an indicator, from a sample of 115 is 3.24, showing high level of agreement from respondents. Likewise, the median of "Conflict management may prevent wasted time and help an organisation achieve its goals", as an indicator, from a sample of 115 is 3.34, demonstrating high level of agreement from respondents. And finally, the median of "Efficiency is a process characteristic indicating the degree to which the process produces the required output at a minimum resource cost", as an indicator, from a sample of 115 is 3.13, demonstrating high level of agreement from respondents. The results show high level of organisational performance at the Cocoa Processing Company, Accra, Ghana.

Research Objective two: Examine the Effect to which Negotiation as a Conflict Management Strategy Influences Organisation Performance

The second research objective sought to ascertain the extent to which negotiation as a conflict management strategy influences organisational performance. To achieve this, the respondents were presented with seven

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statements that depicted some of the activities under negotiation. The study measured the independent variable negotiation using the Likert scale of 1-7, 1 being – Least level of agreement, and 7 being the Highest level of agreement. This was to determine the extent to which negotiation was evident in the organisation. The results were transformed and regressed against organisational performance level. The summary of the model of negotiation on organisational performance is presented in Table 4.

Table 4: Model summary of Negotiation on Organisational Performance

Model	R	R square	Adjusted R Square	Std. error of the estimate
1	.497[a]	.247	.240	1.13921

    a. **Predictors: (Constant), NEGOTIATION**

Source: Field Survey (2022)

The results from Table 4 show two values of concern, the R- Correlation Coefficient and the R-Square Coefficient of Determination. The coefficient of Determination indicates the relationship between the Independent and the Dependent variable. It is the proportion of variation in the dependent (Organisational Performance) variable explained by the regression model. An R Square value of .247 indicates that about 24.7% of the variation in the Performance of staffs at Cocoa Processing Company, Accra, is accounted for by Negotiation as a conflict management strategy; the remaining variation in performance may be due to other factors not captured in this study. The R-value represents the Pearson Correlation coefficient. The R-value of 0.497 indicates a high relationship between Negotiation and Organisational Performance.

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Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; r=.10 to .29 or r=−.10 to −.29 small, r=.30 to .49 or r=−.30 to −.4.9 medium, r=.50 to 1.0 or r=−.50 to −1.0 large. The results indicate a significant positive relationship between Organisational Performance and Negotiation as a conflict management strategy. Table 5 assess the statistical significance of the regression model.

Table 5: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.192	1	50.192	38.675	.000[b]
Residual	153.140	113	1.298		
Total	203.332	114			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Negotiation

a. Dependent Variable: Organisational Performance

Source: Field Survey (2022)

The results of the ANOVA form Table 5 indicate a statistically significant figure of p=.000, as held up by Fidell et al. (2013), a significant level of less than or equal to .05 is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the ρ-value is well below .05 (ρ = .000). Therefore, it can be concluded that the R and R^2 between Negotiation and Organisational Performance is significant and therefore Negotiation can significantly influence organisational performance. However, the ANOVA fails to

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indicate the extent of the effect. Table 6 indicates the magnitude of the impact of Negotiation of the performance of Cocoa Processing Company, Accra.

Table 6: Coefficients of Negotiation on Organisational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.518	.284		8.852	.000
Negotiation	.482	.077	.497	6.219	.000

a. Dependent Variable: Organisational Performance

Source: Field Survey (2022)

Table 6 in the SPSS output labelled coefficients provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value p= 0.003 is less than 0.05 for the constant and the significant value p= 0.000 is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Negotiation has a significant impact on Organisational Performance. The table further shows a Beta of .497 which according to Fidell et al. (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that the adoption of negotiation as a strategy for managing conflicts significantly improves the performance of staff at Cocoa Processing Company, Accra. The findings of this study confirm and are

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supported by loads of findings with respect to studies conducted in terms of negotiation and organisational performance. Rahim (2001) found that a significant relationship exists between negotiations with the level of organisations' performance. Still, with respect to the negotiation, Schramm-Nielsen (2002) estimates that improvements in the negotiation dimensions at the workplace may result in a 5-10 per cent increase in organisation performance. Lang (2009) had also pointed out that adjusting the mode of negotiating activities can significantly improve employees' working experience and organisational performance.

The effectiveness of negotiation as a conflict management strategy within the context of Cocoa Processing Company, Accra, formed the first objective of the study. The employees associated believe negotiation plays a significant role in conflict management within the organisation. The respondents agreed to the baseline assumptions of concession tactic, persuasion tactic, deceitfulness tactic, promise tactic, and threat in Petkovic (2008). This coincides with the study by Long 2006) who asserted that an effective performance appraisal system can lead an organisation to takes strides towards organisation performance and growth by leaps and bounds. Notably, Norreklit (2003) argued that it is important to have negotiation at the beginning of the performance contract so that an employee is well informed of what is expected. This agreed with a study conducted by Mannix, 2001 who concluded that a negotiation outcome can help improve team performance by reducing tension, antagonism and distraction of members of a team.

The survey showed that employees perceived negotiation fair because participation in the negotiation process permitted the creation of shared values, a

perception shared by the respondents of the study; therefore, negotiation supports high performance by facilitating the involvement of employees in decision making to create an enabling environment for employees to meet the quantified objectives in all areas of the organisation. This agrees with De Dreu et al. (2000) who assert that negotiators can help adversaries communicate with each other in many ways. The ability to negotiate with diverse people and organisations increasingly become a critical competency to resolve daily conflicts in the organisation.

These are all in line with studies conducted by Babin and Boles (2019) who asserted that organisation's performance is about directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organisation. The study indicated a positive relationship between negotiation and organisational performance meaning that an effective negotiation strategy can lead to an increased organisational performance at Cocoa Processing Company, Accra.

Research Objective three: Examine the Effect to which Mediation as a Conflict Management Strategy Influences Organisational Performance

The third objective of the study was to establish the extent to which mediation as a conflict management strategy influences organisational performance in Cocoa Processing Company, Accra. The study measured the independent variable, mediation using the Likert scale of 1-7, 1 being – Least level of Agreement, and 5 being the Highest level of agreement. The purpose was to establish whether conflict management had an influence on performance in the Organisation. Data was collected on the various activities under mediation in the

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organisation. Respondents were presented with seven mediation statements. The results were transformed and regressed against organisational performance level. The summary of the model of mediation on organisational performance is presented in Table 7.

Table 7: Model summary of Mediation on Organisational Performance

Model	R	R square	Adjusted R Square	Std. error of the estimate
1	.664[a]	.442	.436	.420

    a.   **Predictors: (Constant), MEDIATION**

Source: Field Survey (2022)

The result from Table 7 shows that the R- Correlation Coefficient and the R-Square-Coefficient of Determination. The R Square value of .442 indicates that about 44.2% of the variation in the Performance of Cocoa Processing Company, Accra, is accounted for by Mediation, the remaining variation in performance may be due to other factors not captured in this study. The R-value represents the Pearson Correlation coefficient. The R-value of 0.664 indicates a large relationship between Mediation and organisational performance. The results indicate a positive relationship between the performance of Cocoa Processing Company, Accra, and Mediation. Table 8 assess the statistical significance of the regression model.

Table 8: ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.682	1	13.682	77.472	.000[b]
Residual	17.308	113	.177		
Total	30.990	114			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Mediation

Source: Field Survey (2022)

The results of the ANOVA form Table 8 indicate a statistically significant figure of p=.000, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the ρ-value is well below .05 (ρ = .000). Therefore, it can be concluded that the R and R^2 between Mediation and the Organisational Performance is significant. However, the ANOVA fails to indicate the extent of the effect. Table 9 indicates the magnitude of the impact of Mediation on the performance of Cocoa Processing Company, Accra.

Table 9: Coefficients of Mediation on Organisational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.394	.131		3.000	.003
Mediation	.740	.084	.664	8.802	.000

a. Dependent Variable: Organisational Performance

Source: Field Survey (2022)

Table 9 in the SPSS output labelled coefficients provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value p= 0.000 is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Mediation as a conflict management strategy has a significant impact on the performance of Cocoa Processing Company, Accra. Table 9 further shows a Beta of .664 which indicates a strong impact of the independent variable on the dependent.

The third research objective was to establish the extent to which mediation as a conflict management strategy influences organisation performance in Cocoa Processing Company, Accra. The use of mediation assistance as a strategy in conflict resolution is supported by most Cocoa Processing Company, Accra, employees. The respondents of the study believe the role of a mediator is to provide

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additional information and options without making the decision for the conflicting parties. This confirms study findings according to Gregory (2004) that a mediator assists in resolving the dispute by advising and providing information and options but leaves the final decision to the parties themselves since performance declines as the level of conflict increases.

Rahim (2001) also reported a positive correlation between democratic management styles such as negotiation & mediation and organisational performance. He noted that democratic strategies especially mediation would promote inclusion in the decision and by consequence workers identification with decisions and commitment to the organisation which tends to the increase the performance of the organisation in terms of efficiency and effectiveness. This is supported by De Wit et al. (2012) who indicated that mediation has a positive influence on the performance of the organisation. This was assessed in relation to organisational outcomes including employee job satisfaction and perceived organisational performance which showed a positive relationship.

From the survey, Cocoa Processing Company, Accra, utilizes mediation strategy in which a mediator facilitates the discussion between the parties in conflict; for example, a mediator facilitates communication when there is a personal conflict between workers. The role of the mediator is limited to helping the discussion between the affected parties. This agreed with the findings of Muigua (2012) who identified mediation as an effective conflict management strategy in resolving disputes in the organisation which tends to increase the performance of an organisation.

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Research Objective four: Examine the Effect to which Arbitration as a Conflict Management Strategy Influences Organisational Performance

The last research objective sought to determine the extent to which arbitration as a conflict management strategy influences organisational Performance. Arbitration in this study includes arbitrator resolves disputes, arbitration increases efforts, arbitration embraced. Respondents were to determine the extent to which these arbitration activities were observed at Cocoa Processing Company, Accra. The results were transformed and regressed against the organisation's performance level. The summary of the model of Arbitration on the organisation's performance is presented in Table 10.

Table 10: Model Summary of Arbitration on Organisational Performance

Model	R	R square	Adjusted R Square	Std. error of the estimate
1	.693ª	.480	.475	.405

a. **Predictors: (Constant), ARBITRATION**

Source: Field Survey (2022)

From Table 10 indicate an R Square value of .480 which showed that about 48.0% of the variation in the Performance of Cocoa Processing Company, Accra, is accounted for by Arbitration as a strategy for managing conflicts, the remaining variation in performance may be due to other factors not captured in this study. The R-value represents the Pearson Correlation coefficient. The R-value of 0.693 indicates a large relationship between Arbitration and organisational performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; r=.10 to .29 or r=−.10 to −.29 small, r=.30 to

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.49 or r=−.30 to −.4.9 medium, r=.50 to 1.0 or r=−.50 to −1.0 large. The results

indicate a significant positive relationship between organisational performance and

Arbitration. Table 11 assess the statistical significance of the regression model.

Table 11: ANOVAª

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.888	1	14.888	90.614	.000[b]
Residual	16.102	113	.164		
Total	30.990	114			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Arbitration

Source: Field Survey (2022)

The results of the ANOVA form Table 11 indicate a statistically significant

figure of p=.000, as held up by Tabachnick & Fidell (2013), a significant level of

less than or equal to .05 is necessary for social science research. In this analysis,

the ρ-value is well below .05 (ρ = .000). The table shows whether the model is

statistically significant in interpreting the performance of Cocoa Processing

Company, Accra. Therefore, it can be concluded that the R and R^2 between

Arbitration and the performance of Cocoa Processing Company, Accra, is

significant. Table 12 indicates the magnitude of the impact of Arbitration of the

performance of Cocoa Processing Company, Accra.

Table 12: Coefficients[a] of Arbitration on Organisational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.572	.105		5.467	.000
Negotiation	.570	.060	.693	9.519	.000

a. Dependent Variable: Organisational Performance

Source: Field Survey (2022)

From Table 12, the significant value p= 0.000 is less than 0.05 for both the independent variable (Arbitration) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Arbitration as a conflict management strategy has a significant impact on organisational performance. The results further indicate a Beta of .693 which is statistically significant since p=0.000 and less than .05. The results show that without arbitration, managing conflicts in the organisation will be difficult. It is arbitration that facilitates the management of conflicts which eventually impact positively on the performance of Cocoa Processing Company, Accra.

The last research objective was to establish the extent to which arbitration as a conflict management strategy influences organisation performance in Cocoa Processing Company, Accra. The use of an arbitrator as a strategy in conflict resolution is supported by most of the employees at Cocoa Processing Company, Accra. The respondents of the study believe the role of an arbitrator is to provide additional information, options and further makes the decision for the conflicting

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parties. This agrees with studies on the conflict in the public service commission in Rwanda by Muganza, (2013) that showed that arbitration has a positive impact on the working environment and the organisational performance.

Resolution of conflicts with the aim of improving organisational performance and the arbitrator has the authority to make the decision that resolves the conflict Muigua (2012). The process of arbitration pushes the aggrieved parties to work hard towards a resolution. Arbitration is considered as an option when it comes to the resolution of less complex human rights issues. This is supported by Chau (2014) who advised the implementation of structures and procedures that might encourage the company to use arbitration because of the less financial implications that come with it and its ability to improve the performance of the organisation. Notably, Thomas' (1976) model of conflict management strategies based on negotiation and arbitration showed that arbitration as a conflict management strategy towards conflict had positive effects on organisational performance.

From these surveys, it can, therefore, be concluded that Arbitration as a conflict management strategy has a significant impact on organisational performance. The results show that without arbitration, managing conflicts in the organisation will be difficult. It is arbitration that facilitates the management of conflicts which eventually impact positively on the performance of Cocoa Processing Company.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The key demographic results have indicated that males are more than female at the organisation and the young age group are more than the older. The first objective was concerning the level of performance at the organisation, it was then identified that, the organisational performance of Cocoa Processing Company, Accra, was high. The second objective was concerned with the ascertaining the extent to which negotiation as a conflict management strategy influences the organisation performance of Cocoa Processing Company, Accra. The results indicated that negotiation had a positive significant effect on the performance of Cocoa Processing Company, Accra.

The third objective established the extent to which mediation as a conflict management strategy influences organisational performance in Cocoa Processing Company, Accra. The results showed that mediation practices at Cocoa Processing Company, Accra had a positive effect on the performance of the organisation. The study was also concerned with the effects of arbitration. The fourth objective determined the extent to which arbitration as a conflict management strategy influences organisational performance. The results showed that arbitration as a conflict management strategy had a significant impact on organisational performance. This indicates that arbitration facilitates the management of conflicts

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which eventually impact positively on the performance of Cocoa Processing Company, Accra.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to examine the influence of conflict management on organisational performance at the Cocoa Processing Company, Accra, Ghana. The previous chapter provided information in respect of the findings and discussions made. This chapter presents information relating to the summary of the key findings, the conclusions drawn in respect of the specific research objectives and that of the recommendations offered in respect of the study.

Summary of the Study

The main aim of this study was to examine conflict management on organisational performance at the Cocoa Processing Company, Accra, Ghana. Specifically, the study sought to; assess the level of organisational performance at the Cocoa Processing Company, Accra; to examine the effect of negotiation on organisational performance at the Cocoa Processing Company, Accra; to examine the effect of mediation on organisational performance at the Cocoa Processing Company, Accra, and; to examine the effect of arbitration on organisational performance at the Cocoa Processing Company, Accra.

To help achieve these objectives, four supporting research questions were formulated geared towards answering the objectives accordingly. The study was based on the views of one hundred and fifteen (115) employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 1 to 7

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where 1 stands for Least level of agreement and, 7, Highest level of agreement. This was done to avoid common method bias. The instrument centered on characteristics of the respondents as well as the variables considered in this study.

The demographic information on respondents was analysed using descriptive statistics (Frequencies and percentages). The first objective was analysed using the descriptive statistics (median) and the other three objectives of this study were analysed using the correlation and regression processed with the SPSS Version 26 The major findings as they related to the specific objectives of the study have been summarised below.

Key Findings of the Study

With respect to the objectives of the study, these were the outcomes of the study.

The first objective assessed the level of organisational performance at the Cocoa Processing Company, Accra. The results showed that, performance of Cocoa Processing Company, Accra, is deemed to be high. As such, they have handled issues relating to conflicts within the organisation well, thereby, resulting in increased in the overall performance of the organisation.

The second objective sought to ascertain the extent to which negotiation as a conflict management strategy influences organisation performance. The results of the regression analysis indicated that there is a significant and strong positive relationship between negotiation and organisational performance. The results showed a large relationship between Negotiation as a conflict management strategy and Organisational Performance.

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The third objective of the study was to establish the extent to which mediation as a conflict management strategy influences organisational performance in Cocoa Processing Company, Accra. With this regression analysis was ran to determine the effect, the extent as well as the significance of the effect of Mediation on the performance of the organisation. This was followed by assessing the statistical significance of the regression model. On the bases of the analysis, it can be said that Mediation had a strong and significant impact on the performance of Cocoa Processing Company, Accra.

Finally, the fourth research objective sought to determine the extent to which arbitration as a conflict management strategy influences organisational performance. The study found out that there was a large relationship between arbitration and organisational performance. The researcher further examined the significant level as well as the magnitude of the impact. It can, therefore, be concluded that arbitration has a positive and significant impact on the performance of Cocoa Processing Company, Accra.

Conclusions

The conclusions are drawn based on the findings of the study;

From the objective one, to measure organisational performance, various metrics are used such as revenue growth, profit margin, market share, customer retention rate, employee turnover rate, and environmental impact. Effective organisational performance requires alignment between the organisation's mission, vision, and goals, and the strategies, processes, and systems that support them. It also requires effective leadership, a culture of accountability and continuous improvement, and a focus on innovation and adaptability. Organisational

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performance can be improved through various approaches such as process optimization, employee training and development, technology adoption, and strategic planning. It is essential to monitor and continuously evaluate performance to identify areas for improvement and make necessary changes to ensure long-term success.

The research objective two was to ascertain the extent to which negotiation as a conflict management strategy influences organisational performance in Cocoa Processing Company, Accra. The findings led to the conclusion that there was a positive and significant relationship between organisational performance and negotiation as a conflict management strategy. This implied that the higher the organisation adopted negotiation, the more the performance increased. It was also concluded that the most effective form of negotiation helps improve the general working environment.

The third objective of the study was to establish the extent to which mediation as a conflict management strategy influences organisational performance in Cocoa Processing Company. Based on the findings, it can be concluded that there was a positive and significant relationship between mediation and organisational performance. The results further led to a conclusion that mediation has been used as a conflict management strategy in Cocoa Processing many times and has proved to be an effective conflict management strategy in Cocoa Processing Company, Accra. Effective conflict mediation strategy is associated with improved performance and lower costs in Cocoa Processing Company, Accra.

The fourth objective of the study was to determine the extent to which arbitration as a conflict management strategy influences organisational performance in Tamale Forestry Commission. Results led to the conclusion that there was a strong positive and significant relationship between arbitration as a conflict management strategy and organisational performance. It was also concluded that since Cocoa Processing Company, Accra, has an effective arbitration channel in place, it had a direct influence on the level of organisational performance at Cocoa Processing Company. This implied that the frequent adoption of arbitration produced an improved organisational performance.

Recommendations

The following recommendations are based on the conclusions drawn from this study;

The findings of the study confirm the key role of conflict management strategies in improving and maintaining effectiveness in an organisation. From the research objective one, it is recommended that the management of Cocoa Processing Company, Accra Organisations should set clear, measurable, and achievable goals and objectives aligned with their mission and vision. This provides clarity and direction, helps to focus efforts, and enables the organisation to track progress. Also, Effective leadership is essential to the success of any organisation. Leaders should inspire, motivate, and empower their employees to achieve their best. They should also be accountable, led by example, and foster a culture of trust, transparency, and collaboration.

It is also recommended that, the management of Cocoa Processing Company, should focus on increasing the utilization of conflict management strategies like negotiation, mediation and arbitration to increase organisational performance. Negotiation, mediation and arbitration are effective conflict management strategies, which speeds up the process of conflict resolution by providing conflicting parties with additional information and options.

It is also recommended that management of Cocoa Processing Company, Accra, should encourage the use of negotiation, mediation and arbitration as forms of conflict management strategy. The intervening party must maintain a neutral attitude to avoid exacerbating the problem. The size of the intervention should be more than adequate to guarantee success. Sensitivity to potential conflicts makes it easy to apply different conflict management strategies within the organisation. The overall impact is improved organisational performance because employee morale is high, and the cost of conflicts is reduced.

It is also recommended that management of Cocoa Processing Company should consider one of the keys to successful mediation is being open-minded and willing to listen to the other party's perspective. Try to understand their point of view, even if you don't agree with it. Also, the success of mediation often depends on the skills and experience of the mediator. Look for a mediator who is trained and experienced in the area of conflict that you are facing.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the conflict situations in the organisation and explain in

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detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach as both methods will complement each other's weaknesses. This study was carried out in only one company in Ghana. Further studies can also engage in a comparative study across public and private industries in Ghana to assess the impact conflict management strategies have on organisational performance. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only three conflict management variables; negotiation, mediation and arbitration.

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APPENDICE: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
SCHOOL OF BUSINESS

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resource Management) programme at the Department of Human Resource Management, School of Business. This questionnaire is designed to ascertain information for my research work on the topic: "**INFLUENCE OF CONFLICT MANAGEMENT ON ORGANISATIONAL PERFORMANCE: A CASE OF COCOA PROCESSING COMPANY, ACCRA**". This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Ophelia Happy Akporhor

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SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [√] or write short notes on the space provided where necessary.

1. **Gender**:

a. Male   [   ]
b. Female   [   ]

2. **Age:**

a. 21-30 years   [   ]
b. 31-40 years   [   ]
c. 41-50 years   [   ]
d. 51 years and above [   ]

3. **Level of Education:**

a. SSS   [   ]
b. Diploma   [   ]
c. 1st Degree   [   ]
d. 2nd Degree   [   ]
e. Professionals   [   ]

4. **Positions of the Officers in the Service**

a. Senior staff   [   ]
b. Junior staff   [   ]

5. **Employees' Years of Work in the Organisation**

a. 1-5 years   [   ]
b. 6-10 years   [   ]
c. 11-15years   [   ]
d. 16 years and above [   ]

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SECTION B

QUESTIONNAIRES ON CONFLICT MANAGEMENT STRATEGIES

In a 7-point Likert scale, where 1 – Least Level of Agreement 7 – Highest Level of Agreement, rate the following statements on the level of conflict management of management through negotiation, mediation and arbitration in your organisation.

NEGOTIATION

NO.	STATEMENT	1	2	3	4	5	6	7
1	The organisation has an effective negotiation strategy in place to manage conflicts							
2	Disagreements at the workplace require intervention through negotiation							
3	Deceitfulness tactic assumes presenting false data and arguments							
4	Employees want to feel involved in decisions that affect them by negotiating with managers before decisions are made							
5	Negotiation has influenced the organisation's Performance Appraisal process							
6	The ability to negotiate with diverse people and organisations increasingly become a critical competency to resolve daily conflicts							
7	Concession tactic is an important tactic where both sides make a concession							

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MEDIATION

NO.	STATEMENT	1	2	3	4	5	6	7
1	Mediation assists in resolving the dispute by providing information and options but leaves the decision to the parties themselves							
2	The organisation has an effective mediation strategy to manage conflicts							
3	Mediation is used to solve conflicts arising from the unclear organisation of work and delegation in the organisation							
4	Mediation is used as a conflict management strategy in the organisation							
5	Mediation is used to solve conflict arising from personal differences in the organisation							
6	A mediator will not resolve the conflict but will help facilitate a discussion between parties in conflict							
7	Mediation is used to solve conflict arising from personal differences in the organisation							

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ARBITRATION

| NO.	STATEMENT	1	2	3	4	5	6	7
1	Arbitration has been embraced in the organisation to improve performance							
2	The organisation has an effective arbitration strategy to manage conflicts							
3	The arbitrator usually makes a decision resolving the dispute							
4	Arbitration leads to an increase in the effort of the aggrieved parties							
5	The arbitrator helps with communication and promotes reconciliation between the parties to reach a mutually accepted agreement.							
6	Performance in the organisation is improved when the arbitration strategy is adopted							
7	Arbitration has a cost implication that affects the financial performance of the organisation							

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SECTION C

ORGANISATIONAL PERFORMANCE

This section contains statements assessing the performance at Cocoa Processing Company. Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 7-point Likert scale, where 1 – Least Level of Agreement, and 4 – Highest Level of Agreement, rate the following statements on the level of performance in your organisation.

NO.	STATEMENT	1	2	3	4	5	6	7
1	Performance is the achievement of quantified objectives in the organisation							
2	The organisation continually enhances staff skills through continuous performance monitoring							
3	The organisation has increased its financial performance as a result of conflict management							
4	The organisation has lowered its costs as a result of better conflict management							
5	Continuous performance is an important objective at the organisation							
6	Innovation plays a key role in conflict management performance at the organisation							
7	Task conflicts have an effect on organisational performance at the organisation							

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8	Conflict management may prevent wasted time and help an organisation achieve its goals							
9	Efficiency is a process characteristic indicating the degree to which the process produces the required output at a minimum resource cost							
10	Conflict management has an impact on a firms' performance							
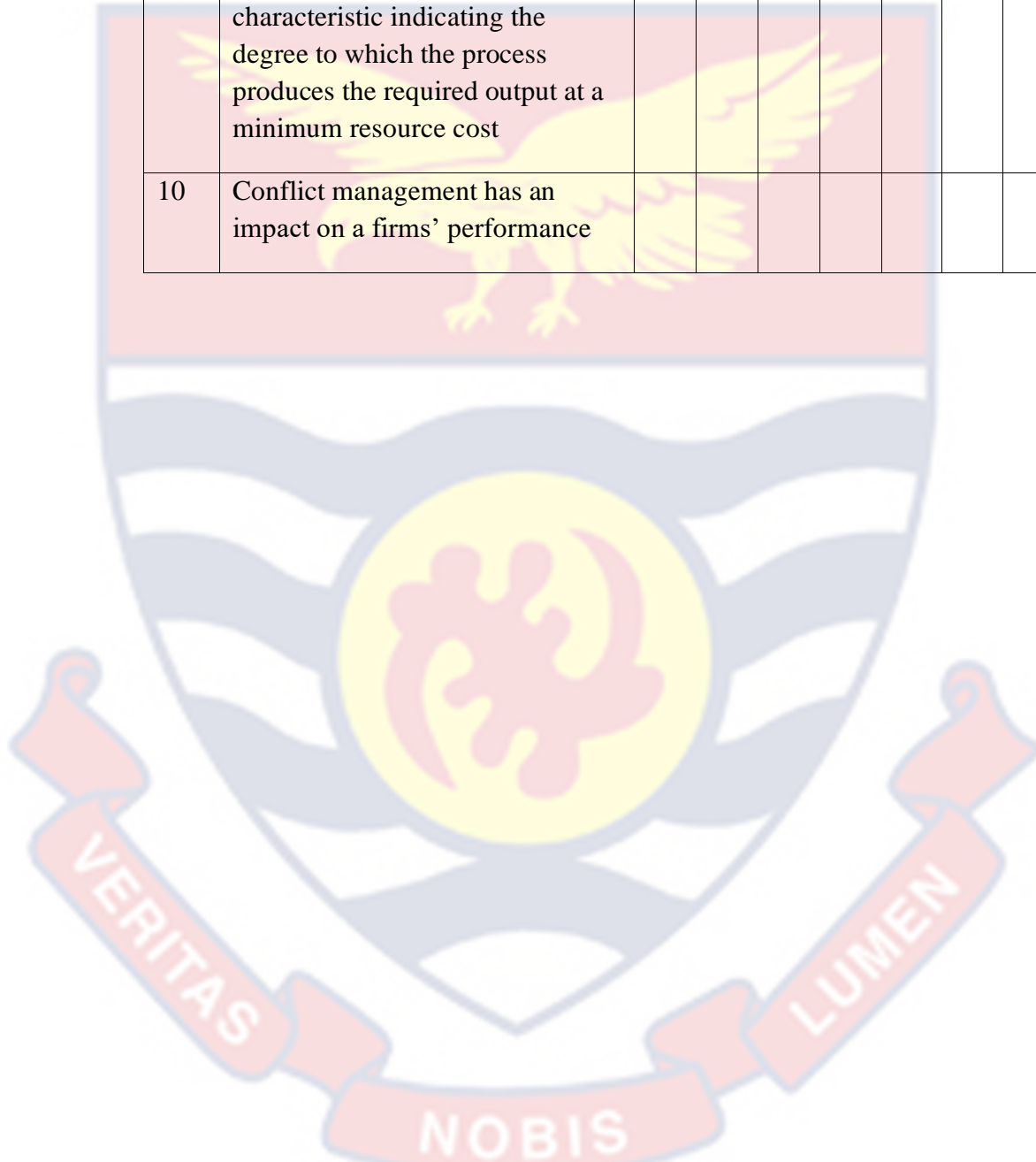
THANK YOU FOR PARTICIPATING

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