

PDF - INDUSTRIAL CONFLICT AS AN IMPEDIMENT TO PERSONNEL MANAGEMENT (A CASE STUDY OF ANAMMCO, EMENE, ENUGU) - researchcub.info **ABSTRACT**

The research was an industrial conflict as an impediment to personnel management (A case study of ANAMMCO Emene, Enugu). The objectives was meant to determine the extent to which industrial conflict at as impediment to personnel management.

Secondly, to look into the types of industrial conflict, the effect of labour management conflict in ANAMMCO the courses of industrial conflict and industrial conflict resolution techniques.

From result gathered, industrial conflicts are classified as intra-industrial conflict, inter-group conflict, line-staff conflict, role conflict , conflict of right and interest. It was also revealed that the sources of these conflicts could be as a result of differences in [perception](#), and qualification, political causes, limited resources, communication

gap/barriers inter-dependent work activity , role function and the issue of God-fathers

The finding also indicate the effects of conflict as it diverts attention from organization goal attainment and creates resentment and anxiety among organization members which makes the organization unviable to function properly. It causes efficiency and coordination which can erode and destroy the bases of team work and cooperation among organization members and also a feeding of alicuation, a loss of morale and other forms of discontent which can make individual to with draw completely from organization.

The significance of these findings were also indicated. In particular it has been urged that so long as there is persistent and recurrent conflict in an organization, efficient and effective personnel management and also organizational goal attainment will be unrealistic and suggest the need for policies designed to accommodate labour and management views.

A number of measures were perceived as capable of solving this problems posed. It was suggested that management should endeavour to have discussions regularly with its workers as this enables them know and understand workers problems and how they feel about their job and work conditions.

It was also suggested that boxes be situated where employees/workers can find them and lodge their complaints. Such boxes should be opened regularly and complaints so lodged treated accordingly.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

For the purpose of clarity and understanding it is pertinent that the introductory part of this project, approach the topic by giving definitions of the subject of the project work. Roder and Rogers (1973) defined the term organization or industrial activities as a stable system of individuals who work together to achieve through a hierarchy of ranks and division of labour for a common goal, while on the other hand Gray (1980) defined conflict as a behaviour by one person or group of persons that is purposely designed to inhibit the attainment of goal by another person or a group of persons deliberately interfere with the aim of denying the other, goal achievement.

However, one should be careful not to fuse conflict with competition as it has often been the case. By definition the two are viewed differently. Although conflict between

person can be through of a naturally occurring event, it can be a destructive force. For instance, conflict between a superior and subordinate can lead to one or both parties having their feelings hurt; the subordinate quitting his or her job or some how attempting to sabotage the flow of work of the superior as a retaliation.

This sabotage of the work effort could be very costly to the organization as it could deny the organization its major goal of profit making; as the major goal or objective of any profit oriented business is to make and maximize profit.

A company, personnel management record and activities will be at it best if labour and management co-exist in understanding by being reasonable to each others demands through such management styles as middle of the road management and team or democratic management. These tow styles preach high concern for both product for which management is more concerned about and employee morale and satisfaction. They try to develop cohesive, committed work groups so that both high production and high satisfaction manifest as wanted or planned.

Several authors have also sated the need for industries or business entities to ensure good management styles like the one stated above I their various activities. But some are only driven to if by circumstances like conflict which is a cost to the industry in the form of human and material resources.

Therefore, industrial conflict as an impediment to personnel management is a hindrance or obstruction towards the attainment of organizational goals. For this conflict whether inter-group, intra-group, inter departmental line-staff and role conflict or in whatever form weakens the very basic of an organization existence, for no organization can really its customers for t long if its merged in conflict.

But conflict between individual and groups is a universal phenomena and a better understanding of its importance and cost with help managers to industry objectives. With this understanding, employees are motivated confident and have a sense of belonging as they themselves s part of the industry. Also an inner sense of [place](#) and fulfillment will be activated and this will be reflected in workers performance.

But failure to be concerned about conflict is very costly as it undermines the work effort of management and employees and that of inter personal relationship.

1.2 STATEMENT OF PROBLEM

It has been established that conflict has been with man since beginning of marking and has no doubt a negative impact on the administration of personnel policies and programme.

The existence of conflict in an industry normally hinders the said industry from achieving its set objectives which ever way one may hoot at it, either from the point of the employee or employer, it is assumed that conflict is an unhealthy development towards the attainment of industrial goal. The case of ANAMMCO is looked at from the following point.

1. Types of conflict and their effect on personal management.
2. The effect of labour management conflict in ANAMMCO.
3. The sources of industrial conflict
4. Industrial conflict resolution technique.

1.3 OBJECTIVE OF THE SRUDY

As conflict is considered a major set-back in the administration of personnel policies and programmes and also an unhealthy development to the performance of an industry and due to the unhealthy development in ANAMMCO which resulted in poor out-put and performance in its activities, it is the objective of this study to:

1. Examination the various type of industrial conflict in ANAMMCO
2. Ascertain the effect of labour management conflict in ANAMMCO
3. Investigation the sources of the conflict and proffer solutions to them.
4. Find out various industrial conflict resolution techniques.

1.4 RESEARCH QUESTIONS

1. To what extent does the various types of industrial conflict affect personnel management.
2. To what extent does labor management conflict disrupt activities of

ANAMMCO

3. To what extent does ineffective communication and role function trigger off industrial conflict.

4. To what extent are the various conflict resolution techniques applied in ANAMMCO.

1.5 HYPOTHESIS

H0: There is no significant different between the senior and junior staff of ANAMMCO on the elements that hampers smooth personnel management.

H1: There is significant different between the senior and junior staff of ANAMMCO on the elements that hampers smooth personnel management.

H0: There is no significant different on the aspect of labour management conflict that disrupts activities in ANAMMCO.

H1: There is no significant different on the aspect of labour management conflict that disrupts activities in ANAMMCO.

H0: There is no significant different between junior and senior staff that makes ineffective communication and role conflict trigger off industrial conflict.

H1: There is no significant different between junior and senior staff that makes ineffective communication and role conflict trigger off industrial conflict.

H0: There is no significant different between collective bargaining as the technique used in resolving industrial conflict in ANAMMCO.

H0: There is no significant different between collective bargaining as the technique used in resolving industrial conflict in ANAMMCO.

1.6 SIGNIFICANCE OF THE STUDY.

The following of this research work is expected to contribute to the following.

1. Help ANAMMCO workers appreciate the destroying effect of industrial conflict on personnel management.

2. Provide suggestions to avert labour management conflict in ANAMMCO.
3. Provide suggestion to various sources of industrial conflict.
4. Provide basic information in industrial conflict resolution techniques.

1.8 DEFINITION OF TERM

Throughout the research, certain terms were used. For the purpose of this work, the following terms used in this work should be taken to mean.

CONFLICT

This is a behaviour by one person or group of persons purposely to inhibit the attainment of goal by another person.

PERSONNEL MANAGEMENT

This deals with brining of a person into an organization his behaviour in the work place situation his interest and relationship both with his fellow workers and the organization. It is the series of management activities which procures personnel for the organization to achieve effective performance towards organizational growth

ORGANIZATION

This is an organized body structure or system made up of people who have come together to pursue and attain a common goal or objective.

PERSONNEL TURNOVER

This refers to the number of people entering and leaving the employ of an organoization.

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