

**THE EFFECT OF CONFLICT MANAGEMENT TAXONOMY
ON EMPLOYEE PERFORMANCE: A STUDY OF NESTLE
NIGERIA PLC, AGBARA INDUSTRIAL ESTATE, OTA,
NIGERIA**

BY

ADEYERI OYETOLA IBUKUNOLUWA

(18PAC02055)

NOVEMBER 2020

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF
BUSINESS ADMINISTRATION IN INDUSTRIAL RELATIONS AND HUMAN RESOURCE
MANAGEMENT IN THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF
MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.**

NOVEMBER 2020

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) in Industrial Relations and Human Resources Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria

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DECLARATION

I, **ADEYERI, OYETOLA IBUKUNOLUWA (18PAC02055)** declares that this research was carried out by me under the supervision of Dr. Mercy E.I. Ogbari of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria. I attest that the dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

ADEYERI, OYETOLA IBUKUNOLUWA

Signature & Date

CERTIFICATION

We certify that this dissertation titled “EFFECT OF CONFLICT MANAGEMENT TAXONOMY ON EMPLOYEE PERFORMANCE: A STUDY OF NESTLE NIGERIA PLC, AGBARA INDUSTRIAL ESTATE, OTA, NIGERIA” is an original research work carried out by ADEYERI, OYETOLA IBUKUNOLUWA(18PAC02055) in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr Mercy Ogbari. We have examined and found this work acceptable as part of the requirements for the award of Master of Business Administration (MBA) in Industrial Relations and Human Resource Management.

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DEDICATION

This project is dedicated to God almighty, who grants wisdom, knowledge and understanding. To my wonderful parents Mr Samuel and Mrs. Dorcas Adeyeri for their unconditional love and support throughout my career.

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ABSTRACT

The survival and relevance of an organisation hang on its achievement of set purpose and aspirations. Conflict can be destructive but in some other times constructive. However, if managed properly, it can have a constructive impact on employee contentment and performance. The central objective of this study is to critically examine the effects of conflict management taxonomy on the performance of employees in manufacturing industries. Descriptive survey design involving quantitative method was used for this research study to obtain data through sample selection and analysis. Three hundred and thirty-eight (338) copies of questionnaires were administered to the staff of the Nestle Nigeria Plc through the random sampling technique, a total of two hundred and eighty-six (286) copies of questionnaires were properly retrieved and adequately completed which represents a feedback ratio of 84.6%. Descriptive statistics was used for the analysis of the data; linear regression analysis was also used to test all the hypotheses. The findings from this study revealed that compromise, accommodation, competition and collaboration conflict management styles are significant predictors of employee engagement, commitment, task performance and productivity respectively as measures of employee performance. The findings also demonstrated the significant role of conflict management approaches and thus, encourage organizations to adopt these approaches as they motivate employees towards achieving the goals of the organization. The study recommends that there is the need to create awareness on conflict management styles within organizations as they are crucial in ensuring the achievement of the organization's objectives.

Key words: Conflict management, employee performance, Employee Commitment, Employee Engagement, Employee Task Performance, Employee Productivity, Compromise, Accommodation, Competition and Collaboration.