

## **A study of the Prevalence of Conflicts among Employees of Selected Tertiary Institutions in Ogun State, Nigeria**

**<sup>1</sup>Adeosun K.G., <sup>1</sup>Onifade C.A., <sup>2</sup>Sodiya C.I., <sup>3</sup>Fapojuwo E.O., <sup>3</sup>Abiona B.J.**

<sup>1</sup>Department of Communication and General Studies,  
College of Agricultural Management and Rural Development,  
University of Agriculture Abeokuta, Nigeria.

<sup>2</sup>Department of Agricultural Extension and Rural Development,  
College of Agricultural Management and Rural development,  
University of Agriculture Abeokuta, Nigeria.

<sup>3</sup>Department of Agricultural Administration,  
College of Agricultural Management and Rural development,  
University of Agriculture Abeokuta, Nigeria.

**Corresponding Author: Adeosun K.G.,**

---

### **Abstract**

This study investigated the causes and consequences of conflicts among employees of selected tertiary institutions in Ogun State, Nigeria. The selected institutions were the Federal University of Agriculture, Abeokuta, Tai-Solarin University of Education, Ijagun and Moshood Abiola Polytechnic, Ojere, which were purposively chosen based on the type of degrees/certificates awarded by them. Simple random sampling technique was adopted to select 348 employees from these institutions and a structured questionnaire was used to elicit information from the respondents. Data were analysed using descriptive and inferential statistical tools including Chi-square tests and regression analysis. The study revealed that part of the causes of conflicts among workers were differences in perception on certain issues (52.9%), lack of cooperation/teamwork among workers (41.0%) and unclear job description (41.9%). Perceived consequences of conflicts as indicated by the respondents were job dissatisfaction (59.6%), emotional depression (57.4%) and lack of co-operation among staff (52.9%). This result showed that conflict has been part of human experience from centuries nevertheless it performs a healing function in different organizations. Based on this, the study took conscious assessment of some selected tertiary institutions in Ogun State in order to ascertain the causes and consequences of conflicts emergence among the employees of the institutions. Clear understanding of the conflict could be analysed for development of workable resolution strategies which in turn could ensure a good working atmosphere for the staff and better organizational performance. Failure to take assessment of the conflicts in tertiary institutions implies that employees of the institutions would be working under tensed atmosphere with resultant loss of focus, less job satisfaction and ultimately poor organisational performance. In order to prevent the possible tense working environment in the Nigeria Tertiary Institutions, the research focused on identification of the causes and the consequences of the conflicts in the selected tertiary institutions because the nature and type of such conflict will determine the best resolution or management strategies to be used in handling the ensuing conflicts. It is hoped that the research would be useful to administrators of tertiary institutions, staff, students and the general public in providing useful insight on the causes and consequences of conflict among employees in their respective institutions. This knowledge is considered essential in order to foster peaceful and conducive atmosphere for employees in tertiary institutions.

---

**Keywords:** social relations, organizational conflicts, social system, conflicts management

---

### **INTRODUCTION**

Human life is characterized by social relations of dependence and inter-dependence. As social animals, human beings construct, maintain and change their social world for satisfaction of their social and economic well being. This process of social relations began from the family circle and runs through the neighbourhood to organizational settings and such social relation builds cohesion, strengthen the bond of union and guarantees security and sense of belonging

among members of a social system. Individuals in a social relation are however, unique and different from one another hence, cannot be totally suppressed from manifesting. Ayodele and Adewunmi (2002). An attempts by individuals to subjectively manifest such differences against what is acceptable to others within a system often leads to collisions, strives, controversies, discords, frictions and disagreements, which are evidences of conflicts. This phenomenon thus informed the submission of Akomolafe (2002)

that conflict is unavoidable in any social system. In the same vein Ayodele and Adewunmi (2002) stress that conflict is inevitable and as a matter of fact, conflict is a normal part of man's social relations Gulling (2004). The regular occurrence of conflict in a social system suggests that no human organization is immune to conflicts. Human beings are the same everywhere.

Notwithstanding the inherent conflict-ensuing behaviour of man, is invariably impossible for anyone to exist in isolation; everyone must relate with one another for attainment of social and economic satisfaction; These implies that conflict must be resolved or successfully managed for satisfaction of individual members and sustenance of the social system. Tertiary Institutions constitutes formal organisations that bring people of different background together for functionality and attainment of the institutional goals (Ayodele and Adewunmi (2002). The institutions of higher learning comprising the universities, polytechnics and colleges of education are established for the purpose of training and providing for the nation the needed manpower for attainment of national development. In order to attain the organizational goals, people of different background and professional skills are employed to manage specific task(s) as dictated by a particular organisation's work ethics. As individual staff work on assigned tasks, they equally relate with one another, either in connection with the official or unofficial duties. In this regard, a measure of personality differences may inadvertently manifested by one or more persons thereby leading to conflict. Ensuing conflicts may in turn become manifested in term of disagreement, grudges, disaffection, harassment, confrontation, mobbing and bullying one another. Whether conflict within an organization is focused as desirable or not, the fact is that conflict exists and is a usual culture. As human beings interact in organizations, differing values and situations create tensed relationship.

Conflict often plays a major role in tertiary institutions. It is often seen as a fight, a struggle and uncomfortable work place. No doubt, there are more conflicts occurring among employees of institutions of higher learning today. Somehow the conflicts causes and the consequences should be identify and understand. It is certain that there are different kinds of conflicts within tertiary institutions as an organisation but, conflicts among employees i.e. Staff-Staff Conflicts are more epidemic therefore, if the causes and consequences could be assessed understood then, the solution may not be far-fetched because the nature will determine the approach to be used in resolving or managing such.

The aim of this study is to investigate the causes and the consequences of conflicts among employees of

selected tertiary institutions in Ogun State, Nigeria. Specifically, the study will:

1. identify the personal characteristics of the employees
2. investigate the causes of conflicts among workers of the selected institutions
3. discuss the consequences of conflicts among employees of selected institutions

Against this background, the following research questions were formulated

1. What are the personal characteristics of the employees?
2. What are the causes of conflicts among staff of selected institutions?
3. What are the consequences of conflicts?

### RESEARCH HYPOTHESIS

On the basis of the research questions, this hypothesis was tested:

H<sub>01</sub>: There is no significant relationship between the employees' personal characteristics and the perceived cause of conflicts.

### STATEMENT OF THE PROBLEM

In every organisation, there are three (3) major resources to be managed if the organisation wants to achieve its set objectives and goals. These are human, materials and financial resources. Of these three, human resource is the most important and difficult to manage. This is borne out of the fact that human beings are unique and therefore bound to have different characteristics, i.e. the way they feel, think, reason and act (Ebi, 2007). Human beings control and coordinate other resources, they constitute the workforce of an organisation which tertiary institutions are not left out. Since human beings play a major part in the overall success of the organisation, it is important to have an effective working relationship between them as this is essential for the success of the organisation (Ebi, 2007). Conflicts not handled effectively lead to breakdown of teamwork, wasted time and talents and unresolved conflicts in feelings of dissatisfaction, unhappiness, depression and emotional display. It sometimes results in behaviours such as withdrawal or resignation from jobs, dissolution of personal relations, aggression and even violence (Rau-Foster, 2000). These obviously affect the productivity level of employees and can have far-reaching impact on organizational performance. In order to avert these, it becomes essential to identify the causes and consequences of such conflicts in order to foster peaceful and conducive atmosphere for employees of tertiary institutions in Ogun State and in Nigeria as a whole.

### LIMITATION

The major problems faced during the course of this research are: Funding and retrieval of questionnaire from the respondents.

## MATERIALS AND METHODS

The study adopted the descriptive and inferential research designed of the survey type to investigate and assess the personal characteristics of the respondents, the causes and the consequences of conflicts among workers of tertiary institutions in Ogun State. The state has seven government owned institutions and three of them were selected purposively based on the degrees/certificates awarded by them. The population of the study constitutes all workers of the selected tertiary institutions in Ogun State, i.e. FUNAAB, MAPOLY and TASUED and the sample frame consists of the list of all the Staff on the payroll of the three selected higher institutions in Ogun State. Based on the available staff list from the institutions FUNAAB had 2000 (as at 2011), MAPOLY had 760 (as at 2011) and TASUED had 720 (as at 2011) staff on their payroll to give a total of 3,480. From each of the institutions staff population, 10% of them were randomly selected to give 200 from FUNAAB, 76 from MAPOLY and 72 from TASUED, resulting in a total of 348 respondents. A structured questionnaire was used to source information about their personal characteristics, the causes and consequences of the conflicts. The research instrument was validated with the assistance of resource persons in administration, conflict issues, psychologists and sociologists in order to ensure that necessary variables for the study are correctly and adequately captured. Items found ambiguous were eliminated. The test-re-test method was used to determine the instrument's reliability whereby the data gathering instrument was administered on (20) respondents at interval of two weeks in another tertiary institution that was not included in this study, so as to ensure consistency of variables measured. Disparity and ambiguity was amended so as to standardize the instrument, with Alpha coefficient score of the tested variables. The data collected were analyzed by using frequency counts and percentage scores. In addition, simple Chi-square and Correlation analysis statistical tools were used to test the hypotheses raised at 0.05 level of significance.

Table 1: Reliability est

| Variables                                              | Alpha coefficient |
|--------------------------------------------------------|-------------------|
| Causes of conflicts among employees                    | 0.95              |
| Consequences of work-related conflicts among employees | 0.94              |

Source: Field Survey, 2011

This result suggests that the data gathering instrument was consistent enough for data collection.

## RESULTS

Table 2: Personal characteristics of respondents (N=329) of the selected tertiary institutions in Ogun State

| Variables                     | Freq | percentage |
|-------------------------------|------|------------|
| <b>Sex</b>                    |      |            |
| Male                          | 179  | 54.4       |
| Female                        | 150  | 45.6       |
| <b>Age (in years)</b>         |      |            |
| Under 20 years                | 8    | 2.4        |
| 21-40                         | 188  | 57.1       |
| 41-50                         | 110  | 33.4       |
| 51 and above                  | 23   | 7.0        |
| <b>Marital Status</b>         |      |            |
| Single                        | 75   | 22.8       |
| Married                       | 241  | 73.3       |
| Divorced                      | 13   | 4.0        |
| <b>Religion</b>               |      |            |
| Christianity                  | 258  | 78.4       |
| Islam                         | 71   | 21.6       |
| <b>Educational Status</b>     |      |            |
| Pry/O'Level                   | 24   | 7.3        |
| OND/NCE                       | 59   | 17.9       |
| HND/B.Sc                      | 135  | 41.0       |
| M.Sc/Ph.D                     | 103  | 31.3       |
| Others                        | 8    | 2.4        |
| <b>No of Years in Service</b> |      |            |
| Less than 6 years             | 133  | 40.4       |
| 6-10 years                    | 88   | 26.7       |
| 11-15 years                   | 55   | 16.7       |
| 16-20 years                   | 33   | 10.0       |
| More than 20 years            | 20   | 6.1        |
| <b>Income Per Month</b>       |      |            |
| Below 20,000                  | 18   | 5.5        |
| 21,000-50,000                 | 81   | 24.6       |
| 51,000-100,000                | 84   | 25.5       |
| 101,000 & above               | 146  | 44.4       |
| <b>Membership</b>             |      |            |
| FUNAAB                        | 154  | 46.8       |
| MAPOLY                        | 102  | 31.0       |
| TASUED                        | 73   | 22.2       |
| <b>Staff Cadre</b>            |      |            |
| Academic                      | 85   | 25.8       |
| Admin                         | 116  | 35.3       |
| Technologist/Technical        | 59   | 17.9       |
| Secretarial                   | 29   | 8.8        |
| Others                        | 40   | 12.2       |

Source: Field Survey, 2011

### Research Question One: What are the personal characteristics of the employees?

Findings as shown in table 2 revealed that there were more males 54.4% than females; 57% were between the age range of 21-40; 73.3% were married and, 78.4% were Christian. Furthermore, 41.0% were HND/BSc. certificate holders, 40.4% had spent less than six years on the job, 44.4% were earning 101,000 and above

Table 3: Causes of Conflicts among Employees of the Selected Tertiary Institutions (N=329)

| Statement                                                         | SA        | A         | U        | SD       | D        |
|-------------------------------------------------------------------|-----------|-----------|----------|----------|----------|
| Competition for limited available office resources                | 96(29.2)* | 126(38.3) | 34(10.3) | 29 (8.8) | 44(13.4) |
| Non-clarity of job description                                    | 64 (19.5) | 138(41.9) | 32 (9.7) | 46(14.0) | 49(14.9) |
| Inadequate training on the job                                    | 81 (24.6) | 122(37.1) | 30 (9.1) | 40(12.2) | 56(17.0) |
| Unrealizable organizational goals                                 | 27 (8.2)  | 100(30.4) | 65(19.8) | 70(21.3) | 67(20.4) |
| Senior officers do not delegate jobs                              | 21(6.4)   | 81 (24.6) | 33(10.0) | 95(28.9) | 99(30.0) |
| Intimidation/harassment by colleagues                             | 48 (14.6) | 97 (29.5) | 57(17.3) | 63(19.1) | 64(19.5) |
| Lack of cooperation/teamwork among colleagues                     | 63 (19.1) | 135(41.0) | 38(11.6) | 46(14.0) | 47(14.3) |
| Everyone wants to be on top of the job hierarchy at the same time | 64 (19.5) | 121(36.8) | 33(10.0) | 52(15.8) | 59(17.9) |
| Struggle by favouring of less qualified people for promotion      | 56 (17.0) | 108(32.8) | 55(16.7) | 52(15.8) | 58(17.6) |
| Emotional derailment of staff                                     | 38 (11.6) | 130(39.5) | 82(24.9) | 40(12.2) | 39(11.9) |
| Differences in perception of issues by workers                    | 55 (16.7) | 174(52.9) | 40(12.2) | 34(10.3) | 26(7.9)  |
| Working overtime without compensation                             | 81 (24.6) | 119(36.2) | 29 (8.8) | 60(18.2) | 40(12.2) |
| Regularly assigning one to work outside one's choice of duties    | 54(16.4)  | 119(36.2) | 39(11.9) | 62(18.8) | 55(16.7) |
| Dependence on others for a particular task                        | 25 (7.6)  | 129(39.2) | 57(17.3) | 52(15.8) | 66(20.1) |
| Godfatherism                                                      | 93 (28.3) | 114(34.7) | 44(13.4) | 41(12.5) | 37(11.2) |
| Inferiority complex                                               | 46 (14.0) | 120(36.5) | 63(19.1) | 52(15.8) | 48(14.6) |

\*Percentage in Parenthesis

Source: Field survey, 2011

**Research Question Two: What are the causes of conflicts among staff of selected institutions?**

Table 3 showed the causes of conflict among employees. Some of the respondents 52.9%, 43.8%, 41.9% and 41.0% agreed that differences in

perception on issues by workers, non-clarity of job description and lack of cooperation and team-working were the major causes of conflict in their institutions, respectively

Table 4: The Consequences of Conflicts among Employees on the administration and management of the Institutions (N=329)

| Statement                                                                   | SA         | A         | U         | SD       | D        |
|-----------------------------------------------------------------------------|------------|-----------|-----------|----------|----------|
| It reduces cooperation and teamwork                                         | 174(52.9)* | 124(37.7) | 10 (3.0)  | 12 (3.6) | 9 (2.7)  |
| It reduces individual productivity at work                                  | 109(33.1)  | 155(47.1) | 14 (4.3)  | 25 (7.6) | 26 (7.9) |
| It leads to sabotage of one's effort on the job                             | 97 (29.5)  | 161(48.9) | 37 (11.2) | 10 (3.0) | 24 (7.3) |
| It leads to job dissatisfaction                                             | 72(21.9)   | 196(59.6) | 26(7.9)   | 19(5.8)  | 16(4.9)  |
| It leads to isolation from others                                           | 74(22.5)   | 164(49.8) | 50(15.2)  | 14(4.3)  | 27(8.2)  |
| It increases aggression towards others                                      | 75(22.8)   | 172(52.3) | 39(11.9)  | 24(7.3)  | 19(5.8)  |
| It damages one's integrity                                                  | 65(19.8)   | 138(41.9) | 59(17.9)  | 35(10.6) | 32(9.7)  |
| It creates unfriendly environment                                           | 96(29.2)   | 171(52.0) | 29(8.8)   | 22(6.7)  | 11(3.3)  |
| It heightens one's quit intention                                           | 37(11.2)   | 145(44.1) | 79(24.0)  | 35(10.6) | 33(10.0) |
| It stimulate one to seek for posting or transfer to other units/departments | 86(26.1)   | 153(46.5) | 48(14.6)  | 20(6.1)  | 22(6.7)  |
| It could results in emotional depression                                    | 77(23.4)   | 189(57.4) | 29(8.8)   | 15(4.6)  | 19(5.8)  |
| It helps individuals to develop conflict management skills                  | 43(13.1)   | 140(42.6) | 69(21.0)  | 40(12.2) | 37(11.2) |
| It helps uncover persistent problems                                        | 31(9.4)    | 147(44.7) | 83(25.2)  | 34(10.3) | 34(10.3) |
| It facilitates better understanding among workers                           | 51(15.5)   | 164(49.8) | 32(9.7)   | 46(14.0) | 36(10.9) |
| It gives insight on how to comport oneself amidst fellow staff              | 67(20.4)   | 181(55.0) | 40(12.2)  | 28(8.5)  | 13(4.0)  |

\*Percentage in Parenthesis

Source: Field Survey, 2011

**Research Question Three: What are the Consequences of Conflicts among Employees in the Selected Tertiary Institutions?**

Table 4 revealed the consequences of conflicts among workers in the selected tertiary institutions in Ogun State. Most of the surveyed respondents 59.6%, 57.4% and 55.0% agreed that it leads to job dissatisfaction, emotional depression and gives insight on how to comport oneself amidst fellow staff while, 52.9% of the respondents strongly agreed that conflict reduces cooperation and teamwork. This result corroborates the work of Madubuke (2000)

who is of the opinion that the consequences of conflict on institutions of higher learning is better imagined than explained, especially when conflict is allowed to transform to crises.

Crises had been identified as one of the banes of effective management of educational institutions. Therefore, if conflict is to be minimized, the need for effective conflict resolution cannot be over emphasized

Table 5: Chi-square test of the relationship between the workers' personal characteristics and the perceived causes of conflicts among workers of selected institutions

| Variables                 | $\chi^2$ | Df | p<br>0.05 | Decision |
|---------------------------|----------|----|-----------|----------|
| Gender                    | 5.854    | 5  | .321      | NS       |
| Age                       | 11.007   | 15 | .752      | NS       |
| Marital Status            | 6.800    | 10 | .744      | NS       |
| Religion                  | 12.313   | 5  | 0.31      | NS       |
| Educational Qualification | 13.751   | 20 | .843      | NS       |
| Tenure                    | 17.257   | 20 | .636      | NS       |
| Income Level              | 6.008    | 15 | .980      | NS       |
| Staff Cadre               | 34.851   | 20 | .021      | S        |

Source: Field Survey, 2011.

S: Significant at 0.05 level

NS: Not Significant at 0.05 level

**Hypothesis:** There is no significant relationship between the workers' personal characteristics and the perceived causes of conflicts among workers of the selected institutions.

This hypothesis was tested using Chi-square statistical tool and the result is presented in table 5 which indicated that there were insignificant relationship between gender ( $\chi^2=5.854$ , df=5), age ( $\chi^2=11.007$ , df=15), marital status ( $\chi^2=6.800$ , df=10), religion ( $\chi^2=12.313$ , df=5), educational level ( $\chi^2=13.751$ , df=20), tenure ( $\chi^2=17.257$ , df=20), income level ( $\chi^2=6.008$ , df=15) and the perceived cause of conflicts while staff cadre ( $\chi^2=34.851$ , df=15) is significant at 0.05 p value.

## DISCUSSION

The research showed that conflicts do occur among employees in the selected tertiary institutions in Ogun State, Nigeria. The finding confirmed the work of Ayodele and Adewunmi (2002) that conflict is inevitable nor unavoidable in any organization. The study however revealed that staff cadre does contribute to the causes of conflicts among workers of tertiary institutions. Furthermore, the study revealed that some of the respondents agreed that the consequences of conflicts among workers in the selected tertiary institutions were: it leads to job dissatisfaction, emotional depression and gives insight on how to comport oneself amidst fellow staff. This result is in line with Burton (1993) who said that though conflict has been part of human experience from centuries and that conflict also performs a healing function in different organizations, while, some of the respondents strongly agreed that conflict reduces cooperation and teamwork. Which also corroborates the work of Madubuke (2000) who is of the opinion that the consequences of conflict on institutions of higher learning is better imagined than explained, especially when conflict is allowed to transform to crises. The

phenomenon thus informed the submission of Akomolafe (2002) that conflict is unavoidable in any social system. In the same vein, Guilling (2004) stressed that conflict is inevitable and as a matter of fact, conflict is a normal part of man's social relations.

Crises had been identified as one of the banes of effective management of educational institutions. Therefore, if conflict is to be minimized, the need for effective conflict management cannot be over emphasized (Sandole, 1993) said that the aim of individual or groups might not be achieved but it may be subdued through negotiated settlement and the major causes of conflicts among workers in the study areas were differences in perception on issues by workers, non-clarity of job description and lack of cooperation and team-working. This is borne out of the fact that human beings are unique and therefore bound to have different characteristics, i.e the way they feel, think, reason and act (Ebi, 2007). Human beings control and coordinate other resources, they constitute the workforce of an organization. Since human beings play a major part in the overall success of the organisation, it is important to have an effective working relationship between them as this is essential for the success of the organisation (Ebi, 2007).

When a group of people are put together in close quarters, differences are bound to surface (Matuson, 2006) and when two or more people have to work together and combine ideas, the doorway of conflict is ever open (Willis, 2008). Despite the best of management practices in workplace conflicts do occur. Conflict in the workplace or work environment is inevitable because individuals/groups are not obtaining what they need or want and are seeking their own self interests (Matuson, 2006; Obisi, 2003; Willis, 2008).

## CONCLUSION AND RECOMMENDATION

Based on the findings of the study, it was concluded that:

The causes and consequences of conflicts among workers remained a serious issue in tertiary institutions which often leads to breakdown in team work and lack of cooperation among staff which may in turn lead such to become a dysfunctional organisation.

It is therefore recommended that:

1. Whoever is involved in conflicts with co-worker should be ready to shift ground to allow for peace.
2. There is need for authorities to carefully study the causes of conflict among the employees in their respective institutions to give insight on how it could be resolved or managed to enhance maximum results.

3. Regular training, seminars and workshops are to be organised for the workers very often on the consequences of conflicts among them.
4. There is need for authorities of tertiary institutions to address themselves on how to curtail the emergence of conflicts among their workers rather than concentrating on how to resolve conflicts in their respective institutions.

## REFERENCES

Akomolafe, O. (2002). "Conflict over Kashmir". Retrieved from [cnn.com/./index.html](http://cnn.com/./index.html) Downloaded 10<sup>th</sup> May, 2011.

Ayodele, J.B. and J.O. Adewunmi (2002). "The Incidence and Management of Conflict in Secular and Non-Secular Tertiary Institution in Nigeria". Retrieved from [www.academicjournals.org/ERR/](http://www.academicjournals.org/ERR/). Downloaded 10th May, 2011.

Burton, J.W. (1993). Conflict Resolution as Political System. Retrieved from [Scar.gmu.edu/jwp/1burton](http://Scar.gmu.edu/jwp/1burton).

Ebi (2007). "Human Resources Management and Organizational Behaviour in the University System: the Registry Experience". Retrieved from <http://www.articlesbase.com/authors/ebi/35747>. Downloaded 10<sup>th</sup>, May 2011.

Ezeocha, P.A. (1989). Educational administration: Concepts and cases. Obosi: Pacific Publishers.

Guillin, C.T. (2004). Conflict Resolution, Negotiation and Team Building. Arts and Contemporary Studies, Ryerson University.

Madubuke, A.E. (2000). The Practice of Industrial Relations in Tertiary Institutions. An Unpublished M.Sc Thesis. University of Ilorin.

Matuson, R.C. (2006). "Tips on How to Handle Conflict in the Workplace" Retrieved from <http://ezinearticles.com/?Tips-on-How-to-Handle-Conflict-in-the-Workplace&id=177864> Downloaded June 2<sup>nd</sup> 2011.

Obisi, C. (2003). Organizational Behaviour: Concepts and Applications. Lagos, Nigeria: Malthouse Press Limited.

Rau-Foster, M. (2000). "Conflict in the Workplace". Retrieved from [www.workplaceissues.com](http://www.workplaceissues.com) Downloaded 3rd, January 2011.

Thomas, K.W. and Schmidt, A.W.H. (1976). "A Survey of Managerial Interests with Respect to Conflict". Retrieved from [www.Academy of Management Journal](http://www.Academy of Management Journal). Downloaded April 17<sup>th</sup>, 2011.

Uche, U.W. (1986). "Twenty Five Years of Unrest in Nigerian Educational Institutions. A sociological analysis". Alvan School of Education Journal II(2), 211-235.

Willis, S. (2008). Conflict Resolution Strategies in the Workforce. Retrieved from <http://ezinearticles.com/?Conflict-Resolution-Strategies-in-the-Workforce&id=1082603> Downloaded March 2<sup>nd</sup> 2011