

UNIVERSITY OF CAPE COAST

CONFLICT RESOLUTION PROCESSES AND THEIR INFLUENCE ON
JOB PERFORMANCE AT GOLDEN EXOTICS LIMITED

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JOB PERFORMANCE AT GOLDEN EXOTICS LIMITED

BY

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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: Gilbert Mortey

Supervisor's Declaration

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

Supervisor's Signature: Date:

Name: Dr. (Mrs.) Abigail Opoku Mensah

ABSTRACT

Ghana has various mechanisms to ensure that good relations exist between employers and employees at places of work. Such mechanisms include the Labour Law, Department of Labour, National Labour Commission (NLC), the Trades Union Congress and other ratified ILO labour conventions. Despite the availability of all these institutions to maintain peace and harmony at workplaces, the problem of labour disputes still exist. The study sought to investigate industrial disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited (GEL). The sample size used was 343 workers. The statistical tools employed in the analysis of the gathered data include Spearman's rank correlation coefficient and weighted rank mean. The study revealed that the industrial dispute prevention mechanism that workers of GEL are aware of is collective bargaining. It is recommended that in order to resolve conflicts successfully and effectively, stakeholders have to be involved in the resolution process. Also, organizations should observe ethical issues in the process of conflict resolution in order to effectively resolve conflicts. Again, all parties should willingly provide each party with the necessary information and should be privy to anything related to the mechanisms and objects being used in the process in order to achieve the goal of the dispute resolution. Also, organizations should allocate time and resources to resolve conflicts in order to increase their productivity. This should be done willingly by the organizations.

KEYWORDS

Conflict Resolution

Influence

Job Performance

Lock Out

Performance Appraisal

Performance Indicator

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DEDICATION

My Beloved wife, Mrs. Rita Mortey and son, Marvel Makafui K. Mortey.

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LIST OF ACRONYMS

NLC:	National Labour Court Commission
ILO:	International Labour Organisation
GEL:	Golden Exotics Limited
UN:	United Nations
HNT:	Human Needs Theory
CRT:	Conflict Resolution Theory
GEA:	Ghana Employers Association
NTC:	National Tripartite Committee
SNC:	Standing Negotiating Committee
SPSS:	Statistical Product for Social Science

CHAPTER ONE

INTRODUCTION

This chapter introduces the study by discussing the background of the study, the research problems, the aims and objectives of the study, the research questions, the scope of the study, the significance of the study as well as the outline of the study.

Background of the Study

Dispute, conflict and grievance are terms that have been used interchangeably to refer to disagreements in labour relations. All social partners are interested in the mechanisms and framework for resolving and preventing or avoiding conflicts. Effective dispute resolution and conflict prevention plays a significant role towards harmonious labour relations (Preferential Trade Agreements, 2011).

A dispute may be defined as a specific disagreement concerning a matter of fact, law or policy in which a claim or counter-claim or assertion of one party is met with refusal, counter claim or denial by another (Merrills, 2011). In the context of labour relations, a dispute is said to exist whenever such disagreement involves managements, unions or individual employees in working relations. Conflicts is a condition that arises whenever the perceived interests of an individual or a group clash with those of another individual or group in such a way that strong emotions are aroused and compromise is not considered to be an option (Merrills, 2011).

Conflict normally has a negative connotation, which suggests that it is unproductive at least, and possibly even destructive (Avruch, 2013). What is important is that the basis for conflict lies in disagreement (just as in dispute)

but the degree of disagreement can vary from milder to stronger forms, each provoking different behaviour and having different outcomes. The effective management of conflict can contribute to organizational effectiveness and win-win situation but when mishandled it can give rise to counterproductive behaviour which may result in lose-lose situation. Some authors have, however, distinguished between conflicts and disputes (Keator, 2011). Keator (2011) define conflict as an action on issues that are non-negotiable issues.

Labour dispute on the other hand refers to any disagreement between workers and their union and management which relate to a particular issue in (or to be included in) the collective agreement (Griffiths, 2013). Two types of disputes can be identified in Ghana (Griffiths, 2013). The first refers to interest disputes which are controversies in the making of new terms and conditions of employment or renewing expired ones. They are subject to the process of negotiation (Griffiths, 2013). Rights disputes or what is commonly known as “grievance” is slightly different, referring to a violation or a misapplication of workers' rights as spelt out in a collective agreement or in the labour laws or the violation of long standing customs and practices (Lund, 2002). Normally, the disputes may result in a strike or lockout action because there are procedures in collective agreements which lead to the settlement of these disputes (Lund, 2002).

Conflicts are an inevitable part of labour relations (Lund, 2002). Employees and employers frequently want different things but their claims are incompatible. Admittedly, one side may change its position, or on looking further into the issue it may turn out that everyone can be satisfied after all (Lund, 2002). But these possibilities do not eliminate all disputes and must not

be solely relied on in labour relations. People do not always cooperate in our day to day experiences. Thus, every labour relations system has its own mechanism for resolving disputes (Lund, 2002).

Conflict prevention is any structural or intercessory means to keep labour tensions and disputes from growing into strikes or lockouts, to strengthen the capabilities of potential parties to labour conflict for resolving such disputes peacefully and to progressively reduce the underlying problems that produce these issues and disputes (Lund, 2002).

To industrial relationships, grievances and conflicts are inevitable parts of it thus language to manage conflict and promote sound industrial relations by putting in place a system for effective prevention and settlement of labour disputes (Dix, Forth & Sisson, 2008).

Sometimes conflicts arising from the clash of interest are suppressed and at times manifested. The disputes which arise from conflicts of interest can either be collective or individual and can involve actions such as strikes or lockouts or taking disciplinary measures which affect job performance (Dix, et. al, 2008).

Dix, et. al (2008) argued that other expressions involve “organizational misbehavior” such as theft, absence, sabotage and resignation which greatly affect job performance. These are also termed as forms of exit from unsatisfactory-regarded relationships and levels of discontent that influence job performance reported in attitude survey (Dix et al, 2008).

According to Dana (2000), if conflict or dispute is managed properly, it can have a positive impact on job satisfaction and performance. Awan and Anjum (2015) also added that if conflicts are managed properly by applying

the best course of action, the organization can increase its job performance in terms of utilizing the scarce resources and achieving the organizational objectives. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. However, timely management of conflict has the potential of improving employee satisfaction and job performance (Awan & Anjum, 2015).

Performance is the ability to carry out the job well (Armstrong, 2006). According to Lebars and Euske (2006), performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. According to Babin and Boles (2000), employee or job performance is about directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organization. This includes job satisfaction, commitment and perceived psychological contract (Armstrong, 2000). According to Petkovic (2008), conflict management involves acquiring skills related to conflict resolution, establishing structures of conflict models, putting strategic measures as well as approaches in place.

The models of conflict management are instruments used to assess the appropriate action required in a conflict situation. These include Blake and Mouton model, Thomas Kilman model and Holton model, (Newell, 2008). Approaches to conflict management, focus on the principle that conflicts cannot necessarily be resolved but can be managed using appropriate actions (Brigs, 2007).

Statement of the Problem

Globally, labour issues are governed by the International Labour Organization (ILO) which is a specialized agency of the United Nation (UN) to provide guidance for conciliation and mediations, the right to collective bargaining and freedom of association so as to lay standards for democratic and stable labour relations (ILO, 2010). The ILO recommendations No. 92 advocates setting up free mechanism for voluntary conciliation and mediation on labour dispute. The methodology provides social partners and government officials with effective methods of preventing and resolving labour disputes. It guides on labour relations, conciliation and mediations, the right of collective bargaining and freedom of association (ILO, 2010).

Ghana has various mechanisms to ensure that good relations exist between employers and employees at places of work. Such mechanisms include the labour law, department of labour, National Labour Commission (NLC), the Trades Union and other ratified ILO labour conventions (Amoako, 2009). Despite the availability of all these instruments to maintain peace and harmony at workplaces, the problem of labour disputes still exist (Amoako, 2009). There are labour cases before NLC and even at the courts (Amoako, 2009; ILO, 2010). Strikes, riots and boycotts are common phenomenon in working places today. Some studies have conducted on the contribution of the labour disputes prevention mechanisms to industrial relations in Ghana (Amoako, 2009; ILO, 2010).

Conflict management is a communication process for changing the negative emotional states in a conflict to emotional states that allows working out a solution to the conflict (Amoako, 2009; ILO, 2010). All conflict has a

resolution. However, not all conflict resolution is successful. For conflict resolution to really take place, and be successful, both the parties need to have the sense that the resolution was fair and in their best interest.

In the present economy, conflict has been considered as a strategy to increase organizational or job performance (Anupam, 2014). Recently it has become a burning issue of management literature (Anupam, 2014). Most of the scholars have been focusing on diverse dimensions of conflict management (Oetzel & Ting-Toomey, 2003; Rahim et al., 2002). The majority of the studies related to conflict management suggest that conflict have negative impacts on job or organizational performance (Anupam, 2014). One possible explanation for the mixed results in the literature is that most prior studies did not investigate the factors that may have a positive effect on the relationship between conflict or dispute resolution processes or strategies and job performance. Moreover, job performance is increased through establishing decent environment at workplace, top management support and innovativeness (Anupam, 2014).

In this competitive world, every organization is trying to achieve its competitive advantage through establishing decent environment at workplace and thereby, human resources enable to improve their job performance with the help of new and innovative ideas. It is against these issues that this study sought to assess industrial disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited.

The Main Research Objective

The main objective of the study is to investigate industrial disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited.

Specific Research Objectives

1. To assess the existing industrial disputes prevention mechanisms in Golden Exotics Limited.
2. To examine Golden Exotics limited workers awareness on the existence of industrial disputes prevention mechanism.
3. To analyze the process Golden Exotics Limited goes through when there is a dispute.
4. To examine the effect of the conflict resolution process on job performance
5. To determine whether Golden Exotics Limited faces any challenges with regards to industrial disputes prevention.

Research Questions

This research shall attempt to provide answers to the following questions;

1. What is Golden Exotics Limited understanding of Industrial dispute prevention?
2. Are the workers aware of the existence of labour disputes prevention mechanisms?
3. What are the processes Golden Exotics Limited goes through before embarking on conflicts or strikes?

4. What effect does the conflict resolution process have on job performance?
5. What are the challenges facing Golden Exotics Limited with respect to industrial dispute prevention and whether there is any need to call for a review of any provision?

Significance of the Study

The study will help to identify challenges facing the various representatives of labor disputes prevention when executing their duties and be a source of information when setting policies. It will add knowledge and information to the institution concerned with labor disputes prevention on their way of playing their role.

It will also help to recognized whether or not the means to prevent labor dispute and conflict resolution are available and effective. It is one of the requirements for an award of Masters of Business Administration (MBA) in General Management.

Delimitations

The study covers the disputes or conflicts resolution processes or strategies and job performance. The disputes or conflicts resolution processes or strategies serve as the independent variable while the job performance serves as the dependent variable. The study covers the staff of Golden Exotics Limited.

Limitations of the Study

The choice of Golden Exotics Limited as the study organization limits generalization of the results to all institutions in Ghana. Selecting Golden

Exotics Limited for this study does not mean that the exact problem does not exist in other institutions in Ghana. Thus, as much as there could be given limitations in the findings, there could be inter-institutional variations as well. Also, time, financial constraints and availability of data were also limitations.

Definition of Terms

Conflict: It is an unavoidable component of human activity that may be viewed as a situation in which the concerns of two or more individuals appear to be incompatible, and which tends to occur when individuals or groups perceive that others are preventing them attaining their goals (Gerami, 2009). Conflict is all kinds of opposition or antagonistic interaction (Armstrong, 2009).

Performance Indicator: Refers to the measure of evaluating the success of an organization, business unit, project or individuals compared to the company's strategic goals and objectives (Lebans & Euske 2006).

Performance appraisal: This is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives (Riel, 2001).

Resource: An economic or productive factor required to accomplish an activity, or as means to undertake an enterprise and achieve desired outcome.. (Greenberg and Baron, 2003).

Lock out: Refers to work stoppage in which an employer prevents employees from working (Eirlene and Nelson, 2007).

Organization of the Study

The study covers five chapters. The first chapter comprises the introduction, problem statement, main objective, specific objectives, research questions, definition of terms, delimitations, limitation and organization of the study. The next chapter, chapter two covers the theoretical, empirical and conceptual framework of the study. Chapter three covers the research design, data sources, population, sample and sampling technique, data collection and analysis. Chapter four comprises the findings and discussions of the study. The final chapter, chapter five concludes the study with summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter reviewed literature that is related to the study. The literature review is organized into three main sections. The first is the theoretical review where theories that underpin the work are discussed. The second section comprised of the conceptual review and the last section covers the empirical review which was done in line with the research objectives.

Theoretical Review

Theory of Conflict

Conflict theories are perspectives in social science which emphasize the social, political and material inequality of a social group which critique the broad socio-political system. Some experts hold the view that society or an organization functions so that each individual participant or a group of individuals struggles to maximize their benefits, which inevitably contributes to social change such as political changes and revolutions (Linklater, 2010).

There is no consensus among both contemporary and historic views of human conflict. The problem presented by the nature of conflict should be regarded as something rational, constructive and functional or something irrational, pathological and dysfunctional (Linklater, 2010). This has important consequences for conflict resolution. The functionalists hold the view that societies and organizations function so that each individual and group plays a specific role, like organs in the body. But conflict theories argue that all groups in society are born from conflict and they are in opposition to one another. For instance, labour unions were developed to fight for the interests

of workers, whereas trade organizations are made to fight for the interests of the capitalist class.

Another approach is found in Mills (1916-1962) as cited in Domhoff (2017), who is usually regarded as the founder of modern conflict theory. According to Mills social structures are created through conflict between people with differing interests and resources. Individuals and resources, in turn are influenced by these structures and by the unequal distribution of power and resources in the society. Others have argued that conflict, competition and cooperation are inherently interdependent; but conflict occurs when competing groups' goals, objectives, needs or values clash and aggression is a result, not necessarily violence (Domhoff, 2017).

Classical Theory of Conflict

The classical theory is primarily concerned with analyzing the interaction between or among groups. These groups can be institutional, ethnic, class or ideological. It examines all the variables which could conceivably have a bearing on the outcome of a single case (Doherty, Horne & Wootton, 2014). The use and exercise of power is a central concept of this theory. Classical (traditional) theories would agree that power comes in many forms. This can be economic, political, or cultural. The common assumptions are that the roots of conflicts stem from group competition and the pursuit of power and resources. These assumptions operate on conscious motivational factors in a material oriented environment.

Karl Marx (1818-1883) has been acknowledged as the founder of conflict theory (Doherty, Horne & Wootton, 2014). He argued that in all stratified societies there are two major social groups: a ruling class and a

subject class. The ruling class derives its power from its ownership and control of the forces of production. The ruling class exploits and oppresses the subject class. As a result there is a basic conflict of interest between the two classes. Material conditions determine the ability of any of these groups to organize effectively. Because the owners clearly have an advantage in material wealth, their views are spread more easily (Doherty, Horne & Wootton, 2014). For Marx, the conflict clearly arises because all things of value to man result from human labour. According to Marx, capitalist exploit workers for their labour and do not share the fruits of their labour equally. This exploitation is what allows the owning classes to dominate politically and to impose their ideology on the workers of the world.

In the 20th century, sophisticated theories such as decision-making and game theories have been advanced to explain and understand conflict. These theories have their origin in the rational actor model. The model was developed by economists to explain human economic behaviour. It presupposes that people make choices and weighing of opportunities (Doherty, Horne & Wootton, 2014). Game theory relies on the assumption of a rational decision-making process which is fundamental to conflict.

Schelling (1960) (cited in Ambrosino, 2016) in developing the sophisticated game theory hypothesized that conflict, competition, and cooperation are interdependent among actors. In each incident of conflict there is element in understanding conflict. Schelling (ibid) uses game theory as an attempt to breakdown the complexities of intergroup relationships by using game playing to illustrate similar situations.

Within classical theory is an important set of concepts that can be derived from the study of labour conflicts. The important thing is that workers (unions) and employers (management) have categorized themselves into distinct groups and they view each other as the “out-group” or “enemy”. Consequently, one of the key objectives of conflict in labour relations is to seek economic control, a fair share of the fruits of human labour and prevent the exploitation and oppression of either group or both groups. This Conflict is sometimes perceived as a zero-sum game, i.e. one groups gain is another group's loss (Ambrosino, 2016). This theory has been used since it deals with groups, institutions, ethnics, and any other variables that concerns groups.

Conflict Resolution Theory (CRT)

This theory is illustrated in a quote by Burton (1991) as cited in Van Santen (2016) that conflict avoidance is not conflict resolution. In distinguishing between conflict resolution, management and settlement, he argued that alternate dispute resolution skills can be used by management/employers to confine or limit conflict; settlement is by authoritative and legal processes and can be imposed by elites. In contrast conflict resolution means terminating conflict by methods that are analytical and that get to the root of the problem. Conflict resolution, as opposed to mere management or “settlement”, points to an outcome that, in the view of the parties involved, is a permanent solution to a problem. The assumptions and hypotheses of Human Needs Theory suggest that there is a need for a paradigm shift away from power politics and towards the 'reality of individual power'. In other words, individuals, as members of their identity groups, will strive for their needs within their environment. If they are prevented from this

pursuit by elites, other identity groups, institutions and other forms of authority, conflict will be the inevitable outcome. The only solution is for the groups to work out their problems in an analytical way, supported by third parties who act as facilitators and not authorities. This is particularly relevant when the conflict is over needs which cannot be bargained and not material interests, which can be negotiated and compromised (Van Santen, 2016).

Conflict refers to situations in which there is a breakdown in relationships and a challenge to norms and authorities. Conflict is a frustration based protest against lack of opportunities for development and against lack of recognition and identity. If the participants in conflict can recognize their conflict as a breakdown of relationships, and that there are fundamental similarities between them as antagonists, then the process of abstraction will enhance their objectivity. The purpose of this process is to enable the participants have legitimate needs that must be satisfied in order to resolve the conflict. The other key is to develop an analytical process to facilitate the changes required to create a political and social system in which these needs can be met. Further, Conflict resolution is, in the long term, a process of change in political, social, and economic systems. It is an analytical and problem solving process that takes into account such individual and group needs as identity and recognition, as well as institutional changes that are required to satisfy these needs (Van Santen, 2016).

Traditional approaches to conflict management or regulation have largely been based on mediation and negotiated 'settlements'. These approaches will only work when the conflicting parties are amenable to negotiation and have something tangible they are able to bargain. However,

the recognition of primordial needs eliminates the possibility of traditional negotiations. Consequently, we are left with the requirement for a process of change in order to accomplish resolution.

Empirical Review

Relationship between conflict management and job performance

In a study conducted by Howell (2014), it was found that technologists preferred a cooperating conflict management style when feelings have not yet escalated, and a compromising conflict management style after the conflict has become heated. The study also showed education level did not have any effect on their preferred conflict management styles. He conducted the study by analyzing five modes to dealing with conflict along two dimensions of behavior: competing (assertive and uncooperative), accommodating (unassertive and cooperative), avoiding (unassertive and uncooperative), compromising (falls into the middle), and collaborating (assertive and cooperative). According to him, management of conflict is extremely important for the effective functioning of organizations and for the personal, cultural, and social development of individuals. The manner in which the conflict is managed can cause more tension in the situation rather than the conflict itself. He also added that learning the different conflict management styles will enable individuals to be flexible in their response to the conflict situation. Learning the different conflict management strategies will enable others to understand the value and recognize the strengths and weaknesses of each style. There is always a correct conflict management style in different conflict situations.

Awan and Saeed (2015) in their study stated that, in a society where people with a diverse interests, views, and values coexist, differences between such individuals and groups are to be expected. The objective of their study was to look at conflict situations and its causes, as well as possible solution of improve working environment in an Organization. Their study shows that Conflict stems from incompatibility of goals and interest and if it continued it will destroy the Organization. According to findings of their study, conflict affects the Organization in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, and poor performance. Their major findings were that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance. They suggest that Management must adopt Conflict Management strategies that improve the Performance of the Organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

Agwu (2013) discussed conflict management and employees performance in Julius Berger Nigeria Plc. Bonny Island. His study viewed organizational conflict as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. It assumes that integration of all stakeholders' interests will go a long way in reducing conflicts in organizations and enhancing employees' performance. It is based

on the democratic conflict management strategy. The research question addressed the extent of the relationship between conflict management strategies and employees' performance and employees/management perception of the effectiveness of conflict management strategies in Julius Berger Nigeria Plc. Bonny Island. The place of study is Julius Berger Nigeria Plc. Bonny Island while the duration of study is between August, 2012 and September, 2013. A descriptive research design was used in executing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial employees of Julius Berger Nigeria Plc. Bonny Island. The core aspect of the study is the use of cross sectional survey research design in generating the required primary data. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies. The research therefore recommends among others: promotion of industrial democracy, regular management/employees meetings, and strict implementation of collective agreements and regular review of personnel policies.

According to Nduluel and Ekechukwu (2016), most conflict in Nigerian Breweries Plc Iganmu Lagos plant, arises from the company not fulfilling its collective agreement with its employees and usually persist due to the approach in managing the conflict, resulting in employees embarking on industrial action which usually leads to employees low morale, decrease in

productivity, absenteeism, increase in defective products due to lowered employees commitment to work. Their study examined the impact of conflict management on employees' performance of Nigerian Breweries Plc Iganmu, Lagos state. The duration of study was between 2005 and 2014. Ordinary Least Square was adopted and the findings revealed that there is a significant relationship between conflict management and employees performance in Nigerian Breweries Plc. The study recommends that the management of Nigerian Breweries Plc should improve in the area of conflict management approaches (bargaining, compromise and forcing) since it improves employees performance.

Hotepo and Ajemunigbohun (2010) in a study investigated the effect of organizational conflict on organizational performance. This was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees. This research studied the effect of conflict management on organizational performance by using managers of hotels, airlines, road transport and insurance companies in Lagos. It investigates the personal characteristics of the respondents, their views about conflict in the

service industry, categories of staff they have experienced conflicts with, types of conflicts experienced, reasons for conflicts, sources of organizational conflicts, factors that have caused conflicts in service industry, as well as strategies for managing organizational conflicts to improve organizational performance and productivity. The significance of this study lies in the fact that its finding will enable managers in service industry have in depth knowledge of causes of conflict and how to manage conflict in service industry not only in Nigeria but across the world. The study aims at generating data that will enhance the understanding of conflict and how it is been managed in Nigerian service industry.

Amoako (2009) conducted a study to unearth the impact of conflict management practices in organizations with a critical look at GHACEM at Takoradi in Ghana. He used 150 staff of GHACEM at Takoradi for the study through a convenience sampling. The study found that the company does not have a well defined policy that traced conflict back to its source. It was ascertained that conflict management approaches which do not make use of problem solving hardly keep dysfunctional conflict at an appreciable level. It was drawn from the study that junior staff; because of their educational level, had a negative attitude towards conflict. The senior and management staff, on the other hand, sees conflict as a necessary evil. It was discovered that the types of conflict prevalent at GHACEM were interpersonal, intergroup and intra-group conflicts. The finding indicates that major causes of organizational conflict were limited resources and deficiency in information flow. According to him, to reduce the rate of conflict in the organization, the company should enlarge its resource base.

Legal Framework of Industrial Dispute Resolution in Ghana

Industrial dispute resolution and conflict prevention is regulated by the Labour Act, 2003 (Act 651). Act 651 consolidates previous labour legislations including the Trade Disputes (Arbitration and Inquiry), and CAP 93. It also establishes a new institution, the National Labour Commission. Part XVIII, Sub-Part II of the Labour Act enumerates details of the procedure for resolving disputes.

The provisions emphasize attempts to resolve disputes internally through negotiations. The parties to an industrial dispute are under an obligation to negotiate in good faith with a view to reaching a settlement of the dispute in accordance with the dispute settlement procedures established in the collective agreement or contract of employment. It is only after the parties have exhausted procedures established in the collective agreement and failed to reach a settlement within seven days after the dispute occurred is the dispute referred to the National Labour Commission (NLC). Once the NLC is satisfied that the internal mechanism within three (3) days of the Commission becoming aware of the non-resolution of the dispute, irrespective of whether either party or both parties seek the assistance of the commission for the appointment of a mediator. When there is a settlement after mediation, the agreement between the parties shall be recorded in writing and signed by the mediator and the parties to the dispute. It shall be binding on all the parties unless otherwise stated by the agreement.

When no agreement is reached after the mediation, the dispute shall immediately be declared unresolved and referred to the Commission. With the consent of the parties, the Commission shall then refer the dispute to an

arbitrator or an arbitration panel for voluntary arbitration. The parties shall within three (3) days, after the appointment of an arbitrator, submit to the arbitrator in writing a statement of the issues or questions in dispute. Hearing and determination of the dispute shall proceed, even if any party fails to appear before the arbitrator seven (7) days after being notified. The decision of the arbitrator or majority of the arbitrators shall be binding on all parties. The award shall be communicated in writing to the parties and the Commission within seventy-two (72) hours after the award has been made except where the Commission is the arbitrator.

Act 651 introduces a stricter regime to regulate strikes and lockouts (Gockel & Vormwor, 2004). It defines what constitutes legal and illegal strikes and lockouts. Should the parties to a dispute fail to agree to refer the dispute to voluntary arbitration or the proceedings be terminated, then either party intending to take a strike action or institute lockout shall give written notice of this to the other party and the Commission within seven days. However, the intended action can only be embarked on after the expiration of seven days from the date of notice, and not at any time before the expiration of the period. The dispute shall be settled by compulsory arbitration under section 164 of the labour Act if it remains unresolved within seven days from the commencement of the strike or lockout. Under Section 161 of Act 651, parties to an industrial dispute shall not resort to strike or lockout when negotiation, mediation or arbitration proceedings are in progress. This is known as the “cooling-off period”. Any party who contravenes this provision is liable for any damage, loss or injury to the other party to the dispute. However, picketing and sympathy strikes are permitted. Act 651 also outlaws

strikes or lockouts in respect of essential services. For an industrial dispute involving workers engaged in essential services, the parties shall endeavor to settle the dispute within three days of its occurrence by negotiation. If the dispute remains unresolved after the three days the parties shall refer the dispute to the Commission, within twenty-four hours of the expiry, for settlement by compulsory arbitration under Section 164.

If a dispute is referred to compulsory arbitration, the Commission shall be the arbitrators. A compulsory arbitration shall be composed of three members of the Commission; one member each representing Government, organized labour and employers' organization. The decision of the majority of the arbitrators shall constitute the award and shall be binding on all parties. An arbitrator shall have the powers of the High Court in respect of enforcing attendance of persons before the arbitrator or examining such persons on oath or affirmation and compelling the production of documents.

There are express provisions conferring a positive right to bargain collectively. Ghana has ratified many of ILO conventions that guarantee good working conditions and rights of workers. Prominent among them are the Right to freedom of Association (Convention No.87) and the Right to Collective Bargaining (Convention No.98) (Hodges & Baah, 2006). Act 651 guarantees the principle of bipartite bargaining, making it easy to form trade unions and providing for a statutory duty on the part of employers to recognize and bargain with registered and certified trade unions. Thus, bipartite negotiations are well recognized in Ghana and government rarely interferes in the process of collective bargaining between employers and unions.

A collective agreement relates to the terms and conditions of employments or non-employment of workers specified in a bargaining certificate. It may be concluded between one or more trade unions on one hand and representatives of one or more employers or employers' organization on the other hand. It is the responsibility of both the union and management to bring the terms of the concluded agreement to the notice of all the workers. Nearly all collective agreements contain some form of procedure to be followed in the settlement of disputes that may arise during the life of the agreements and to establish an orderly manner for handling disputes. Some agreements recognize that two kinds of disputes might develop between Management and Union during or at the expiration of the agreement. The first kind is Right Dispute, which is normally referred to as 'grievance'. It arises out of the interpretation, application and administration of the agreement. The procedure for settling this dispute is commonly referred to as grievance procedure in most collective agreements. The second kind is Interest Dispute, which is also referred to as 'trade dispute'. It is a dispute over items which are not covered by the agreement or over its modification and extension for a new period. However, not all collective agreements have extensive provision for the final and conclusive settlement of this dispute. Thus, they rely on or refer to the provisions under Part XVIII of the Labour Act.

The procedure for Right Dispute settlement usually has a number of distinct steps;

1. In the first step, the affected worker(s) shall lodge and discuss the complaint with a union representative or official union secretary who shall investigate the facts in the complaint. If justified under the terms

of the agreement, the union representative or official shall bring the matter to the notice of the Management representative for a timely answer to the worker(s) within a specified period of time.

2. Should the complaint remain unresolved, the second step requires the worker(s) and Local union to represent the complaint in writing together with pertinent information identifying the article/section of the agreement allegedly violated by management to the Departmental Head, who will analyse it and arrange a meeting to discuss the complaint . Such a meeting will be held within a specified period after receipt of the complaint and the workers shall be given a written answer within a specified period after the meeting.
3. If the complaint is still unresolved, in the third step, the worker and/or the Local union and/or the Industrial Relations Officer shall notify Management in writing with a copy to the Departmental Head involved within a specified period of time and request a meeting with Management. The meeting shall be arranged promptly at an agreeable date and time. The parties shall together examine the case and review all pertinent information and sincerely strive to settle the matter.
4. If they are unable to reach a settlement, step four requires the Standing Negotiating Committee to meet as soon as mutually satisfactory date, time and location can be established. If after such a meeting the matter still remains unresolved, either party reserves the right to refer the matter to the National Labour Commission.

Provisions for Interest Dispute settlement in collective agreements are in most cases a summary of the provisions in the Labour Act. Other agreements

simply make reference to the provisions in the Labour Act. However, Section 108 of the Labour Act makes it clear that every collective agreement shall contain a provision for the final and conclusive settlement of dispute as in the Labour Act of all differences between persons to whom the agreement applies.

Institutional Framework Of Dispute Resolution And Dispute Prevention In Ghana

The Labour Act, 2003 (Act 651) gives a substantial new form to the institutional framework for dispute resolution. While it totally outlaws strikes and lockouts in essential services, it allows for a maximum period of seven (7) days legal strike, after which a dispute shall be settled by Compulsory Arbitration. The promulgation of the Act resulted in the establishment of the National Labour Commission for the first time in the history of labour relations in Ghana and the legalization of the National Tripartite Committee. Other institution in place for dispute resolution and conflict prevention is the Trade Unions, Ghana Employers Association, Standing Negotiation Committees, Ministry of Employment and the law courts.

The National Labour Commission (NLC), the main institution established for the settlement and prevention of labour-related disputes, was established by the Labour Act, 2003 with the aim of encouraging prompt and timely settlement of disputes to avoid strikes or lockouts. It is composed of six representatives. Government, Ghana Employers' Association (GEA) and Organized Labour each nominates two commissioners. The chairperson is nominated jointly by the GEA Organized Labour. All members of the commission are appointed by the President in consultation with the Council of State. All commissioners are requested to have knowledge and expertise in

labour relations and management and shall not hold office in a political party. Knowledge in industrial law is an additional requirement for the chairperson. The Commission meets as and when it becomes necessary to settle labour disputes but at least once in every two months to consider matters affecting its administration and performance. The commissioners hold office for a period of four years and are eligible for reappointment after their tenure. The Commission has power to investigate, facilitate and settle industrial disputes as well as promote effective labour co-operation between labour and management thus removing government's role in settling industrial disputes. It is not subject to the control or direction of any person or authority. In the settlement of industrial disputes, the Commission has the powers of a High Court to enforce the attendance of witnesses and examine them on oath and compel the production of documents. Also, it enjoys the same privileges and immunities pertaining to the High Court in its proceedings.

The National Tripartite Committee (NTC), which had existed since 1972, was given statutory backing by the labour Act, 2003. It is composed of the Minister, who is the chairperson, and five representatives each of Government, employers' organization and organized labour. At its formation, it was charged with the responsibility of fixing minimum wages. However, the Labour Act broadens the scope of responsibilities to include advising the Minister responsible for employment on all labour market issues, and on broader matters of social and economic importance including labour-related dispute settlement. It also performs other functions for the promotion of employment development and peace in the Labour sector. The NTC meets at

least once in every three months at times and places determined by the members and regulates its proceedings.

The Ministry of Employment is responsible for the formulation and implementation of labour laws, policies, regulations and conventions of Labour relations as well as the monitoring and evaluation of such policies and programmes. It is also responsible for the implementation of labour market programmes in collaboration with other stakeholders in the sector. It convenes meetings of the NTC (on salaries and wages) and advises Government on the decisions taken by relevant labour market institutions. The Ministry used to facilitate mediation and conciliation between employees and employers in conflict situation; this role is now vested in the NLC under the new Labour Act. However, the Ministry intervenes occasionally in the settlement of disputes to forestall undesirable consequences in the Labour relations system.

The Labour Act also makes provision for the setting up of Standing Negotiating Committees (SNC). It is constituted by representatives of the trade union appointed in a collective bargaining certificate and the employer of the workers of the class to which the certificate relates. The SNC conducts negotiations on all matters connected with the employment or with the terms of employment or with the conditions of employment of any of the workers of the class specified in the certificate. The rules governing this negotiation procedure are made by the Committee. An agreement concluded by a trade union through the SNC applies to all workers of the class specified in the certificate.

The freedom of association allows workers and employers to form or join organizations of their choice. Unions are registered independent workers

organization formed by two or more workers employed in the same undertaking. Apart from organizing, protecting and promoting the interest of workers and representing them in collective bargaining or other relationship, they also promote the settlement of disputes between members or Branches. Unions play a very significant role and are involved at every stage in dispute resolution. The Ghana Employers Association (GEA) is also a registered independent national employer's organization whose membership comprises enterprises operating in all sectors of the economy. They provide advisory, consultancy and advocacy services in the area of labour relations to their members. They also represent members at the NLC and negotiate collective bargaining agreements for some. Dispute involving only employers are also settled by the GEA.

The Courts are responsible for the administration of justice in the country. They are independent and subject only to the constitution. They have jurisdiction in all matters civil or criminal including those related to the Constitution and such other jurisdiction as Parliament may by law confer on it. Thus, either party or both parties to a labour dispute may turn to the courts for settlement if they are not satisfied with the decisions of any of the institutions previously discussed. In fact the NLC requires an enforcement order from the Court to enforce its award if either party in a dispute fails to comply.

Conceptual Framework

Industrial Labour Disputes

- Miscommunication
- Emotions
- Discrimination/Racism/Lack of respect
- Unsatisfactory resolution mechanisms
- Lack of motivation

Negative

Job Performance

- Operational performance
- Management performance
- Employee performance
- Innovation performance
- Social responsibility
- Client results
- Market share

Positive

Conflict Resolution

- Organization learning and effectiveness
- Involvement/Needs of stakeholders
- Ethics
- Satisfaction
- Communication
- Willingness

Figure 1: Conceptual Framework

Source: Morley (2018)

The conceptual framework indicates that when conflict is resolved effectively, it will lead to a positive improvement in performance and vice versa. Also, conflict has a negative effect on performance.

Summary of Chapter

This chapter discussed the theoretical and empirical reviews of the study. It also developed the conceptual framework of the study based on the empirical and theoretical reviews.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focuses on the procedures or methods employed to undertake the study. It involves the sources of data, population studied; sample size and sampling techniques as well as research instrument, administration of the research instrument and data analysis.

Research Approach

Quantitative research approach was used for the study. This was used in order to get an objective and précised findings or results. In business and sociology, quantitative research refers to the systematic empirical investigation of social phenomena via statistical, mathematical or numerical data or computational techniques (Diriwächter & Valsiner, 2006). The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages, etc. In layman's terms, this means that the quantitative researcher asks a specific, narrow question and collects a sample of numerical data from participants to answer the question. The researcher analyzes the data with the help of statistics. The researcher is hoping the numbers will yield an unbiased result that can be generalized to some larger population.

Research Design

Descriptive research design was used for this study. According to Burns and Grove (2003), descriptive research is designed to provide a picture of a situation as it naturally happens. It may be used to justify current practice and make judgment and also to develop theories. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. It is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation. This was based on a cross-sectional data (Henry, Brady & Johnston, 2008).

Study Area

The study area is Golden Exotics Limited plantations in Kasunya and Oboun.

Population

The target population of the study is the staff of Golden Exotics Limited (GEL). Created in 2003, GEL is the leading main plantation of bananas and pineapples in Ghana. The presence of water in abundance (with the River Volta) and the dry climate enable to produce bananas of high quality in Ghana with a use of chemical products that is among the lowest in the world. GEL runs two plantations which, together, cover a surface area of 3,500 hectares. One of them is devoted to pineapples and harvests 10,000 tons per year. The other, more to the North, concentrates on bananas and regularly increases its production which now reaches 50,000 tons. The staff strength of GEL is 2,400.

Sample and Sampling Procedure

The mathematical formula below given by Miller and Brewer (2003) was used to calculate the sample size since the population of the staff is known (that is 2,400). That is:

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

Where 'N' is the sample frame or population, 'n' is the sample size and 'α' is the margin of error which in this case is (5%). The 95% confidence interval was chosen for this study because the study deals with human beings which accuracy of information is subject to biases unlike the physical sciences with high degree of certainty (Miller & Brewer, 2003). By the formula, N=2,400 and α= 0.05.

Therefore;

$$n = \frac{2400}{1 + 2400(0.05)^2}$$

$$n = 342.857 \equiv 343$$

Hence, the sample size is 343 representing 14.3% of the entire population of the staff. A non probability sampling method called Purposive sampling was used to select the sample. This was done by finding out whether the person has worked for the company for five or more years.

Source of Data

Two types of data were collected for the study. This comprises primary and secondary data. The primary data were collected from the staff of Golden Exotics Limited using questionnaire that contained both open-ended and closed questions. The compilation of literature review was the source of

secondary data. These data included items from news papers, internet, books, articles and journals.

Data Collection Instrument

A structured questionnaire was used to collect the data. Though the study falls under qualitative research, since it was to understand and interpret social interactions concerning conflict management and job performance that fall under qualitative research, the questionnaire was coded in order for it to fit into quantitative research methods. This was done by coding the responses in the questionnaire with a Likert scale. One typical example was a five-level Likert item that included Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1).

Validity and Reliability of the Instrument

The Cronbach's coefficient alpha was 0.843 and indicates that the questionnaire was reliable since it is greater than 0.7 (Litwin, 1995). This means that, the questionnaire is reasonably reliable and valid as a measuring instrument.

Data Collection Procedure

Pilot survey was conducted to validate the questionnaire. The workplace of GEL was visited in order to collect the data. The questionnaire was read and interpreted for those who could not read or write.

Data Processing and Analysis

The Statistical Product for Social Sciences (SPSS) and Microsoft Excel Software were used to analyze the data obtained from the survey. The data

was entered into the SPSS software and ran. In order to get clear pictorial views of the result, Microsoft Excel was used to draw the graphs. Spearman's Rank Correlation, Linear Multiple Regression, chi-square and weighted rank mean analyses were implemented to analyze the primary data (Lehman, 2005).

In statistics, Spearman's rank correlation coefficient or Spearman's rho, named after Charles Spearman and often denoted by the Greek letter ρ (rho) or as r_s , is a nonparametric measure of statistical dependence between two variables (Lehman, 2005). It assesses how well the relationship between two variables can be described using a monotonic function. If there are no repeated data values, a perfect Spearman correlation of +1 or -1 occurs when each of the variables is a perfect monotone function of the other. Spearman's coefficient, like any correlation calculation, is appropriate for both continuous and discrete variables, including ordinal variable (Lehman, 2005). Descriptive presentation in charts and cross-tabulations were also used for the study. All formulated hypotheses were tested at the 5% level of significance or (alpha level of .05) since the study falls under the social sciences category (Neyman, 1937).

Ethical Considerations

Ethical issues may arise during the studies (Hesse-Bieber & Leavy, 2006; Creswell, 2009). Researchers therefore need to protect their participants, develop a trust with them, promote the integrity of research, being mindful about misconduct and any intellectual improprieties (Israel & Hay, 2006). Researchers need to respect research sites so respondents are left undisturbed after the research study. Considering the rights, protection from harm, privacy and confidentiality of respondents, an introductory letter seeking permission to

conduct the research in the offices of the respondents was secured from the school and taken to GEL. Ethical issues considered were non-disclosure of information, guarantee of confidentiality, non-provision of names of persons contacted in the work, notification of any risk to the respondents.

Summary

This chapter discussed the research approach, research design, study area, population, sample and sampling procedure, source of data, data collection instrument, validity and reliability of the instrument, data collection procedure, data processing and analysis and ethical considerations.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The study sought to investigate industrial labour disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited. Data analysis consisted of the various ways through which data collected from respondents and other sources were structural in a meaningful way to make it easy to understand. This involved test of reliability (0.789) of the survey items, coding, editing and statistical analysis of responses gathered from the field. To achieve the objectives, five (5) research questions were answered. The following are the outlined research questions:

- i. What are the types of conflict that exist in Golden Exotics Limited?
- ii. What are the causes of conflict at Golden Exotics Limited?
- iii. What are the existing industrial disputes prevention mechanisms in Golden Exotics Limited?
- iv. How do you rate the resolution processes of Golden Exotics Limited?
- v. What is the impact of the conflict resolution process on job performance?

The statistical tool employed in the analysis of the gathered data includes; Spearman's rank correlation coefficient and weighted rank mean. Presentations of the results from the analyses together with discussions of the findings relating to the literature reviewed have been presented in this chapter.

Demographic information of the workers

A structured survey questionnaire was employed to collect the data from the respondents sampled. Three hundred and forty three (343) survey

questionnaires were self-administered by the researcher. The researcher managed to reach all the 343 respondents thereby eliminating non-response errors. This was achieved by replacing participants who were not ready to respond. The 343 survey questionnaires were retrieved and were found to be appropriate for the final analysis. The 343 respondents studied comprised 61.5% females and 38.5% males. As well, most (22.2%) of the workers were 31 years with the minimum and maximum ages being 23 and 39 years respectively. Also, the average age of the workers is 34 years with a standard deviation of 4.8.

Most (48.4%) of the workers studied were Senior High School graduates. The lowest and highest educational levels attained by the workers were primary (12.2%) and diploma (29.4%) respectively. Again, most (49.0%) of the workers are married while 22.2% are single and the remaining 28.9% separated. Also, majority (80.8%) of the workers had at least a child. However, the largest household size was 5 with the lowest being 2. Meanwhile, majority (51%) of the household size was 2 members. The main duties of the workers were harvesting (50.7%), plant or seed nursery (29.4%), packaging (9.9%) and secretary (9.9%). Also, all the workers have been with the company for at least five years. The average salary of the workers was GH¢497.32 with a standard deviation of 133.5. The minimum and maximum salaries were GH¢310 and GH¢720 respectively. The salary of most (29.2%) of the workers was GH¢520. Their other sources of incomes were loan (39.4%) and other jobs (22.2%). The remaining 38.5% have no other income sources (refer to Tables 2 and 3).

Table 1: Description of categorical variables

Variable	Number of respondents	Percentage (%)
Gender Distribution		
Male	132	38.5
Female	211	61.5
Total	343	100.0
Age Distribution		
23	34	9.9
31	76	22.2
32	34	9.9
36	32	9.3
37	67	19.5
38	34	9.9
39	66	19.2
Total	343	100.0
Highest level of academic achievement		
Primary	42	12.2
J.H.S	34	9.9
S.H.S/A/O-Level	166	48.4
Diploma	101	29.4
Total	343	100.0
Marital Status		
Single	76	22.2
Married	168	49.0
Separated	99	28.9
Total	343	100.0
Number of children under your care		
0	66	19.2
1	75	21.9
2	68	19.8
3	68	19.8
5	66	19.2
Total	343	100.0
Number of household size		
2	175	51.0
3	34	9.9
4	66	19.2
5	68	19.8
Total	343	100.0

Source: Field survey, Mortey (2018)

Table 1: Description of categorical variables cont

Variable	Number of respondents	Percentage (%)
Position/main duty at work		
Harvester	174	50.7
Nursery	101	29.4
Packaging	34	9.9
Secretary	34	9.9
Total	343	100.0
Number of years/months with current position		
5	110	32.1
6	32	9.3
7	34	9.9
8	100	29.2
11	67	19.5
Total	343	100.0
Monthly Salary		
310	68	19.8
420	42	12.2
450	34	9.9
510	32	9.3
520	100	29.2
720	67	19.5
Total	343	100.0
Other sources of income		
Loan	135	39.4
Other ventures/job	76	22.2
None	132	38.5
Total	343	100.0

Source: Field survey, Mortey (2018)

Types of conflict that exist in Golden Exotics Limited

Table 2 represents the types of conflicts that do occur in Golden Exotics Limited (GEL). WRM is the Weighted Rank Mean. The study revealed that although the staff confirmed that there do exist conflicts among individuals as well as suppliers and customers, they cannot categorically state that interpersonal conflict do occur at Golden Exotics Limited (GEL). Also, the study revealed that despite conflict do occur within workers, they disagreed that intergroup conflicts do occur in GEL. In addition, the staff disagreed that intra-group conflicts do not exist in GEL. This however

indicates that although some conflicts do exist at GEL, it cannot be categorized under any form of conflicts (Refer to Table 2).

Table 2: Types of conflicts at GEL

Variables	WRM	Description
Interpersonal	3.15	Not Sure
Conflict do occur between two or more individuals	4.32	Agree
Conflict do occur between a boss and his/her subordinate	2.92	Not Sure
Conflict do occur between a supplier and a customer	4.01	Agree
Conflict do occur between a staff and a supplier/customer	1.34	Disagree
Intergroup	2.16	Disagree
Conflict do occur within groups	1.20	Strongly Disagree
Conflict do occur within suppliers	1.12	Strongly Disagree
Conflict do occur within customers	1.49	Strongly Disagree
Conflict do occur within workers	3.73	Agree
Conflict do occur within bosses or management	3.26	Not Sure
Intra-group	2.05	Disagree
Conflict do occur among groups	1.38	Strongly Disagree
Conflict do occur between suppliers and customers	1.61	Disagree
Conflict do occur between workers and suppliers/customers	1.80	Disagree
Conflict do occur between bosses and subordinates	3.39	Not Sure

Source: Field survey, Mortey (2018)

Causes of conflict at Golden Exotics Limited

Table 3 represents causes of conflict at Golden Exotics Limited. The Study revealed that although the staff is not aware of what goes on in the company (4.56), they cannot state that miscommunication is the cause of

conflicts in their organization. Also, although emotions drive decisions among workers (4.39) at GEL, it cannot be stated that it causes conflict in the company. The study as well revealed that discrimination, racism or lack of respect for one another (2.34) is not a cause of conflict at GEL. Unsatisfactory resolution mechanism was also found not to be the cause of conflict at GEL. Again, although workers' salaries do not meet their daily expenses and they also do not have accommodation at the work place or accommodation allowances, they do not think lack of motivation is the cause of conflict at GEL (Refer to Table 3).

Table 3: Causes of Conflict at Golden Exotics Limited

Variables	WRM	Interpretation
Miscommunication	2.74	Not Sure
Workers are not aware of what goes on in the company	4.56	Strongly Agree
Workers are not aware of the work design	3.26	Not Sure
Duties and obligations are not outlined	2.28	Disagree
Information shared is not clear, concise, accurate, and timely	2.68	Not Sure
There is a likelihood of a misinformation	2.05	Disagree
All stakeholders have a common language of communication	1.59	Disagree
Emotions	2.48	Disagree
Emotions drive decisions among workers	4.39	Agree
Emotions drive decisions among bosses	2.09	Disagree
Emotions drive decisions among suppliers/customers	1.48	Strongly Disagree
Workers/Suppliers/Customers indulge their emotions rather than protecting their future	2.11	Disagree
Management indulge their emotions rather than protecting their future	2.32	Disagree

Discrimination/Racism/Lack of respect	2.24	Disagree
Remunerations and other benefits are not fairly distributed	1.20	Strongly Disagree
All views are not heard	2.90	Not Sure
There is lack of respect among stakeholders	1.69	Disagree
There is discrimination in terms of education or profession	1.22	Strongly Disagree
There is discrimination in terms of tribe or religion	2.05	Disagree
Remunerations and benefits are given on time	4.37	Agree
Unsatisfactory resolution mechanism	2.32	Disagree
You do not trust the resolution mechanism	3.24	Not Sure
You are not satisfied with the mechanism	3.01	Not Sure
The mechanism is not fair	1.84	Disagree
The management do not have time and resources for conflict resolution	1.19	Strongly Disagree
Lack of motivation	2.71	Not Sure
The staff is not allowed for further studies or capacity building	1.09	Strongly Disagree
Workers do not have study leave	2.00	Disagree
Workers are not insured	2.86	Not Sure
The welfare of workers is not a priority	2.22	Disagree
Workers are not praised for work done	3.26	Not Sure
Remunerations are not enough to meet daily expenditure	3.78	Agree
There is no accommodation for workers	4.11	Agree
There is no transportation allowance for workers	1.87	Disagree
You do not feel belonging to the company as a family	3.19	Not Sure

Source: Field survey, Mortey (2018)

Industrial Disputes Prevention Mechanisms Awareness in Golden Exotics Limited

Table 4 represents industrial dispute prevention mechanism awareness among workers in GEL. The study revealed that the industrial dispute prevention mechanism that workers of GEL are aware of is collective bargaining (3.78).

Table 4: Industrial Disputes Prevention Mechanisms Awareness in GEL

PREVENTION MECHANISMS/STYLES	WRM	Interpretations
Dominating (competing) Style	2.03	Disagree
In the resolution process, one side always wins	2.08	Disagree
The side that wins takes all benefits/positions	1.88	Disagree
The side that loses bears all the costs	1.62	Disagree
The focus is one side winning at all cost	2.16	Disagree
The most appropriate solution for everyone concerned is not sought for	2.42	Disagree
Obliging (accommodating) Style	1.81	Disagree
In the resolution process, one side always takes the blame	1.00	Disagree
One side always gives up the benefits/positions	1.88	Disagree
One side always bears all the costs	1.49	Disagree
The focus is not one side winning at all cost	3.31	Not Sure
The most appropriate solution for one side concerned is sought for	1.40	Disagree
Avoiding Style	3.01	Not Sure
Both sides in the conflict do withdraw	2.80	Not Sure
Both side loses the case since the ultimate point is not reached	3.13	Not Sure
Neither side is able even to deal with the issue, much less manage or resolve it	3.10	Not Sure

Integrating (collaborating) Style	2.73	Not Sure
Both side wins in the process	4.00	Agree
None of the sides gives up or loses a valued position	3.27	Not Sure
Both sides honestly seek new and common higher grounds	2.07	Disagree
There is an atmosphere of trust and mutual respect	2.62	Not Sure
There is a genuine willingness on both sides to resolve the conflict	2.84	Not Sure
There are no hidden agendas on both sides	1.61	Disagree
Compromising Style	3.09	Not Sure
There is always negotiation in the resolution process	3.17	Not Sure
There is always a high degree of flexibility	2.47	Disagree
Both parties in the conflict do get some of what they want, while at the same time giving up something in the process	3.63	Agree
Collective Bargaining Style	3.78	Agree
You belong to a trade union	4.02	Agree
The trade union procedure is applied	4.12	Agree
Collective bargaining is always reached	3.19	Not Sure

Source: Field survey, Mortey (2018)

Dispute Resolution Mechanism Process Assessment

Table 5: Dispute resolution mechanism process

Statements	WRM	Interpretation
Organization learning and effectiveness	3.89	Agree
Conflict management strategies are designed	5.00	Strongly Agree
Strategies do enhance critical and innovative thinking to learning	3.00	Not Sure
Parties in the conflict are briefed with the process	4.22	Agree
Strategies aid in diagnosis and intervention in the right problems	3.24	Not Sure
There is effective organization of the resolution process	3.97	Agree
Involvement/Needs of stakeholders	3.23	Not Sure
All parties in the conflict are involved in the problem solving process	4.22	Agree
There is a collective learning of the processes	3.20	Not Sure
Employees' advocates are institutionalized	4.31	Agree
Customer advocates are institutionalized	1.39	Strongly Disagree
Supplier advocate advocates are institutionalized	1.78	Disagree
Environmental advocates are institutionalized	4.62	Strongly Agree
Stockholder advocates are institutionalized	3.09	Not Sure
Ethics	3.07	Not Sure
Leaders behave ethically	2.80	Not Sure
Leaders are open to new information	3.32	Not Sure
Leaders are willing to change their mind	3.10	Not Sure
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	4.51	Strongly Agree
All parties understand the ethical standards	1.59	Disagree
Satisfaction	3.19	Not Sure
You are satisfied with the process	3.12	Not Sure
You are confident in the process	3.32	Not Sure
You do accept the decision after resolution process	3.12	Not Sure
Communication	3.16	Not Sure
There is a mechanism for resolving industrial disputes	4.51	Strongly Agree
There is a policy document on dispute resolution	4.90	Strongly Agree
All parties understand the language being used in the process	4.41	Agree

All parties have the requisite information	3.02	Not Sure
All parties understand the procedures	2.61	Not Sure
All parties are willing to provide each party with the necessary information	1.20	Strongly Disagree
All parties are privy to anything related to the mechanisms and objects being used in the process	1.49	Strongly Disagree
Willingness	3.17	Not Sure
All parties are willing to be part of the resolution process	3.22	Not Sure
All parties are willing to compromise with the process	1.32	Strongly Disagree
All parties report on time	1.78	Disagree
Management have time and resources for conflict resolution	5.00	Strongly Agree
Conflict is seen as an opportunity for change	4.51	Strongly Agree

Source: Field survey, Mortey (2018)

Table 5 represents evaluation of the dispute resolution mechanism at GEL. The study revealed that conflict management strategies are designed (5.0) and implemented at GEL. It was also obvious that parties in conflicts at GEL are always briefed with the resolution processes. It can therefore be concluded that GEL resolves conflicts through best practices of organizational learning and effectiveness (3.89). Also, despite all parties in the conflict are involved in the problem solving process and environmental & employees' advocates are institutionalized, it is not enough to state that stakeholders are involved in the resolution process. Although 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, the evidence at hand cannot determine whether they do observe the ethics of conflict resolution. Moreover, the staff is undecided whether they are satisfied about the conflict resolution process at GEL. The study revealed that despite the staff is aware of the mechanism and policy being used for resolving industrial disputes and also understands the language being used; they are not

sure whether all parties do have the requisite information and understand the procedures. They however stated that not all parties willingly provide each party with the necessary information and are privy to anything related to the mechanisms and objects being used in the process. This therefore indicates that there seems to be a communication gap in the resolution process. Also, although management at GEL has time and resources for conflict resolution and conflict is seen as an opportunity for change, there do not seem to be the willingness of implementation (Refer to Table 5).

Performance Evaluation

Table 6: Performance Evaluation

Statements	WRM	Interpretation
Operational performance	3.19	Not Sure
Methods and processes are explicitly defined	4.52	Strongly Agree
Manuals and processes are periodically revised to ensure compliance	3.34	Not Sure
Systems of indicators are in place in the firm to revise changes in processes	1.54	Disagree
Processes exist that promote efficient behavioural patterns throughout the firm	2.31	Disagree
Knowledge about efficient operation management has improved in the firm	4.23	Agree
Management performance	4.66	Strongly Agree
Intensive efforts are made to guarantee high quality materials	4.91	Strongly Agree
Efforts are made to know what the workforce needs	4.80	Strongly Agree
Materials are managed well in the firm	4.61	Strongly Agree
Quality of materials has improved	4.38	Agree
Relationships among stakeholders have improved	4.61	Strongly Agree

Employee performance	4.19	Agree
Employees identify and provide solutions to problems	4.41	Agree
Employees share the firm's values	4.36	Agree
Employees show high levels of initiatives in the firm	3.64	Agree
Employees absenteeism have decreased in the firm	4.62	Strongly Agree
Employees turnover have decreased in the firm	4.29	Agree
Employees opinions contribute to improving performance	4.29	Agree
Employees have high levels of technical know-how in the firm	4.20	Agree
Employees willingness to work extra time has improved	4.91	Strongly Agree
High employee commitment has improved	3.00	Not Sure
Innovation performance	4.37	Agree
Frequent technological innovations are implemented	4.19	Agree
Work designs are developed based on client needs and expectations	4.61	Strongly Agree
The firm is oriented towards the fulfillment of clients' expectations and needs	4.31	Agree
Social responsibility	3.75	Agree
Protection of environment has improved in the firm	4.58	Strongly Agree
Noise levels have decreased in the firm	3.00	Not Sure
Pollution levels have decreased in the firm	3.00	Not Sure
The firm has a positive impact on the society	4.41	Agree
Client results	4.19	Agree
Client satisfaction has improved in the firm	4.19	Agree
Client consolidation has improved in the firm	4.31	Agree

Communication with clients has improved in the firm	4.42	Agree
Client complaints have decreased in the firm	3.20	Agree
Services offered to clients are better than competitors'	4.39	Agree
Client relationships are managed and enhanced in the firm	4.38	Agree
Standardized systems are in place to deal with client complaints	4.41	Agree
Client base (market share) and financial performance	4.31	Agree
Funds and other finances are managed	4.12	Agree
Marketing techniques and methods are developed to gain more clients	4.51	Strongly Agree
The firm has more clients	3.10	Not Sure
Output per employee has improved	4.31	Agree
Revenue levels have improved in the firm	4.39	Agree
There has been a noticeable improvement in financial results in the firm	4.71	Strongly Agree
The firm has a financial capacity to complete any project on time	4.78	Strongly Agree
The firm has letters of credit with suppliers	4.59	Strongly Agree
There is timely release of fiscal cash for any project	4.31	Agree

Source: Field survey, Mortey (2018)

Table 6 represents performance evaluation at GEL. The study revealed that although operational performance was undecided, the staff agreed that GEL is doing well in terms of management, employee, innovation, social responsibility, client results, client base and finance. The correlation and multiple linear regression in the next section give the impact of conflict on performance at GEL.

The impact of conflict resolution process on job performance

Table 7: Correlation Analysis

Variables	Statistics	P	IPC	IGC	ITRC	DRMA	DRMP
PERFORMANCE(P)	Correlation Coefficient	1.000	.251**	-.211**	.438**	-.066	.111*
	Sig. (2-tailed)		.000	.000	.000	.223	.040
Interpersonal Conflict(IPC)	Correlation Coefficient	.251**	1.000	-.477**	-.705**	-.591**	.439**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
Intergroup Conflict(IGC)	Correlation Coefficient	-.211**	-.477**	1.000	.349**	.724**	-.907**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Intra-group Conflict(ITRC)	Correlation Coefficient	.438**	-.705**	.349**	1.000	.464**	-.284**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Dispute Prevention Mechanisms Awareness(DRMA)	Correlation Coefficient	-.066	-.591**	.724**	.464**	1.000	-.698**
	Sig. (2-tailed)	.223	.000	.000	.000		.000
Dispute Resolution Mechanism Process(DRMP)	Correlation Coefficient	.111*	.439**	-.907**	-.284**	-.698**	1.000
	Sig. (2-tailed)	.040	.000	.000	.000	.000	
	Total	343	343	343	343	343	343

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, Mortey (2018)

The correlation analysis reveals a negative correlation between job performance and intergroup conflict (-0.211) at 99% confidence level. However, there was a positive correlation between job performance and interpersonal & intra-group conflicts at 99% confidence level. Also, the study revealed a positive relationship between dispute resolution process and job performance at 95% confidence level. The regression analysis gives the model of the study.

Table 8: Multiple Linear Regression Analysis

Variables	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	112.025	2.754		40.673	0.000
Interpersonal Conflict	2.757	0.114	0.903	24.094	0.000
Intergroup Conflict	0.242	0.104	0.081	2.331	0.020
Intra-group Conflict	2.914	0.063	0.912	46.410	0.000
Adjusted R-Square	0.904				0.000
F-Statistic	1069.027				0.000

a. Dependent Variable: PERFORMANCE

Source: Field Data, 2018

The multiple linear regression analysis indicates that about 90.4% of the total variation in job performance can be explained by conflict level. The model can therefore be stated as Job Performance = 112.025+2.757 Interpersonal Conflict +0.242 Intergroup Conflict +2.914 Itra-group Conflict.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

Introduction

This chapter concludes the study with summary, conclusion and recommendation.

Summary

Ghana has various mechanisms to ensure that good relations exist between employers and employees at places of work. Such mechanisms include the labour law, department of labour, National Labour Commission (NLC), the Trades Union and other ratified ILO labour conventions. Despite the availability of all these instruments to maintain peace and harmony at workplaces, the problem of labour disputes still exist.

The study sought to investigate industrial labour disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited. The statistical tool employed in the analysis of the gathered data includes; Spearman's rank correlation coefficient and weighted rank mean. The 343 respondents studied comprised 61.5% females and 38.5% males. As well, most (22.2%) of the workers were 31 years with the minimum and maximum ages being 23 and 39 years respectively. Also, the average age of the workers is 34 years with a standard deviation of 4.8.

Most (48.4%) of the workers studied were Senior High School graduates with the lowest and highest educational levels attained being primary (12.2%) and diploma (29.4%) respectively. Again, most (49.0%) of the workers are married while 22.2% are single and the remaining 28.9% separated. Also, majority (80.8%) of the workers had at least a child.

However, the largest household size was 5 with the lowest being 2. Meanwhile, majority (51%) of the household size was 2 members. The main duties of the workers were harvesting (50.7%), plant or seed nursery (29.4%), packaging (9.9%) and secretary (9.9%). Also, all the workers have been with the company for at least five years. The average salary of the workers was GH¢497.32 with a standard deviation of 133.5. The minimum and maximum salaries were GH¢310 and GH¢720 respectively. The salary of most (29.2%) of the workers was GH¢520. Their other sources of incomes were loan (39.4%) and other jobs (22.2%). The remaining 38.5% have no other income sources.

Types of conflict that exist in Golden Exotics Limited

The study revealed that although the staff confirmed that there do exist conflicts among individuals as well as suppliers and customers, they cannot categorically state that interpersonal conflict do occur at Golden Exotics Limited (GEL). Also, the study revealed that despite conflict do occur within workers, they disagreed that intergroup conflicts do occur in GEL. In addition, the staff disagreed that intra-group conflicts do not exist in GEL. This however indicates that although some conflicts do exist at GEL, it cannot be categorized under any form of conflicts.

Causes of conflict at Golden Exotics Limited

The Study revealed that although the staff is not aware of what goes on in the company, they cannot state that miscommunication is the cause of conflicts in their organization. Also, although emotions drive decisions among workers at GEL, it cannot be stated that it causes conflict in the company. The

study as well revealed that discrimination, racism or lack of respect for one another is not a cause of conflict at GEL. Unsatisfactory resolution mechanism was also found not to be the cause of conflict at GEL. Again, although workers' salaries do not meet their daily expenses and they also do not have accommodation at the work place or accommodation allowances, they do not think lack of motivation is the cause of conflict at GEL.

Industrial Disputes Prevention Mechanisms Awareness in Golden Exotics Limited

The study revealed that the industrial dispute prevention mechanism that workers of GEL are aware of is collective bargaining.

Dispute Resolution Mechanism Process Assessment

The study revealed that conflict management strategies are designed and implemented at GEL. It was also obvious that parties in conflicts at GEL are always briefed with the resolution processes. It can therefore be concluded that GEL resolves conflicts through best practices of organizational learning and effectiveness. Also, despite all parties in the conflict are involved in the problem solving process and environmental & employees' advocates are institutionalized, it is not enough to state that stakeholders are involved in the resolution process. Although 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, the evidence at hand cannot determine whether they do observe the ethics of conflict resolution. Moreover, the staff is undecided whether they are satisfied about the conflict resolution process at GEL. The study revealed that despite the staff is aware of

the mechanism and policy being used for resolving industrial disputes and also understands the language being used; they are not sure whether all parties do have the requisite information and understand the procedures. They however stated that not all parties willingly provide each party with the necessary information and are privy to anything related to the mechanisms and objects being used in the process. This therefore indicates that there seems to be a communication gap in the resolution process. Also, although management at GEL has time and resources for conflict resolution and conflict is seen as an opportunity for change, there do not seem to be the willingness of implementation.

Performance Evaluation

The study revealed that although operational performance was undecided, the staff agreed that GEL is doing well in terms of management, employee, innovation, social responsibility, client results, client base and finance. The correlation and multiple linear regression in the next section give the impact of conflict on performance at GEL.

The impact of conflict resolution process on job performance

The correlation analysis reveals a negative correlation between job performance and intergroup conflict (-0.211) at 99% confidence level. However, there was a positive correlation between job performance and interpersonal & intra-group conflicts at 99% confidence level. Also, the study revealed a positive relationship between dispute resolution process and job performance at 95% confidence level. The regression analysis gives the model

of the study. The multiple linear regression analysis indicates that about 90.4% of the total variation in job performance can be explained by conflict level.

The model can therefore be stated as Job Performance = $112.025 + 2.757 \text{ Interpersonal Conflict} + 0.242 \text{ Intergroup Conflict} + 2.914 \text{ Intra-group Conflict}$.

Conclusions

The study revealed that although some conflicts do exist at Golden Exotics Limited, it cannot be categorized under any form of conflicts. Again, although workers' salaries do not meet their daily expenses and they also do not have accommodation at the work place or accommodation allowances, they do not think lack of motivation is the cause of conflict at GEL. The study revealed that the industrial dispute prevention mechanism that workers of GEL are aware of is collective bargaining. The study revealed that conflict management strategies are designed and implemented at GEL. It was also obvious that GEL resolves conflicts through best practices of organizational learning and effectiveness. Also, despite all parties in the conflict are involved in the problem solving process and environmental & employees' advocates are institutionalized, it is not enough to state that stakeholders are involved in the resolution process. Although 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, the evidence at hand cannot determine whether they do observe the ethics of conflict resolution. They however stated that not all parties willingly provide each party with the necessary information and are privy to anything related to the mechanisms and objects being used in the process. This therefore indicates that there seems to

be a communication gap in the resolution process. Also, although management at GEL has time and resources for conflict resolution and conflict is seen as an opportunity for change, there do not seem to be the willingness of implementation. The study revealed that although operational performance was undecided, the staff agreed that GEL is doing well in terms of management, employee, innovation, social responsibility, client results, client base and finance. The study as well revealed a negative correlation between job performance and intergroup conflict.

Recommendations

In order to resolve conflicts successfully and effectively, stakeholders have to be involved in the resolution process. Also, organizations should observe ethical issues in the process of conflict resolution in order to effectively resolve conflicts. Again, all parties should willingly provide each party with the necessary information and should be privy to anything related to the mechanisms and objects being used in the process in order to achieve the goal of the dispute resolution. Also, organizations should allocate time and resources to resolve conflicts in order to increase their productivity. This should be done willingly by the organizations.

Further studies should be done in this area by expanding the target population. That is, further studies of this nature should be carried out in other institutions.

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APPENDIX
UNIVERSITY OF CAPE COAST
RESEARCH QUESTIONNAIRE

Preamble:

I am a Postgraduate candidate of University of Cape Coast. I am conducting a research to examine industrial labour disputes and conflicts resolution processes and their influence on job performance at workplaces of Golden Exotics Limited. This research is in partial fulfillment of the requirements for the award of a Master of Business Administration. You have been selected to assist the study by providing candid answers to the following questions on the subject. Your responses will be used solely for the intended purpose and be treated with utmost confidentiality. Thank you.

Please tick and fill the blank spaces appropriately

SECTION A: DEMOGRAPHIC FACTORS

A1. How long have you been working with Golden Exotics Limited?

[Note: Stop the interview and move to the next person if the response to q.1 is <5years]

A2. Region:

A3. District/Municipality/Metropolis:

A4. Town/Community:

A5. Tribe:

A6. Age (as at last birthday):

A7. Gender:

1. Male

2. Female

A8. Level of education:

1. No formal education
2. Primary
3. J.H.S
4. S.H.S/A/O-Level
5. Diploma
6. HND
6. Degree
7. Masters
8. Any other, please specify.....

A9. Marital Status:

1. Single
2. Co-Habiting
3. Married
4. Separated
5. Divorced
6. Widowed

A10. Number of Children under your care:

A11. Number of household size:

A12. Position/main duty at work:

A13. Number of years/months with current position:

A14. Relation with the employer:

A15. Religion:

1. Christian-Catholic
2. Christian-Presbyterian

3. Christian-Orthodox
4. Christian-Protestant
5. Christian-Pentecostal
6. Christian-Charismatic
7. Christian-Other
8. Moslem
9. Traditionalist
10. Pagan
11. Other, Specify

A16. Are you a SSNIT contributor?

1. Yes
2. No

A17. How much salary do you earn a month (note: multiply by 25 days if the amount is given per day)?

A18. Which other sources of income do you have (You can tick more)?

1. Family
2. Friends
3. Neighbours
4. Loan
5. Other ventures/job
6. None

SECTION B: TYPES OF CONFLICT AT GOLDEN EXOTICS

LIMITED

QNO.	Variables	1=Strongly Disagree	2=Disagree	3=Not Sure	4=Agree	5=Strongly Agree
	Interpersonal					
B1	Conflict do occur between two or more individuals	1	2	3	4	5
B2	Conflict do occur between a boss and his/her subordinate	1	2	3	4	5
B3	Conflict do occur between a supplier and a customer					
B4	Conflict do occur between a staff and a supplier/customer					
	Intergroup					
B5	Conflict do occur within groups	1	2	3	4	5
B6	Conflict do occur within suppliers	1	2	3	4	5
B7	Conflict do occur within customers	1	2	3	4	5
B8	Conflict do occur within workers	1	2	3	4	5
B9	Conflict do occur within bosses or management	1	2	3	4	5
	Intra-group					
B10	Conflict do occur among groups	1	2	3	4	5
B11	Conflict do occur between suppliers and customers	1	2	3	4	5
B12	Conflict do occur between workers and suppliers/customers	1	2	3	4	5
B13	Conflict do occur between bosses and subordinates	1	2	3	4	5

SECTION C: CAUSES OF CONFLICT AT GOLDEN EXOTICS

LIMITED

QNO.	Variables	1=Strongly Disagree	2=Disagree	3=Not Sure	4=Agree	5=Strongly Agree
	Miscommunication					
C1	Workers are not aware of what goes on in the company	1	2	3	4	5
C2	Workers are not aware of the work design	1	2	3	4	5
C3	Duties and obligations are not outlined	1	2	3	4	5
C4	Information shared is not clear, concise, accurate, and timely	1	2	3	4	5
C5	There is a likelihood of a misinformation	1	2	3	4	5
C6	All stakeholders have a common language of communication	1	2	3	4	5
	Emotions					
C7	Emotions drive decisions among workers	1	2	3	4	5
C8	Emotions drive decisions among bosses	1	2	3	4	5
C9	Emotions drive decisions among suppliers/customers	1	2	3	4	5
C10	Workers/Suppliers/Customers indulge their emotions rather than protecting their future	1	2	3	4	5
C11	Management indulge their emotions rather than protecting their future	1	2	3	4	5
	Discrimination/Racism/Lack of respect					
C12	Remunerations and other benefits are not fairly distributed	1	2	3	4	5
C13	All views are not heard	1	2	3	4	5
C14	There is lack of respect among stakeholders	1	2	3	4	5
C15	There is discrimination in terms of education or profession	1	2	3	4	5
C16	There is discrimination in terms of	1	2	3	4	5

	tribe or religion					
C17	Remunerations and benefits are given on time	1	2	3	4	5
	Unsatisfactory resolution mechanism					
C18	You do not trust the resolution mechanism	1	2	3	4	5
C19	You are not satisfied with the mechanism	1	2	3	4	5
C20	The mechanism is not fair	1	2	3	4	5
C21	The management do not have time and resources for conflict resolution	1	2	3	4	5
	Lack of motivation					
C22	The staff is not allowed for further studies or capacity building	1	2	3	4	5
C23	Workers do not have study leave	1	2	3	4	5
C24	Workers are not insured	1	2	3	4	5
C25	The welfare of workers is not a priority	1	2	3	4	5
C26	Workers are not praised for work done	1	2	3	4	5
C27	Remunerations are not enough to meet daily expenditure	1	2	3	4	5
C28	There is no accommodation for workers	1	2	3	4	5
C29	There is no transportation allowance for workers	1	2	3	4	5
C30	You do not feel belonging to the company as a family	1	2	3	4	5

C31: What other factors do you think causes conflict in your organization?

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.....

.....

.....

SECTION D: INDUSTRIAL DISPUTES PREVENTION

MECHANISMS AWARENESS IN GOLDEN EXOTICS LIMITED

QNO.	PREVENTION MECHANISMS/STYLES	1=Strongly Disagree	2=Disagree	3=Not Sure	4=Agree	5=Strongly Agree
	Dominating (competing) Style					
D1	In the resolution process, one side always wins	1	2	3	4	5
D2	The side that wins takes all benefits/positions	1	2	3	4	5
D3	The side that loses bears all the costs	1	2	3	4	5
D4	The focus is one side winning at all cost	1	2	3	4	5
D5	The most appropriate solution for everyone concerned is not sought for	1	2	3	4	5
	Obliging (accommodating) Style					
D6	In the resolution process, one side always takes the blame	1	2	3	4	5
D7	One side always gives up the benefits/positions	1	2	3	4	5
D8	One side always bears all the costs	1	2	3	4	5
D9	The focus is not one side winning at all cost	1	2	3	4	5
D10	The most appropriate solution for one side concerned is sought for	1	2	3	4	5
	Avoiding Style	1	2	3	4	5
D11	Both sides in the conflict do withdraw	1	2	3	4	5
D12	Both side loses the case since the ultimate point is not reached	1	2	3	4	5

D13	Neither side is able even to deal with the issue, much less manage or resolve it	1	2	3	4	5
	Integrating (collaborating) Style	1	2	3	4	5
D14	Both side wins in the process	1	2	3	4	5
D15	None of the sides gives up or loses a valued position	1	2	3	4	5
D16	Both sides honestly seek new and common higher grounds	1	2	3	4	5
D17	There is an atmosphere of trust and mutual respect	1	2	3	4	5
D18	There is a genuine willingness on both sides to resolve the conflict	1	2	3	4	5
D19	There are no hidden agendas on both sides	1	2	3	4	5
	Compromising Style	1	2	3	4	5
D20	There is always negotiation in the resolution process					
D21	There is always a high degree of flexibility	1	2	3	4	5
D22	Both parties in the conflict do get some of what they want, while at the same time giving up something in the process	1	2	3	4	5
	Collective Bargaining Style					
D23	You belong to a trade union	1	2	3	4	5
D24	The trade union procedure is applied	1	2	3	4	5
D25	Collective bargaining is always reached	1	2	3	4	5

**SECTION E: DISPUTE RESOLUTION MECHANISM PROCESS
ASSESSMENT**

QNO.	Statements	1=Str ongly Disag ree	2=Dis agree	3=Not Sure	4=Ag ree	5=Str ongly Agree
	Organization learning and effectiveness					
E1	Conflict management strategies are designed	1	2	3	4	5
E2	Strategies do enhance critical and innovative thinking to learning	1	2	3	4	5
E3	Parties in the conflict are briefed with the process	1	2	3	4	5
E4	Strategies aid in diagnosis and intervention in the right problems	1	2	3	4	5
E5	There is effective organization of the resolution process	1	2	3	4	5
	Involvement/Needs of stakeholders					
E6	All parties in the conflict are involved in the problem solving process	1	2	3	4	5
E7	There is a collective learning of the processes	1	2	3	4	5
E8	Employees' advocates are institutionalized	1	2	3	4	5
E9	Customer advocates are institutionalized	1	2	3	4	5
E10	Supplier advocate advocates are institutionalized	1	2	3	4	5

E11	Environmental advocates are institutionalized	1	2	3	4	5
E12	Stockholder advocates are institutionalized	1	2	3	4	5
	Ethics					
E13	Leaders behave ethically	1	2	3	4	5
E14	Leaders are open to new information	1	2	3	4	5
E15	Leaders are willing to change their mind	1	2	3	4	5
E16	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	1	2	3	4	5
E17	All parties understand the ethical standards	1	2	3	4	5
	Satisfaction					
E18	You are satisfied with the process	1	2	3	4	5
E19	You are confident in the process	1	2	3	4	5
E20	You do accept the decision after resolution process	1	2	3	4	5
	Communication					
E21	There is a mechanism for resolving industrial disputes	1	2	3	4	5
E22	There is a policy document on dispute resolution	1	2	3	4	5
E23	All parties understand the language being used in the	1	2	3	4	5

	process					
E24	All parties have the requisite information	1	2	3	4	5
E25	All parties understand the procedures	1	2	3	4	5
E26	All parties are willing to provide each party with the necessary information	1	2	3	4	5
E27	All parties are privy to anything related to the mechanisms and objects being used in the process	1	2	3	4	5
	Willingness					
E28	All parties are willing to be part of the resolution process	1	2	3	4	5
E29	All parties are willing to compromise with the process	1	2	3	4	5
E30	All parties report on time	1	2	3	4	5
E31	Management have time and resources for conflict resolution	1	2	3	4	5
E32	Conflict is seen as an opportunity for change	1	2	3	4	5

SECTION F: PERFORMANCE EVALUATION

QNO.	Statements	1=Strongly Disagree	2=Disagree	3=Not Sure	4=Agree	5=Strongly Agree
	Operational performance					
F1	Methods and processes are explicitly defined	1	2	3	4	5
F2	Manuals and processes are periodically revised to ensure compliance	1	2	3	4	5
F3	Systems of indicators are in place in the firm to revise changes in processes	1	2	3	4	5
F4	Processes exist that promote efficient behavioural patterns throughout the firm	1	2	3	4	5
F5	Knowledge about efficient operation management has improved in the firm	1	2	3	4	5
	Management performance					
F6	Intensive efforts are made to guarantee high quality materials	1	2	3	4	5
F7	Efforts are made to know what the workforce needs	1	2	3	4	5
F8	Materials are managed well in the firm	1	2	3	4	5
F9	Quality of materials has improved	1	2	3	4	5
F10	Relationships among stakeholders have improved	1	2	3	4	5
	Employee performance					
F11	Employees identify and provide solutions to problems	1	2	3	4	5
F12	Employees share the firm's values	1	2	3	4	5

F13	Employees show high levels of initiatives in the firm	1	2	3	4	5
F14	Employees absenteeism have decreased in the firm	1	2	3	4	5
F15	Employees turnover have decreased in the firm	1	2	3	4	5
F16	Employees opinions contribute to improving performance	1	2	3	4	5
F17	Employees have high levels of technical know-how in the firm	1	2	3	4	5
F18	Employees willingness to work extra time has improved	1	2	3	4	5
F19	High employee commitment has improved	1	2	3	4	5
	Innovation performance					
F20	Frequent technological innovations are implemented	1	2	3	4	5
F21	Work designs are developed based on client needs and expectations	1	2	3	4	5
F22	The firm is oriented towards the fulfillment of clients' expectations and needs	1	2	3	4	5
	Social responsibility					
F23	Protection of environment has improved in the firm	1	2	3	4	5
F24	Noise levels have decreased in the firm	1	2	3	4	5
F25	Pollution levels have decreased in the firm	1	2	3	4	5
F26	The firm has a positive impact on the society	1	2	3	4	5
	Client results					
F27	Client satisfaction has improved in the firm	1	2	3	4	5
F28	Client consolidation has improved in the firm	1	2	3	4	5

F29	Communication with clients has improved in the firm	1	2	3	4	5
F30	Client complaints have decreased in the firm	1	2	3	4	5
F31	Services offered to clients are better than competitors'	1	2	3	4	5
F32	Client relationships are managed and enhanced in the firm	1	2	3	4	5
F33	Standardized systems are in place to deal with client complaints	1	2	3	4	5
	Client base (market share) and financial performance					
F34	Funds and other finances are managed	1	2	3	4	5
F35	Marketing techniques and methods are developed to gain more clients	1	2	3	4	5
F36	The firm has more clients	1	2	3	4	5
F37	Output per employee has improved	1	2	3	4	5
F38	Revenue levels have improved in the firm	1	2	3	4	5
F39	There has been a noticeable improvement in financial results in the firm	1	2	3	4	5
F40	The firm has a financial capacity to complete any project on time	1	2	3	4	5
F41	The firm has letters of credit with suppliers	1	2	3	4	5
F42	There is timely release of fiscal cash for any project	1	2	3	4	5

Thank you for partaking