CONFLICT MANAGEMENT AND HUMAN RESOURCE PERFORMANCE IN PUBLIC SECTORS: NIGERIAN PERSPECTIVE

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Introduction

Conflict as part of organizational and human life cannot be avoided in all spheres of life. This is because members of the organisation have different views and different objectives which are based on their organizational tradition and system. This view is supported by Dangado K.I and Arugu L.O (2014) when they argued that conflict is disagreement and it is unavoidable especially in a democratic setting where arms of government are expected to exercise control over the affairs of government so as to ensure effective check and balance in running the affairs of the state. Pondy…… (1992) in his studies said, organizations are riddled by conflicts, and the need for conflict analysis and conflict management in public sector, is therefore essential. This is essential because, since conflict is an enavitable thing that continues to occur in every establishment, it needs management. However, some people see conflict as something bad but in the actual sense, if it is well managed leads the organization to greater heights. Therefore, conflict in public sector continues to grow, as a result of differences in perception, leadership styles, lack of resources, inadequate treatment, globalization trends and re-structuring processes which have resulted in the inability to respond to workers' demands and needs. In Nigeria, public sectors have also been riddled with so much conflicts arising from disagreement between management and staff over condition of work, issues of salary increase, the pension and retirement matters, unionism, crises among the electoral groups, privatization of public sectors, echetera. Knowing that conflict is an inevitable process that needs management through particular forms of intervention, public sector offer conflict management training to both staff and management,

ABSTRACT

Conflict begins with human beings, conflict is managed and controlled by human beings and conflict ends with human beings. Hence conflict is an inevitable part of human/organizational life which emanate from differences in perception, leadership styles, lack of resources, inadequate treatment among others but how conflict occurs and how it helps in human resource performance in the public sectors is the main thrust of this study. The study examines the causes of organizational conflict. It also examines how conflict management has helped human resource perance in

the workplace in selected public sectors in Nigeria. Four research questions and two hypotheses guided the study among which are, the significant impacts conflict management have on human resource performance? What are the causes of task oriented conflict in public sectors of the economy? The theoretical framework upon which the study was anchored is the sense making theory by Weicks. The research design adopted was the survey research design and a purposive sampling technique was adopted in the choice of the subjects. The instrument used for data collection was a self-made questionnaire which is a four point likert scale. The data collected were analysed using mean and Z score for testing hypothesis. The findings of the study revealed that conflict management have positive impacts in enhancing productivity and sustainability of human resources in selected public sectors in Nigeria. The study also revealed that management-employee conflicts are often caused by matters of employees reward system. Based on the findings it is recommended that human resources despite their cadre be taught the skill of conflict management. Secondly that the causes of conflict should be scrutinized and evaluated before adopting suitable method, strategy and technique for conflict resolution. Thirdly, the management of different public sectors should ensure that the causes of conflict in organization are checkmated to ensure organizational success.

KEYWORDS: *Conflict Management, Productivity, Human Resources, Workplace, Public Sector, Organization.*

The effect of conflict management is to arrest and prevent the escalation of violence in public sectors and bring control in other to achieve the objectives of its establishment and excellent productivity of human resource Yin M.T (2015). A healthy public sector uses conflict management approach in its system to enhance human resource performance in the workplace, this is because, human resource perform excellently when he/she is well treated by the management and the reverse will lead to low productivity and sometimes lead to organization liquidation.

Although the importance of conflict at work is difficult to underestimate, knowledge about the effects of organizational conflict is relatively limited. Much efforts have been made to understand the ways employees and supervisors manage conflict at work, and many studies have been conducted to decipher the intricacies of conflict and negotiation processes in both the social psychological laboratory and within work teams in organizations (Anosikeh, B. N 2013). Thus this study seeks to examine how conflict management in public sector in Nigeria affect human resource performance both positively and negatively.

Statement of the Problem
Management of conflict within public sectors have drawn the attention of all and sundry because it is a pervasive phenomenon that cut across the economical, psychological, the political, social, anthropological dimension and all spheres of human existence. In all ramifications, conflict starts from the individual level and extends to the larger society. Public sectors are characterized by conflict; conflict between management and staff, conflict among staff and conflict arising from

differences in values and belief because there is complexity in the diversity of what characterized public sectors and its inhabitants (Anosikeh B.N. 2013).

In view of this, conflict theory and research are focused on conflict management strategies, in relation to human resource performance and work team effectiveness and productivity. Public Sectors in Nigeria is challenged by how to effectively manage the numerous organizational conflicts emanating from leadership styles, perception, unions, associations, and many other groups and reposition it to be more productive and to create a good public sector atmosphere of harmony, free from violence and strike actions so as to achieve the objectives for which the sectors are established. It is against this background that this study seeks to examine how the management of conflict influences the level of productivity, collaboration and problem solving. Thus the problem of this study is how effective the conflict management influences human resource performance and reduce the frequent occurrences of strike by different unions, associations and groups in Nigeria public sector.

Objectives of the Study

The specific objectives of the study are:

(i)   To examine the significant impacts conflict management have on human resource performance?

(ii)   To examine the causes of task oriented conflict in public sector of the economy

(iii) To examine how conflict management process result to effective human resource performance in public sectors in Nigeria.

(iv)   To examine the tools to obtain the height of sustainable developmental goals in conflicts management process that enhance human resource performance?

Research Questions

The research questions posed for this study are:

(i)   What are the significant impacts conflict management have on human resource performance?

(ii)   What are the causes of task oriented conflict in public sectors of the economy?.

(iii) How does conflict management process result to effective human resource performance in public sectors in Nigeria?

(iv)   What are the tools to obtain the height of sustainable developmental goals in conflicts management process that enhance human resource performance?

Hypotheses

The following null hypotheses are tested in this study.

Ho_1:   There is no significant difference between task oriented conflict and the impact of conflict management on human resource performance in public sectors in Nigeria.

Ho_2:   There is no significant difference between the conflict management process to attain sustainable developmental goals and human resource performance in public sectors

HISTORY OF PUBLIC ENTERPRISE (SECTORS) IN NIGERIA

Public sector in Nigeria is not recent; its origin can be traced to the colonial period. Laleye (2002), argued that public sector became popular after the First World War for a variety of reasons

including managing the consequences of the war, especially the economic crisis of the 1930's. Laleye argued that between the two wars that is the First and Second World War, the political and ideological considerations prompted the establishment of public sector in the former colonial metropolis. Thus most of the earliest and large public enterprises in Nigeria such as the Nigerian Railways, Nigerian Port Authority, National Electric Power Authority (NEPA) now, Power Holding Company of Nigeria, Nigerian Postal and Telecommunication Corporation all started as a government department.

From 1945, the colonial government resort to the use of commission in settling industrial conflict in the public sector. From that date to the period of independence, several commissions were established. These are Tudor Davies Commission 1945, Fitzgerald Commission 1949, Harrigin Commission 1947, Gorsuch Commission 1954, Morgan Commission 1959 and Mbanefo Commission 1959. Similar commissions were created in the post-independent era. These included the Adebo's Commission in 1970….s, Udoji's Commission 1973.

Similarly, the history of trade unionism and organizational conflict in Nigeria can be traced back to 1912 when the Nigerian Civil Service Union (NCSU) was formed and which was fighting for the promotion of Nigerians to senior posts. In 1930s trade unions for teacher (NUT), miners and Railway Workers (RWU) were formed in 1931. In 1960 Nigerian Trade Union Congress was formed with over 150 affiliated unions. In 1975 the Nigerian Trade Union Congress, the Labour Union Front formed in 1963, the Nigerian Workers Council (NWC) and the United Labour Congress merged to form the Nigerian Labour Congress (NLC). Presently there are several trade unions under two mega organizations, the NLC and the TUC In 1979 the government sponsored NLC was inaugurated with 42 industry-based affiliates. The NLC was given the right to engage in collective bargaining and to collect check-off dues (Edame, 2000).

Since the formation of NLC and TUC, these bodies have coordinated and embarked on several strikes. According to Edame (2000) a number of factors which aided the growth and development of trade unions in Nigeria were the repressive British colonial policy, the Pa Imodu Labour College and Trade Union training, the role of international labour congress, the declaration on Human Rights, Constitutional government, democratization process, and trade union education.

THEORITICAL FRAMEWORK
Weick's theory of organizational sense-making is one of the recent theories of organizational conflict that was propounded by Weick which helps in the understanding of conflict in organizational context.

The root of sense-making in symbolic interactionism emphasize the dynamics of interactions between individuals and groups on the one hand and the organizational social context on the other (Anosike, 2013). The essence of this theory to this study is to move from decision making of conflict management process to sense-making. However, putting all decisions into action-making in order to give meaning to their collective experiences so as to achieve public sectors set goals. Wikipedia (2019) said it is a collaborative process of creating shared awareness and understanding out of different individuals' perspectives and varied interests. This was viewed by (Weick, et al, 2005), where it provides a useful framework for understanding how social phenomena, such as

conflicts, play out in organizational cultures and group dynamics, organizational situations dedicated to changing sense making from the point of view of research.

The goal of a sense-making perspective is to understand organizational life (Drazin 1999 cited in Mikkelsen, 2012). From this perspective on workplace conflicts, the focus is on reducing the level of conflicts in the workplace through individuals and organizational enactment that make sense to them.

REVIEW OF RELATED LITERATURE

Conflicts are not all bad, there are conflicts that stimulate positive actions, there are conflicts that sharpen employers and employees understanding towards areas of productivity, there are conflicts that prevent dangerous problems and there are conflicts that make hidden issues known. Therefore conflicts upholds the future of every establishment. Dangado K.I and Arugu L.O (2014), state that some conflicts support the goals of the group and improve its performance.

Conflict management and Human resource performance: Management of conflict within public sector has drawn the attention of all and sundry because it is a pervasive phenomenon that cut across the economical, psychological, the political, social, anthropological dimension and all spheres of human existence. In all ramifications, conflict starts from the individual level and extends to the larger society. Public sector is characterized by conflict; conflict between management and staff, conflict among staff and conflict arising from differences in values and belief because there is complexity in the diversity of what characterized public sector and its inhabitants (Anosikeh B.N. 2013).

In view of this, conflict theory and research are focused on conflict management strategies, in relation to human resource performance and work team effectiveness and productivity. Conflict and its management is strictly dependent on human observation and performance of human resources. Conflict could be managed by focusing on interpersonal relationships and others on structural changes. Robinson, Roy and Clifford (1974) advocate that the best approach in resolving conflict in an organization is through constructive action. This means that when conflict arises, the management of the public sector have to manage it properly, so that it becomes a positive force, rather than a negative force, which would threaten the individual or group. . The purpose of managing conflict is to make it productive, to proffer solution to the problem and probably how to handle it if it emerges again. Conflict management strengthens public sector's working relationships. It gives the assurance that workers can productively work together in the future.

Conflict management is the art of appropriate intervention by appropriate individual(s), group(s) and appropriate authorities in order to achieve conflict settlement and good human resource performance. In addition public sector conflict does not occur on its own, it involves individual and individual or between individual and group. Conflict management involves human beings and its performance in the workplace. However, public sector conflict is regarded as the discord that occurs when the goals, interest or values of different individuals or groups are blocked or frustrated by individual or group in order to achieve their objectives.

Human resource is seen in all facets of human activities (Ajaero, T.G. 2018). There is no area or field of human life that human resource is not found, be it public sector or private sector. Therefore, there has always been a human side to all public sector's activities. To this effect, Essien W. E

(2009) said that it is the human being that makes decisions, provide knowledge and energy, operates and coordinates the public sector's activities in order to achieve its goals. Public Sector cannot exist without the human resource to manage their activities. However, conflict is at the same time instigated by human beings such as: electoral violence, ASUU strike, industrial strike and many of them are championed by human beings. At the same time, human resource is the eye, nose and the entire body of public sector, that is the whole nation of Nigeria, infact, the whole world depend solely on human resource for its development and sustainability. However, human resource performance is dependent on how conflict is being managed in the public sector.

CAUSES OF PUBLIC SECTOR'S CONFLICT

Differences in perception: Differences in perception involves influence in background, interests, past experiences, negative news about people and attitude. The reality about this, is that what one perceives is not necessarily real, this is because people see things from their own different perspectives (Morah E.I. 2008). With this, McLeod L. (2011) suggested that authorities should be able to know and understand some certain perceptual fallacies in other to achieve increase in personal awareness which in turn result to better management.

Leadership styles: Leadership is characterized by process, influence, provision of direction, achievement of group goals. Leadership is a system which involves two or more persons. This implies that no one can be leader of him/herself. However, leadership according to Duru J.C and Anigbata, D. O (2015) is universal phenomenon which lies in the fact that in any situation where two or more people work closely in order to achieve common goal, there ought to be a person or persons who will take the position of authority and responsibility in order to see to the smooth running of the sector. However, where there is leadership, there must be difference in leadership style. There are some leadership styles such as autocratic leadership, democratic leadership and laissez-faire leadership styles.

Lack of resources: This is the most common cause of conflict in public sector in Nigeria. Employers of labour would want the employee to work effectively irrespective of lack of tools to enhance productivity. As a matter of fact, if you evaluate the root cause of limited resources, you agree with me that human resource performance will be minimal. In a situation where you have no computer to work as a secretary, no comfortable chairs and desks, not even pen to write. The most essential tools will not be provided. This indeed will lead to workers frustration, poor morale, reduction in productivity and decline in financial performance McLeod L. (2011). In a situation like this, employers that is the government should have a plan and target that are commemorating to performance objectives that is maximizing their resources both personnel and equipment by bridging communication gap, provide adequate resources to man each segment of organizational sectors, break the negative thoughts and finally get what is important to create effective work environment for workers and organization at large McLeod L. (2011).

Other causes of conflict in public sector in Nigeria was given by Hotepo M, Asokere S.S, Abdul-Azeez I. A and Ajemunigbohun S. A. (2010) as: (i) the interpersonal disagreements that arising from individual stress; (ii) the problems resulting from role conflict; (iii) the power tussles from individual and group(s) against each other for selfish objectives; (iv) the misunderstandings and disagreements emanating from differences in orientation; (v) the interdependence requirements

for collaboration which, if not extensive and balanced between the parties, cause communication and interaction breakdowns which, in turn, if critical, lead to more intensive conflicts; and (vi) the external pressures from forces outside the organization that breed internal pressures as the system seeks to adapt but not to disrupt its internal order.

EFFECTS OF PUBLIC SECTOR CONFLICT

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. Parker (1974) argued that if 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.

PROCESSES OF CONFLICT MANAGEMENT

Identification of the Problem: An adage says that, when a problem is identified, half of the problem is solved. Therefore, problem identification is the first step in resolving conflict. No wonder Hocker and Wilmot (1995) said that the first step in conflict management is to recognize that a conflict situation exists, do not ignore it since it cannot disappear on its own. In the selected public sectors in Nigeria, it is noticed that especially, increment in workers' salary is one of the major causes of conflict between the management and staff of public sector, so when the problem has been identified, the staff will make their grievances known to the management to take appropriate actions but if the identified problem is neglected, could negatively affect the performance of human resources in the sectors.

Planning: When the problem is identified, the next step is what plan has the management towards solving the problem. This involves, setting up a committee to look into the matter and finding solution. Although, it is a difficult task as Hocker et al state that the biggest problem in developing the institutions of conflict control in organization is to develop an action of plan to identify conflicts at its initial stage.

Investigation: The panel or committee set up will be given terms of reference and will be saddled with the responsibility of investigating and interviewing those involved in the conflict in order to gather authentic information to prepare a comprehensive report to the authority.

Decision Making: Based on the panel/committee report, the management or the authority will look into the issue, what are the expectations of the group, what decision would be appropriate to handle this matter. The authority will take decision based on the committee's findings.

Communication/Action Taking: The appropriate decisions made should be communicated to those involved, that is, the management will call those involve or their representatives to come for settlement based on the decision they have made. This involves the use of conflict management strategies such as collaboration, dialogue, negotiation and many others

In addition, Knippen and Green (1999), argued that it is good to settle conflict in an objectively manner. That is to follow six process which are: *1) to involve and describe the conflict situation to the other person, 2 asking the other person how he sees the conflict situation, 3 responding the way the other person sees the situation,4 jointly deciding how to resolve the conflict, 5 making commitment to resolve the conflicts, and 6 promising to be committed in future to continue

resolving conflicts, which might arise. Another way of coping with organizational conflicts is to make structural changes.

THE STRATEGIC WAYS OF ENDING CONFLICT INCLUDE
The Social strategies
Avoidance: This is when one simply avoid the issue. It is used when issue is trivial or when more important issue are processing when they perceive no chance of satisfying ones concern, when potential disruption outweighs the benefits of resolution, to let people cool down and regain perspective. Avoidance is not a good long-term strategy. (Alilibo, Ekoro & Ekechukwu, 2011).
Accommodation: The use of accommodation strategy to handle conflict in the public sector is applied when co-operation is higher. It may be at the expense of the management and actually work against ones own goals, objectives and desired outcomes.
Competition: Management uses this "win-lose" approach in a very assertive way to achieve their goals, without seeking to cooperate with the other party, and it may be at the expense of the other party. This approach may be appropriate to resolve conflict in emergencies when time is of the essence, or need quick action. This is a "win-lose" approach.
Compromising Strategy: This strategy is adopted when goals are important but not worth the effort of potential disruption of more assertive approaches, when opponents with equal power are committed to mutually exclusive goals, to achieve temporary settlements to complex issues it is the "lose-lose" scenario where neither party really achieves what they want.
The use of Collaboration: This involves co-operative and assertive tendencies and attempts to address fully the concerns of the parties in conflict. In this both parties would feel that they have won. This is the only strategy that produces a win-win outcome and most productive in an environment supportive of oneness fairness and equality in an environment expected to result from contemporary democratic efforts in Nigeria.

Religious strategic ways of ending conflict
In Nigeria, there are three main religions, namely, Christian religion, Islamic religion and Traditional religion. All the religions teach about Mercy, Forgiveness and Love in order to curb conflict in the society and public sector. These three virtues should be adopted by all and sundry, this is so because
Mercy is to have pity. Pity on what? Pity of the situation, pity on the future of the organization. It is when you are merciful that you don't bear grudges, that you don't have the mind of revenge, that you overlook certain behaviours of your fellow worker. It is when your are merciful that you put in your best for the good of your organization and also the organization put in its best for the welfare of the workers. Take for instance, in the scripture,-The Holy Bible, there are many instances in the Bible such the story of the father of the prodigal son who had mercy on him and welcomed him back to their family (cf Luke 15:11-32).
Forgiveness: Conflict emanate from our attitude to another. Conflict will be curbed when you are able to wave the hurt from one who hurt you. Moolakkattu J. (2010) said that memories of the past wounds are presumed to disappear once the underlying issues are forgiven. Forgiveness as a means of peacemaking way of healing human relationships and solving conflict In this paper I

see forgiveness as a means to or key ingredients in conflict management, particularly in conflicts that have been characterized by human resource performance. As the world has become a global village, the importance of forgiveness for addressing past wrongs and managing conflicts is greater than at any point in time. Public sectors should not seek to revive memories of an ugly past, rather, they should start from the present and this will lead to brighter future. This is possible because forgiveness focuses on the future which connects itself with the past and the present.

Love: In the scripture (1Cor 13:13), it says that love is the greatest of all the virtues. When one loves someone, one will not have the mind of hurting the person rather one will do everything possible to please the person. This is how it should be in public sector in order to curb conflict. The moment one let go, one restore ones effectiveness. One sees other's situation clearly and sees what needs to be done. One becomes creative and resourceful. Instantly, one situation begins to clear up. Love for the public sector will encourage one to put in his/her best. Inadvertently, management of the public sector should exhibit similar love to its workers for the upliftment of the sector.

Cultural Stategies

In addition to the strategies mentioned above, there are also cultural strategies equally important for conflict management. These are negotiation, reconciliation, dialogue and bargaining.
In Negotiation, life is give and take inorder, win and lose strategy eg APC and PDP No matter the lebel of recongn

THE SIGNIFICANT IMPACTS OF CONFLICT MANAGEMENT ON HUMAN RESOURCE PERFORMANCE

Conflict management keeps the organization vibrant by stimulating creativity, promoting innovation and bringing about change. Organizations devoid of conflict would become apathetic. Well managed conflict leads to: Problem solving, Goals attainment, Reduce tension, Increase productivity, Organisational stability, Organizational development and sustainability. Well managed conflict leads to the utilization of scarce resources and leading to the achievement of public sector's goals. It also leads to positive impact on employees satisfaction and performance

Methodology

The research design adopted for the study was descriptive survey with 98 respondents drawn from the selected public sectors in Nigeria, namely: National Bureau of Statistics, Civil Service Commission, Ministry of Education and Ministry of Health. Questionnaire tagged "CMHRP" was developed by researcher and was used to gather information from the respondents for data analysis. The questionnaire was written in four sections based on the research questions. The instrument was validated by experts and a reliability coefficient of 1.41 was obtained in the test-re-test method which qualifies it for use. A total of 120 Copies of CMHRP were administered by the researcher with the assistance of some staff from the National Bureau of Statistics Abuja, 98 copies of these were returned.. This is because the questionnaire was designed to assess conflict management and human resource performance in public sectors in Nigeria . Simple random technique was used to select the sample of respondents from the selected public sectors in Nigeria. The weightings of the respondents were, Strongly Agreed (SA) -4, Agreed (A) -3, Disagreed(D) -2 and Strongly Disagreed(SD) -1.

The data collected were presented in tables. The questionnaire was analysed using mean statistics in respect of the research questions. Any response which was 2.5 and above was accepted while any mean response from 2.49 and below was rejected. Thus to determine the criteria of acceptance or rejection the weighted numbers were added and divided by the number of the response options as follows: 4+3+2+1=10. 10÷4=2.5. To test the hypothesis the Z score statistics was used. This statistics method was adopted because; it is usually used to compare difference in phenomenon. The formula for Z score is

$$Z = \frac{\bar{x}_1 - \bar{x}_2}{\sqrt{\frac{SD_2}{N} + \frac{SD_2}{N}}}$$

Data Analysis and Results. The results were presented in line with the research questions and hypothesis. **Table 1: Mean Analysis of** the significant impacts conflict management have on human resource performance

Research Question 1: What are the significant impacts conflict management have on human resource performance?

S/N	STATEMENT	SA	A	D	SD	$\bar{\chi}$	REMARK
1	Conflict management leads to positive performance by the human resources	55 (220)	20 (60)	12 (24)	11 (11)	3.21	Accepted
2	Conflict management strengthens public sector's work relationships	37 (148)	39 (117)	8 (16)	14 (14)	3.01	Accepted
3	Well managed conflict leads to positive impact on employees satisfaction and performance	71 (284)	22 (66)	4 (8)	1 (1)	3.66	Accepted

Table 1 above shows that the respondents agreed that conflict management leads to human resources positive performance. It also reveals that managing conflict in an organization strengthens and upholds the work relationship of the public sectors. The research also shows that well managed conflict leads to high productivity from employees and boost their satisfaction as shown in the mean responses of 3.21, 3.01, and 3.66 respectively.

Table 2: Mean Analysis of the causes of task oriented conflict in public sectors of the economy.
Research Question 2: What are the causes of task oriented conflict in public sectors of the economy?.

S/N	STATEMENT	SA	A	D	SD	$\bar{\chi}$	REMARK
1	Task oriented conflicts occur when there are no clear job description and poor job design	50 (200)	23 (69)	11 (22)	14 (14)	3.11	Accepted
2	Overlapping of jobs and responsibilities do not result to task oriented conflict	5 (20)	4 (12)	34 (68)	55 (55)	1.58	Rejected
3	Task oriented conflict occurs as a result of emphasis on job completion by the	54 (216)	40 (120)	1 (2)	3 (3)	3.47	

	employers while the welfare of the employees are neglected, differences in perception, leadership styles, lack of resources, inadequate treatment, globalization trends and re-structuring processes						Accepted
4	Task oriented conflicts occur as a result of poor communication system	41 (164)	32 (96)	15 (30)	10 (10)	3.06	Accepted
5	Task oriented conflict arises when the group members have differences in viewpoints, ideas and opinions	36 (144)	25 (75)	21 (42)	16 (16)	2.82	Accepted

Table 2 shows that out of 5 items as identified as possible causes of task oriented conflict in public sectors, 4 were accepted as these items have mean score above the criterion mean of rejection and one item was rejected because it has mean score below the criterion mean of acceptance. Table 2 shows that in item 1 which is on whether task oriented conflicts occur when there is no clear job description and poor job designs, the mean response of the respondents is 3.11 which is above the criterion mean of rejection and consequently, the statement that task oriented conflicts occur when there is no clear job description and poor job designs, differences in perception, leadership styles, lack of resources, inadequate treatment, globalization trends and re-structuring processes is accepted.   Item 2 which is on whether overlapping of jobs and responsibilities do not result to task oriented conflict, the mean response of the respondents is 1.58 which is below the criterion mean of rejection. This shows that overlapping of jobs and responsibilities lead to task oriented conflict and consequently the statement that whether overlapping of jobs and responsibilities do not result to task oriented conflict is rejected. Item 3 which is on whether task oriented conflict occurs as a result of emphasis on job completion by the employers while the welfare of the employees are neglected; the mean response of the respondent is 3.47 Because the mean response of the respondents is above the criterion mean of rejection, consequently the statement Task oriented conflict occurs as a result of emphasis on job completion by the employers while the welfare of the employees are neglected is accepted. Item 4 which is on whether task oriented conflicts occur as a result of poor communication system, the mean response of the respondents for this statement is 3.06 which is above the criterion mean of acceptance and consequently, the statement that Task oriented conflicts occur as a result of poor communication system is accepted. Item 5 which is on whether task oriented conflict arises when the group members have differences in viewpoints, ideas and opinions, the mean response of the respondents is 2.82 which is above the criterion mean of acceptance. This statement is therefore accepted.

Table 3: Mean Analysis of conflict management process result to effective human resource performance in public sectors in Nigeria.

Research Question 3: How does conflict management process result to effective human resource performance in public sectors in Nigeria?

S/N	STATEMENT	SA	A	D	SD	$\bar{x}$	REMARK
1	Identifying the problem is the first step in conflict management process,	50 (200)	25 (75)	13 (26)	10 (10)	3.17	Accepted
2	Adequate planning process enhances productivity	53 (212)	21 (63)	15 (30)	9 (9)	3.20	Accepted
3	Investigation and acting accordingly help in conflict management and leading to human resource performances in workplace.	38 (152)	45 (135)	9 (18)	6 (6)	3.17	Accepted
4	Proper decision making is a powerful tool to curb conflict in public sectors	33 (132)	39 (117)	10 (20)	16 (16)	2.90	Accepted
5	Good communication skill is one of the conflict management processes that enhance human resources performance at work	29 (116)	32 (96)	19 (38)	18 (18)	2.72	Accepted

Table 3 indicates that the respondents agreed that human resource performance is influenced by adequate conflict management process which includes to identify what type of problem it is. This is followed by making adequate planning to enhance public sectors productivity. The study also reveals that, investigating and acting accordingly is another process of conflict management and will help human resources personnel to perform efficiently and effectively in his/her workplace. Proper decision making is another powerful tool in conflict management to curb situation. This shows that no matter ones effort, without a firm decision making, nothing seems to work out. The study goes further to reveal that no matter what processes you follow, without adequate communication to communicate to those involved on what strategy to use to solve the conflict either through negotiation, dialogue and any other strategic means of solving conflict as reflected in the mean responses of 3.17, 3.20, 3.17, 2.90 and 2.72.

Table 4: Mean Analysis of the tools to obtain the height of sustainable developmental goals in conflicts management process to enhance human resource performance

Research Question 4: What are the tools to obtain the height of sustainable developmental goals in conflicts management process to enhance human resource performance?

S/N	STATEMENT	SA	A	D	SD	$\bar{x}$	REMARK
1	Management of public sectors should adopts accommodating, collaboration, avoidance, confrontation and compromise strategies to avoid management-employees conflict and to obtain sustainable developmental goals in conflicts management process to	30 (120)	45 (135)	8 (16)	15 (15)	2.91	Accepted

	enhance optimum human resource performance						
2	To achieve a long term wins for the parties involved in conflict, management should adopt the following. strategies: negotiation, collective bargaining, mediation, third party intervention, brainstorming and communication	55 (220)	30 (90)	9 (18)	4 (4)	3.38	Accepted
3	Mercy, forgiveness and love are useful instruments in resolving conflict and improving human resource performance.	52 (208)	27 (81)	3 (6)	16 (16)	3.17	Accepted

Table 4 shows that the 3 items were accepted. Item 1 which is on whether management of public sectors should adopts accommodating, collaboration, avoidance, confrontation and compromise strategies to avoid management-employees conflict and to obtain sustainable developmental goals in conflicts management process to enhance optimum human resource performance, the mean response of the respoondents is 2.91 with the mean response which is above the criterion mean of rejection, the statement is accepted. The table also shows that in item 2, the mean response of the respondents is 3.38. With the mean response of the respondents which is above the criterion mean of rejection, the statement on how to achieve a long term wins for the parties involved in conflict, that management should adopt the following. strategies: negotiation, collective bargaining, mediation, third party intervention, brainstorming and communication is accepted. Furthermore, item 3 which is whether mercy, forgiveness and love are useful instruments in resolving conflict and improving human resource performance, the mean response of respondents is 3.17 since the mean response of the respondents is above the criterion mean of rejection the statement is accepted and consequently the statement is accepted that Mercy, forgiveness and love are useful instruments in resolving conflict and improving human resource performance.

Test of Hypothesis

There is no significant difference between task oriented conflict and the impact of conflict management on human resource performance in public sectors in Nigeria.

Table 5 Z-test analysis for test of hypothesis.

Variables	x	SD	Dif	cal z	crit. Z	Decision
Task oriented conflict	3.29	0.26		2.32		
Impact of conflict Management on Human Resources Performance	2.80	0.64	98		1.96	Accepted

Table 5 shows the calculated Z score and standard deviation for test of hypothesis. The mean score of task oriented is 3.29, while the mean score of the impact of conflict management on human resources performance is 2.80. The standard deviation (SD) for task oriented is 0.26 while that of

impact of conflict management on human resource performance is 0.64. The computed Z score is 2.32 while the critical table value is 1.96.

Since the computed Z score of 2.32 is greater than the Z critical table value of 1.96, we reject the null hypothesis and concluded that there is a significant relationship between the task oriented conflict and impact of conflict on human resources performance in public sectors in Nigeria.

Table 6 Z-test analysis for test of hypothesis.

Variables	x	SD	Dif	cal z	crit. Z	Decision
Conflict management process to attain sustainable developmental goals	3.03	0.17	98	1.41	1.96	Accepted
Human resource performance in public sectors	3.15	0.17				

Table 6 shows the calculated Z score and standard deviation for test of hypothesis. The mean score of conflict management process to attain sustainable developmental goals is 3.03, while the mean score of the human resource performance in public sectors is 3.15. The standard deviation (SD) for conflict management process to attain sustainable developmental goals is 0.17 while that of impact of conflict management on human resource performance is 0.17. The computed Z score is 1.41 while the critical table value is 1.96.

Since the computed Z score of 1.41 is less than the Z critical table value of 1.96, we accept the null hypothesis and concluded that there is no significant relationship between the conflict management process to attain sustainable developmental goals and human resource performance in public sectors

Discussion of Findings

The result in table 1 revealed that well managed conflict leads to positive performance by the human resources. It also strengthens public sector's work relationships and leads to positive impact on employees satisfaction and performance. Though few of the respondents were not too sure of significant impacts conflict management have on human resource performance

The result in table 2 revealed that majority of the task oriented conflict in public sectors of the economy occurs when there are no clear job description and poor job design. Respondents disagreed and strongly disagreed on the statement that overlapping of jobs and responsibilities do not result to task oriented conflict, from their responses, it is glearing that overlapping of jobs is one of the causes of task oriented conflict. The study revealed other causes of task oriented conflict as: emphasis on job completion by the employers while the welfare of the employees are neglected, poor communication system and when the group members have differences in viewpoints, ideas and opinions.

The result in table 3 which are the conflict management processes which result to effective human resource performance in public sectors in Nigeria. The study reveals that: Identifying the problem, Adequate planning, Investigation and acting accordingly, Proper decision making and good communication skill are the processes of conflict management that result to effective and efficient human resource performance in the public sectors.

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The result in table 4 revealed that the tools to obtain the height of sustainable developmental goals in conflicts management process to enhance human resource performance, public sectors should adopt various strategies such as: accommodating, collaboration, avoidance, confrontation and compromise. It also revealed that To achieve a long term wins for the parties involved in conflict, management should adopt the following. strategies: negotiation, collective bargaining, mediation, third party intervention, brainstorming and communication. It also showed that Mercy, forgiveness and love are useful instruments in resolving conflict and improving human resource performance.

Conclusion

Conflicts are part of human nature and it is extremely important to study it not only for theoretical purposes but also for organizational practice especially as part of organization, management of the public sectors should call it a duty to educate their staff on the rudiments of managing conflict constantly. It is evident that conflict management has an important role it plays in both private and public organizations, as well as all aspects of public sector. The results from the study indicate that the major causes of organizational conflicts are differences in perception, leadership styles, lack of resources, inadequate treatment, globalization trends and re-structuring processes. Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby increasing human resource performance. In addition, conflicts build the spirit of teamwork and cooperation among the employees of the public sector. In a nutshell, public sectors must have a system in place to resolve conflicts.

Recommendations

On the basis of the findings, the following recommendations are made:

(i)   There should be strong communication system as well as management and staff conscentise on conflict and regular exchange of ideas, thoughts and feelings on conflict.

(ii)   Test on personality should be part of the recruitment and selection test in other to engage those with their right senses not those that will instigate conflict on every activity.

(iii)   Management or those in authority in public sectors should be taught basic skills on conflict management to improve their skill of resolving task oriented conflict in public sectors.

(iv)   There should be proper job analysis, job design and job description to avoid overlapping of responsibility to avoid public sector's conflict.

(v)   Management of public sectors should develop diverse but appropriate strategies to manage conflicts as they arise before to avoid uncontrollable situation.

(vi)   Efforts should be made by the management of public sector to occasionally reward employee or department for outstanding performance, this will enhance human resource performance and increase public sector's productivity.

(vii)   Management of public sectors should regularly organise seminars/workshops and conferences on public sector's conflict management for the employees. To keep them AL braze on how conflict can be effectively managed for individual and public sector's effectiveness.

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