

# Chapter 7

## Role of Workplace Conflict Management Climate on Organisational Performance: An Empirical Investigation From Africa

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### **ABSTRACT**

*Conflict in any organization is inevitable. This chapter therefore examines the relationship between conflict management and organizational performance in selected pharmaceutical companies in Nigeria, the most populous country in Africa. The descriptive survey design was used, and the population of the study comprised all pharmaceutical companies headquartered in Lagos, Nigeria. Proportionate and random sampling techniques were used to select the sample size of 389 which was determined using Yamane's (1967) sample size formula. Findings revealed that the combined effect of both dependent and independent sub-variables revealed that conflict management has a weak positive and insignificant correlation with organizational performance in selected pharmaceutical companies in Lagos State, Nigeria. The chapter recommends that the management of pharmaceutical companies in Lagos State, Nigeria, should formulate a comprehensive business policy aimed at implementing a contemporary conflict management approach across all departments; in order to enhance employee morale.*

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## INTRODUCTION

Conflict is an inherent daily experience encountered by individuals and organizations. Differences between individuals and groups are to be anticipated in a society where people with various interests, opinions, and values coexist. Conflict within organizations is widely recognized as a significant impediment to the efficient and effective operation of organizational activities and processes. It has become a commonplace occurrence within the workplace environment, as employees vie for authority, position, recognition, and limited resources. Organizational conflicts are inevitable, particularly due to the presence of diverse people inside the company. The everyday interactions and relationships among these persons may result in disputes and discontent within the organization (Awan & Saeed, 2015). Organizational conflict arises due to workers see that their interests are being undermined or impeded by the actions of others (Alshaabani, & Rudnák, 2023; Esbati, & Korunka, 2021). The method in which disagreements are managed inside companies has a significant impact on organizational effectiveness.

These differences result in conflicts and this is one of the key challenges in organizations at this time. Conflict among workers in an organization is rarely inevitable and more so the goals of different available stakeholders within an organization, board, management, and staff are often mismatched and incompatible (Badejo & Lawal, 2021; Iroh, & Nwosu, 2020; Nwokedi, Osaheghe, Okereke, & Gbenga, 2022). In the current difficulties and post-pandemic challenges in the Nigerian economy, and organizations and indeed as obtainable in many developing economies Conflict circumstances influence the overall efficacy of cooperation in organisations because they produce discord among organisational members, which has a detrimental impact on organisational performance. This is because fighting in organisations wastes valuable time and resources. However, we must keep in mind that no organisation is immune to internal conflict since every organisation is made up of various people with varying interests, aims, beliefs, and temperaments, and it is very difficult to harmonise these divergences (Wekhian, 2015; Onwuka, & Anichebe, 2020). Conflict in organisations is seen as a fundamental issue that may impede the smooth and successful operation of organisational activities and processes, and it has become important to have conflict management strategies within an organization. Studies have been conducted in different countries but the different contexts in which these studies have been done varied (Adeoye, & Adeniji, 2018; Adeoye, & Akinleye, 2021; Adewale, & Ajayi, 2019; Ajike, Akinlabi, Magaji & Sonubi, 2015; Ekwochi, Igwe, & Agbaji, 2023; John-Eke, & Akintokunbo, 2020; Maore, Mmbwanga, & Were, 2021; Olukayode, 2015; Onwuka, & Anichebe, 2020). Furthermore, a significant portion of previous research on conflict management and organizational performance has mostly concentrated on educational institutions, manufacturing, and private sector

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