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International Journal of Research in IT & Management

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International Journal of Information Technology and Management is a refereed and highly professional journal covering information technology, its evolution and future prospects. It addresses technological, managerial, political, economic and organisational aspects of the application of IT.

- Managing the rapid changes in information technology
- Emerging advances in IT and new applications
- Implications of digital convergence and growth of IT
- Managing national information infrastructure
- Managing networks, including corporate networks
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- Organisational barriers to implementing IT, diffusion and future of IT
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Innovative Use of ICT Technologies in Dissemination of Information Regarding Mushrooms

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1. INTRODUCTION

Agriculture in India is increasingly using new information technology related options available on the web and via smartphones and tablets. The potential benefits of using smartphones and tablets for communication, learning and efficiency in business have become more obvious for agriculture in recent times.

There is a vast range of digital technologies already being used in agriculture including precision agriculture, tracking devices, remote management, websites, social media, ebooks, apps and SMS. Agriculturalists tend to check the weather and emails and access grain marketing information most frequently on their mobile devices. A whole range of agricultural apps and software for smartphones and tablets now exists or are being developed, although apps specifically for Indian agriculture in general and mushroom cultivation in particular, are still limited.

Mobile devices have contributed to the success of social media, increasing its accessibility and immediacy. Agriculture has a growing presence in social media both in video such as on YouTube and in discussion forums such as Facebook and Twitter. Social media has proved to be a powerful medium in influencing public opinion and there is also a growing use of Twitter and Facebook amongst farmers on a technical basis, with Twitter streams such as AgChatOZ holding regular forums and online groups of farmers discussing issues with advisors on Facebook.

As a source of information, YouTube functions as the second biggest search engine in the world. Digital technology will never fully replace traditional methods of service delivery but has to compliment and expand their impact in an poor environment where the technology users have limited time. A key component to ensure successful online delivery is the relationship between the farmers and the information provider. Traditional networks and relationships are often still required in this changeover period to expand the reach and target audience for extension messages in a cost effective and time efficient manner.

ICT Technologies in use at ICAR-DMR

ICAR-Directorate of Mushroom Research has already developed various ICT related technologies, which are being regularly used by the stakeholders for updating their knowledge and getting solutions to their mushroom production related problems.

Website (www.nrcmushroom.org)

It is clear from the data that the number of growers accessing the Centre's website has increased from a mere hundred the first year to more than 2,70,509 in the current year.



There are around 9000 visitors to the website per month. Similarly the number of foreign visitors to the Website increased from around 50 per month from the beginning 9 to around 2500 per month recently. The increasing number of growers accessing the site is an indication of the popularity of the site.

Today Page views	Yesterday	Last 7 days	Previous Period	Previous Period	Total Page views
136	264	1,369	1,867	9,204	270,509
+52 (+38.24%)		Nov 5th - Nov 11th	Oct 29th - Nov 4th	Sep 13th - Oct 12th	Since Aug 31st 2015

(taken from website on 12/11/2018)

The Centre also conducts training programmes on mushroom production technology for farmers, entrepreneurs, SMS, international trainees etc. Table 2 shows the percentage of trainees who had used internet for accessing mushroom related information. This shows that the number of people using internet for access to information for mushroom research and development are increasing at a rapid rate.

The Website is regularly updated and contains information related to the employees, different Committees, Research projects, Annual Reports, Training and Extension material. All leaflets/folders printed for popularization of mushroom cultivation have been displayed on the website in pdf format. Regular advisories are being given to farmers. A photo gallery is also existing which contains photographs of important events at the Directorate. It also displays the success stories of mushroom growers and the list of leading mushroom growers of India.

MOBILE APPS.

Three Mobile apps have been developed which are:

1. DMR-FFCC, ICAR-MUSHROOM

It includes the catalogue for fleshy fungi collected at ICAR-DMR from 1983-2016.

2. ICAR DMR

It includes information related to DMR, services available, Training details, mushroom profile and information related to cultivation of button, oyster, milky, paddy straw and shiitake.

3. ICAR-MUSHROOM

ICAR-MUSHROOM includes Health benefits, technologies, Products, Links, Resources, Notifications, Photo gallery, FAQs and weather related information. It has shown more than 10000 downloads till now.

4. mSpawn

mSpawn App contains precise information about mushroom spawn preparation and list of Spawn Producers in the country. mSpawn also locates the spawn units nearby a user, by clicking on the locate icon. It locates the business address of any firm by using Geo Mapping. It also shows the path from the current location to the selected spawn unit. Maximum spawn units of the country have been marked on the Google Map for the facility of the users.

SOCIAL MEDIA

Mobile devices have contributed to the success of social media, increasing its accessibility and immediacy. Agriculture has a growing presence in social media both in video such as on YouTube and in discussion forums such as Facebook and Twitter. Social media has proved to be a powerful medium in influencing public opinion and there is also a growing use of Twitter and Facebook amongst farmers on a technical basis, with Twitter streams such as AgChatOZ holding regular forums and online groups of farmers discussing issues with advisors on Facebook.

Facebook page is being utilized for sharing information related to mushroom cultivation and important events at the Directorate. Some videos have related to mushroom cultivation have also been uploaded on Youtube.

A Whatsapp group is also running which is a platform to share information related to mushroom cultivation.

ICT Being Used in Mushroom Cultivation

Mushroom Production

A person planning to grow mushrooms can get all the necessary information required before plunging into this enterprise. He can get information on different mushrooms that can be cultivated/ are being cultivated and the basic requirements for growing mushrooms or which mushrooms are important in the world market. It could be concerned with preparation of the project report, identification and selection of financiers, finding the addresses of the firms dealing with insulation, air conditioning units, blowers, etc. In other words, internet will help him in doing all the spadework that has to be done before starting the enterprise. He will have a number of options available and can choose the best.

The training / technical guidance required for compost making is available on the internet and so are the addresses of compost suppliers if required. Information can be had by corresponding with the relevant firms online.

Sensors can be applied at the composting stage and also at the cropping stage to monitor the environmental parameters perfectly. As mushroom is a delicate crop which requires exact climate parameters (temperature, humidity, Co2 content) for efficient growth, monitoring and control of the parameters through sensor application can be very beneficial for the farmers.

ICT in Agri Business

Agribusiness is also taking up smartphone and tablet technology as it allows staff such as field agronomists to enter data and generate reports that are then sent to the farmer and back to the store on the spot. This offers a significant reduction in time spent double handling data, and also allows the store to have orders ready for farmers when they come into the store and more easily track and reorder supplies.

Obstacles to be Overcome for Employing ICT

Despite all the positives of this technology there are a number of obstacles to be overcome so that ICT is considerably employed in the agriculture sector in general and mushroom area in particular. For some extension staff the change in communication style can be challenging and take time to learn. In most cases, the key to the communication style of social media is to trigger the interest and awareness of the recipient rather than to ensure their understanding. Messages must be short, timely and of high quality. ICAR-DMR is moving in this direction. A number of VCDs have been prepared for depicting the cultivation technologies of different mushrooms. Advisories are being published on the website and mobile app. every month. There is so much information available to recipients from a range of sources, that anything not meeting these requirements is likely to be instantly disregarded or ignored.

CONCLUSION

New technologies offer agriculture some significant opportunities in increasing on-farm efficiency, information gathering and networking with people essential to the farm business. Mobile devices are contributing to this potential and this needs to be taken into account when designing tools and extension strategies. The government has also taken up the challenge and is helping the farming community through e-bridges, e-choupals, information kiosks at village levels and launching the websites of the horticulture and agriculture departments. Extension providers are utilising the new technology to expand the reach of their message, increasing the efficiency of delivery and targeting audiences previously disinclined to participate. Extension staff and farmer training is being undertaken to ensure that use and adoption of digital information technology occurs more rapidly, extensively and efficiently. Training in basic digital technology will allow more effective integration of these technologies into extension projects. The effectiveness of these tools for extension cannot be undermined.

Importance of I.T Governance Frameworks in Addressing I.T Challenges Posed by the Current Zimbabwean Economic Situation

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ABSTRACT

The study sought to investigate the importance of implementing Information Technology Governance (ITG) frameworks in a bid to address the Information Technology (I.T) challenges posed by the prevailing Zimbabwean economic situation. I.T plays a pivotal role in today's organisations and the benefits come with challenges hence the need to find ways to curb them. A sample of purposively selected individuals from the Zimbabwean banking and mobile network service providers sector was used for interviews and focus group discussions for data gathering. It was found out that the prevailing economic situation was posing challenges to the use of I.T and adoption of I.T.G best practices was important to curb the challenges.

Keywords: *Information Technology, Governance, Information Technology Governance, I.T.G Frameworks*

1. INTRODUCTION

Information Technology Governance (ITG) is the strategic alignment of Information Technology (IT) with the business such that maximum business value is achieved through the development and maintenance of effective IT control and accountability, performance management and risk management (Webb et al., 2006 cited in Willson and Pollard, 2009). Generating business value from IT is the overarching objective for implementing IT governance within organizations and this objective emerges from most of the IT governance studies (Peterson 2004; Brown & Grant 2005). The focus areas of ITG are business/IT alignment, value delivery, resource management, risk management and performance measurement. As nations move with digitalisation and technological advancement, synergies are forged and Zimbabwe is also not left out. This study will be focused on the I.T transactions within the banking sector and mobile network service providers. The dependability of organizations on the use of I.T makes ITG a subject of interest and this study acknowledges that in as much as I.T use brings with it a lot of benefits to organizations with it also comes challenges. With I.T risk management being one of I.T.G objectives this paper seeks to investigate how the existing I.T.G frameworks can come handy in addressing I.T challenges posed by the prevailing Zimbabwean economic situation.

BACKGROUND

The economy of Zimbabwe has been dwindling (Munzara 2015), with much cash shortages, resorting to use of plastic money and more shift towards use of mobile banking and e- wallets hence the need for the researcher to investigate the importance of implementing I.T.G frameworks in addressing I.T challenges posed by the prevailing economic environment in Zimbabwe. Economy refers to the state of a country or region in terms of the production and consumption of goods and services and supply of the money (Batani et al, 2015). According to The World Bank Development report (2018) Zimbabwe faces challenges relating to fiscal consolidation and financial sector stabilization; stimulating growth and investment to increase revenue collection and foreign exchange generation; protecting social gains; and improving governance outcomes through continued legislative and institutional reforms. According to the same report from 2014 Zimbabwe's economy began a downward trend that saw a decline in gross domestic product (GDP) growth due to a drought and fall in commodity prices; an expansionary fiscal policy that led to a burgeoning fiscal deficit; rising vulnerability and poverty because of weather and financial shocks; and acute foreign currency shortages dampening demand and supply. I.T is now a business asset and is embedded in business strategies which renders I.T.G inevitable. These harsh economic conditions have an impact on the I.T services provided by banking institutions as well as mobile network service providers hence the need to look at the importance of I.T.G frameworks in addressing these I.T challenges ranging from frauds, systems unavailability and private information disclosure among others.

One of the critical success factors in implementing good I.T.G is having a sound I.T.G framework. A number of frameworks that are internationally recognised also known as best practices are available for adoption and these include Control Objectives for Information and related Technology (COBIT), Committee of Sponsoring Organisation of Treadway Commission (COSO), Information Technology Infrastructure Library (ITIL), ISO/IEC38500 and ISO27002. ISACA, (Information Systems Audit and Control Association) through the IT governance Institute (ITGI) established the CobiT framework that has evolved from COBIT 1 to COBIT 2019 as a set of control objectives that wires IT governance within organizations by guaranteeing that IT is aligned with the business, IT enables businesses to maximize benefits, IT resources are used responsibly, and IT risks are mitigated appropriately (www.itgovernance.co.uk/cobit). According to ISO (International Organization for Standardization), ISO27002 is an information security management standard and the goal of information security is to suitably protect this asset in order to ensure business continuity, minimize business damage, and maximize return on investments. According to ISO/IEC38500 website, ISO38500 is a standard that sets out guiding principles for directors on how to ensure the effective, efficient and acceptable use of IT within their company. ITIL is a comprehensive set of policies and concepts for managing IT infrastructure

and service aiming at improving alignment between the business and IT, increasing user satisfaction, lowering costs, optimizing outsourcing, improving service levels, increasing service availability, and improving the ability to manage change, among other things (www.axelos.com). According to the COSO website, www.coso.org, COSO is dedicated to improving organizational performance and governance through effective internal control, enterprise risk management, and fraud deterrence. A glance at the main objectives of these frameworks show that I.T risk management is central that's why the author sought to find out how current I.T challenges in the Zimbabwean banking and mobile network service providers sectors can be addressed making use of the structures enshrined in these frameworks.

RESEARCH METHODOLOGY

The researcher interviewed a number of people on their views on the I.T challenges caused by the prevailing economic situation and how they can be addressed. The researcher interviewed a sample of twenty, drawn from across the country, five economic experts, five academics, five bankers and five Information Technology experts. The sample of respondents was carefully selected from those groups assumed to have knowledge of I.T, mobile banking and the economy. An organised set of questions was used for the interviews. The researcher also reviewed journals, textbooks, conference proceedings, newspaper articles, websites, and blogs in gathering data for the purposes of this research especially on the I.T.G frameworks and how they address I.T risks. Focus group discussions with some users of the mobile banking platforms were used to compliment and validate interviews and documentary reviews findings. Focus groups can unearth a wealth of detailed information and deep insight (Eliot 2005).

DISCUSSION OF FINDINGS

Almost all of the respondents agreed that the prevailing Zimbabwean economic situation brought about challenges in I.T use in the banking and mobile network sector. Findings showed that fraudulent activities are being undertaken through mobile banking as people take advantage of the government's insistence that the bond note quasi-currency in circulation in Zimbabwe is equal in value to the dollar, despite a parallel market valuation premium of up to 250 percent. People are making these black market transactions from their e-wallets Ecocash, One-wallet and Telecash and this money will find itself in the banks for circulation through the wallet to bank transfers offered by mobile banking. There is no I.T monitoring of systems to deter this. Documentary reviews found out that the COSO framework through its monitoring component conducts ongoing and/or separate evaluations as well as evaluates and communicates deficiencies in I.T systems there by addressing this challenge for the benefit of the businesses and the economy. The COSO risk component also identifies and analyses risk as well as assessing fraud risk.

Some respondents also revealed that frequent Internet service provision interruptions are also being experienced because the providers have also challenges in procuring infrastructure due to foreign currency shortages rendered by the bad economic situation therefore systems downtime is always on the high side affecting service and value delivery. ISO27002 ensures Integrity, thus safeguarding the accuracy and completeness of information and processing methods and availability that is ensuring that authorized users have access to information and associated assets when required. Documentary reviews also revealed that ITIL consists of a series of inter-related books which provide advice and guidance on the delivery and support of quality IT services and supporting IT Service Management Capabilities. ITIL and ITIL Certification has been developed in recognition of organisations' ever-increasing dependency on IT systems, and the need for best practice frameworks and guidance for IT Governance and Service Management.

Discussion results also showed that lack of rule of law issues and the disputed 2018 election and legitimacy issues also contribute to the economic chaos citing that the election was about the economy not politics. This also in turn pose I.T challenges on the use of systems in such a political environment with respondents citing the unsanctioned access of citizens' mobile numbers during the election campaign period. Clients' confidence in use of systems like mobile banking platforms, debit card swiping and e-wallets is affected when they are not sure of the confidentiality and security of their transactions. Documentary reviews showed that ISO/IEC38500 requires directors to verify that their IT systems are in compliance with all applicable regulations and ISO 27002 defines information as an asset that may exist in many forms and has value to an organization. The goal of information security is to suitably protect this asset in order to ensure business continuity, minimize business damage, and maximize return on investments. As defined by ISO 17799 from which ISO27002 evolved, information security is characterized as the preservation of confidentiality that is ensuring that information is accessible only to those authorized to have access to it.

CONCLUSION AND RECOMMENDATIONS

In summary, the present study highlights the necessity of implementing I.T.G frameworks in addressing the I.T challenges posed by the prevailing Zimbabwean economic situation in the banking and mobile network service provider sectors. Based on the study made and discussion presented above, the following broad conclusions and recommendations are drawn:

- All banks and mobile network service providers should adopt I.T.G frameworks/ Best practices. By adopting standards that are proven to work, service providers can more easily deliver services consistently to the agreed service levels, efficiently and effectively. Support teams can restore service faster, reducing downtime and disruption. Service providers are also more capable of meeting their
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service levels, contractual, regulatory and legal compliance requirements.

- Policymakers and business leaders must work hand in hand in addressing the political situation that in turn affects the economy creating challenges in use of I.T in the banking and mobile network service provider sector. This second Batani et al, (2015) findings on the Role of e-commerce in resuscitating the Economy of Zimbabwe.

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Cultural Differences and Perception of Fairness in Organizations

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ABSTRACT

Organizations are the places where people come to work to make a living. Their needs are fulfilled and their aspirations also need to be addressed. In the present day organizations people from different countries and cultures work together. Differences are but natural yet it needs understanding an acceptance for smooth working of people in teams. One way of addressing this is to be fair to all employee without distinction of their ethnic, social or cultural differences. This will depend on how well the organizations perceive these differences and create an ambience of tolerance and adjustment. Culture by definition is a set of values, practices, traditions or beliefs that a group shares whether due to age, race, ethnicity, religion or gender. These differences affect work styles due to differences in perception of the relative roles and coordination. Managerial leadership is will reduce such differences in achieving goal orientation and team work. While organizations and management treat employees on par their perceptions regarding this is very important and managerial responsibility involves constant communication with employees to sort out the differences in perception of their roles and managerial intentions. Fairness is judgmental and employees' thinking needs to be reinforced from time to time for organizational success..

Keywords: *Fairness as judgmental, perceptions and aspirations, understanding of cultural differences, managerial leadership leading to Fairness*

1. INTRODUCTION

What is perceived as fair in organizations has been a topic that has received an enormous amount of research attention as it has the potential to impact individual, group, and organizational outcomes. Due to increased intercultural interaction in recent years, cultural differences in perceptions of justice have gained an increased practical importance as well. This paper reviews relevant findings of organizational justice research in various fields such as industrial/organizational psychology, organizational behavior, human resource management, cross-cultural psychology, and international management in an attempt to identify and understand the influence of culture on human perceptions and behavior.

Cultural differences are the various beliefs, behaviors, languages, practices and expressions considered unique to members of a specific ethnicity, race or national origin. Some examples of cultural differences as they pertain to the workplace include employees who are younger or older than their co-workers, employees who hold higher degrees than others in the workplace and individuals who grew up in either

metropolitan areas or small towns. It is said that employees often have more similarities than they do differences, but those differences can sometimes outweigh the similarities. While these various differences can create a more vibrant office, they can also lead to more than a few problems resulting from culture clash.



Measuring cultural difference?

The term fairness has meaning and relevance that transcends employee perceptions in an organizational context. As organizations continue to excel in serving the global requirements with the needed products and services, it is imperative that we are mindful of the dynamic cultural aspects that come into play. Cultural differences, by shaping job attitudes and behavior, necessitate the need for identifying a fit between a given culture and practice. Management practices developed in one culture need not necessarily be successful in another culture. For example, empowerment initiatives, a very popular one in the United States, failed to yield positive results when exported to cultures where people are not expected to take initiative as a cultural norm. Available cross-cultural/cross-national research emphasizes the role of culture in shaping employee attitudes and behavior by forming a framework to assess fairness perceptions of rules, policies, allocation decisions, procedures, events, interactions, treatment, and so forth that they come across in an organizational setting. The national-level or societal level culture will influence the organizational culture, which will in turn impact managerial practices and organizational effectiveness. As many organizations go global in the 21st century, leaders and managers should nurture a work environment/organizational culture in which employees thrive and reach optimal performance. Given the continued and growing interest in fairness perceptions and its effect on employee attitudes and behavior, creating a framework to study the cross-cultural implications of justice perceptions on individual, group, and organizational levels and beyond is a relevant and timely topic for both researchers and practitioners of the 21st century management.

OBJECTIVES AND METHODOLOGY

What is perceived as fair in organizations has been a topic that has received an enormous amount of research attention as it has the potential to impact individual, group, and organizational outcomes. Due to increased intercultural interaction in recent years, cultural differences in perceptions of fairness have gained an increased practical importance as well. This research-paper reviews relevant findings of organizational justice research in various fields such as industrial/organizational psychology, organizational behavior, human resource management, cross-cultural psychology, and international

management in an attempt to identify and understand the influence of culture on human perceptions and behavior. The research-paper presents representative results of cross-cultural comparisons of the processes that mediate perceptions of justice and behavior in various cultures. Further, the theoretical and practical implications of these results for human resource management in organizations are discussed.

1. Business environment today – a critical overview.
2. Globalization and how cultural differences have affected businesses.
3. How cross cultural differences are critical in the current environment.
4. How companies handle the issue of fairness and perception currently.
5. Problems and futuristic perspectives of cultural differences.
6. Conclusions and suggestions for future

As seen from the above specific objectives identified for the current research paper, perceptions of cultural differences and behavior is critical for business success as almost all businesses are global. Due to the currency of the topic, a lot of research work and publications have been found available on the print as well as web media. The job of the researcher was to focus on the immediate objectives of current research and identify the sources of data to match the objectives. This has been done. Systematic compilation and Tabulation of data was necessary and has been done. Information requirement for the immediate purpose of the research objectives was found to be adequate and the inferences and conclusions were possible because of the available data base. The results of the research are now available for easy reference and study in the following pages.

REVIEW OF LITERATURE

Research on organizational justice examines fairness perceptions of employees in terms of how they are treated (fairness) in the workplace. Psychologists are concerned with the behavioral and social consequences of fairness perceptions. The growth in this area of research is based on the expectation that employee productivity is obtained at the cost of employee satisfaction. This assumption reflects underlying reciprocity principle: perceived fair treatment — job satisfaction — decision to reciprocate by the employee.

Let us first consider the process of perception in human beings before moving on to the topic of organizational perceptions. Perception is the process of receiving and interpreting information about the world through our senses. In the first place, employees are individuals who first learned to process information through the cultural lens to interpret the outside world. In doing so, individuals learn a certain way of perceiving and interpreting the behaviors of others around. Individuals in a given culture

learn to behave (think, feel, and act) according to the norms established in that culture. This tendency to use the cultural lens to interpret the world, learned patterns of behaving and expecting others to behave in a particular manner is what cross-cultural researchers refer to as ethnocentrism. Ethnocentrism is a natural and inevitable consequence of socialization in a given culture. Individuals, because of socialization, learn many rules about how to behave. These rules form the foundation of culture.

By the time an individual enters adulthood and enters the workplace, he or she has internalized the rules of behavior. Another related definition of ethnocentrism suggests a tendency to judge people of other groups according to the standards of one's own in-group or culture. Scholars have identified two forms of ethnocentrism: (a) Flexible ethnocentrism lends one to add on to one's cultural filters and helps one to see things from different perspectives, and (b) inflexible ethnocentrism, on the other hand, refers to the inability to go beyond one's own cultural filters while interpreting the behavior of others. Ethnocentrism is often referred to in negative terms and not as a normal aspect of everyday psychological functioning. Some degree of ethnocentrism is necessary for maintaining social order and cohesion. There would not be any reason to observe norms, to obey laws of society, or to work harmoniously with others if not for the implicit positive evaluation of ways of one's own culture. If ethnocentrism is inevitable and a natural consequence of enculturation, it could be a potential source of intercultural conflicts as well. Ethnocentrism has also been reported to lead to stereotypes and prejudices. The role of emotion, self, and values in the formation of ethnocentrism has also been well attested. When there is a discrepancy between reality and one's expectations based on culture the result may likely be negative emotions. Whereas what is being perceived matches one's expectations positive emotions and attitudes (e.g., job satisfaction) follow.

In organizational contexts, managers make several decisions that directly or indirectly impact the employees—hiring, promotion, budget allocation, and so forth. Research on organizational justice or fairness perceptions support that positive fairness perception is related to several outcomes including employee loyalty and events or decisions perceived as unfair will have a negative impact on employee behavior including retaliatory behavior, theft, and rule breaking (Skarlicki, 2001). Further, research findings point out that the individual perceptions of fairness and their behavioral consequences in turn affect group or division level performance, which in turn casts an influence upon the overall organization as measured by organizational performance and competitive advantage. Social and behavioral scientists have begun to investigate whether these concepts have international implications. Multinational corporations continue to seek competitive advantage through global diversity and this trend calls for cross-cultural research with the hope that it can help businesses generate new competitive advantages. Examining fairness perceptions and investigating the cross-cultural differences and similarities in how

people respond to perceived fair/unfair treatment is a timely and important topic for 21st-century management.

Western justice theorists have held that justice indicates whether employees are valued and respected members of an organization. Management by rewarding employees consistent with their performance acknowledges that employees are valued and recognized (Fischer & Smith, 2004). Social scientists have shown less interest in knowing what justice “really is” and more interest in describing individual perceptions of fairness attempting to assess what people perceive as fair and how they respond to perceived unfairness. For this reason, a vast majority of research studies on organizational justice or perceived fairness have examined either the direct effects of individual differences (e.g., personality) or other contextual factors (e.g., organizational structure). Please note that throughout the rest of the research-paper the terms fairness and justice are used synonymously.

Perceptions of organizational fairness have been found to influence several important outcomes at individual, group, and organizational levels. At the individual level, it affects attitudes like employee job satisfaction, commitment, and behaviors that include in-role performance and extra role behavior. At the group level, fair perceptions can indirectly influence the morale of the group and its performance. Studies have repeatedly shown that there is a relationship between perceived injustice and counterproductive behavior and negative organizational outcomes. However, there are still several unanswered questions regarding the antecedents and consequences of justice perceptions. Although human perception is influenced by (a) the characteristics of (b) the perceived, (c) the characteristics of the perceiver, and (d) the characteristics of the situation, much research attention has been directed at the characteristics of the perceiver and the situation in organizational justice research due to the potential interaction effects and consequences at various levels. This research-paper presents key and representative findings in organizational justice research as outlined in the conceptual model presented in Figure 1. This model depicts the relationship of perceived fairness to various individual, group, and organizational outcomes. There are cultural differences attributable to employee’s generation. A diverse work place includes employees considered as Traditionalists, baby boomers, Generation X, Generation Y and Millennials. Differences exist between employees who are academically well qualified and those who rose from the ranks through training and development. Such employees may find conflicting situations of Theory vs. practicality. Ethnicity gives rise to informal alliances and organizational dysfunction. Similar differences in outlook exist between employees from metro cities and smaller towns.

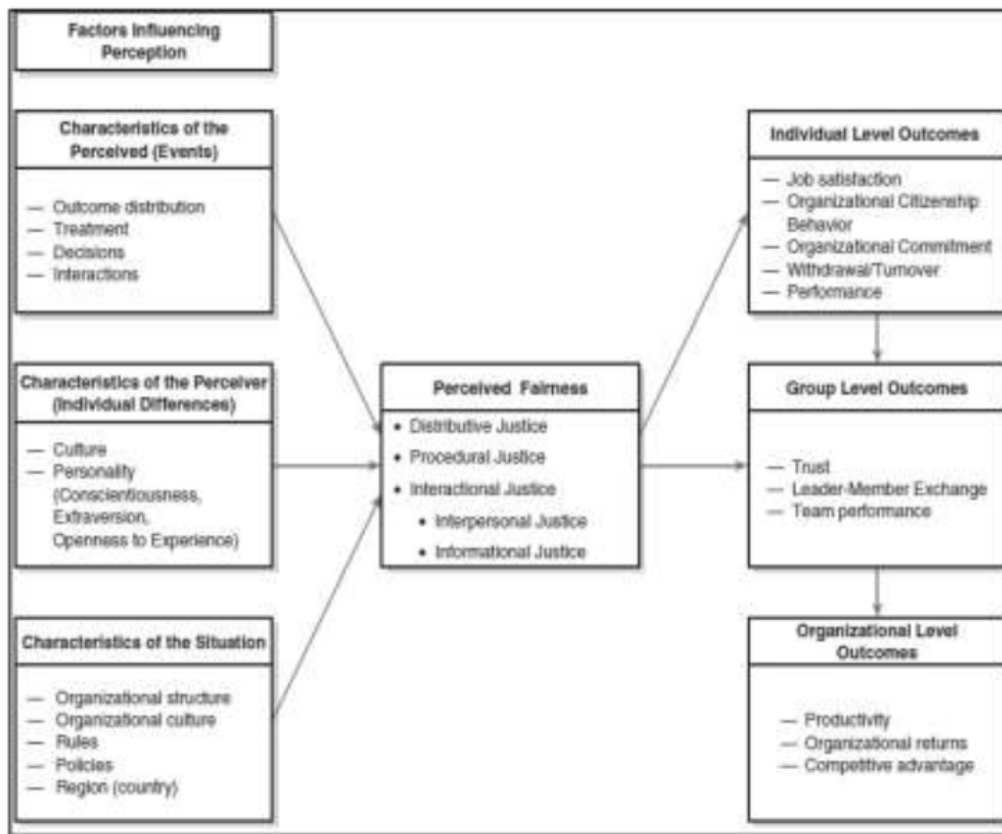


Figure1: Conceptual Model of the Relationship of Perceived Fairness to Its Antecedents and Consequences

Perception is an aspect of human behavior, and as such it is subject to many of the same influences that shape other aspects of behavior. In particular, each individual's experience combine in a complex fashion to determine his reaction to a given stimulus situation. To the extent that certain classes of experiences are more likely to occur in some cultures than in others, differences in behavior across cultures, including differences in perceptual tendencies, can be great enough even to surpass the ever present individual differences within cultural groupings. People in different cultures would be differentially susceptible to geometric illusions because they have learned different, but always ecologically valid, visual inference habits. Depending upon the degree of ecological representativeness of the illusion-inducing figure, these habits may or may not result in illusion susceptibility. Then applying this general hypothesis to the five illusions can see the impact of such illusions induced by cultural differences.

The illusions in the Müller-Lyer and the Sander parallelogram, two versions of the horizontal-vertical illusion, and an illusion termed "perspective drawing." Each of these five illusions was represented by several items in the stimulus materials; and for each illusion, the discrepancy in the length of the segments to be compared varied from item to item in perception and not reality.

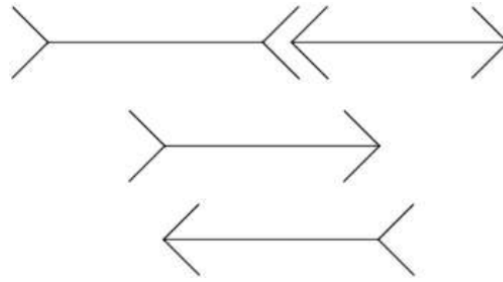


Figure 2A: Müller-Lyer Illusion (Lengths of all lines are same)

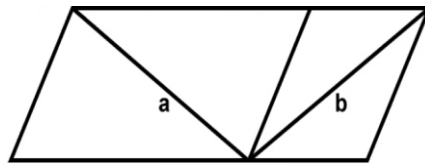


Figure 2B: Sander's parallelogram (a = b)

One's culture may influence or mediate the relationship between events occurring in work life and its perceived fairness. From a theoretical point of view, exploring cultural similarity and differences will contribute to the comprehensiveness and universality of justice theories. "From a practical perspective, cross-cultural research can assist managers of multicultural organizations, as well as managers of a culturally diverse workforce within one country, to understand how organizational policies and their implementation impact employees' perceptions of fairness" (Skarlicki, 2001, p. 292). The study of justice perceptions will be incomplete without understanding the differences in national culture. The notion that nations have identifiable cultures that can influence how business is conducted in that nation became a topic of interest through the research work of Hofstede (2001). His approach in studying employees' work-related values represents an evolution in the field's understanding of organizational culture. Much of what we understand about corporate culture and work-related values today is based on the results of his seminal work studying employees at International Business Machines (IBM). He conducted a series of research studies and compiled altogether the data collected from 50 different countries using 20 different languages and more than 116,000 employees ranging seven different occupational levels. The results indicated reliable and meaningful differences among nations as measured through the responses to the attitude and opinion surveys. Hofstede identified four major cultural dimensions that can be used to explain cross-cultural differences: Power distance, Individualism and collectivism, Masculinity and Femininity and Uncertainty avoidance.

Power distance is the degree to which a culture encourages and maintains power and status differentials. The United States scored relatively low on power distance, and Malaysia scored highest on power distance. In Hofstede's (2001) original study, Philippines, Mexico, Venezuela, and India scored high on this dimension. New Zealand, Denmark, Israel, and Austria scored lowest, suggesting that these countries work at minimizing status and power differentials. This key factor may affect justice perceptions

as managers in high power distance cultures are seen as making decisions autocratically and paternalistically, whereas managers in low power distance cultures are indulging extensively in adopting participative management on important decisions they take.

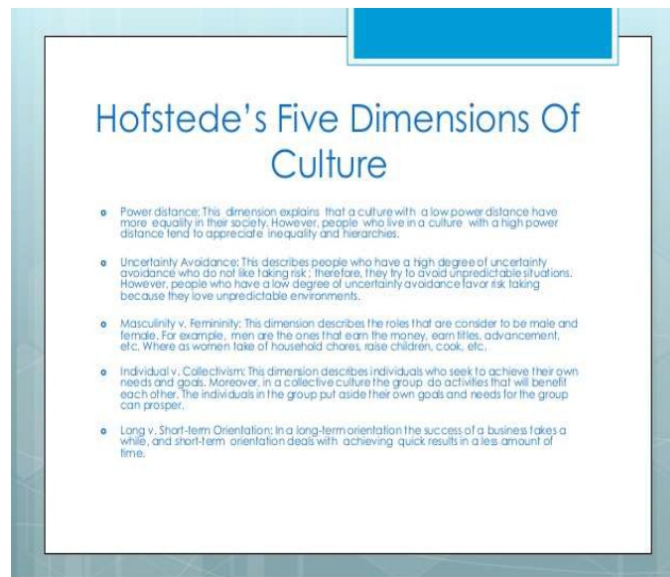


Figure 3: Hofstede's dimensions of culture

Individualism refers to the belief that individuals in a society take care of themselves and their family members. Collectivism is the belief that individuals form an integral part of the society whose primary concern is the collective group. As a result, individuals form perceptions of independent self (in individualistic cultures) or interdependent self (in collectivistic cultures). People from individualistic cultures tend to make clear distinctions between their personal time and company/work time. Members in individualistic cultures value freedom and autonomy in structuring their work, they seek challenge, and initiative is encouraged at work. On the contrary, desiring to be independent, seeking freedom, and seeking initiative are frowned upon in collectivistic cultures.

Masculinity-femininity refers to how far gender roles are distinct in a society. Countries scoring high on masculinity expect individuals to be instrumental and goal oriented, whereas countries high on femininity stand for a society in which social gender roles overlap. Japan, Austria, Venezuela, and Italy scored highest on masculinity. The United States is more masculine than feminine. Denmark, Netherlands, Norway, and Sweden scored lowest and had the fewest differences between gender roles. Gender equity at workplace is a concern for more feminine cultures. Many American work organizations are still in transition toward achieving this challenge. Masculine cultures expect managers to value leadership, independence, and self-realization, whereas feminine cultures places less importance on these aspects. They also regard earnings, recognition, and achievement as more important when compared to feminine cultures. Job stress is found to be high in organizations that operate in highly masculine cultures.

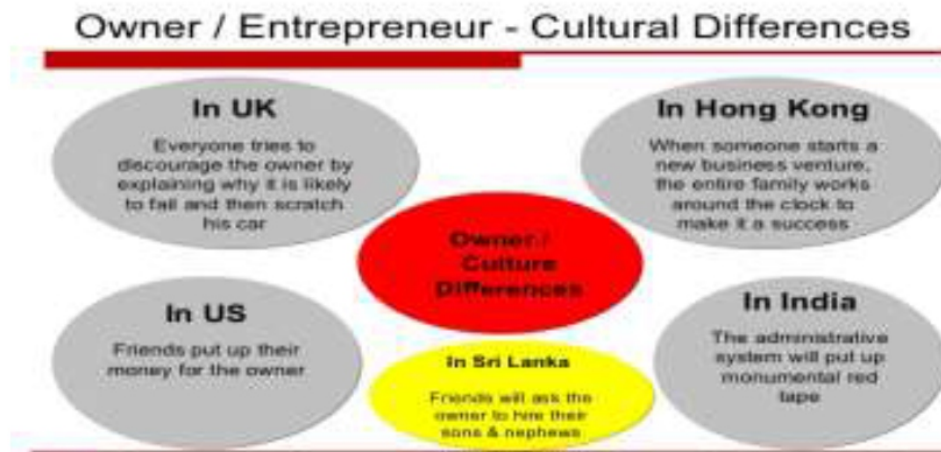


Figure4: cultural differences from Entrepreneur to owner

Uncertainty avoidance is the extent to which individuals in one culture feel threatened by uncertain or unknown events and situations. Cultures high on uncertainty avoidance develop highly refined rules and rituals to cope with or avoid uncertainty. Those cultures high on uncertainty avoidance are found to be associated with higher degree of job stress than cultures that are low on this dimension are. Countries scoring low on this dimension are less concerned with rules and rituals. The United States scored very low in uncertainty avoidance. Sweden, Denmark, and Singapore scored lowest on this dimension. These cultures are found to encourage individuals to be risk takers and to be entrepreneurial. Hofstede's (2001) research has influenced how we think about culture and its consequences on conducting business in different nations. However, critics of Hofstede's work argue that national culture differences need not necessarily manifest in organizational culture. Nevertheless, Hofstede's work has had a major impact on subsequent research and practice in the field. Organizations, in order to be successful, take into consideration these differences while structuring work, rules, and their policies.



Figure 5: Cultural differences and communication

Organizational outcomes (distributive justice), processes through which allocation decisions are made (procedural justice), and perceptions of fairness in interpersonal treatment they received (interactional justice). In most of the early work in cross-cultural justice research, culture was equated to country differences. In other words, most of the early studies were essentially cross-country studies. The major assumption adopted being people in one country share similar culture. Culture has also been captured

through dimensions of values (e.g., individualism-collectivism). Scientists have also tried to adopt a more functional approach to understand organizational culture by studying employees' work-related values. People from different cultural backgrounds bring to work different values. These similarities and differences in value orientations related to work can be a source of growth or conflict.

ANALYSIS AND FINDINGS

Perceptions of Fairness in Organizations vary due to cultural and organizational differences in outlook. This difference is visible in all activities of organizations. Business environment is very challenging as ever and managers have not only to contend with such challenges but also the differences created due to cultural changes in the organization due to globalization and expansion of business activities. Cultural differences are inherent in organizations which have to employ people from different countries and cultures.

Such cultural differences create differences in perception of the mutual roles of employees in an organization. The organizational challenge is to pool together the contributions of diverse employees with cultural differences which affect their attitudes and orientation to work. The way people speak share opinions and concerns are different. Attitudes towards work in terms of roles, schedules, priorities, Training introduction of new technologies and methods are all differently perceived and managers have to communicate continuously with their employees to avoid any misunderstandings. These are important aspects of the current environment of multinational work force and managers have to face the day to day challenge of managing and motivating employees to perform at their peak levels.

With the increase in complexity of the work force the most important challenge is to create the right perspectives on the job. One issue that often crops up is 'fairness'. Since the cultural differences are real what one member feels as fair is found as 'foul' by another member from a different culture. This create a challenge for the concerned manager to explain the differences in perception and help them identify a uniform perception of their mutually inclusive roles. This is not only a challenge to the operating Manager but also to Human Resources Manager because he has to recruit and train the future employees for a proper fit in the organizational culture that emerges. Companies have to handle this challenge right from recruitment, Training and orientation on the job.

While this being so, companies have to look at the futuristic challenges. These challenges may be in the form of new technologies or the company's need to focus on alternative Technologies. Problems may be same for different organizations but perspectives change due to difference in culture of employees. So, companies need to focus on cultural changes happening in the environment and be prepared before it hits

them. Along with such changes is the important aspect of employee perception. While realities may be known to management and majority of employees the few who needs an attitudinal and cultural orientation may count for the futuristic aspirations and performance of employees!

CONCLUSIONS AND RECOMMENDATION

Cultural differences are real and exist in any modern day organization which has a work force of multinationalities.

Motivating and getting the best out of this work force is the continuous challenge of organizations. Companies need to monitor the Employee participation in the achievement of objectives which will throw up the differences if any due to cultural ethos. While the Company in its own assessment may feel to be fair to all employees of different nationalities, due to the cultural differences the perception of different segments may be different. This is where the Human Resource department has to step in and design Training and Orientation to all new recruits to motivate them and orient and focus their opinions to company benefit. This is the challenge of the current environment and those companies who understand this well will be the successful ones in the future!

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Conflict Management and Organizational Performance in Nigeria Public Organization

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ABSTRACT

This work conflict management and organizational performance in Nigeria public organization in Anambra State. The study aimed to determine the influence of collective bargaining and alternative dispute resolution on organizational performance in Anambra State teaching hospital. Relevant conceptual, theoretical and empirical literatures were reviewed. The study was anchored on dynamic conflict. Survey design was employed in three major cities in Anambra State, which include Anambra central using Awka, Anambra south (Nnewi) and Anambra north (Onitsha). Primary data were employed. The population was 1752. Sample size was determined through the application of Borg and Gall (1973) statistical formula to obtain 337 as the sample for the study. The instrument used was structured questionnaire. To ensure instrument validity, a panel of experts familiar with the content was employed and content validity was established. The analysis of data was performed using SPSS package. This involved descriptive analysis and correlation analysis. Multiple regression analysis will be to assess the effect of advertising on sustainable development. P value was considered significant at level 0.05. The study found collective bargaining has a significant influence on organizational performance. Alternative dispute resolution has a significant effect on organizational performance. The study concludes that conflict management has a positive significant effect on organizational performance in public organizations in Anambra State. The recommends that Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization and Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.

Key words: *Collective bargaining, Alternative dispute resolution and organizational performance*

INTRODUCTION

Organization comprises of people, attitudes, feelings, needs and perceptions differ from person to person. Individual differences may cause misunderstanding and conflicts between individuals and groups. Interpersonal and intergroup conflicts therefore, affect the organization either negatively or positively. Thus, conflict management is required to resolve conflicts and maintain order, otherwise employee productivity and organizational performance may suffer (Ebe and Osibanjo, 2014). Conflict may have either a positive or a negative effect on employee satisfaction, depending on the nature of the conflict and how it is managed (Ajike, Akinlabi, Magaji and Sonubi, 2015). For every organization, an

optimal level of conflict exists which is considered highly functional as it helps to generate good performance. When the conflict level is too high that is dysfunctional, performance suffers. Consequently, innovation and change are difficult, and the organization may have difficulty in adopting to change in its environment. Organization's performance is also threatened if the conflict is too low. On the other hand, if the conflict levels become too high and too low, the result is chaotic in an organization and also threaten its survival (Beardwell and Claydon, 2007).

Conflict among workers in an organization is inevitable. If it is managed properly, it will bring catalyst for change and can have a positive effect on employee performance in organization. Conversely, unmanaged conflict negatively affects both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Abdul and Sehar, 2015). Workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization (Kazimoto 2013). It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adqmie and Anie, 2005). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them in order to enhance and not to detract from organizational performance.

In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This development is largely due to the inability of leaders in Nigerian work organizations to view the management of conflict as systematically as they view information, human resources, and financial management systems. Instead, conflict is viewed and handled in piecemeal and is considered as local events. The inability to view and manage workplace conflicts systematically has therefore rendered conflict dysfunctional in some organizations. This is evidenced by the high frequency of strike action, unhealthy rivalry between and among sub-units and individuals within an organization, sabotage at workplace, slow work, labour turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge and a host of others that are being perpetrated by workers in workplaces (Ojielo, 2002). Therefore, this study examine conflict management in public organization in Nigeria.

Statement of the Problem

Conflict is a regular feature of formal and informal organizations which results from divergences in interests of individual workers and management. Because individuals differ in their values, attitudes and goals, conflict among them becomes unavoidable. Conflict occurs at both individual and collective levels, personality and other structural factors coming into play (Obisi2005).

In many organizations in Nigeria today, internal (intra personal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo 2002). Empirical research findings have provided insights into causative factors of conflict management. Hotepo, Asokere, Abdul - Azeez and Ajemunigbohun (2010) found lack of resources, different expectation, competition, lack of cooperation, interdependence and communication problems as factors that have caused conflicts and employees dissatisfaction in the Nigerian. Obasan (2011) identified unacceptable terms of employment, poor human relations between management and workers , non - consultation with employees before making key decisions affecting them, anti-union posture of management and lack of effective mechanism for prevention of conflict as multiple causal factors of workplace conflict and. A Phillipian study also conducted in the banking industry by Tsevendorj (2008) rated communication failure, perception, values, and culture problems as moderately serious sources of conflict. Conflict based on scarcity of power, resources or social position and differing value systems occurs when individuals or groups feel that other individuals or groups have frustrated their plans, goals, beliefs, or activities (Dana, 2001). Organization conflicts occur as a result of the struggle between incompatible or opposing needs, wishes, ideas, interest or people (Okumbe, 2001).

OBJECTIVES OF THE STUDY

The main objective of the study is to examine effect of conflict management on public organization in Nigeria. The specific objectives include:

1. To investigate the influence of collective bargaining on public organization in Nigeria
2. To determine the effect of alternative dispute resolution public organization in Nigeria

RESEARCH QUESTIONS

The following research questions were formulated to provide direction to this research work.

1. To what extent does collective bargaining influence performance of public organization in Nigeria?
2. What degree of effect does alternative dispute resolution has on the performance of public organization in Nigeria?

Hypotheses

The following research hypotheses are formulated in line with the objectives

Ho₁; Collective bargaining have no significant influence on the performance of public organizations in Nigeria

Ho₂; Alternative dispute resolution has no significant effect on the performance of public organizations in Nigeria

Significance of the Study

This study will be useful to many. This study will be beneficial to management, employees, policy formulators, human resources department, and researchers at the individual level, the management of organizations and institutions will be informed as to the conflict management available to them and how best to utilize them for organizational development and improved performance and productivity.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Conflict Management

Conflict is endemic to all social life. It is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation (Jacob,2006). Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars and administrators quite uncertain about its meaning and relevance and how best to cope with it (Jacob2006).

Robbins and Judge (2009) conceive conflict in an organization as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict by referring to a word like care it states that more than one party is involved and that there may be a future component attached to it. Shapiro (2006) states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Schramm-Nielsen (2002) define conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Azamosa (2004) maintained that, industrial conflict involves the total range of behaviours and attitudes that is in opposition between individual owners and managers on one hand and

working people on the other. The definitions provided above by these eminent scholars appeared too serious thereby creating a galvanizing presentation of conflict as if to say it cannot be managed especially as it relates to organization.

Robert and Angels (2005) adduce that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation. It is however, important to note that, conflict can escalate or de-escalate over a period of time. When conflict unfold, the parties involve can attempt to manage it in various ways.

Adomi and Anie (2005) ascertain that conflict is a part of life in any organization as long as people compete for jobs, resources, power, recognition and security. Conflict is defined as a disagreement, a battle or to be at odds. In essence, conflict is a differing of opinions, point of views or ideas. Conflict occurs when two or more people sees things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood (Fuimano,2012).Plunkett, (2005) defined conflict as a disagreement between two or more organizational members on teams. Kohlrieser (2007) describe conflict as a manifestation of difference between two or more persons or groups characterized by tension, disagreement, emotion or polarization, where bonding is broken or lacking.

Collective Bargaining and Organizational Performance

Mahony and Klaas (2008) asserted that workplace dispute resolution processes differ significantly in structure and design, yet little is known concerning how these differences affect employees satisfaction. Managers can evaluate the effectiveness of the leading dispute resolution procedures to provide employees with voice and workplace justice and then consider how outcomes may differ. Alimba (2008) opined that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers associations and trade unions. It covers all arrangements in which workers do not negotiate with employers by themselves but do so collectively through their representatives. The issues

covered by such collective bargaining are always very extensive and they include wages hours of work, increments, promotions, job grading and classification, annual leave etc. In fact in the present dispensation, any matter which is capable of causing a trade dispute is negotiable. It has also been extended to sociopolitical matters like the election tribunal (Sydney and Beatrice, 2002).

It has been argued that the terms which trade unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining takes place at the national level. In Nigeria, the issue of collective bargaining was provided for under the labour Act Cap 198 Laws of the Federation 1990. Collective bargaining was defined by the Act as the process of arriving or attempting to arrive at a collective agreement while collective agreement means, "an agreement in writing regarding working conditions and terms of employment concluded between;

Fasoyin (1992) asserted that collective bargaining requires patience by the parties bargaining because it is usually long and tortuous and results are normally unpredictable. Decisions are reached after discussions. Such decisions are arrived at by unanimity and parties usually agree that while negotiations are in progress, there should be no strike or lockouts and that participants on the union side should not be victimized for their part in the negotiations. The government rarely intervenes in collective bargaining and if voluntary negotiations break down, parties are expected to follow the requirement of the trade disputes Decree No 7 of 1990 that provides for a voluntary collective bargaining and parties are required by the decree to exhaust their grievance procedures where they exist before resorting to other methods of dispute resolution. From the above facts, collective bargaining to a certain degree does not work in Nigeria. It is seen as a national alternative to strike and lockouts in the midst of collective bargaining (Fajana, 2000).

As earlier stated, the government does not intervene in any collective bargaining. The government merely acts as a watch dog for the enforce ability of any agreement reached. More often than not most negotiations are entered into by an agent of the government on its behalf as well as the employees of the government. The main aim is not to make the government a judge in their own case which will defeat the principle of public policy. The agents acting on the permission of the government can contract on her behalf and the government must be willing to be bound by such agreement and of course effect its enforce ability. The government must maintain its status as a regulatory body and ensure that agreements entered on her behalf are carried out successfully.

Alternative Dispute Resolution and Organizational Performance The beginnings of the ADR movement date back to 1976 and the American Bar Association sponsored the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice. The conference concluded that the pressure on the congested legal system could be eased by utilizing alternative forms of dispute resolution. The acronym ADR became a key concept of conflict resolution following this conference and ADR rapidly evolved. The key part of this evolution was that what ADR represents has expanded to the point that it became apparent that the word alternative was no longer particularly appropriate (Scimecca, 1993).

Peugh (1999) defines alternative dispute resolution (ADR) as processes and techniques that act as a means of disagreeing parties to come to an agreement short of litigation. It is a collective term for the ways that parties can settle disputes, with (or without) the help of a third party. The alternative dispute resolution (ADR) gives individuals a voluntary way to resolve concerns instead of using lengthy processes (Gramberg 2006).

However, ADR fosters communication, creativity and cooperation, to resolve workplace conflict. The emphasis is on participants working together to obtain an agreeable resolution which shows that when participants agree to mediate early in the process, there is a greater opportunity for resolving the dispute. According to Gramberg (2006), alternative dispute resolution techniques are available at any stage of a dispute. Fiadjoe (2004) provides support for this position as he asserts that ADR is now offered by all reputable law schools and lawyers who need greater skills in dispute resolution than they need in litigation. For these reasons the word alternative is clearly no longer appropriate in ADR. It is also clear that ADR covers all options to decide disputes.

The alternative dispute resolution methods adopted in these organizations include negotiation, arbitration and mediation. Alternative dispute resolution,(ADR) approaches seek to involve the disputing parties in the resolution of their conflict, thereby increasing the probability that each of them will be more satisfied with the outcome than a situation in which a manager or a trial judge imposes a decision. Workplaces are breeding grounds for conflict, including those arising out of harassment, discrimination and personality clashes (between employees, employees and their managers, particularly recently assigned managers) (Anonymous, 1999). The result is often performance problems, violations of company rules or the need for discipline or termination. And sometimes these conflicts escalate into violence. This increase in the level and effect of workplace conflict illustrates the importance of dispute resolution processes to resolve problems, before they lead to litigation or violent confrontations.

Theoretical Framework

This research work is anchored on dynamic conflict. The dynamic conflict model focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of how their responds affects conflict resolution in positive or negative ways. Runde and Flanagan (2007) explain that the model separates cognitive and affective conflicts. Cognitive conflicts is task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007) argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration. Runde and Flanagan (2007) explain that hot buttons are events that trigger a person to initiate a conflict. Our hot buttons are very emotionally charged which can make us lose control of our actions and respond without thinking about the consequences. According to Runde and Flanagan (2007) it's essential to reflect about and try getting some understanding about our hot buttons, a suggestion that is brought forward is to think about a situation in our past where our hot buttons have been triggered. Runde and Flanagan (2007) points out that we often forget to reflect on whether the opposing party could have several reasons for their actions. Runde and Flanagan (2007) express that understanding our own behaviour and trying to reflect on others are key factors when trying to prevent the outbreak of conflicts. A conflict competent leader is aware about his/hers hot buttons and in which situations they are triggered, therefore they are more prepared for situations that are emotionally charged according to Runde and Flanagan (2007).

Runde and Flanagan (2007) provide through the retaliatory cycle an overview of the way that conflict escalates in different steps. When emotions has been triggered through our hot buttons for example, we enter what Runde and Flanagan (2007) calls the refractory period where emotions has taken control. For us to manage our emotions and get back control over our actions some time is needed, Runde and Flanagan (2007) explain it as the refractory period. To avoid emotions going into a retaliatory cycle we need to manage our triggers and shorten the refractory period. There are several techniques that can be used to remain calm when emotions have been triggered, one example that Runde and Flanagan (2007) presents is breathing techniques used in Mixed Martial Arts (MMA) competitions.

When the involved parties look at a situation from different perspectives but are at the same time aware of the other party's mindset and interests. Runde and Flanagan (2007) explain that it is very rare that this kind of conflict brings negative effects on relationships and productivity. According to Runde and Flanagan (2007) misunderstandings are created when two or more parties interpret a situation differently. To avoid further escalation it's important to check for misunderstandings early in the process.

Runde and Flanagan (2007) defines disagreement as "when two people see a situation differently, and regardless of how well they understand the other's position and interests, feel discomfort that the other party disagrees". On the contrary Runde and Flanagan (2007) claims that disagreement can have a positive effect on innovativeness.

When reaching the level of discord, the conflict is starting to have negative effects on relationships between the parties according to Runde and Flanagan (2007). Typical signs of discord are when the party's starts to criticize, avoid and block each other. At this level the conflict has reached a critical level that in almost every case leads to unresolved conflicts and severely damaged relationships. Runde and Flanagan (2007) explain that at this stage the parties start to recruit others to join their cause. In the worst case scenario the involved parties starts to use destructive behaviours, war is one example of extreme polarization. This model becomes necessary for this study in that the model explains how the conflict in the organization emanates and what it can result especially in private sector organizations.

2.1 Empirical Literature: Webometric Analysis

Author/Year	Topic	Variables	Method	Remark/Conclusion
Onah (2010)	Conflict management in banking organization using United Bank of Africa (UBA) and First Bank of Nigeria Plc	Dependent variable: employee's satisfaction Independent variable: Personal trait and goals, organizational policies, communication and reward system.	Survey research method	The major findings of the study were Conflicts regularly occur in the bank, and Conflicts have adverse effects on employee's satisfaction and the organization. Effective conflict management enhances organizational performance.
Olukayode (2015) examined	The impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms	Dependent variable: organization alperformance Independent variable: collective bargaining, compromise, and accommodation	Descriptive statistics	The results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance
Abdul and Sehar (2015)	Conflict management and Organizational performance using Askari Bank Ltd	Dependent variable: organization alperformance Independent variable: Conflict management and organizational performance	Descriptive statistics	The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies.

Mba (2013)	Conflict management and employees performance in Julius Berger Nigeria PLC, Bonny Island. A	Dependent variable: employee performance Independent variable:	Descriptive research design	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.
Mwangi and Ragu (2013)	The effects of work place conflicts on employee performance using air transport industry in Kenya.	Dependent variables: Employee performance Independent variables: poor management, inter organizations, intra group relations and individual employees and ineffective conflict resolution procedures	Descriptive research	The findings of this study indicated that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee's performance.
Barasa, Kimani and Amuhaya, (2015)	Conflict management styles influencing employees' organizational commitment at Kenya Seed Company, Kenya.	Dependent variables: organizational commitment Independent variables: integrating, compromising and accommodating styles	Descriptive techniques.	The results of the study reveal that integrating, compromising and accommodating styles enhance commitment towards the organization. On the other hand, employees perceived dominating and avoiding styles as lowering the sense of employee organizational commitment.
Uchendu, Anijaobi-Idem and Odigwe. (2013)	Conflict management and organizational performance in secondary schools in cross river State, Nigeria.	Dependent variable: Organizational performance Independent variable: teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict	Ex-post facto research design was adopted.	The result of the analysis revealed that, there is a significant relationship between conflict management in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and organizational performance
Muhammad and Mughal (2013)	Impact of Conflict and conflict Management on Organizational Performance.	Dependent variable: Organizational Performance. Independent variable: intra-personal and inter-personal conflict	Survey research design	Results shows that the two most commonly faced conflict types are intra-personal and inter-personal conflicts. Both employees and managers gave their shared concerns that emergence of conflict does not primarily bring positive effects to the organizational performance; rather it brings negative effects more to the work performance and organization's productivity.
Jalaluddin, Eka, Djumilah, and Surachman (2013)	The role of conflict toward employee performance.	Dependent variable: employee performance Independent variable: higher knowledge, lower intensity conflict	Structural Equation Modeling	This study result showed that higher knowledge can increase employee's performance and lower intensity conflict. Organizational commitment can improve employee performance, but cannot reduce conflict, but does not improve employee performance. Conflict can drive employee's performance.

METHODOLOGY

Research Design

This study adopted survey research. The study was carried out in three major cities in Anambra State, which include Anambra central using Awka, Anambra south (Nnewi) and Anambra north (Onitsha). Primary data were employed. This study covered Anambra State public organization. The population of this study is 1752. Sample size was determined through the application of Borg and Gall (1973) statistical formula to obtain 337 as the sample for the study. The instrument used was structured questionnaire tagged "Managing Conflict in Public Sector Organization Questionnaire" (MCPSOQ). To ensure instrument validity, a panel of experts familiar with the content was employed and content validity was established. To ensure consistency of the developed instrument, the instrument was test-retest where the researcher administered a questionnaire to a sample of 20 respondents selected and the results were computed with a cronbach alpha value of 0.710 attained.

Method of Data Analysis: The analysis of data was performed using SPSS package. This involved descriptive analysis and correlation analysis. Multiple regression analysis will be to assess the effect of advertising on sustainable development. P value was considered significant at level 0.05.

Presentation of Data and Analysis

The data to be presented and analyzed is based on findings extracted from the questionnaire distributed to the employees of the selected public organization in Anambra State. The researcher distributed three hundred and thirty seven (337) copies of questionnaire to the employees of the selected public organization in Anambra State. Out of the 337 copies of questionnaire distributed, 300 copies were properly filled and found relevant for the study while the remaining 30 copies of questionnaire were not properly filled and 7 copies were misplaced by the respondents.

Descriptive Analysis

This section presents the descriptive statistics on the stress and employee productivity. The aim of the analysis is to examine the performance of the stress variables in relation to employee productivity. The analysis of the individual characteristics of these variables is presented in the table below:

Table 1: Descriptive Characteristics of the Variables

Variables	Mean	Standard Deviation
Firm Productivity	20.26	3.332
Collective bargaining	17.89	3.751
Alternative dispute resolution	18.74	4.070

Source: Author's Compilation From SPSS Version 21.0

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for organization performance is 20.26 while the standard deviation is 3.332. Collective bargaining and Alternative dispute resolution recorded a mean value of 17.89 and 18.74 with a standard deviation of 3.751 and 4.070 respectively.

Correlation Analysis

Here, Pearson correlation was employed to measure the strength and relationship between independent variables. The Pearson correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r . Table 4.2 below shows the summary of correlation coefficient.

Table 4.2 Correlation Matrix

		Organizational performance	Collective Bargaining	Alternative Dispute Resolution
Employee Satisfaction	Pearson Correlation	1	0.039	-.394**
	Sig. (2-tailed)			0.558
	N		300	300
Collective Bargaining	Pearson Correlation		1	0.002
	Sig. (2-tailed)			0.981
	N		232	232
Alternative Dispute Resolution	Pearson Correlation		-.394**	1
	Sig. (2-tailed)		0.003	0.981
	N		300	300
Source: Author's Compilation From SPSS Version 21.0				

The table above shows the extent of association between the dependent and independent variables used in the study. The correlation between Collective bargaining and organizational performance shows the value of 0.039, which indicates that collective bargaining has a positive weak effect on organizational performance. Alternative dispute resolution recorded a correlation coefficient of -0.394 with organizational performance which shows that Alternative dispute resolution has a negative moderate effect on organizational performance.

4.4 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 3: Summary of the Regression Result

The result of the multiple regression formulated in chapter three is presented in the tables below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.265 ^a	0.690	0.504	3.241	1.879

a. Predictors: (Constant), Collective bargaining, Alternative dispute

b. Dependent Variable: organization performance

Table 4 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.690. This implies that 69% of the variation in organizational performance is explained by variations)Collective bargaining, Alternative dispute resolution. This was supported by adjusted R^2 of 0.504. In order to check for auto correlation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.879 in table 4 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

Table 5: ANOVA Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	179.546	4	44.886	4.272	.002 ^b
	Residual	2384.937	227	10.506		
	Total	2564.483	231			

a. Dependent Variable: employee satisfaction
b. Predictors: (Constant), Collective bargaining, Alternative dispute resolution,

Table 6 Coefficients of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.311	2.121		8.632	0.000
	Collective bargaining	0.074	0.059	0.083	1.251	0.212
	Alternative dispute resolution	-0.159	0.053	-0.194	-3.014	0.003

Source: SPSS 21.0

The f-statistics value of 4.272 in table 5 with f-statistics probability of 0.002 shows that the independent variables has significant effect on dependent. This shows that Collective bargaining, Alternative dispute resolution, can collectively explain the variations in organizational performance in Anambra teaching hospital.

Table 5: shows the coefficient of the individual variables and their probability values. Collective bargaining has regression coefficient of 0.074with a probability value of 0.212. This implies that conflict associated with Collective bargaining has a positive but insignificant effect on organizational performance. Alternative dispute resolution has a regression coefficient of -0.159 with a probability value of 0.003 implying that Alternative dispute resolution has a negative and significant effect on organizational performance.

Test of Hypotheses

Here, the four hypotheses formulated in chapter one were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.31 T-Statistics and Probability Value from the Regression Result

Model		T	Sig.
1	(Constant)	8.632	0.000
	Collective bargaining	1.251	0.212
	Alternative dispute resolution	-3.014	0.003
Source: Authors Compilation from the Regression Result			

Test of Hypothesis One

Ho: Collective bargaining has no significant influence on organizational performance.

Hi: Collective bargaining has a significant influence on organizational performance

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Collective bargaining has a t-statistics of -2.674 and a probability value of 0.036 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that collective bargaining has a significant influence on organizational performance.

Test of Hypothesis Two

Ho: Alternative dispute resolution has no significant effect on organizational performance

Hi: Alternative dispute resolution has a significant effect on organizational performance

Alternative dispute resolution has a t-statistics of -3.014 and a probability value of 0.003 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Alternative dispute resolution has a significant effect on organizational performance

Discussion of Findings

This study examined the effects of conflict management and organizational performance in public organization in Anambra state. The data generated and analyzed showed that collective bargaining has a significant influence on organizational performance. This finding is consistent with that of Muhammad and Maria (2013) Alimba (2008)(Sydney and Beatrice, 2002).MahonyandKlaas (2008) collective bargaining as negotiations between employers and their employees collectively, represented by unions, for the settlement of terms and conditions of employment has a significant influence on organizational

performance. This finding also consistent with that Ojielo (2002) find out that collective bargaining provide the forum for a bargain or negotiation and leads eventually to decision making or agreement between the parties, thus creating some form of social order in the relationship.

The study also revealed that Alternative dispute resolution has a significant effect on organizational performance. This finding agree with Mba (2013)that significant effect between alternative dispute and employee satisfaction alternative dispute resolution 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. This finding also agrees with Obasan (2011) that alternative dispute resolution in place at the organization have been relatively useful in minimizing the incidence of disruptive conflicts while alternative dispute resolution have positiveimpacts on workers' productivity. Summary of Findings From the data generated and analyzed, the findings of the study were summarized below:

1. Collective bargaining has a significant influence on organizational performance.
2. Alternative dispute resolution has a significant effect on organizational performance

CONCLUSION

It has been argued in the literature that the effect of conflict on employee satisfaction have two overriding effects, the positive and negative effects. Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby improving organizational performance.

From the analysis, it was discover that collective bargaining has a significant influence on organizational performance, alternative dispute resolution has a significant effect on organizational performance Therefore, the study concludes that conflict management has a positive significant effect on organizational performance in public organization.

RECOMMENDATIONS

In view of this and based on the findings, the following recommendations are upheld; Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization.

Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.

CONTRIBUTION TO KNOWLEDGE

The major contribution made by this study is it showed that work alternative dispute resolution, collective bargaining has a positive significant effect on organizational performance in the public organization. The study also provides empirical evidence that can aid public organization and policy formulators in managing work related stress. The study also provides a useful guide to research into conflict management by identifying the relationship between conflict management strategies (collective bargaining, alternative dispute). The study also contributes from a methodological perspective by offering a measurement scale for managing conflict in public organization.

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