

## Professionalism is Needed: Importance of Conflict Management in Mass Media Organisations in Nigeria

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### Abstract

Conflict is universal and its management needs ‘universal’ attention within and outside organisations. This study examined the causes of conflict in mass media organisation; assessed the mechanism put in place to resolve conflict in mass media organisation and effects of conflict on performance in mass media organisation. The examination used primary and secondary data. The quantitative data analysis was used to analyze data collected from respondents. The data obtained was analyzed using both descriptive and inferential statistics. The study analyzed the causes of conflicts whereby it’s beneficial to them with 49%. Data collected were analyzed using simple percentages, frequency and regression analysis. The result show that low wages (57.1%), Poor Communication between Management and Worker (36.7%), poor management policies (40.8%) were mechanisms put in place to know the causes of conflict in mass media organisation. The result also revealed conciliation and mediation (49.0%). Involving staffs in decision making (59.2%) were strategies put in place to resolve conflict in mass media organisation. The study concluded that conflict in any organisation affect the aims and objectives of the organisation if it is not properly resolved or managed.

**Key words:** Conflict; Conflict management; Mass media; Mass media organisations; Professionalism

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### 1. INTRODUCTION

Conflict is inevitable in every workplace. Although, it’s generally acceptable that conflict is an inevitable and integral part of the work environment. Conflict occurs when two or more people disagree about their goals, values, or interests. Interpersonal disharmony remains an outcome of conflict and this continues to hamper productivity in any organisation since it is embedded in distraction and distortion (Madubuegwu et al, 2022).

A company consists of a number of individuals. Each person’s thoughts, feelings, and perceptions are unique to him or herself. Disagreements and misunderstandings can be sparked by differences among individuals and groups. Individual and group conflicts can have either a positive or negative impact on an organisation. If conflict management is not used, it can have a negative impact on both employee morale and organisational performance (Olaleye and Arogundade, 2013). According to Rahim (2002), disagreements in viewpoints and perspectives regarding a specific topic at a specific point in time can be characterised as conflicts. It is a process that begins when one party has the perception that another party has already harmed something that the first party cares about, or that the second party is about to harm something that the first party cares about (Robbins, 2005).

In the course of human history, violent conflict has not been an uncommon occurrence. It will never go away as long as people continue to live in close quarters with one another, and it will always be an inherent part of the

human experience or existence (Francis, 2006). Assefa (2001) also makes the observation that as long as there is the idea of society, organisation, and the existence of people, there will invariably be conflict, regardless of the severity of the conflict as well as the factors that contribute to it. The goals of the parties in conflict can range from something as simple as trying to win acceptance of a preference or securing a resource advantage to something as extreme as injuring or destroying the other party. In other words, the likelihood of conflict increases when two groups or individuals pursue interests and needs that are incompatible with one another. These interests and needs could be political, economic, social, or cultural in nature (Bukari, 2013).

Broadcasting is an extremely important industry in Africa because the vast majority of Africans get their information, education, and entertainment from radio and television. For practical and political reasons, radio and television are the most heavily regulated mediums. In developing countries, broadcasting has a significant impact. In the same manner that oxygen is essential for life, information is also for the proper functioning of society. The mass media serves as a vehicle for disseminating information to enable the masses have a better understanding of what's going on; what is happening, where it is happening, and when it is happening.

The fact that most Nigeria's home media have their ability to disseminate information severely harmed by internal and external disagreements and violence is both pitiful and disheartening. Members of the government, organisations, and other haters of the truth have unlawfully detained, harassed, and assaulted members of the media on numerous occasions. Because of the unfair treatment that journalists receive, it is unfortunate that their well-being is given less consideration in their respective organisations. A world without conflict and disagreement is impossible to imagine because of the irresponsible and inhumane management and administration practises of some media organisations.

Nevertheless, Mass Media organisations, both public and private institutions, play an important role in the society. . Thompson (1988) made the astute observation that disagreements between individuals or groups within an organisation can centre on factors ranging from the allocation of resources and the division of responsibility all the way up to the overall direction that the organisation is headed in. On the other hand, if it is properly managed, it has the potential to have a positive impact on the performance of employees and the productivity of organisations (Dana, 2000). Based on the preceding, the purpose of this study is to evaluate conflict management in mass media organisations located in a select group of states in the South Western region. Within the scope of this paper, we will examine the following goals: It investigated the effects of conflict on organisational performance in

mass media organisations, as well as the causes of conflict within those organisations, the mechanism put in place to resolve conflict within those organisations, and the investigation of the effects of conflict on organisational performance.

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## 2. LITERATURE REVIEW

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### 2.1 Conflict

Individuals, groups and organisations experience conflict at some time or another as they execute business or interact with one another. This may be due to magnitudes of ambiguity in the rules governing their relations or over dissimilarities of interests or because one or more parties consciously break the agreed procedures. Conflict has many definitions and conceptions, depending on the issues being addressed (Oni-Ojo and Roland-Otaru, 2013; Apeloko, Ayeni & Adegbam, A.B. 2018; Yorid and Pakia, 2013). Some authors see conflict as beneficial to the society while others see it as harmful to the society. Chukwuemeka, Ugwu, Okey, and Igwegbe (2012) confirmed this lack of consensus definition among scholars and writers. However, most writers agree that conflict is an inevitable phenomenon in any organisation (Jones et al, 2000; Akomolafe, 2002; Ibukun, 2004; Fatile and Adejuwon, 2011). Conflict is derived from the Latin word "conflictus" which means strike together.

According to Nwoliise, who was cited in Segun (2013), conflict can be defined as a collision, a dispute, a confrontation, a fight, a struggle, or a quarrel. According to Kesterner and Ray (2002), conflict is a situation in which two or more people struggle for goals that only one of the people can attain, or when incompatible means are to be used to achieve a certain goal. In other words, conflict arises when there is a competition for incompatible goals. This simply suggests that conflict involves struggles over valuable rights, including claims to power and scarce resources, with the objectives of those involved being to eliminate rivals along the way and get the results they desire. According to Bloisi (2007), it is a disagreement between two or more parties who believe that they have different needs and goals than the other party or parties. Henry (2009) also pointed out that one of the causes of conflict is when the interests, goals, or values of one individual or group become incompatible with those of another individual or group. Anioke (2002) described conflict as a difference or disagreement of opinions, ideals, or goals between parties, individuals, or groups. This definition was similar to the one that had been proposed earlier by Apeloko and Olajide Jonathan (2019); Anioke (2002). On the other hand, Domenici and Littlejohn (2001) argued that conflict is actually caused by expressed struggle, interdependence, perceived incompatibility of goals, limited rewards, and interference. While Hocker and Wilmont (2011) defined

it as a “felt struggle between two or more interdependent individuals over perceived and incompatible differences in beliefs, values, and goals or over differences in desires for esteem, control, and connectedness,” it is more accurately described as a “felt struggle between two or more interdependent groups over perceived and incompatible differences in beliefs, values, and goals.”

In light of the definitions presented above, conflict can take place within an individual, in which case it is referred to as intra-personal conflict; between two or more groups, in which case it is referred to as inter-personal conflict; between or among groups of people, units, or departments, in which case it is referred to as inter-group or inter-unit conflict; and finally, between or among various organisations or nations, in which case it is referred to as inter-organisational or international conflict.

## 2.2 Conflict Management

Every company in the society should make it their primary objective to cultivate an atmosphere that is exceptionally hospitable, one in which workers are free from the kinds of adverse influences that could stymie the accomplishment of both personal and corporate objectives, and one in which they are able to perform their jobs efficiently. Nevertheless, conflict in organisations has become unavoidable because employees compete for authority, position, recognition, limited resources, etc. No wonder Bercovitch (2011), posits that conflict is an inevitable part of living because it is connected to states of scarce resources, division of functions, power relations, and role differentiation. Nonetheless, conflict in organisations has become unavoidable because employees compete for authority, position, recognition, limited resources, etc. These disagreements almost always result in conflict, which can either be dysfunctional or functional to the overall effectiveness of the organisation, depending on how it is managed.

According to Odoh, who was cited in Nnam (2013), conflict management is a means of reducing fear and the negative influence of conflicts through the application of several measures designed to create awareness as well as promote an understanding of the conflict situation by various parties involved in the conflict. This can be accomplished by ensuring that all parties are aware of the conflict situation and are working to promote an understanding of it. According to Dewa, Corbière, Durand, and Hensel (2012) Smiley (2018), and Omene (2021), the management of conflict is an important topic for every business owner, stakeholder, and so on. This is due to the fact that poorly managed conflict can have detrimental effects on the efficiency of an organisation.

When viewed from the appropriate angle, conflict management makes the reasonable assumption that conflict is a protracted process that is frequently unable to be resolved in a short amount of time. The term “management” gives the impression that individuals can

be directed or controlled in the same way that physical objects can be. In addition, the concept of management suggests that the objective should be the limitation or regulation of volatility rather than the resolution of the underlying issue that is causing the problem. According to Best (2005), conflict management is “the process of reducing the negative and destructive capacity through a number of measures and by working with and through the parties involved in that conflict.” This viewpoint is aptly supported by Best (2005), who describes conflict management as “the process of reducing the negative and destructive capacity.” In addition, he is of the opinion that the term is frequently utilised interchangeably with the term “conflict regulation.” By logical extension, the term encompasses other facets of constructively managing conflicts on a variety of levels, as well as the efforts made to avoid conflicts altogether by taking preventative measures (Best, 2005). This idea encompasses a wide range of related concepts, including conflict limitation, containment, and litigation, amongst others. Additionally, the phrase “conflict prevention” may be included. The term “conflict prevention” was coined by Burton (1990) to refer to “the containment of conflict through steps introduced to promote conditions in which collaborative and valued relationships control the behaviour of conflict parties.”

Conflict management is thus, very important in any organisation or institution, because if conflict is not well managed in an institution it disrupts well-ordered efforts towards coordinating activities that lead towards goal achievement. Most cases, the nature of leadership of a country and its structures can be the reason for conflict in any organisation (Chukwudi et al, 2019). In other words, the crises in the larger space as bad governance, bad economy or its recession can affect set goals of organisation thereby resulting into conflicts. In the submission of Madubuegwu et al (2022), managing conflict effectively is a major task because there are no prepared guides that show the best steps in resolving conflict. Therefore, conflict management confronts conflict situation and use it as a creative force for positive change. A well-managed conflict leads to conflict resolution.

## 2.3 Conflict Management Strategies

**Avoidance (Leave-lose/win):** It is not assertive and it does not work well with others. The manager may believe that there is no conflict, pretend that there isn't one, or simply choose to ignore it. This tactic is utilised in situations in which it would not be beneficial to make an effort to resolve the issue. But taking this approach will only make things worse in the long run. It's possible to circumvent an issue through diplomatic manoeuvring, put off resolving a conflict until a later date, or just get out of a sticky situation altogether by choosing to avoid it. A turtle is often used as a metaphor for avoidance due to the

fact that it is able to conceal its head and legs within its shell, thereby shielding itself from potential threats.

**Accommodating (Yield-lose/win):** The opposite of competing, accommodating is characterised by non-aggressiveness and a spirit of cooperation. It is referred to as accommodation when one party reduces the importance of their own concerns in order to address the issues raised by other parties in an effort to resolve a conflict by capitulating, making a sacrifice, accepting, or yielding to the viewpoint of the other party. On the other hand, being overly accommodating on a consistent basis can cause your position to become so compromised that your voice is never heard. There will be a strong emphasis on interpersonal connections. This mode is also utilised in situations in which the new method is going to be utilised in the very near future. Although it might resolve the conflict for the other party, it will likely start a new one with the manager. This approach is not objective in any way. The ability of a chameleon to change its colour to blend in with its surroundings makes it a fitting emblem for the accommodating personality trait. The chameleon is able to blend in discreetly with its environment because it can alter its colour to suit the conditions of its location.

**Competing (Win/lose):** The tone is forceful and antagonistic toward collaboration. When it comes to priorities, a person prioritises his or her own interests above those of others. In some circles, it is also referred to as a dominant style. One fights for his rights and employs every available resource in order to achieve his goal. There is a weak emphasis on interpersonal relationships. Managers who use this style want others to either follow the directives that they give or do as they say. This approach can only be taken when one has already established themselves as a leader. There would be little emphasis placed on interpersonal relationships. If you have a low relationships orientation, the lion as a symbol can represent your competitive nature. The roar of the lion assists it in accomplishing its goals and achieving its desires.

**Compromising (Mini-win/mini-lose):** There is a certain amount of hostility, but there is also a certain amount of cooperation. The first step toward cooperation is reaching a compromise, which can be found on the middle ground between the two poles of accommodating someone's needs and competing with them. The mode requires giving and taking on both sides in order to bring satisfaction to both parties; alternatively, both sides may agree that "something is better than nothing" in order to get things moving in the right direction. It keeps the same level of separation between competing interests and those it accommodates. There would be room for negotiation regarding the orientation of the relationship. When moving forward with the journey rather than coming to an end is the desired outcome, the manager may be willing to make concessions. The image of a zebra is sometimes used to symbolise an attitude that is flexible and willing to make compromises. It would appear that a zebra's

distinctive appearance is the result of the animal "splitting the difference" between being a black horse or a white horse and opting instead to have black and white stripes on its body instead of choosing one of those two polar opposites to represent its coloration.

**Collaborating (Win/win):** It is the polar opposite of avoiding, in that it is assertive as well as cooperative. The integrative style is another name for this approach. This approach prioritises addressing the underlying concerns held by both parties and, through collaborative effort, satisfies a wide range of immediate requirements. Employees develop a sense of ownership and commitment through exposure to this management style. This approach can at times give rise to new requirements on both sides.

## 2.4 Mass Media

Mass media is the means through which communications are made with the general public. Basically, Mass media refers to a diverse array of media technologies that reach a large audience via mass communication. They are tools for the transfer of information, concepts and ideas to both general and specific audiences.

According to Littlejohn and Foss, mass communication is "the process whereby media organisations produce and transmit messages to large publics and the process by which those messages are sought, used, understood, and influenced by audience". Mc Quail states that mass communication is, "only one of the processes of communication operating at the society-wide level, readily identified by its institutional characteristics" Simply put, mass communication is the public transfer of messages through media or technology-driven channels to a large number of recipients from an entity, usually involving some type of cost or fee (advertising) for the user. "The sender often is a person in some large media organisation, the messages are public, and the audience tends to be large and varied".

The general public relies on mass media to provide information as regards any issue in the political, social, and economic life of their community. Mass media has evolved over the years, from the archaic ages where the movement of information was quite slow and the reach as well low. For a long while, we had to rely on local prints to get the required information across. In the 1890s, radio was invented and it went on to supersede the newspaper as the most used source of information, later came the emergence of television. Families would gather round to listen to radio and as well watch the television. This became the most important means of communication. The invention of internet and all the communication methods that came with internet also aided the reach of mass media and ensured information got to more people. Mass media can take various forms, we have broadcasting medias, filming media house, video games media house, audio recording and reproduction medias, internet medias, blogs and web medias, podcast medias, and print medias.

## 2.5 Effects of Conflict Management on Organisational Performance

Due to a lack of coordination and conflict, the organization's goals may not be met on time or may need to be re-aligned. As a result, the organization's goals are set by individuals. In the face of conflict, organisational performance suffers, as Chandan (2005) notes. There are many reasons for this, including that workers become less committed to their jobs as the conflict worsens. These behaviours produce humour, inefficiency, and low productivity. This has a negative effect on the organization's performance in the long run.

Organizational goals can be jeopardised if conflicts aren't resolved in a timely manner according to Chandan (2005). One way people and groups can deal with conflict is through sabotage, overwork or lack of cooperation. To put it another way, a conflict's impact is amplified in proportion to its importance to the organization's operations and to those involved status within that organisation.

According to McDaniel (2001), conflict in the workplace can have a negative impact on productivity, morale, and even cause more conflict if it isn't properly managed. These issues have a negative impact on productivity, profitability, and performance in the workplace. Conflict in the workplace has a negative impact on productivity, so management must take steps to prevent it from escalating.

## 2.6 Theoretical Framework

### Contemporary Conflict Theory

A conflict is a disagreement between two or more people. An argument can be mild or ferocious, depending on the circumstances (Kirchoff and Adams, 2019). Contemporary theory acknowledges that human conflict is inevitable. They are inevitable by products of change and, if handled correctly, can be beneficial to the organisation. Innovation, according to current theory (Kirchoff and Adams, 1982), is a process that brings together disparate ideas and viewpoints to create something new and different. Therefore, any organisation that is dedicated to the development or implementation of new ideas must have an atmosphere of tension and conflict.

In the contemporary perspective, management are faced with the task of determining which managerial approach is likely to most effective in a given situation. It is a recognition of the extreme importance of individual manager performance in any given situation and the contemporary approach is highly dependent on the experience and judgement of the manager in a given organisational environment. Contemporary theory is however made of six independent constructs (strategy, task, technology, organisational size, structure and culture) and two dependent constructs (efficiency and organisational performance). This study looks at the

aspect of strategy been the independent variables and organisational performance been the dependent variable.

The decision to base the study on this theory was informed by the fact that there is no one best strategy in resolving organisational conflict. A strategy is considered appropriate for a conflict situation if its use leads to effectively formulation and or solution to a problem (RAHIM, 2011). Theory relates to the independent variables in the sense that collaboration strategy, compromise strategy and avoidance strategy present the organisation strategies which the conflict management in selective mass media organisation can adopt for the management of their conflict; while the dependent variable relate to organisational performance which is the outcome of the conflict management strategy(s) adopted.

Collaboration strategy, compromise strategy and avoidance strategy which are the independent variables considered for this study, can be best suitable depending on the parties to a conflict, the time frame and the situation the organisation find itself. Thus, there is a need for managers to identify and understand the situation before choosing the appropriate style of conflict management.

The adoption of collaboration strategy, compromise strategy and avoidance strategy has the ability to improve or decrease the performance of a firm and their outcomes will determine the level of performance the organisation will find itself. In other others, if the right conflict management strategy(s) is adopted organisational performance will improve, otherwise organisation performance will decline.

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## 3. METHODOLOGY

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### 3.1 Research Design

Research design is a framework serving as a guide to the researcher in gathering, collecting and analyzing a set of data for a study which enables the researcher to easily draw inferences concerning relationships existing between different variables under study (Baridam, 2001). This study adopts the descriptive survey research design being that information is obtained through interview and distribution of a questionnaire to the respondent in the four selected States in the Western Region of the country which include; Lagos State, Ogun State, Oyo State, Osun State, Ondo State and Ekiti State.

### Population of the Study

All items under consideration in any field of inquiry constitute a 'population' (Kothari, 2004) thus the population of this study comprises of the four states in South Western Region of the country which includes Lagos, Ogun, Oyo, Osun, Ondo and Ekiti States where some selected Media organisations were targeted in each state. As such, the total population of the study thus amount to 530 respondents from the mentioned while the

total of 449 was retrieved and 81 went bad. Hence, we work with 449 retrieved questionnaires.

### 3.2 Method of Data Collection

This study made use of both primary and secondary sources of data collection. Data was collected using a self-developed questionnaire arranged on a 5-point likert scale. In addition, interview schedule was also held with few selected managerial and administrative staff in the media houses selected.

### 3.3 Validity of Research Instrument

In establishing the reliability of the study, we relied on an internal consistency method. By this we mean, putting in certain cross-checking questions so as to establish how

consistent the respondents were in their answers to the questions. In other words, consistency checks were built into the questionnaires. The validity of the study was established by using the content (face validity) method. The use of content or face validity involves the need to make sure that the questions in an instrument were logically and relevantly measuring what the instrument wanted to measure.

### 3.4 Data Analysis Techniques

For this study, descriptive and inferential statistics was employed. Descriptive statistics required the use of percentages, mean and frequency table. Inferential statistics involved the use of Pearson correlation coefficients and Regression analysis.

## 4. DATA PRESENTATION AND ANALYSIS

### Question 1: The causes of conflict in mass media organisation

**Table 1**  
The position of respondents on the causes of conflict in mass media organisations

S/N	Statements	SA		A		U		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	Style of management	278	62.0	108	24.0	18	4.0	27	6.0	18	4.0
2.	Social consciousness of workers	260	58.0	108	24.0	27	6.0	-	-	54	12.0
3.	Irregular or non-payment of salaries and wages	224	50.0	126	28.0	36	8.0	36	8.0	27	6.0
4.	Improper termination of appointment by the employer	332	74.0	90	20.0	18	4.0	9	2.0	-	-
5.	Condition of employments that does not make for average living	269	60.0	135	30.0	27	6.0	18	4.0	-	-
6.	Promotional and motivational factors	27	6.0	63	14.0	18	4.0	180	40.0	161	36.0
7.	Cumbersome grievances and dispute procedure	108	24.0	72	16.0	81	18.0	62	14.0	126	24.0
8.	Breach of collective agreement	233	52.0	144	32.0	45	10.0	18	4.0	9	2.0
9.	Anti-union actions	162	36.0	18	4.0	35	8.0	18	4.0	45	10.0
10.	Difference in goals and differences in the perception of reality	242	54.0	90	20.0	45	10.0	54	12.0	18	4.0

From the data in Table 1, the first assertion posed to the respondents was that the style of management has been a cause of conflict in selected mass media organisation. Responding to this statement, 31 (62.0%) of the respondents strongly agreed, 12 (24.0%) agreed, 2 (4.0%) neither agreed nor disagreed, 3 (6.0%) disagreed and 2 (4.0%) strongly disagreed with the claim. These figured implied that that the style of management has been a cause of conflict in selected mass media organisation as majority (86.0%) of the respondents agreed with the postulation.

It was posed that social consciousness of workers causes conflict in selected mass media organisation. The responses polled are as follows; 29 (58.0%) of the respondents strongly agreed, 12 (24.0%) agreed, 3 (6.0%) were uncertain and 6 (12.0%) strongly disagreed. The distribution implied that social consciousness of

workers are causes of conflict in selected mass media organisation as majority (74.0%) of the respondents were in agreement with the assertion. On whether irregular or non-payment of salaries and wages leads to conflict in selected mass media organisation; 25 (50.0%) strongly agreed, 14 (28.0%) agreed, 4 (8.0%) were uncertain, 4 (8.0%) disagreed and 3 (6.0%) strongly disagreed with the postulation. This distribution implied that irregular or non-payment of salaries and wages leads to conflict in selected mass media organisation as majority (78.0%) of the sampled size agreed with the assertion.

The fourth claim raised in this section was that improper termination of appointment by the employer causes conflict in selected mass media organisation. The responses polled are as follows; 37 (74.0%) strongly agreed, 10 (20.0%) agreed, 2 (4.0%) neither agreed nor disagreed, 1 (2.0%) disagreed and none of the respondents

strongly disagreed. These figures implied that improper termination of appointment by the employer had been a cause of conflict in selected mass media organisation a total of (94.0%) of the distribution subscribed to the same view on the assertion tested by the researcher above. As shown in the table 4.2, (60.0%, 29.0%, 6.0%, 4.0% and 4.0%) choose the scale option of (strongly agreed, agreed, undecided, disagreed and strongly disagreed) respectively on the postulation whether condition of employments that does not make for average living had been a major cause of conflict in selected mass media organisation. This statistic indicated that a larger percentage (89.0%) of the respondent agreed that condition of employments that does not make for average living had been a major cause of conflict in selected mass media organisation.

The researcher postulated that promotional and motivational factors contributed to conflict in selected mass media organisation. Premised on the assertion, 3 (6.0%) strongly agreed, 7 (14.0%) agreed, 2 (4.0%) neither agreed nor disagreed, 20 (40.0%) disagreed and 18 (36.0%) strongly disagreed. From these figures, it can be inferred that promotional and motivational

factors is not a cause of conflict in selected mass media organisation as (76.0%) of the respondents disagreed with the claim. Also, the assertion posed to the respondents that breach of collective agreement has been a cause of conflict in selected mass media organisation. Responding to this statement, 26 (52.0%) of the respondents strongly agreed, 16 (32.0%) agreed, 5 (10.0%) neither agreed nor disagreed, 2 (4.0%) disagreed and 1 (2.0%) strongly disagreed with the claim. These figured implied that breach of collective agreement has been a cause of conflict in selected mass media organisation as majority (84.0%) of the respondents agreed with the postulation. The claim raised in this section was that difference in goals and differences in the perception of reality had been a factor responsible for conflict in selected mass media organisation. The reactions are as follows; 27 (54.0%) strongly agreed, 10 (20.0%) agreed, 5 (10.0%) neither agreed nor disagreed, 6 (12.0%) disagreed and 2 (4.0%) strongly disagreed. This statistic implied that difference in goals and differences in the perception of reality had been a cause conflict in selected mass media organisation.

**Question 2: The mechanism of conflict resolution in mass media organisation**

**Table 2**  
**The position of respondents on the mechanism put in place to resolve conflict in mass media organisation**

S/N	Statements	SA		A		U		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	The obliging conflict management style of resolving conflict	73	16.2	52	11.6	21	4.6	251	57.2	52	11.6
2.	The Compromising conflict management style of resolving conflict	115	25.6	31	6.9	11	2.4	198	44.1	94	20.9
3.	The Integrating conflict management style of resolving conflict	209	46.6	167	37.2	21	4.7	52	11.6	-	-
4.	The Dominating conflict management style of resolving	198	44.1	178	39.6	10	2.2	42	9.4	21	4.7
5.	Avoiding conflict management style of resolving conflict	219	48.8	167	37.2	-	-	11	2.4	52	11.6
6.	Mediation technique of conflict management in resolving conflict	136	30.3	198	44.1	73	16.3	-	-	42	9.4

Data from Table 2 shows that 16.2% strongly agreed, 11.6% agreed, 4.2% were uncertain, 57.2% and 11.6% of the respondent disagreed and strongly disagreed respectively on if obliging conflict management style is utilized in resolving conflict. It was posed that had compromising conflict management style been utilized in managing disputes in the organisation; 25.6% strongly agreed, 6.9% agreed, 2.4% neither agreed nor disagreed whereas 44.1% disagreed and 20.9% strongly disagreed. This shows that obliging and compromising conflict management styles are hardly used in managing conflict situations in mass media organisations.

The next assertion posed was that had integrating conflict management style utilized in managing industrial conflict in the organisation; 46.6% of the respondents were in strong agreement with the claim, 37.2% agreed,

4.7% were uncertain, and 11.6% disagreed. It was posed that had dominating conflict management style adopted to solve conflicts; (44.1%, 39.6%, 2.2%, 9.4%, and 4.7%) of the respondents choose (strongly agreed, agreed, uncertain, disagreed, and strongly disagreed) respectively. Also, table 2 shows that 48.8% strongly agreed, 37.2% agreed, 2.4% disagreed and 11.6% strongly disagreed on if avoiding conflict management style is utilized in managing industrial conflict in mass media organisation. Furthermore, a cumulative of 74.4% agreed that mediation technique of conflict management is applied to mitigate conflict in the organisation and 25.7% disagreed with the assertion.

**Question 3: The effects of conflict on organisational performance in mass media organisation**

**Table 3**  
**The position of respondents the effects of conflict on organisational performance in mass media organisations**

S/N	Statements	SA		A		U		D		SD	
		F	%	F	%	F	%	F	%	F	%
1.	Conflict management strategies adopted in the organisation has improved employee productivity	125	27.8	213	47.4	37	8.2	52	11.6	22	4.9
2.	Conflict management strategies utilized in managing conflict had serves as an avenue for improving the relationship between the management and the employees	221	49.2	132	29.4	22	4.9	59	13.1	15	3.3
3.	Conflict management and resolution strategies ensures adherence to collective agreement and minimize the occurrence of conflict in the organisation	110	24.5	243	54.1	52	11.6	37	8.2	7	1.6
4.	Conflict management strategies adopted in the organisation ensures organisational efficiency in among employees and the administrators	140	31.1	228	51.0	0	0	66	14.7	15	3.3
5.	Conflict management strategies enhances effective communication	176	39.2	155	34.5	44	9.8	22	4.9	42	9.4
6.	Organisational performance has improved due to the effective methods of managing conflicts in the organisation	118	26.2	258	57.5	7	1.6	44	9.8	22	4.9

From the data in Table 3, it was posed that conflict management strategies adopted in the organisation improved employee productivity; (27.8%) strongly agreed, (47.4%) agreed, (8.2%) were neutral, (11.6%) disagreed and (4.9%) strongly disagreed. On if conflict management strategies utilized in managing conflict had improving relationship between the management and employees; (49.2%) strongly agreed, (29.4%) agreed, (4.9%) were neutral, (13.1%) disagreed and (3.3%) strongly disagreed. It was posed that had conflict management and resolution practices ensured adherence to collective agreement and minimized the occurrence of conflict; (24.5%) strongly agreed, (54.1%) agreed, (11.6%) were neutral, (8.2%) disagreed and (1.6%) strongly disagreed. The implication of these figures is that conflict management and resolution practices had improved employee productivity, improving relationship between the management and employees and also minimized the occurrence of conflict in mass media establishments has vast proportion of the distribution agreed with the assertions.

In the same vein, it was posed that conflict management strategies adopted in the organisation ensured organisational efficiency; (31.1%) strongly agreed, (51.0%) agreed, (14.7%) disagreed and (3.3%) strongly disagreed. On if conflict management strategies enhanced effective communication among employees and the administrators (39.2%) strongly agreed, (34.5%) agreed, (9.8%) were neutral, (4.9%) disagreed and (9.4%) strongly disagreed. Table 3 shows that organisational performance had improved due to the effective methods of managing conflicts in the organisation as (83.7%) of the distribution were in agreement with the assertion. These implied that conflict management strategies had ensured organisational efficiency, enhanced effective communication in mass media organisation.

## 5. DISCUSSION OF FINDINGS

The study revealed that the style of management has been a major cause of conflict in most mass-media organizations. Hence, in some cases, irregular and non-payment of wages and salaries mostly lead to conflict among employees in organizations.

Also, it was observed that social consciousness of workers causes conflict in selected mass media organisation. The results showed that difference in goals and differences in the perception of reality had been a major cause of conflict in selected mass media organisations.

The study also revealed that obliging and compromising conflict management styles are hardly used in managing conflict situations in mass media organisations hence stating the need for integrating conflict management style to be utilized in managing industrial conflict in the organisation. It was also observed that due to lack of coordination and conflict, the organization's goals may not be met on time or may need to be re-aligned as a result of which, the organization's goals are set by individuals. In the face of conflict, organisational performance greatly declines.

Thus, conflict in the workplace can have a negative impact on productivity, morale, and even cause more conflict if it isn't properly managed. These issues have a negative impact on productivity, profitability, and performance in the workplace.

Furthermore, the study discovered that an effective measure of conflict management known as mediation technique can be applied to mitigate conflict in the organization.



## 6. CONCLUSION AND RECOMMENDATIONS

Regardless of whether the conflict is real or imagined, it is inevitable in human societies. There are no exclusions of conflicts for media organisations; instead, the management has the responsibility to determine the best managerial approach that will bring out the best result in any situation. At the most basic level, it can lead to greater creativity and productivity because individuals are pushed to their limits in a conflict situation. It becomes an obstacle and challenge to both individual and organisational performance when conflict exceeds a certain level and moves more toward a negative tendency, resulting in communication and employee performance, organisational structure and employee performance, and interpersonal conflict. According to the findings of this study, certain mass organisations' conflict management efforts were hampered by a lack of effective communication, a lack of employee participation in decision-making, a lack of managerial humility, and a lack of employee motivation. When individuals or groups have disagreements with management, conflict will inevitably arise. This study came to this conclusion.

It is then recommended that conflict resolution and mediation training be adopted promptly for managers and employees of mass media organisations as this will heighten their knowledge on how best to manage and curb conflict. That managers should show high responsibility in the payment of salaries of their employees and also to make available to them, every necessary items they need in their journalistic field of work.

It is recommended that mass media organisations should also introduce reward system for outstanding performance so as to motivate employees to always put in their best to avoid any forms of conflict with the management.

The study recommends that management of mass media organisations should fulfil promises and agreements made with staff unions which lead to conflict.

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