

**EFFECTS OF CONFLICT ON EMPLOYEES PERFORMANCES
(A CASE STUDY AT APPEALS COURT COMPLEX, KUMASI)**

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**A PROJECT WORK PRESENTED TO THE DEPARTMENT OF BUSINESS
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ABSTRACT

The study aimed at finding ways of managing Conflict on Employees performance at the Court of Appeal Complex-Kumasi, the reasons accounting for possible causes of Conflicts and ways of addressing them. The need for this study is to create awareness among employees, services providers, and clients of the Appeal Court Complex-Kumasi. Conflicts are rare but are bound to occur and must be managed to increase productivity at the workplace.

Objective of the Study

To identify the types of conflicts and its effects on employees performance at the court of appeals complex, Kumasi.

The population size of the research was 100, the Samples Size was 50. The techniques use for the Sample Size was Random Sample techniques.

Structured interviews and questionnaires were used for data collection. The main findings include the following:

Causes of conflicts

- Lack of communication,
- lack of resources
- Lack of information.

Types of conflict

These include intrapersonal Conflict, Intergroup Conflict and Leadership Style.

DEDICATION

We are indebted to a group of people who have been of great support throughout our academic journey. Especially Lectures, students and the management of the Appeal Court Complex-Kumasi for their love, care and support. We are more than grateful. Some of these people are close friends, we know them like the back of our hands. Some we may recognize only by face and others we have never met. But at one point or another, all of them have lifted our name to the heavenly Father in prayer, we could try to name you all, but that would be impossible. So to be sure we include each of you, we dedicate this master piece to the body of Christ. We consider it an honor to be called Students of Christian Service University College.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

A workplace refers to the environment where the employees of an organization converge to perform their various responsibilities for the collective achievement of some common goals. While no single definition of work place conflict exists, most definitions seem to involve the following factors:

There are at least two independent groups, the groups perceive some incompatibility between themselves, and the groups interact with each other in some way (Putman and Poole 1987). Two examples of the definitions are: the process in which one party perceives that its interests are being opposed or negatively affected by another party (Wall & Callister, 1995).

The interactive process manifested in incompatibility, disagreement or dissonance within or between social entities (Rahim, 1992). Generally there are several causes of conflict, and it may occur when:

A party is required to engage in an activity that is incongruent with his or her needs or interests. A party holds behavioral preferences, the satisfaction of which is incompatible with another. A party possesses attitudes, values, skills, and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s). A party wants some mutually desirable resource that is in short supply, such that the wants of all parties involved may not be satisfied fully. Two parties have partially

exclusive behavioral preferences regarding their joint actions. Two parties are interdependent in the performance of function or activities (Rahim, 2002).

Therefore, workplace conflict is a specific type of disagreement that occurs in workplace in connection with businesses of the organization. The conflicts that arise in work places may be shaped by the unique aspects of their environments; including long hours people spend at workplaces, hierarchical structure of the organization, and the difficulties (e.g. financial consequences) that may be involved in switching to different workplace (Workplace conflict, Boston University FSAO, 2010/2011).

Some other causes of the workplace conflict according to the Boston University FSAO are personality or style differences, personal problems such as substance abuse, childcare issues and family problems.

Organizational factors such as leadership, management, budget, and disagreement about core values can also contribute. The University of Colorado-Boulder also cites the following as the causes of the workplace conflict; poor communication, different values, different interests, scarce resources, personality clash, and poor performance.

The above definition and citations imply that workplace conflicts are inevitable since individuals workers must rely on each other and also interact with each other for successful production machinery to materialize. Also, conflicts from this analysis can be seen as complex and may have vastly different meanings depending on the related circumstances, its environment and ones involvement in it. Conflict is bound to occur between the management

and workers, and if this is not dealt with appropriately, it may affect performance at the workplace.

Conflict might escalate and lead to non-productivity results, or conflict can be resolved and lead to quality final products. Therefore, learning to manage conflict is integral of a high performance team or organization. Conflict in the workplace is the result of a variety of factors. Perhaps the most significant cause is when someone feels haven been taken advantage of, or exploited. This might happen when a perfectionist boss demands the same dedication and commitment from employees as he or she exhibits, but does not compensate them accordingly.

For instance, the late or weekend hours allowance. Studies have shown that there are so many types of conflict, including interpersonal conflict (one that usually occurs between two or more individuals workers in a group or team). This type of workplace conflicts is very common because they inevitably arise when groups or teams are formed. (Ford, J., 2007. Organisational conflicts management. www.mediate.com/pfriendly).

This essay critically discusses the causes and effects of these conflicts on performance and the possible resolution strategies that lead to improve the individual performance at the workplace even when they occur.

The approach used to address this issue is a combination of literature review and interviews of employees working at the chosen organization i.e. the court of appeal complex -Kumasi. The court of appeal complex block constitutes one actual court of appeal and other several higher courts.

It also has the courts administration for the various courts outside and within it. The administration runs an effective system of activities, with well schedule of work, having about one hundred (100) human resources (persons) with the various sections of the court administration. As parts of the human factors in all societies conflict is inevitable when people meet as a team at work and within a society. Conflict can be positive or negative depending on their cause and management. The Court of Appeal Complex being an institution with these employees at post should expected conflicts, as human beings are unpredictable and are bound to argue on so many issues. A successful workplace conflict management strategy will reduce hostility and aggressiveness in the organization. Conflict can be productive in certain amounts but can reach a level where it hinders performance and productivity, and can go on to produce clashes and tension. On the other hand conflict can prevent stagnation; stimulate interest and curiosity; allow problems to be aired; is the root of personal and societal change; it enhances productivity; improves overall communication; and reduces personnel issues such as turnover and absenteeism.

1.2 STATEMENT OF PROBLEM FOR THE STUDY

This section deals with the kind of conflicts in the judicial service. The law courts of Ghana are expected to play a role of settling disputes within the legal frame work of the land, and through the collaborative efforts of the judiciary and the judicial service staff. However, due to some conflicts between managements and the employees which have existed for some time now, the administrative staff has not been able to work satisfactorily as is expected of them. Some of the problems are as follows; disagreement over role boundaries; that is who should do what within the various offices at which time, especially in general registry. Personality conflict, leadership style, and the system of management within the office, disagreement over some policies, on how thing should be done in some sections. Owing to the above situation,

there has not been any appreciable amount of development in the court of appeal complex. However, there are a lot of administrative policies under which the court administration is carried out. The judges and administrative staff, all go by the policies in the judicial service as the law expressly required them to do. It is against this background that this topic has been chosen to investigate how best the administration of courts in the court of appeal complex has fared especially in managing administrative conflicts and moreover to analyze what measures could be taken to enhance the promotion of team work between the judiciary and the judicial service staff for the effective court system in Ghana.

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is to find out the effects of conflict on performance. The study intends to achieve the following specific objectives:

- To identify the types and causal factors of conflict at judicial service.
- To find out the perception management and employees have on conflict.
- To assess the methods used in resolving conflicts at the court.
- To make appropriate recommendations and suggestions on how conflict is managed.

1.4 RESEARCH QUESTIONS

Some of the research question that will serve as a guide for the study would include:

- What are the causes of conflicts?
- What perception do management and employees have on conflict?
- What are the methods used in resolving conflicts?

1.5 SIGNIFICANCE OF STUDY

The study would be significant in the following ways:

To meet a partial fulfillment of the award of the Bachelor of Science Degree Certificate in Human Resource Management. It also helps management avoid conflict by choosing the best methods and ways of dealing with some particular conflict situation in the workplace. In addition, it helps management to promote healthy environment for the workplace. Again, it helps supervisors and managers to determine what type of conflicts they are dealing with, before coming up with resolution strategies. Lastly, it helps in finding out suggestions to harmonize some of these resolutions to their relevant conflicts.

1.6 SCOPE OF THE STUDY

The study will be conducted in the accounts department, registry and main courts administration in the Court of Appeal Complex -Kumasi. The study will be designed to sample the views of employees and management within the departments.

1.7 LIMITATION OF STUDY

Time had been our major limitation factor. This is because time had not allowed us to collect enough sample size and by implication would not permit us to analyze the required data adequately, and timeliness of access to data may constitute a challenge for data collection. The respondents had not given us enough responses on time and this had affected our final delivery. Notwithstanding the above constraints, effective time management would enable me put in place the measures which would ensure that data that the collected data and sample size would be relevant and be used.

1.8 ORGANIZATION OF THE STUDY

The research work would be organized in five chapters with each chapter dealing with a specific issue. The chapter one would look at the introduction, which would include background to the study, problems statement, objectives of the study, methodology, Research Questions, Scoop of study, Limitations of the study and Organization of the study.

Chapter two looked at the overview of the literature while chapter three would look at methodology. Chapter four would deal with data analysis and presentation while chapter five would look at the summary, the conclusion and recommendations.

CHAPTER TWO

OVERVIEW OF CONFLICT MANAGEMENT

2.0 INTRODUCTION

Many researchers have done studies on workplace conflict. Such studies include causes of conflict, types of conflict, resolution of conflict and the effects it has on the performance of employees. The purpose of this chapter is to review literature in order to provide an explanation of conceptual framework so that the research questions and methodology could be better understood.

2.1 DEFINITION OF KEY CONCEPTS

Conflict occurs between people of all kinds of human relationships and in all social setting. Because of the wide range of potential differences among people, the absence of conflict usually signals the absence of meaningful interaction. Conflict by itself is neither good nor bad. However, the manner in which conflict is handled determines whether is constructive or destructive (Deutsch and Coleman, 2000).

Conflict is defined as an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other and antagonistic feelings towards each other (Fisher, 1990). The incompatibility or difference may exist in reality or may only be perceived by the parties involved. Nonetheless, the opposing actions and the hostile emotions are very real hallmarks of human conflict. Conflict has the potential for either a great deal of destruction or much creativity and positive social change (Kreisberg, 1998). Therefore, it is essential to understand the basic processes of conflict so that we can work to maximize productive outcomes and minimize destructive ones. Conflict is characterized by:

tension, mistrust, poor communication, intense emotions unclear goals confusion over roles etc.

Conflict exists when two people wish to carry out acts which are mutually inconsistent. They may both want to do the same thing, such as eat the same fruit, or they may want to do different things which are mutually incompatible, such as when both parties want to stay together but one wants to go to the cinema and the other to stay at home. A conflict is resolved when some mutually compatible set of actions is worked out. The definition of conflict can be extended from individuals to groups (such as states or nations), and more than two parties can be involved in the conflict.

The principles remain the same. (M. Nicholson,1992) Stephen Robbins (1983) defines conflict as, "A process that begins when one party perceives that another party has negatively affected or is about to negatively affect something the first party cares about."Katz and Kahn (1978) define conflict as some specific type of interaction, marked by obstruction, struggle, constraining or prejudicial act and by resistance or retaliation against these efforts. It is common to understand organizational conflict as opposition to cooperation, as an open discussion between two or more groups in an organization, reflecting cases in which negative manifestations disrupt cooperation by trust destruction and close communication channels.

The term conflict has a strong negative connotation, evoking words such as opposition, anger, aggression and violence. Based on research evidence show that most organizational conflict occurs within a cooperative context, Dean Tjosvold (2002) offered this more positive definition: "Conflict involves incompatible behaviors; one person interfering, disrupting or in some other way making another's actions less effective.

Conflict is simply defined as tension. Shakespeare once wrote that, "Nothing is good or bad, but thinking makes it so." Applied to tension, this means that conflict in itself is neither good nor bad. But when we add our own experiences to conflict or tension, we give it a positive or negative value. People who are afraid of conflict likely have had a negative experience with it; they may have been put down by someone, yelled at, insulted, condescended to or embarrassed. Conflict is the psychological and behavioral reaction to a perception that another person is either keeping you from reaching a goal, taking away your right to behave in a particular way, or violating the expectancies of a relationship.

Workplace conflict can take the form of criticism, mockery, arguments and extreme competitiveness. It can escalate to threats or violence, which can cause stress and interfere with productivity. It can be caused by personal animosity, difficult workplace conditions or dissatisfaction with a colleague's professional performance. But professional conflict, designed not to cause problems but solve them, can lead to self-examination and open discussion that can lead to positive change. Learning how to deal with conflict can help people grow, personally as well as professionally. Webster's Dictionary (1983) defines workplace conflict as sharp disagreement or opposition of interests or ideas. In other words, what I want does not match what you want. Worker-management conflict includes any type of conflict which takes place between management and the employees in the work place. It is a broad concept that includes several types of conflict that are normally treated separately including employment conflict and management conflict. Workplace conflict may be between two or more employees and sometimes with the various departments.

Conflict is a regrettable, but inevitable, part of organizational life. Every developing organization will experience a range of conflict at every level. It is an unavoidable element of dynamic growth. Whether in making resource choices or in balancing the interest of different groups, most of us recognize that everyday management involves dealing with everyday conflict. (www.entrepreneur.com by Dr. David G. Javitch, October 30, 2007).

It might be expected that a healthy organizational climate would be reflected by complete harmony in working relationships, and loyalty and common commitment to the goals and objectives of the organization. This view of work organizations as 'happy families' is perhaps a worthwhile and creditable ideal and as such appears to be implied by a number of management writers. For example, Drucker makes the following point:

Any business enterprise must build a true team and weld individual efforts into a common effort. Each member of the enterprise contributes something different, but they must all contribute towards a common goal.

Their efforts must all pull in the same direction, and their contributions must fit together to produce a whole – without gaps, without friction, without unnecessary duplication of effort. The manager must know and understand what the business goals demand of him in terms of performance and his superior must know what contribution to demand and expect of him – and must judge him accordingly. If these requirements are not meant, managers are misdirected. Their efforts are wasted. Instead of teamwork, there is friction, frustration and conflict. (www.entrepreneur.com by Dr. David G. Javitch. October 30, 2007).

Such traditional views appear to imply a unitary perspective of the organization. The organization is viewed as an integrated and harmonious whole. Conflict is seen as a dysfunction outcome and can be explained, for example, by poor communications,

personality clashes or the work of agitators. But, if one accepts the views of, for example, the social action writers and the idea of a pluralistic approach to work organizations, then conflict among competing sub-groups will be seen as inevitable. Conflict is seen as an inherent feature of organizations and induced, in part, by the very structure of the organization. The pluralistic manager is more likely to accept that conflict in organizations requires careful handling and attempt to reconcile rival interests. The radical perspective is associated with the idea of writers such as Karl Marx and the structuralism approach to organizations and management. It challenges the traditional view of conflict and sees organizations in terms of the disparity in power and control. Conflict is feature of the unequal nature of organizational life and a means of bringing about change. Conflict is a natural part of the class struggle.

2.2 TYPES OF WORKPLACE CONFLICT

According to Carlos R. Todd (2008) whether you like it or not, at some point of time you will be forced to face a workplace conflict. Conflicts at the workplace occur usually when an individual or a group have had differences in respect to what they are aiming to attain, keeping in mind their personal benefit. There are a few common types of conflicts that are bound to happen from time to time.

Intrapersonal Conflict: it is conflict within the individual, for example, a person who cannot make decisions. Carlos R. Todd (2008).

Intragroup Conflict is a conflict within an internal group, team or department. These are conflicts that typically involve more than one person within a group for example, between members of the same work or football team. Carlos R. Todd (2008).

Intergroup Conflict is the conflict between different groups, teams and departments. When different groups are pitted against each other, is an example of intergroup conflict, between

two different youth gangs, or between students and the school faculty. Carlos R. Todd (2008).

Differences in Leadership: Leaders themselves have different styles - some may be more open and empowering while others may be more direct and dictatorial. It can be challenging for team members when they move from one team to another to move to the different leadership 'tune'. Carlos R. Todd (2008)

A recent survey showed that 85% of the dismissals and terminations in organizations are due to personality conflicts. Personality conflicts arise when one feels, emotes and percepts differently about someone else's motives and character. Conflicts may also occur due to difference in educational background, personal experiences, religion and gender. If you swap from one supervisor to another, there are chances of confusion and conflicts too as both may have different styles of management. Basically all conflicts are messy and disruptive. They cannot miraculously vanish with ignorance. It is wiser to face it upfront and resolve it fairly and justly. (www.pmsutra.com/2012).

2.3 CAUSES OF WORKPLACE CONFLICT

Kemp Longmire (2006) defined conflict as an inevitable aspect of life. She further explained that if the process of conflict resolution is viewed as an opportunity for growth and change in a work environment, the potential for a positive outcome is grate on an individual level, the ability to solve problems or manage plays an important role in one's success. In the same way, the overall ability of a company to solve problems through collaborative efforts has a strong impact on the organization's bottom line and overall success.

A cause of Conflict at the workplace has become a remarkable issue which has encouraged most researchers to come out with several elements of these definitions that warrant additional comment to causes of conflict. The cause of workplace conflict is often misunderstood and blamed on personalities and misbehavior, but in reality much workplace conflict is systemic and endemic to workplace environment.

Ineffective organizational system, unpredictable policies, incompatible goals, scarce resource, and poor communication can all contribute to conflict in the workplace. Workplace conflict causes loss of productivity, distractions, employee's disadvantages and can bring violence if is not properly managed. There is the need to find the causes of conflict and solution to rectify these anomalies at workplace.

There are a number of organizational causes of conflict. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict. Also there can be work style clashes, seniority/juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability. In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees. (By: Lawrence Kalin, January 2003: Fundamental of Conflict for Business Organisation, Rucell P and Jerane GP 1976, Conflict in Organization)

According to Boston University FSAO, "Causes for workplace conflict can be personality or style differences and personal problems such as substance abuse, childcare issues, and family problems. Organizational factors such as leadership, management, budget, and disagreement about core values can also contribute. The issue of "personality clashes" is controversial. According to the Australian government, the two types of workplace conflicts are "when people's ideas, decisions or actions relating directly to the job are in opposition, or when two people just don't get along. University of Colorado–Boulder cites as primary causes of workplace conflict poor communication, different values, differing interests, scarce resources, personality clashes, and poor performance.

Turner and Weed (1983) argue, "In a conflict situation, don't ask 'who', ask 'what' and 'why'. Managers should avoid blaming interpersonal conflicts on "personality clashes". Such a tactic is an excuse to avoid addressing the real causes of conflict, and the department's performance will suffer as a result. Managers must be able to recognize the signs of conflict behaviors and deal with the conflict in a forthright fashion. Approaching conflicts as opportunities to improve departmental policies and operations rather as ailments to be eradicated or ignored will result in a more productive work force and greater departmental efficiency.

According to Sandy Smith (2008), conflict may arise in the workplace due to the amount or type of work that the employees are required to perform. This is an increasingly common problem as companies cut positions to save money and expect remaining employees to pick up the slack. At some point, employees either will feel underappreciated or overworked, or they will burn out. Both situations create an environment in which the employees may clash with managers and one another.

De Angelis (2008) says "It would actually make perfect sense that those promoted to leadership positions might often be those who on the surface appear to be agreeable, diplomatic and supportive, yet who are actually dishonest, backstabbing saboteurs behind the scenes.

Public displays of affection can make co-workers uncomfortable and accusations of favoritism may occur, especially if it is a supervisor-subordinate relationship. If the relationship goes awry, one party may seek to exact revenge on the other. Julie N. Lynem (2003), Office romances can be a cause of workplace conflict. 81 percent of human resource professionals and 76 percent of executives said workplace romances are dangerous because they can lead to conflict within the organization.

Conflict is inevitable whenever people work together. It may be easier to address conflict if you understand its causes. Conflict can occur when people have opposing personalities or hold differing ideas. It may arise when people disagree about which tasks they must complete. People can also clash when they disagree about the best way to achieve their goals. Workplace conflict is a common experience for both management and employees. In a workplace full of people, all of whom have different goals, preference and ideas; conflict is bound to appear occasionally, particularly when this range of personalities is mixed with a high-stress work environment. This is why most researchers have interest in the resolution to these conflicts and therefore tries and identifies more causes of workplace conflict in order to address them and how to manage conflicts within the organization. They further revealed most cause of conflict as:

2.3.1 Differing Aims

Conflict can arise when people have differing aims, for instance when they disagree about the best way to complete a task. For example, in a situation in which two people must complete a task and the deadline is fast approaching, one person may want to complete the task on time, sacrificing the quality of work in order to meet the deadline, while the other person may value the quality of work more than the deadline, ignoring the time constraints in favor of high-quality work. In this example, conflict could arise because the first person might accuse the second of being too slow, and the second person might accuse the first of being too sloppy. (Mario Ramos, 2011).

2.3.2 Differing Goals

Conflict can arise when people's goals differ. People have different needs and agenda based on personal objectives or those that are imposed by others. You can see this kind of conflict happen whenever objectives are not communicated clearly by a manager to his subordinates. Conflict can arise in such an instance because the employees interpret unclear objectives differently and disagree on what tasks need to be accomplished. (Mario Ramos, 2011)

2.3.3 Differing Ideas

Conflict can arise when people have differing ideas. You can witness this whenever people get into heated arguments over hot-button issues like politics, sports and religion. Such topics often involve deeply held beliefs about the nature of humanity and the individual's role in civilized society. People tend to take attacks on sensitive issues personally and they may find it difficult to separate themselves from their ideas. (Mario Ramos, 2011).

2.3.4 Differing Personalities

Conflicts can arise when personalities clash. This can be seen when two stubborn people get into an argument over something insignificant and refuse to back down, which only escalates the conflict. Resolving this type of conflict may require some soul-searching. People often dislike in others the traits they dislike or refuse to acknowledge in themselves. It may help to identify the traits that provoke you. Be aware of them so you can watch out for personality conflicts before they arise. (Mario Ramos, 2011).

2.3.5 Unpredictable Policies

Whenever company policies are changed, inconsistently applied, or non-existent, misunderstandings are likely to occur. Associates need to know and understand company rules and policies; they should not have to guess. Otherwise, unpredictable things can occur such as associates dressing inappropriately or giving out wrong information. The absence of clear policies or policies that are constantly changing can create an environment of uncertainty and conflict (Hart, 2002).

2.3.6 Conflicting Styles

Because individuals are individuals, they differ in the way they approach people and problems. Associates need to understand their own style and learn how to accept conflicting styles. Personality tests, such as Myers-Briggs Personality Type Inventory (MBTI), can help people explore their instinctive personality styles (Bell, 2002). An example of conflicting styles would be where one worker works best in a very structured environment while another worker works best in an unstructured environment. These two workers could easily drive each other crazy if they constantly work in conflict with one another and do not learn to accept one another's work style.

2.3.7 Stress

Stress is normal in the workplace, according to Smith (2008). However, employees also have to deal with the stress of their personal lives. Sometimes these combined stresses that are simply too much and employees vent their frustration on the job. Conflict can occur between employees in any organization. Conflicts can be minor and quickly resolved, but they can also blow up into large problems if they are not properly handled.

One of the best ways to deal with workplace conflicts is to avoid them in the first place. To do so, it is necessary to first understand what causes conflict in an organization. Some of these causes are;

2.3.8 Poor Communication

According to Oklahoma University, conflict often arises because of poor communication between the parties involved. Often, people will agree to something but misunderstand what they have agreed to. As a result, the parties involved become unhappy with each other, each believing the others have failed to live up to their responsibilities.

2.3.9 Limited Resources

Mediate.com features an article by Lawrence Kahn (2004) called, "Fundamentals of Conflict for Business Organizations." In this article, Khan states that a major basis for conflict in organizations is limited resources. Competition in the organization arises over people fighting for resources, such as land and money. Intangible assets such as power, appreciation and stature may also cause conflict. Because many marketplaces deal with scarce funds, different departments within the same organization find themselves competing for the same money. Khan states that conflicts of this type can be resolved if management understands that the problem lies in the structure of the company, and not in the personalities of employees.

Managerial Expectations: It is the job of an employee to meet the expectations of his manager, but if those expectations are misunderstood, conflict can arise. Managers need to spend time clearly communicating their goals to employees and then confirming those goals in writing. A manager should also encourage her employees to ask questions about their goals, and hold regular meetings to discuss the goals and how best to reach them.

2.4 EFFECTS OF WORKPLACE CONFLICT

The effects of conflict in the workplace are widespread and costly; it can also cause turmoil between employees and dismantle a cohesive business structure. Without the proper communication to resolve conflicts, employees and the organization itself are in danger of decreased productivity, increased stress among employees, divided organization, ruined relationships, lost employees, sabotage, high turnover rate, hampered performance, low moral, Apathy and Abandonment, absenteeism and at its worst, violence and death.

A Baylor University Medical Center Proceedings article by Michael A. E. Ramsay (2000), MD cites workplace conflict as a drain on leadership time. Unresolved workplace conflict can also result in higher absenteeism, mistakes, and worker exhaustion. As well, the energy that employees expend focusing on their conflicts is energy not spent getting their jobs done. If the problem continues, general morale and productivity may be affected as other employees are worn down by the tension.

Maureen Moriarty (2007) discovered that unresolved conflict in the workplace has been linked to miscommunication resulting from confusion or refusal to cooperate, quality problems, missed deadlines or delays, increased stress among employees, reduced creative collaboration and team problem solving, disruption to work flow, decreased customer satisfaction, distrust, split camps, and gossip.

Dennis (1991) further said managers spend a lot of time dealing with conflicts of various form instead of finding a common means and technical ways of solving conflicts to resolve and have peace to achieve the organizational goals. These therefore, retard progress of bringing employees together when addressing their grievances to get to the bottom of the causes of the conflicts.

Some of the consequences of unresolved conflict in the workplace are: **Low Productivity:** Organizational conflicts can waste time and cost money, two things that determine the longevity of businesses. Conflicts may spawn from opposing views of employees, inflexible viewpoints and/or the absence of ethical standards. These conflicts can change the way people work with each other, sometimes halting work all together, until the issue is resolved. The loss of productivity could cost organization money and create an incapability to achieve organizational goals. Again, workplace conflict drains worker productivity in several ways. **Divided Organization:** The organization can become divided when conflict arises through people's misunderstanding, inability to change and distrust among co-workers. Many times during a conflict, people are forced to take sides, which can ultimately ruin business and personal relationships and can even result in a downward spiral of the organization.

Absenteeism: Another means that employees will use to avoid conflict, not as serious as actually quitting, is absenteeism. This can take many forms, including fraudulently calling in sick, arriving late and leaving early or extending breaks and lunches. Some employees can even be "absent while present" by being in the workplace to get paid, but not meaningfully engaged with the work or with other employees. All of these problems with absenteeism can result from numerous causes besides conflict, but conflict in any of its many forms certainly doesn't help.

Employees turnover: Different people have different coping strategies when it comes to conflict, and one of the more common strategies is avoidance. A certain percentage of people, when confronted with ongoing unreasonable criticism, hostility or argument, will simply walk away, which, in the context of a business, means quitting their job. This is unfortunate, particularly if the employee who quits is a valuable and skilled worker. Businesses that allow interpersonal conflict to run rampant in their organizations may be funneling talent to their competitors. This can lead to employee turnover, more stress in the workplace and yet more conflict, creating a vicious spiral of negative workplace experiences.

Potential Lawsuits: Because every employee is a representative of the company, a conflict could be a corporate liability. Other liabilities include workplace hazards such as malfunctioning equipment or defective machinery. Sometimes these liabilities manifest into costly lawsuits. For example, an employee who is subject to derogatory remarks based on her age, sex or religion by her supervisor has grounds for a discrimination lawsuit against the company. Therefore, corporations typically preempt any internal conflict of this nature through extensive sensitivity training for all management positions; they employ in-house attorneys and staff a human resources department to mediate any issues. (Catherine Capozzi, eHow contributor – www.ehow.com).

Workplace conflict is a common experience for both management and employees. In a workplace full of people, all of whom have different goals, preferences and ideas, conflict is bound to appear occasionally, particularly when this range of personalities is mixed with a high-stress work environment. The measure of the health of a workplace is not so much whether conflict appears, as how it is dealt with when it appears.

The word "conflict" has negative connotations in common use, so we tend to think that conflict can only be a disadvantage in an organization. This is not necessarily true. It can also be a positive element in an organization.

Conflict is a positive element of all groups. Without it, people would not be challenged to think beyond their everyday routine boundaries. When a variety of people with different perspectives, values, experiences, education, lifestyles and interests come together, differences abound. That diversity can enrich the discussion, the ideas and the project goals if the conflict and tensions that emerge are resolved and the group uses the learning to improve its work.

Inspire Creativity: Fortunately, some organization members view conflict as an opportunity for finding creative solutions to solve problems. Conflict can inspire members to brainstorm ideas, while examining problems from various perspectives. Share and Respect Opinions: As organization members work together to solve conflict, they are more willing to share their opinions with the group. Conflict can also cause members to actively listen to each as they work to accomplish the organizations' goals.

Improve Future Communication: Conflict can bring group members together and help them learn more about each other. From learning each others' opinions on topics relevant to the organization's growth to understand each member's preferred communication style, conflict within an organization can give members the tools necessary to easily solve conflicts in the future. (www.mindtools.com and www.helpguide.org).

Identify New Members: Within organizations members actively participate in each meeting, enjoy serving on multiple committees and have an opinion on each topic the group discusses. There are also members who seemingly contribute little to the group and observe more than talk. Conflict within an organization can inspire typically silent members to step up and demonstrate their leadership skills by offering meaningful solutions to the problem the group is facing.

Improved Relationships: When handled properly, conflict can improve the strength of relationships both personal and professional. Openly discussing differences in opinions allows people to appreciate and benefit from opposing points of view. It also opens the lines for better communication down the line the next time conflict arises. Expressing conflict also helps people understand each other better their experiences, points of view, values and what is important to them.

2.5 RESOLUTION OF CONFLICT IN THE WORKPLACE

According to Jobs Co. Az. The ability to resolve conflict in the workplace is a valuable skill to have. When workplace conflict is not managed efficiently this can lead to disastrous repercussions. The effective management of workplace conflict requires an understanding of the nature and sources of conflict in the workplace. Conflict occurs when there is a perception of incompatible interests between workplace participants. This should be distinguished from disputes. Disputes are merely a by-product of conflict. They are the outward articulation of conflict. Typical disputes come in the form of formal court cases, grievances, arguments, threats and counter threats etc. Conflict can exist without disputes, but disputes do not exist without conflict. Conflict, however, might not be so easily noticed. Much conflict exists in every workplace without turning into disputes.

Workplaces are naturally stressful environments, and personal conflicts between co-workers can both be a cause and product of this stress. Yet allowing them to build and intensify only further impairs the work environment. According to Susan Lankton-Rivas (2008), a practice leader at human resources consulting firm Insight Performance Inc. "By understanding the issue and taking positive action, you can help solve the problem and make your office a place where you really want to be," she writes.

Whether your conflict is with staff, peers, or management, here are Lankton-Rivas's tips for effectively handling conflict. (Robbins SP, 1974 *Managing Organizational Conflict*).

2.5.1 Approach conflict with an open mind:

Different people have different perceptions, and solving workplace conflicts requires finding a common ground, not waiting until one person caves to the other. "Try to understand the other person's point of view and how he or she arrived at it," advises Lankton-Rivas.

2.5.2 Listen carefully

Before jumping to conclusions, sit down with the person with whom you're in conflict and try to understand the issue fully. During the conversation, make sure you acknowledge his or her feelings and paraphrase their opinion back to them to enhance your comprehension, Lankton-Rivas suggests.

Consider what might have caused the conflict: Take an objective look at yourself and determine what you did or said to contribute to the situation. Try to place yourself in the other person's shoes and consider how the situation could be handled differently in the future, Lankton-Rivas advises. (Robbins SP, 1974. *Managing Organizational Conflict*).

2.5.3 Be mindful of your language

It is important to avoid assigning blame to the person you're speaking with, and taking note of the words you use will help you avoid falling into this trap. Try to use "I" statements that explain how you feel, and give examples of why you feel that way, according to Lankton-Rivas.

2.5.4 Be sure the problem is resolved

The problem isn't properly resolved until both parties in the argument feel better about the situation. Set guidelines for how to handle a similar situation in the future. "You might say something like, 'Let's commit that you will let me know right away if I do something that upsets you, and when you bring it to my attention, we will stop what we are doing to address it,' " Lankton-Rivas writes.

2.5.5 Be respectful of differences

Workplaces are diverse places, today more than ever, and what is acceptable to one person may be offensive to another. If your office has a diversity program, consider attending it, and if it doesn't, be the catalyst that brings one to your workplace, suggests by Lankton-Rivas. Another suggestion for workplace conflict management is to take a step-by-step approach no matter what style the manager is employing. A systemic approach to workplace issues by management is essential in today's workplace environment. For example, a step-by-step process can be taken to resolve any workplace conflict. This enables the leader to follow a systematic approach to resolving a conflict. (Rudy M. Yandrick's 2003).

A detailed example of a step-by-step systemic approach is the following: Firstly, the employee reports an issue to his supervisor. Secondly, the supervisor gathers information in order to gain the best understanding possible of the potential hurdle. Also, the supervisor identifies possible causes of the conflict by collecting information from the team members and from anyone else impacted by it. Another point worthy of mention, the supervisor meets with a Human Resources specialist who will build a list of potential solutions to the conflict. Furthermore, the Human Resources specialist, in conjunction with the supervisor, decides on an appropriate solution to the problem. Again, the Human Resources specialist and the supervisor present the solution to the workers. Finally, the solution must be administered. Conflict resolution should always be managed with confidentiality and sensitivity.

When people's integrity and belief system is being questioned, defense mechanisms are a natural reaction. Try to maintain all business relationships while at the same time achieving your goal.

Conflict can arise in all aspects of life - both personal and professional. It can negatively impact relationships and productivity among other things when not approached properly. On the flip side however, conflict has its advantages in that, it can break things open and foster open communication that can help solve problems more quickly and improve interaction.

2.6 SUMMARY OF THE OVERVIEW

This is to summarize the literature review that other researchers have done which helps the researcher to gather more information of the study and also help the researcher to have clear understanding of the area of study.

CHAPTER THREE

RESEARCH METHODOLOGY AND PROFILE OF THE ORGANIZATION

3.0 INTRODUCTION

This chapter presents the various methodologies used in conducting the research. The research methodologies used in the study are presented in this chapter, which include the research design, population of the study area, sample and sampling procedures, data collection techniques, instrument(s) and data analysis tools.

3.1 RESEARCH DESIGN

The design employed for the study was qualitative methods. The research was specifically conducted by using descriptive method which is design to find out the characteristics and opinions of respondents on the current level of employee/staff participation. The descriptive research is concerned with the conditions or relationships that exist such as determining the nature of prevailing conditions, practices and attitudes, opinion that are held, processes that are going on, trends that are developed. This design was used for the study because it helps in discovering the real state of affairs or events as they are on the ground in the case of the study. According to Gay (1987) descriptive method involves a collection of data in order to test hypothesis or to answer questions concerning the current status of the problem being handled. The design was employed because it provides useful information from a large sample of individuals (Frankel and Wallen, 1993). The design was considered appropriate because facts on the ground could be discovered and conditions that exist at a particular point in time could be seen and commented upon. The advantage for this design is that it helps to find views as they are in their natural setting. The assessment of the situation was through serving questionnaire to employees and management in the Court of Appeal, Kumasi. The

design however has a few weaknesses of which the researcher must consider and try to reduce its magnitude. Some of the questions which may not be understood by the respondents would let them give answers that may not be expected by the researcher. Another problem is the likelihood for respondents to state something which is convenient to them. Such expected problems were kept down by resorting to the following measures: The researcher had to undertake pre-testing of instrument to help come out with questions that might be well understood by the respondents and had them reworded. Secondly, the researcher had to check if some respondents stated something which they did not know or were not sure of by carrying out informal interviews or checking other groups' opinion.

3.2 POPULATION OF THE STUDY

According to Fraenkel and Wallen (1993), a population is the group to which the result of the study is intended to apply. The population is a large group of people who exhibit characteristics that stimulate research work. The total population of the staff in the Court of Appeal, Kumasi is 100 but the study would be limited to 50 which would comprise some of the employees and the management.

Table 3.1 Total number of staff in the Court of Appeal, Kumasi

Departments	Male	Female
Senior Management Staff	15	5
Senior Staff-Administrative	13	7
Junior Staff-Administrative and Technical	25	10
Laborers	18	7
TOTAL	71	29

Sources: Author Field Work: May 2013.

3.3 SAMPLE AND SAMPLING PROCEDURES/TECHNIQUES

The sample frame for the study was fifty (50) workers. This number consisted of the departmental Heads as well as other staff of the main administration of Court of Appeal, Kumasi.

In case of Departmental Heads, the convenience sampling technique of non-random sampling was used to draw the eleven (11) members for sample inclusion. This was done because of accessibility of the elements and the nature of data information the researcher wanted to gather. For the other Staff, the lottery method of the simple random sampling technique was used to draw/select the other staff members for the sample. Here, the researcher wrote on pieces of papers 'Yes or No', folded and mixed them up and shook thoroughly, went to the individual offices and asked staff to pick one of the papers. Anyone who picked 'Yes' was selected for sample inclusion. This process was repeated until all the thirty- nine (39) staff members were selected. This method was employed to give each staff equal chance of being part of the sample.

3.4 METHODS FOR COLLECTING DATA

3.4.1 Interview

In collection of data, the information we gathered through face to face interviews techniques. It is an efficient way of collecting information in a relatively short time; also this method allowed the respondents the flexibility in answering questions without any influence from the researcher. However, semi structures interview was used to get information from the employees and the management staff.

3.4.2 Observation

During the collection of data it was observed that most of the employees especially the laborers cannot read the questionnaire that was given to them. Face to face approach was used for this research to get the needed information for the study. This procedure involves a lot of movement from one place to another by the researcher which make the study very difficult.

3.5 DATA ANALYSIS TECHNIQUES

The collected data were statistically analyzed using the Statistical Package for Social Sciences software (SPSS) to come up with descriptive analysis. Representations like tables and figures were used to ensure easy and quick interpretation. Data from the completed questionnaire were checked for consistency. The open-ended items were grouped based on the responses given by the respondents. The items were coded using Statistical Package for Social Sciences (SPSS). Descriptive statistics indicating frequencies and percentages were used to present the results in tabular form.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

This chapter provides analysis of the study base on the research objectives and the research questions. The analysis is based on a set of questionnaires used, coupled with the interviews conducted by the researcher to supplement the questionnaires. The areas that have been provided include personal characteristics of respondents, causes of conflict and its effects. The research items were designed and distributed to 50 staffs of the Court of Appeal complex Kumasi.

4.1 ANALYSIS OF DEMOGRAPHIC OF RESPONDENTS

4.1.1 Gender of the Respondents

Sex roles have an important component in determining the behavior or reaction of respondents towards conflicts in an organization. It is therefore significant to examine gender as a category in this study. The data below show the Gender of the Respondents.

Table 4.2 Table shows the Gender of the Respondents

RESPONSES	OF RESPONDENTS	PERCENTAGE (%)
Male	30	60
Female	20	40
TOTAL	50	100

Source: Author's Field Work, May 2013

From the table above, 60% of the respondents were males and 40% were females

4.1.2 Analysis and Discussion of the ages of Respondents

In analyzing the data, the study revealed that majority of the respondents in the appeals court complex were male and the rest were female.

4.1.3 Age Group of the Respondents

Different age groups obviously have different ideas on conflict. In this study the age background of the respondents is significant to determine the clear understanding on workplace conflict. The various age groups that participated in the study are shown in the table below.

Table 4.3 Age Group of the Respondents

AGE CATEGORY (YEARS)	NUMBER. OF RESPONDENTS	PERCENTAGE (%)
20 – 25	5	10
30 – 35	15	30
40 – 45	20	40
50 – 60	10	20
TOTAL	50	100

Source: Author's Field Work, May 2013

The table above shows that 40% of the respondents are from 40 – 45 years, 30% of the respondents were from 30 – 35 years, 20% of the respondents were also from 50 – 60 years and 10% of the respondents from 20 – 25 years. This indicates that majority of the respondents are not on retirement age that shows the organization have strong men and women to work in the organization for a longer period of time. However, the Appeal Court complex, Kumasi has to employ more youth into the system to replace the retired staff in the near future.

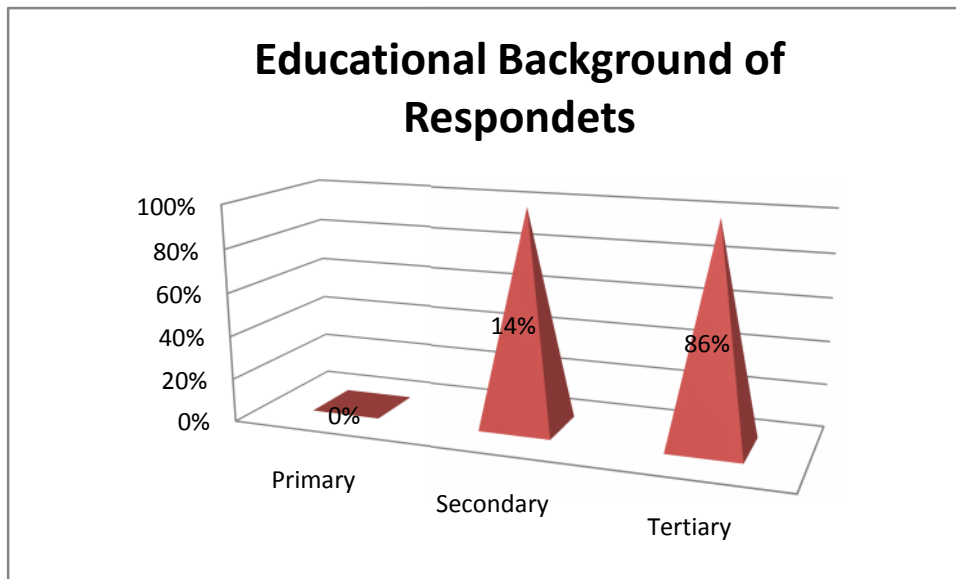
4. 1.4 Analysis and Discursion of age group of Respondents

In analyzing the data, the study revealed that majority of the respondent fell within age 40-45, followed by age 30-35 then age 50-60 and then lastly age 20-25.

4.1.5 Educational Background of the Respondents

Education levels vary substantially among people in a workplace. A higher level of education can be expected to increase in organization, as educated people are more likely to be engaged in various sections in the judiciary. In this study the educational levels of the respondents is significant because it is likely to impact on how conflict can be resolved when it happened in the workplace. The figure below shows the Educational Background of the Respondents.

Figure 1: 4.1.8 Educational Background of the Respondents



Source: Author's Field Work, May 2013

From the figure above it can be observed that 86% of the respondents of sampled population are Tertiary graduate while 14% are Senior High School graduates. This shows that the

organization has a lot of higher level of educated people and this throw challenge to any low level graduate in the workplace to upgrade him or herself in the Appeal Court complex.

4.1.6 Analysis and discussion of educational background of Respondents

In analyzing the data, it was revealed that majority of the respondents were tertiary graduate while the remaining respondents were senior high school graduates.

4.2 DURATION OF RESPONDENTS WORKING IN THE APPEAL COURT COMPLEX

The period of years a person has been in the judiciary may determine the number of times he/she has encounter conflict in the workplace and have idea of what causes the conflict and the kind of effects it sometimes have on the productivity of the employees. The table below is the distribution of data on the duration of respondents.

Table 4:4 Duration of Respondent Working in the Appeal Court Complex

RESPONSES	NUMBER OF RESPONDENTS	PERCENTATGE (%)
Less than 1 year	8	16
1 – 3 years	10	20
3 – 4 years	12	24
5yrs and above	20	40
TOTAL	50	100

Source: Author’s Field Work, May 2013

From the table it is observed *that* 40% of the respondents have worked in the organization for five years and above, followed by 24%, this shows that staffs are able to stay in the organization for a longer period of time.

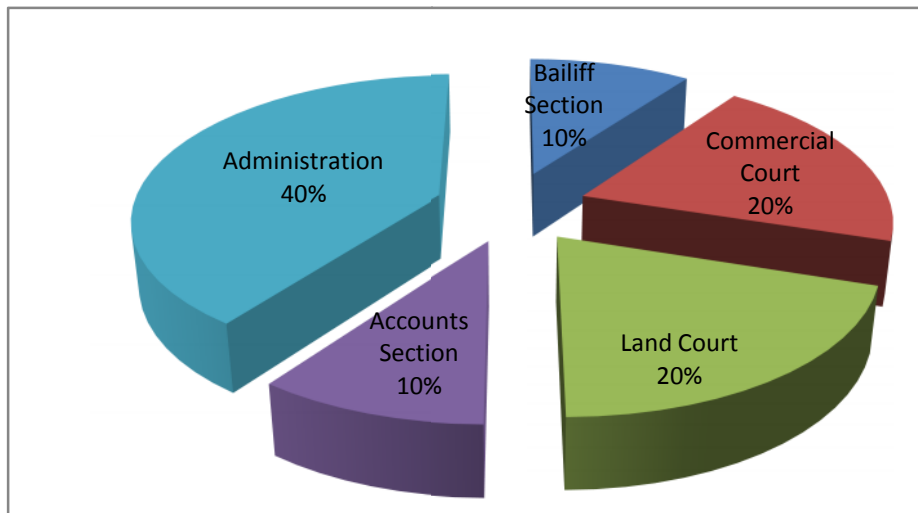
4.2.1 Analysis and Discursion of Duration Employees

In analyzing the data the study revealed that 20 respondents have work in the organization for more than 5 years, 12 have worked for 3-4 years,10 had worked for1-3years and 8 had worked for at least less than a year.

4.2.2 The Various Departments of the Respondents

In an organization there are various departments that coordinate to achieve the objectives and goals sets by the organization. This is to avoid conjunction in the workplace and also help to put things in order. In this study the various sections of the respondents is significant to determine the department that faces conflict quite often. The figure below will illustrate the various departments in the Appeal Court Complex.

Figure 4.2 Various Departments of the Respondents



Source: Author's Field Work, May 2013

From the diagram above it can be revealed that 40% of the administration staff responded to the various questions probably because of the nature of conflict in the office. This is closely followed by 20% of Commercial Court and Land Court respectively; these sections have also

encountered conflict in their various department. Hence, the administration, commercial court and the Land Court constitute a higher percentage of the number of the Appeal Court from the above analysis.

4.2.3 Analysis and discussion of data on the variouse Departments

In analyzing the data above it can be revealed that majority of the respondents could be found at the administration followed by Land court and commercial court while the remaining were at the bailiff.

4.2.4 What perception do management and employes have on workplace Conflict

In assessing the causes and effects of conflict in the workplace, it is important to first know from the respondents their knowledge on conflict that happen in the workplace. These are the responses by the respondents on their knowledge of Conflict in the Work place.

Table 4.5 Have you Encountered Conflict in the Work place before

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Yes	28	56
No	13	26
No idea	9	18
TOTAL	50	100

Source: Author’s Field Work, May 2013

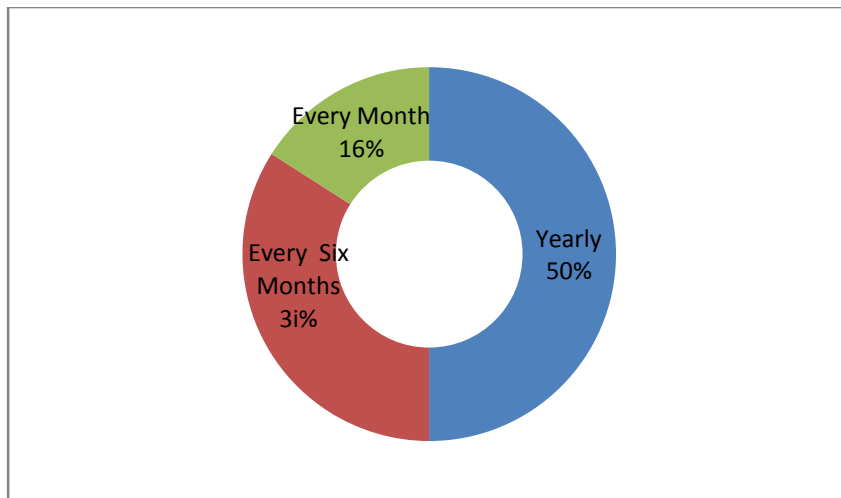
The Appeal Court staffs both management and employees were asked if they have any perception of workplace conflict. Twenty-eight (28) of the respondents representing 56% indicate that there has been series of conflict that goes on in the various departments in the

organization. Thirteen (13) of them representing 26% agreed that they don't have any information about conflict that happens in the organization. Nine (9) of them making 18% of the total sample indicated that as far as they are concerned they don't have any known idea about conflict and its effect.

4.2.5 Analysis and Discussion on how conflict was encountered

In analyzing the data about Twenty-eight (28) respondents responded yes, thirteen responded No, and the remaining Nine had no Idea about the existence of Conflict.

Figure 4.3 How often does Conflict Occur in your Section/Department



Source: Author's Field Work May 2013

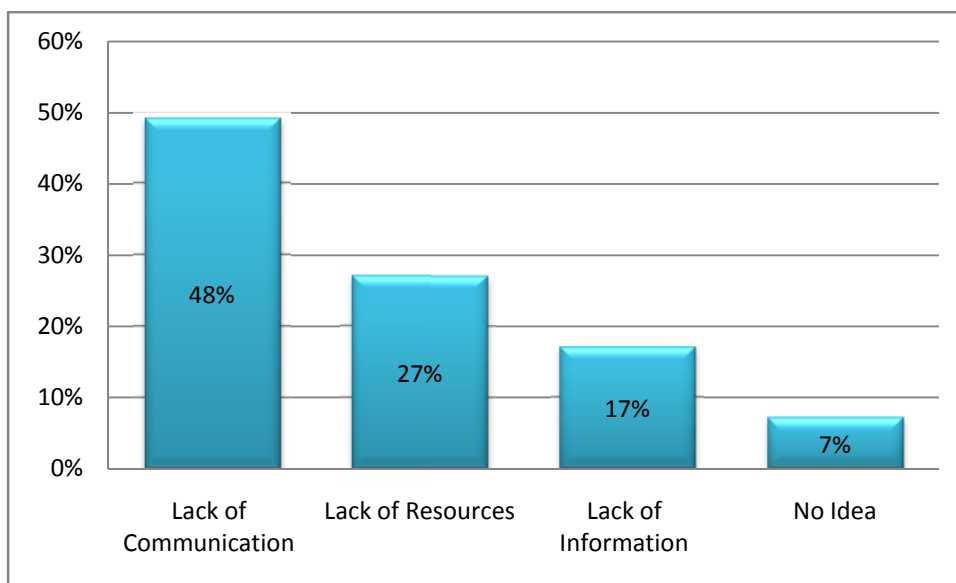
The figure above shows that 50% of the respondents that was interviewed face conflict yearly in their section/department; 34% every six month and 16% for every month. This indicates that if conflict in the workplace is properly addressed it would lessen the impact on performance. This can prove what Shakespeare wrote that "Nothing is good or bad, but thinking makes it so." Applied to tension, this means that conflict in itself is neither good nor bad. But when we add our own experiences to conflict or tension, we give it a positive or negative value"

4.3 ANALYSIS AND DISCUSSION ON HOW OFTEN CONFLICT OCCURS

In analyzing the data above Twenty-five (25) of the respondents experience Conflict yearly, Seventeen (17) experienced every Six month and Eight (8) Conflicts every month.

4.3.1 What are the causes of conflict that are commonly found at the appeals court complex

Figure 4:4 what were the Cause of the Conflicts



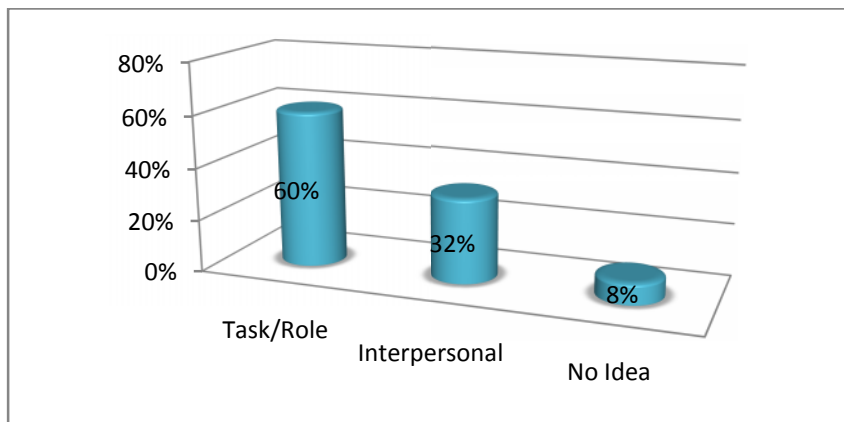
Source: Author's Field Work, May 2013

In analyzing the data, the study revealed that Out of the total sample, 48% complained about the poor communication which has been the major cause of the conflict. 27% admitted it could be scarce resources, 17% also complained that it is tribalism. 7% also seems not to have a clear idea of how conflict generate in the offices. This support what Lawrence Kahn (2004) said in his article "Fundamental of Conflict in Business Organization" that major basis for Conflict in Organization is limited resources. Competition in the Organization arises when people fight for resources such as land and money.

4.3.2 Analysis and discurtion of the causes of Conflict

In analyzing the data above it was revealed that Twenty-four of the respondents said Lack of Communication was the cause of Conflicts, Thirteen responded to Lack of Resources, Nine also responded that Lack of Information was the causes and Four of respondent had No Idea about the Causes of Conflict. Lawrence Kahn (2004) said in his article “Fundamental of Conflict for Business Organizations” that major basis for conflict in organizations is limited resource. Competition in the organization arises over people’s fight for resource, such as land and money.

Figure 4.5 what are some of the types of conflicts which exist in this organization?



Source: Author’s Field Work, May 2013

Out of the total sample, 60% said the task/role were too high, 32% admitted it was interpersonal, whilst 8% of the respondents fairly said they do not have idea on that. Looking at this one can conclude that, workers of the Appeal Court complex are not very happy of conflict roles or task, that is who is doing this at which time and since human character is dynamic, conflict is inevitable in where ever human beings are. This fall under cause of workplace conflict stated by Boston University FSAO, can be personality or style differences and personal problems such as substance abuse, childcare issues, and family problems. Organizational factors such as leadership, management, budget, and disagreement about core values can also contribute.

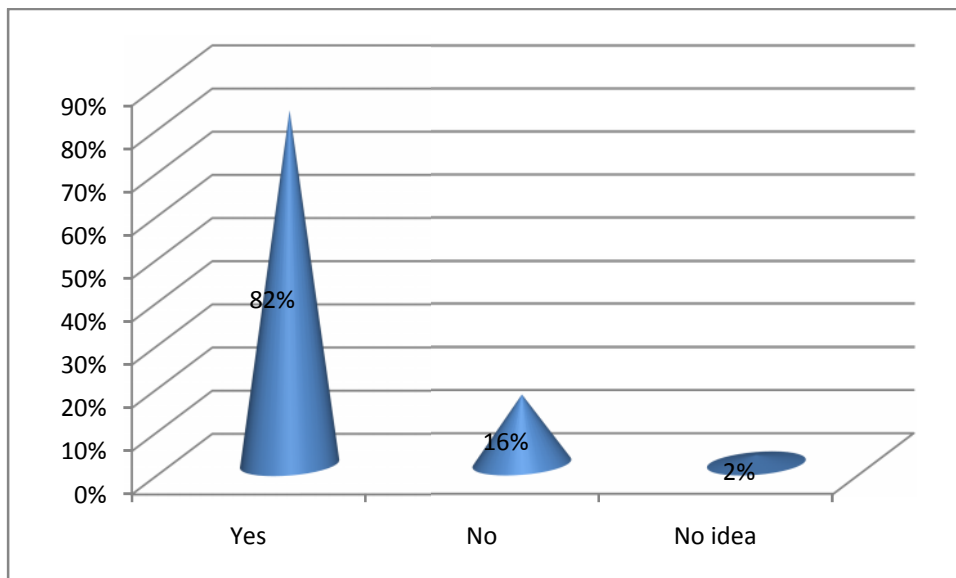
4.3.3 Analysis and Discurtion of the causes of conflict

In analyzing the data above, it can be revealed that 30 of the respondents linked the cause of conflict at the Appeals Court Complex; Kumasi to Task/Roles, 16 of them linked it to interpersonal while remaining 4 had no idea about the causes of conflict.

4.3.4 What are the Effects of Conflict on Performance

When conflicts arise and are not managed properly, it will lead to delays of work, disinterest and lack of action and in extreme cases it might lead to complete breakdown of the group. Unmanaged conflict may result in withdrawal of individuals and unwillingness on their part to participate in other groups or assist with various group action programs in the organization. In this study it was a significant for researcher to know how conflict has affected the performance in the organization. The figures below will show the responses from the respondents.

Figure 4.6 Do you think Conflict have Serious Effects on your Performance



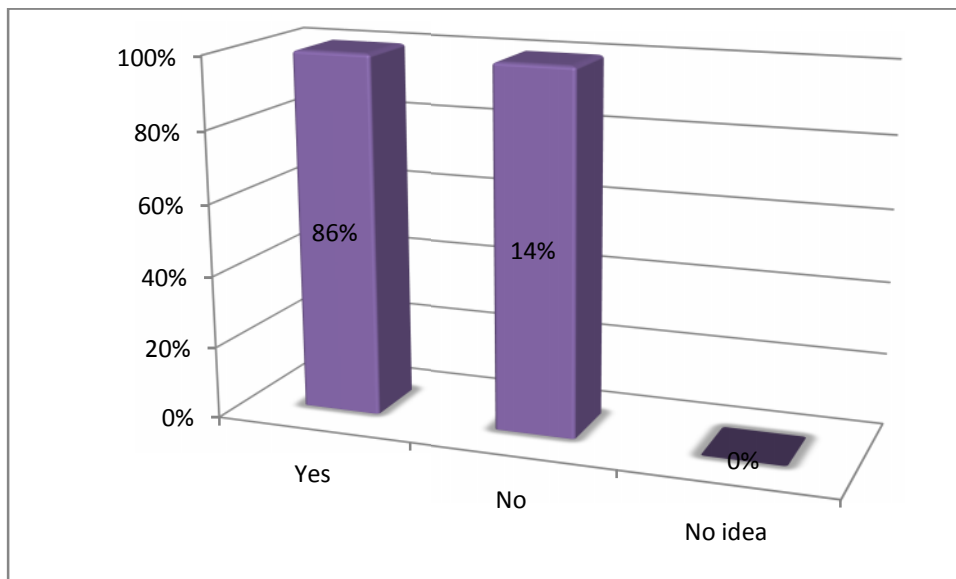
Source: Author's Field Work, May 2013

The figure above depicts the extent to which conflict has affected their performance. Out of the total number that was sampled 82% of the respondents said the nature of conflict that occur in the department has greatly affects their output in the organization and they are looking forward for the management to take steps to resolve conflict whenever it occur in the office. On the other side of the coin 16% argued that for them it does not affect their performance because in way is through conflict that their voices are heard and 2% barely have no idea on the situation. This could be from what Michael A. E. Ramsay (2000), wrote that workplace conflict as a drain on leadership time. Unresolved workplace conflict can also result in higher absenteeism, mistakes, and worker exhaustion. As well, the energy that employees expend focusing on their conflicts is energy not spent getting their jobs done. If the problem continues, general morale and productivity may be affected as other employees are worn down by the tension.

4.3.5 Analysis and discursion of the effect of Conflict

In analyzing the data above Forty-one (41) of the respondent Yes, Eight (8) and the remaining (1) had no Idea.

Figure 4.7 Is the Organization Facing Challenges as a Result of the Conflict



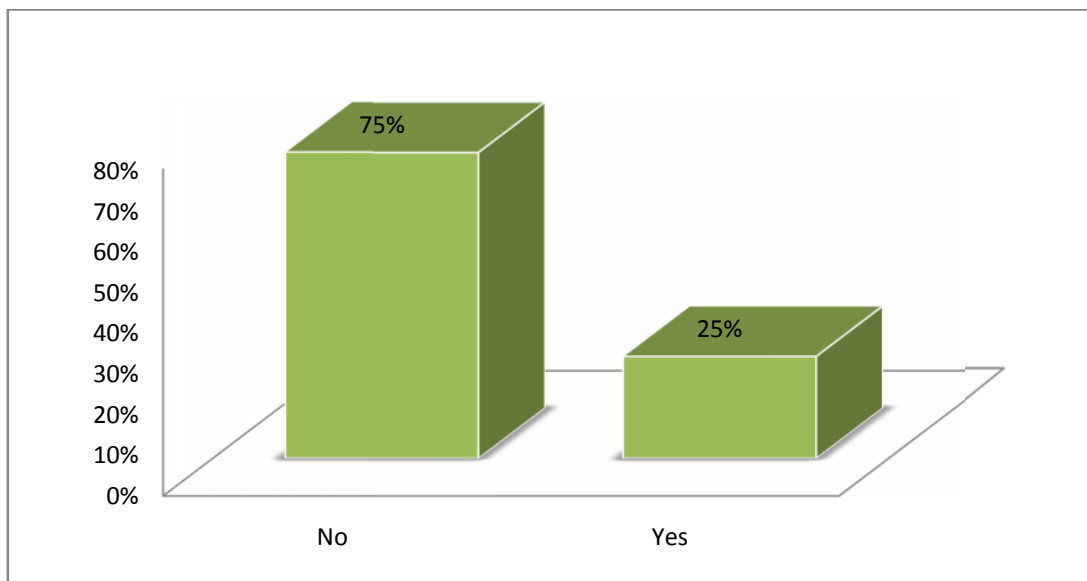
Source: Author's Field Work, May 2013

From the diagram above, we realized that 86% of the respondents said yes due to the nature of conflict at the Administration, a lot of challenges have happened at the work place. Also 14% indicates that for them whether there is conflict or no conflict they still enjoy doing their work and they don't see any effects on their performance.

4.3.6 analysis of the challenges of conflict on the organization

In analyzing the data above it was revealed that Forty-three (43) of the respondents said Yes, Seven (7) of the respondents said No about the challenges the organization faces.

Figure 4.8 Does the Management Appreciate the Performance of Workers



Source: Author's Field Work, May 2013

From the figure data above, it can clearly shown that management do not recognize hard work. Out of the total number that was sampled 75% say No while 25% subscribe to yes which indicates that the management in a way are the cause of conflict in the workplace since they don't motivate their staff on performance and when there is no motivation, dissatisfaction sets in, it brings about workplace conflict which have serious influence on

productivity. The management is edge to avoid things that can cause conflict and should make sure they resolve it as soon as practicable for it not to attract more effect on their performance.

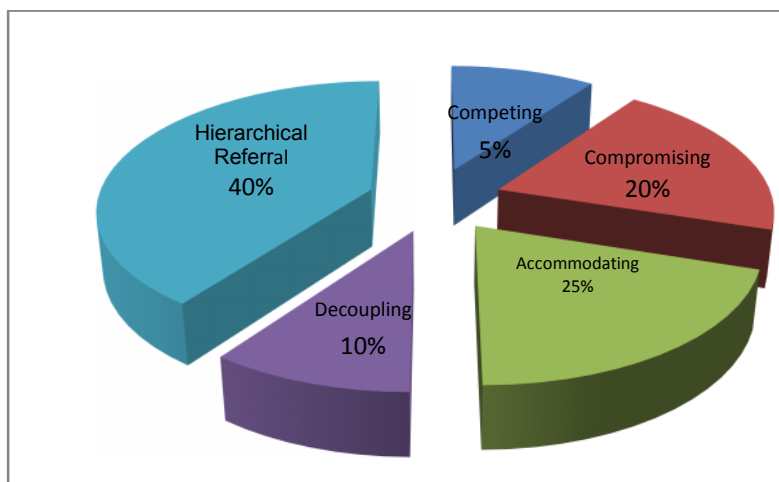
4.4 ANALYSIS ON HOW MANAGEMENT RESPONDS TO CONFLICT

From the data above it can be revealed that Thirty-eight of the respondents said No, whilst Twelve (12) of the respondents responded Yes.

4.4.1 Resolving Conflict in the Workplace

The ability to resolve conflict in the workplace is a valuable skill to have. When workplace conflict is not managed effectively, it can lead to disastrous repercussions. Habitual clashes and recurring conflict in the workplace is a recipe for disaster. So conflict must attend to as soon as practicable whenever it happened in the work place. These are the views by the respondents on how conflicts are being resolved.

Figure 4 9 Resolution of Conflict in the Work place



Source: Author's Field Work, May 2013

The outcome of the research shows that conflicts were resolved by the intervention of the Heads of the sections. 40% think hierarchical referral because most bosses use their initiative and discretion to resolve most conflicts especially those in connection with the documentations. 25% said conflict can be resolved by accommodating each other, where they amicably agree and resolve the situation and move ahead, 20% agreed that conflict can be resolved by compromising. On the other side of the coin, 10% were also of the view that conflict can be resolved through decoupling. The reason they gave were that some workers are untouchable when they misbehave; either they are the favorites of their Heads or they are long service staff in the Section. Again those workers behave that their place of work are irreplaceable and therefore their behavior are not easily talked about in times of any conflict. 5% of the respondents claim that there are some particular conflicts which have been resolved through Competing. In some special situations, conflict resolutions are challenging and not easily resolved. Even though it takes more time for them to find a solution to these problems, they are able to give recommendations to address such conflict.

4.4.2 Analysis on conflict resolution

In analyzing the data above, it can be revealed that majority of the Conflict cases was solved by hierarchy referral, Compromising, Accommodating, Decoupling and Competing in resolving conflict.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter talks about the summary of the findings obtained from questionnaire administered to respondents which was intended to solicit for their views on causes on work place conflict and its effects on performance. It also deals with the conclusion of the research study and also gives recommendations based on the findings obtained from the questionnaire administered.

5.1 SUMMARY OF FINDINGS

5.1.1 Causes and Types of Conflict

The data gathered after analysis the effects of conflict on employee performance revealed that the causes of conflict at the Court of Appeals complex in Kumasi, includes lack of communication, lack of resources and lack of information. We also identified the types of Conflict that existed which includes intrapersonal Conflict, Intergroup Conflict, and Leadership Style. We therefore recommend that proper communication system should be built to ensure flow of information within the Appeals Court Complex and resources should be allocated to the various departments.

5.1.2 Management/Employees Perception on Conflict

Robson Davis once said the eyes sees only what the mind prepared to comprehend. In an organization Conflicts are inevitable. There will always be very intuitive and impulsive people that can't stand too much planning while other will be very anxious if there is no structured approach to a problem. Moreover, there always be some people who have issues

with the authority whatever the cause, Conflict are inevitable and is the managers roles to solve them and make the team productive and achieving.

5.1.3 Conflict Resolution

As part of the effort made by the management by managing or resolving conflict in the work place, workers are also expected to be treated well by the management and benefits from the physiological needs and security in the organization and the following are note worth taking:

5.1.4 Recommendation

The management should design a system where grievances can be tackled easily when there are problems and allow workers to feel free to report problems in and around the office. They should be assured of prompt results when the problems are put before them. Reported cases between workers should be handled immediately with care when they are brought before the management.

Management must evaluate and monitor the performance of the workers by way of assessing the performance of the workers. Quantitative and qualitative methods of assessment should be employed to reveal whether progress is being made or not. In this way workers would feel that they are being recognized in the organization.

Conduction of training and development; it is recommended that the management should conduct training and development quarterly for the workers, this will enable them to get more knowledge on the field they may find themselves and this will help them about the attractiveness of their work and the possible need for strategic action.

Involvement of the workers; it is also recommended that, workers should involve in the decision making as regards to the policies in the Appeal Court complex and this will clear

the perception about master-servant relationship in the work place. Workers should therefore not be treated bad or rejected but rather officers in charge should go to their workers and listen to their needs, work with them and plan with them to help address their needs. Adequate information should be made available to the workers to make them aware of matters in the organization.

5.2 CONCLUSION

As part of the effort made by the management by managing or resolving conflict in the work place, workers are also expected to be treated well by the management and benefits from the physiological needs and security in the organization and the following are note worth taking: The management should design a system where grievances can be tackled easily when there are problems and allow workers to feel free to report problems in and around the office. They should be assured of prompt results when the problems are put before them. Reported cases between workers should be handled immediately with care when they are brought before the management. Management must evaluate and monitor the performance of the workers by way of assessing the performance of the workers. Quantitative and qualitative methods of assessment should be employed to reveal whether progress is being made or not. In this way workers would feel that they are being recognized in the organization.

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APPENDIX

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI

QUESTIONNAIRE FOR MANAGEMENT OF COURT OF APPEAL, KUMASI

A Survey on HR practices managing conflict in the Judicial Service.

Questionnaire for staff

Dear Sir,

This questionnaire has been designed to solicit information for purely academic purpose from staff of the Judicial Services in managing conflict, so that appropriate policies can be developed to assist in improving services to all manner of people. Information provided will be treated with confidentiality and anonymously.

PART A: DEMOGRAPHIC

1. **Please Tick the appropriate box where is necessary.**

2. **Sex:** Male Female

3. **Age:** 30 – 35 40 – 45 50 – 60

4. **Marital Status:** Married Single

5. **Educational background:** Primary Level Secondary Level Tertiary Level

6. **How long have you worked with the organization?**

Less than 1yr 1 – 3 yrs 3 – 4 yrs 5yrs and above

7. **Which Department do you work?**

Accounts Bailiff Section Administration office

Land Court Commercial Court

PART B: What perception do management and employees have on conflict?

Good [] Bad [] No Idea []

8. **Have you come across conflict in your department before?**

Yes [] No [] No idea []

9. **How often does conflict occur in you department**

Monthly [] Every Six months [] Yearly []

Please Tick [√] the appropriate one

10. **What are the conditions that lead to conflict in this organization?**

• Poor Communication	
• Scares Resource	
• Workload	
• Stress	
• Skills or Poor Leadership Styles	
• Poor Organization	
• Tribalism	
• None of the Above	
• Lack of Information	
• No idea	

11. What types of conflict exist in this organization?

Interpersonal [] Intra-group [] Intergroup []

Task/role [] No Idea []

12. What is your view on conflict in this organization?

Good [] Bad [] No Idea []

13. What makes one avoid conflict?

Lack of confidence [] Fear of victimization [] Fear of separation []

PART C: What is the relationship between management and workers?

Bad [] Good [] Hostile [] Cordial []

14. What type of management style does workers prefer

Autocratic style [] Democratic style [] Laissez faire [] No idea []

PART D: Effects of conflict on performance

15. Does conflict affects performance of this organization?

Yes [] No [] No idea []

16. Does your department suffer any loss or challenges because of conflict?

Yes [] No [] No idea []

17. Does the Management Appreciate the Performance of Workers

Yes [] No []

18. Do you see conflict as a threat to the organization?

Yes [] No [] No idea []

19. How is conflict resolved in this organization?

Hierarchical Referral []

Accommodating []

Compromising []

Decoupling []

Competing []

Consensus []

None of the Above []