

**IMPACT OF CONFLICT MANAGEMENT STYLES ON ORGANISATIONAL
PERFORMANCE: A CASE STUDY OF LAGOS STATE UNIVERSITY TEACHING
HOSPITAL**

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SEPTEMBER, 2021

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HOSPITAL**

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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 (MBA) DEGREE IN
BUSINESS ADMINISTRATION IN THE DEPARTMENT OF BUSINESS
MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES,
COVENANT UNIVERSITY.**

SEPTEMBER, 2021

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the Degree of Masters of Business Administration (MBA) in Business Administration in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota.

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Signature and Date

DECLARATION

I, **ADEJAYAN, OREOLUWA YETUNDE (18PAB01885)** declares that this research was carried out by me under the supervision of Dr Ebeguki Igbinoba 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.

ADEJAYAN, OREOLUWA YETUNDE

.....

Signature and Date

CERTIFICATION

This is to certify that this research study titled “**IMPACT OF CONFLICT MANAGEMENT STYLES ON ORGANISATIONAL PERFORMANCE: A CASE STUDY OF LAGOS STATE UNIVERSITY TEACHING HOSPITAL**” is an original research work carried out by **ADEJAYAN, OREOLUWA YETUNDE (18PAB01885)** in the Department of Business Management, College of Management and social sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Ebe Igbino. We have examined and found that this work is acceptable as part of the requirements for the award of the Degree of Masters of Business Administration (MBA) in Business Administration.

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DEDICATION

This research work is foremost dedicated to God Almighty for His unwavering love, grace and mercy showered on me in my academic pursuit.

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ABSTRACT

This research examines the impact of conflict management styles on Organisational performance in Lagos State University Teaching Hospital (LASUTH). The objectives of the study were to examine the significant relationship between compromising style and workers' productivity; dominating style and quality of work; avoiding style and effectiveness; accommodating style and efficiency and how integrating style impacts on innovation. Descriptive research design was employed for the study. The population for the study comprises 561 staff from LASUTH and a sample size of 169 was obtained. Regression analysis was used to measure the relationship between the independent variables and the dependent variables. Cronbach's Alpha method was employed for measuring the questionnaire reliability which was 0.810. SPSS was also adopted for the research in testing the research hypotheses. The results of the findings show that there is a negative relationship between compromising style and workers' productivity ($P=0.986$). It also shows that there is a positive relationship between dominating style and quality of work ($P=0.001$). A positive relationship also exists between avoiding style and effectiveness ($P=0.000$). A positive relationship exists between accommodating style and efficiency ($P=0.006$) and a positive relationship also exist between integrating style and innovation ($P=0.000$). The research concludes that other conflict management styles apart from compromising style has a positive effect on Organisational performance and that human relations theory should be imperative to managers so that they will be able to consider the issues of their workers' wellbeing as well as how they perform in certain circumstances. The research also mentions that conflicts should be partly embraced since conflicts creates a positive drive for Organisational performance dependent on how the conflict is managed. The research recommends that management should develop diverse but appropriate styles to manage conflicts as they arise before escalating to unmanageable level; management should be flexible in the adoption of styles of conflict management. The circumstances of each Organisation and the relationship subsisting between the parties must be allowed to determine the choice of conflict management style; conflict in whatever level should not be ignored but should be effectively managed for better Organisational performance and that workers at all levels should be trained and given the right behavioural orientation as to reduce the occurrence of conflict.

Key words: Conflict, conflict management, conflict management styles, dominating style, accommodating style, integrating style, avoiding style, Organisation, Organisational performance