

The Influence of Conflict Management on Organisational Performance: Evidence From Guinness Ghana Limited, Headquarters Accra, Ghana

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Abstract

The study set out to determine the influence of conflict management on the performance of Guinness Ghana Limited, Accra-Headquarters as an organisation. The study employed a quantitative research approach and descriptive survey and inferential statistics as the study design. The study was based on the views of 200 employees from the study institution with a self-administered questionnaire as the main research instrument. The study found that the higher the organisation adopted negotiation, the more the performance increased, hence it helped improve the general working environment. It was also found that mediation has been used as a conflict management strategy and has proved to be an effective conflict management strategy. Finally, effective arbitration channel was in place and it had a direct influence on the level of organisational performance. In the light of these findings, it was recommended that management should focus on increasing the utilisation of conflict management strategies such as negotiation, mediation and arbitration to increase organisational performance. In addition, the use of negotiation, mediation and arbitration as forms of conflict management strategy should be encouraged in resolving conflicts in the organisation.

Keywords: Conflict, Arbitration, Negotiation, Mediation, Guinness Ghana Limited

1. Introduction

It is inevitable that disputes between communities, institutions, departments and divisions influence individuals and the performance of the organisation (Putnam & Krone, 2006). If handled correctly, the happiness and efficiency of employees can be beneficial (Dana, Korot & Tovstiga, 2005). Research shows managers spend twice as long settling conflicts between workers as they did a decade ago (Accountemps, 2006). By using the best course of action, the company can maximize its achievement in using scarce resources and reaching organisation's goals if disputes are properly handled (Awan & Anjum 2015). Conversely, unsolicited disputes affect the happiness and efficiency of workers. Therefore, management should settle disagreements to improve organizational efficiency (Song, 2000).

Foundation Coalition (2013) describes conflict as a war between individuals with opposing needs, feelings, views, values or objectives. Mintah- Afari (2008) also placed emphasis on competition because there is an incomprehension or a dispute that the parties concerned consider their desires, interests, or concern to be threatened. The struggle between contradictory or contrasting needs, desires, ideas and people's interests produces coordinated conflicts (Okumbe, 2001). There are various people's beliefs, emotions, necessities, and expectations. This is consistent with Segal and Smith (2013) when people disagree with the beliefs, motives, perceptions, thoughts or wishes, it results into conflict. This presupposes that there is an

omnivorous rivalry and that people are gathered and can increase their organizational performance if well handled.

The organization's capacity to recognize conflict sources and to put proactive initiatives in place to mitigate or control a conflict is described in Armstrong (2006). Conflict management, according to Petković (2008), includes the development of conflict resolution skills, the formation of conflict models structure and the implementation of strategic measures and approaches. Conflict management models are instruments for determining the necessary action needed in a situation of conflict. Among these are Blake and Mouton, Thomas Kilman and Holton (Newell, 2008).

Brigs (2007) states that strategies for conflict management is a prospective, detailed strategy aimed at making long-term benefits for parties to the conflict. The Techniques include the following areas: negotiation, collective bargaining, mediation, arbitration, and litigation; (Petkovic, 2008). The research focused primarily on negotiation, mediation, and arbitration dispute management techniques. Studies show that agreements, mediation, and arbitration techniques have succeeded in Africa and Ghanaian organizations worldwide, e.g., in Canada, the United States and Nigeria. In addition, the research in Guinness Ghana Limited, Accra's headquarters, in Ghana, as an organization has not been performed explicitly. This analysis was therefore directed at remedying gaps in literature on the Accra headquarters as an organization, Guinness Ghana Limited.

Success in the organization is the ability to function well (Armstrong, 2006). In terms of financial and non-financial metrics, Leban and Euske (2006) notes that success provides knowledge on the degree to which goals and outcomes are achieved. The operational efficiency of the business is to direct and help work in accordance with the needs of the organisation according to Babin and Boles (2000). As effective and efficient as possible. This includes work satisfaction, engagement and psychological contract considered (Armstrong, 2000). However, the membership growth was the main indicator for success, with other market aspects on the peripheries of the primary performance metrics in Guinness Ghana Limited, Accra Headquarters and other brewery companies in Ghana.

The Accra headquarters of Guinness Ghana Limited has culturally rich, vibrant and diverse staff, who include a range of individuals competing within themselves and eternally with the foreign market for competitive purposes. Therefore, there is a strong risk of confrontation when teams are actively competing to achieve and reach goals. Conflicts are therefore important to avoid affecting the team's results. While studies show that negotiating techniques, third-party engagement and communication have succeeded in organizations internationally and regionally, Guinness Ghana Limited Accra Headquarters is not subject to such a review. Since staff are important players in a conflict situation, and at the same time the key tools for driving the success of Guinness Ghana limited, Accra headquarters as an organisation, has tried to evaluate the impact on the performance of conflict management.

1.1 Statement of Problem

Conflict management has become interesting and growing concern in organizations in recent years. First, there has been a fostering of research interest in dispute management techniques and methods that in the past could include court litigation; secondly, further legalization of the workplace, in the areas of health and safety at jobs, discrimination and harassment; (Awan & Anjum 2015). Traditional workplace practices and processes with their hierarchical structures, limited divisions of labour, narrow defined positions, comprehensive regulations, limitations on employee engagement and management decisions, power and control are no longer appropriate because they encourage disputes (Dreu, 2006). The performing workplace emphasizes the management of disputes as the basis of a productive and efficient place of work.

Other conflict management research on the US Army recommend that negotiation and mediation are an essential skill at all levels of the U.S. (Jadallah & Garven 2011). The army and a great deal of preparation is undertaken to develop negotiation and mediation skills. Recommendations were made based on literature and focus groups that successful negotiation and mediation influence army efficiency because it has strategic effects on the military (Tressler, 2007). In Africa and even Ghana, this was also found to be true. The conflict negotiations have a major impact on the support of conflict parties to conclude based on literature and studies on Kenye conflict management, especially during the teachers' strikes (Gok, 2008).

Some studies have been carried out on the strategy for conflict management and its effect on Africa's results. For instance, a study in Nigeria (Ngozi & Ifeoma 2015) recommends that any organization should make an effective conflict management system integral to its management strategies to improve its efficiency through reduced organizational conflicts. In this context it is recommended that effective conflict management strategy be an integral part of the management strategies of each organization. According to Weaver, in 2003 dispute resolution takes place effectively by listening to the needs of both parties and offering opportunities to resolve the concerns of opposing parties sufficiently to ensure that each side is satisfactory. Ramani and Zihimin (2010) research on strategies for resolving conflict in public high schools in Nairobi suggests that school administrators and teachers should try to implement open systems of communication via mediation and negotiation to boost efficiency in setting common objectives.

However, in Ghana relatively few researches on conflict management techniques have been performed in relation to organizational success amid general issues concerning the conflict between private organisations. Although many studies on conflicts have been done at elementary and secondary schools, the documents on disputes between the private brewery institutions have not received much attention. These previous empirical studies included an Owusu-Mensah survey (2007), conducted in the Ejisu-Juaben district, on conflict at primary school and its effect on teaching and learning. A Studie on conflict management in Ghanaian schools was also conducted by Afful-Broni (2012) with a focus on Winneba Senior High School's role as the leaders of schools in conflict management. In the Ghanaian public senior high school and its effect on school administration at Greater Accra Metropolis, Gyan and Tandoh-Offin (2014) also conducted a research on a conflict resolution mechanism. Finally, in selected basic schools in the Ashanti region, (2014) Toku conducted a research on conflict management practices. Thus, several research studies focused on public bodies that led to a lack of conflict management knowledge in brewery companies.

In Ghanaian private setting, the study carried out at the Guinness Ghana Limited, headquarters of Accra, does not address the impact of conflict management on the organizational results, despite the use of negotiation techniques, mediation, and arbitrariness to resolve disputes in Nigeria and Canada. This study sought to bridge the gap in literature in Guinness Ghana Limited (Accra headquarters) by evaluating the impact of conflict management on organization efficiency. Consequently, it assesses the effect of negotiation, mediation and arbitration on the performance of GGL.

2. Literature Review

2.1 Conflict

The concept of conflict, because of its ubiquity and pervasive nature, has acquired a multitude of meanings and connotations, presenting us with nothing short of semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars' and administrators quite uncertain about (1) its meaning and relevance; and (2) how best to cope with it. Thus, it is complicated to define conflict as it is difficult to come to a consensus concerning the definition of this term. Nonetheless with the absence of a comprehensive definition of conflict, various definitions have been offered by many researchers from multiple disciplines. Some of these have originated from disciplines such as psychology, behavioural sciences, sociology, communication and anthropology. Vecchio (2000) described conflict as the process that results when one person (or a group of people) perceives that another person or group is frustrating, or about to frustrate an important concern. On the other hand, Jambrek and Penić, (2008) conceive conflict as a process of social interaction and a social situation, where interests and activities of participants actually, or apparently, confront, block and disable the realization of one party's objectives.

In the context of this study a definition of organisational conflict by Obi (2012) which is consistent with Henry (2009); Ikeda, Veludo & Campomar (2005); Azamoza (2004) and Ajala and Ughenekohwo (2002) descriptions of organisational conflict was used. According to these authors, organisational conflict can be viewed as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other in organisations. In other words, it is an act of discontentment and contention which either the workers or employers of labour utilize to put excessive pressure against each other to get their demands. On this premise, workplace conflict within the context of employment relationship can be regarded as an inevitable clash of interests and resulting disputes of varying intensity between and within any or all of the active actors in organisations. Thus, in the absence of common values in organisations, conflict is bound to occur. According to Ghaffar (2010), the classification of conflict could be based on the condition giving rise to it. He posited that conflict may be classified inter-organisational, that is, conflict between two or more organisations or intra-organisational, meaning conflict within an organisation which he further divided into intrapersonal, interpersonal, intragroup and intergroup.

2.2 Conflict Management

Conflict management has been defined by De Dreu (2002) as a process of managing the clashes or struggles between parties. Green (2007) also considered it as the practice of identifying and handling conflict in a sensible, fair and an efficient manner. Thus, conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of it at a level equal to or higher than where the conflict is taking place. Often the aim of conflict management is to enhance learning and effective group outcomes performance in organisational setting (Rahim, 2002). According to Gordon, (2004) conflict management requires such skills as effective communicating, problem solving, and negotiating with a focus on interests.

From the point of view of Algert, and Watson, (2002), conflict management strategies should satisfy certain criteria. These criteria are particularly useful for not only conflict management, but also decision making in management. The first criteria are organisation learning and effectiveness. To attain this objective, conflict management strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems. The second criterion is the needs of stakeholders. Sometimes multiple parties are involved in a conflict in an organisation and the challenge of conflict management would be to

involve these parties in a problem-solving process that will lead to collective learning and organisational effectiveness. Ethics is noted to be the third criterion for conflict management strategies to be effective. A wise leader must behave ethically, and to do so the leader should be open to new information and be willing to change his or her mind. By the same token subordinates and other stakeholders have an ethical duty to speak out against the decisions of supervisors when consequences of these decisions are likely to be serious. Without an understanding of ethics, conflict cannot be handled.

2.3 Strategies of Conflict Management

Conflicts can impact negatively on organisational performance; hence organisational conflicts should be dealt with effectively and expeditiously. There is therefore a need to have in place effective conflict management mechanisms to deal with them. This section examined the existing institutional and legal framework in place for the management of conflicts, emphasis being on negotiation, mediation and arbitration as a conflict management strategy and its influence on organisational performance, with a view to identifying the challenges to the effectiveness in managing conflicts. These are discussed below:

2.3.1 Negotiation

Organisational conflict occurs, as actors engage in activities that are incompatible with those of colleagues within their network, members of other organisations, or unaffiliated individuals who utilize the services or products of the organisation (Rahim, 2002). This often leads to disagreements and build-ups of tensions that require intervention through conflict management (Gonan Božac et al, 2008). The conflict management process encompasses a wide range of activities including negotiation, problem solving, dealing with emotion, and understanding positions (Brett, 2001). According to Neale and Fragale (2006), negotiation is a process by which two parties, each with its own viewpoint and objectives, attempt to reach a mutually satisfactory result on a matter of common concern. Negotiation can also be defined as the interaction between two or more parties with divergent interests to reach an agreement (De Dreu, Weingart, & Kwon, 2000). Negotiation is used to minimize conflict affecting individuals to maximize cooperation and keep conflict to acceptable levels. This in turn drives performance (Rahim 2002). This section investigated the influence of negotiation as a conflict management strategy on organisational performance. Negotiation and its influence on performance can be seen in an organisations performance appraisal process (Long, 2006).

2.3.2 Mediation

Mediation is one of the forms of alternative dispute resolution (ADR) mechanisms. Mediation is the use of a neutral third-party to help the disputing parties resolve the dispute on their own (Bercovitch, & Rubin 2008). A mediator will not resolve the dispute but will help facilitate a discussion between parties in conflict with an aim of finding a solution (Amegashie, 2010). Mediation is a voluntary process in which an impartial person (the mediator) helps with communication between the parties which will allow them to reach a mutually acceptable agreement. Mediation often is the next step if negotiation proves unsuccessful. Mediation can be used to solve conflict arising from personality differences. Interpersonal conflict in organisations can get too destructive resulting into third party to solve the dispute (Nistorescu, 2006). The process of mediation can be employed to resolve conflict in a variety of settings from international disputes between countries, to commercial disputes between companies, to conflict at the level of; communities, workplaces, families and/or individuals (Vancouver, 2000).

2.3.3. Arbitration

According to Kazimoto (2013), workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate the other parties attempt to achieve objectives in an organisation. It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work environment. In this context, workplace conflict is a fact of life in any organisation as long as people will compete for jobs, power, recognition and security (Adomie & Anie, 2005). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them to enhance and not to detract from organisational performance. On the other hand, formal workplace conflict is referred to as an organized expression of conflict articulated through a trade union or other workers representatives (Ogunbameru, 2006). It is in this regard that organisations resort to Arbitration as a conflict management strategy to influence performance Kazimoto (2013). Arbitration offers the best vehicle among the ADR mechanisms to facilitate access to justice in disputes involving parties with equal bargaining power and with the need for faster settlement of disputes, especially business related (Avendaño, 2005).

2.4 Organisational Performance

According to Richard, Devinney, Yip and Johnson (2009), organisational performance comprises the actual output or results of an organisation as measured against its intended outputs (or goals and objectives). Sreekumar and Mahapatra (2010), however, defines organisational performance as the ability of an organisation to fulfil its mission through sound management, strong governance and a persistent rededication to achieving results. Effective non-profits are mission-driven, adaptable, customer-focused, entrepreneurial, outcomes-oriented and sustainable. As indicated by Singh, Darwish, and Potočnik (2016), organisations performance can be measured through organisational, financial results, however, there are other measures that can be used. These measures include customer satisfaction/dissatisfaction, customer retention/behaviour, product and service quality, waste, flexibility, organisational capabilities and yield/ productivity. These measures, however, must be in tandem with the organisation's mission and goals.

Mehralian, Nazari, Nooriparto and Rasekh, (2017) proposed that effective organizational performance should be measured using a "balanced scorecard". According to Mehralian, Nazari, Nooriparto and Rasekh, (2017), organizational performance measurement requires measures that are not purely financial in nature, because many of the financial indicators are a result of critical operational measures. Therefore, argued that a combination of financial and operational measures is necessary for measuring overall organizational performance (Muda, 2019). Balanced scorecard measures include market share, changes in human resources skills and abilities, customer satisfaction, product innovation, productivity, quality, and stakeholder performance (Muda, 2019).

One critical weakness of the balanced scorecard approach is that it is like a fit-for-purpose model and not generic or a generalised parameter (Onyebueke & Wordu, 2017). However, it is most suitable for an all-around measurement of performance as it takes all the four key parameters including financial, customer satisfaction, research and innovation, and internal satisfaction of a successful organisation into consideration. Therefore, for the purpose of this study, the balanced scorecard was adopted in the measurement of organisational performance.

3. Research Methods

3.1 Research Approach and Design

The study employed quantitative approach. Burns and Grove (2005), described quantitative research as a structured, objective, systematic process for defining and testing relationships and for analysing interactions between variables as to cause and effect. Descriptive surveys and explanatory design are the research designs selected for the study. The descriptive survey and explanatory design, according to Gay, Mills and Airasian (2011), is carried out for a problem that was previously not well investigated, which requires priorities, creates organisational meanings and a more researched model. The study concentrated on Guinness Ghana Limited, the Greater Accra Region of Ghana. Established in 1960, the success of the company is focused on a remarkable range of brands, including beer, stout, and spirits, in various categories. Innovation supports the organisation and aim to develop new experiences for our customers. In Ghana, private managers described low engagement between their employees and therefore their output as a problem and Guinness Ghana Limited, Accra's headquarters is no exception.

3.2 Population and Sample

The study population constituted both young and high-ranking workers at the Accra headquarters of Guinness Ghana Limited. The five (5) divisions consist of marketing and merchandising, management, distribution unit, finance departments and innovative manufacturers. The research population is estimated at four hundred and fifty-seven (457) employees (Table 1). A personal record of the individual issued by the Division for Human resource of the institution defined the frame of the population accessible. This study was carried out using the proportional stratified sampling technique. This method gives each category a fair representation. According to Bryman (2016), this technique enabled the researcher to obtain important and high-quality information from those interviewed, who are sufficiently aware of and willing to provide the necessary information for the analysis. For this study a sample size of 210 was determined based on the Krejcie and Morgan sample size determination table (1970).

Table 1: Population and Sample Distribution of Employees

Departments	Population	Sample
Sales	108	52
Executive	53	21
Warehouse	97	42
Finance	78	33
Innovative	121	62
Total	457	210

3.3 Data Collection Methods

The researchers booked appointments with Guinness Ghana Limited, Headquarters of Accra, the sampled institutions that were to look for the study authority. The Personal Delivery Strategy for 210 questionnaires were used in this study. This approach was considered adequate because the researcher planned to accelerate the amount of response. Respondents were given ample time to select the questionnaire at different suitable intervals by the researcher. By implementing the Sekaran principle (2003), of highly reliable findings of limited sample sizes, the reactions received were deemed acceptable and representing the entire population according to the sampling method.

Validity means how well the chosen instrument tests the research goals (Bowling, 2009). Several methods to verify and refine the contents of the questionnaire were followed in the sense of this research to ensure the validity of the study. The researchers carefully read the questionnaires and makes suitable changes before delivery to resolve the validity of the face. The peer review was also very relevant. Content validity can also be increased by requesting the questionnaire to professionals such as the researcher's supervisor before it was distributed to the respondents. The pre-testing also make the questionnaires valid.

Reliability means how robust the application of the scale performs if repeated steps are taken which can be accomplished if the results are preserved at a consistent standard despite time and place changes (Bowling, 2009). Internal coherence involves checking the homogeneity which determines to what extent personal items interrelate and to what extent they relate to overall results, to the extent that the Cronbach Alpha Test can be used (Polit & Beck, 2008). In relation to observation, the reliability of observation relates to the accuracy of observers making the same inferences or intra-observatory operation (one observation at another time) and the reliability of inter-observation (more than one observatory) (Polit & Beck, 2008).

3.4 Data Processing and Analysis

The responses from the questionnaires were then edited and coded using IBM version 22.0. Quantitative techniques were used to analyse the data gathered for this study. Descriptive statistics including frequencies, percentages and means as well as inferential analysis methods such as regression analysis. Linear regression was used to analysed the effect among conflict management strategies such as negotiation, mediation, arbitration and organizational performance.

3.5 Ethical Consideration

Awases (2006), says that ethics is mainly related to ethics and deals with the right and wrong issues between individuals, society, or culture. It is thus necessary for all researchers to be aware of the ethical issues (Rubin & Babbie, 2016). The fundamental ethical concern of research has been described by Edginton et al. (2012) as providing respondents with full details on the research goals, methodology and benefits and granting voluntary acceptance and retention of the right to withdraw and ensuring confidentiality among participants. The key data collection clauses of Bless and Higson Smith (2000) are a) voluntary participation; (b) the right to privacy; (c) freedom; (d) anonymity and (e) confidentiality. In this research review, all these ethical guidelines were met.

4. Results And Discussion

4.1 Socio-Demographic Characteristics of Respondents

This section provides results on the socio-demographic characteristics of the 200 respondents who were sampled for this study. The demographic characteristics of respondents were in relation to gender, age, level of education, ranks of the officers in the service, and employees' years of work in the organisation. There were more male (62%) participants than their female (38%) counterparts in this survey which could be attributed to the higher male population of employees in the company. This implies that a lot of males appeared to have been employed at the Guinness Ghana Limited, Accra-Headquarters in Accra which could be considered as male dominated. In relation to conflict management such as negotiations, sex has rich and complicated relationships with negotiation behaviours and outcomes (Elfenbein, 2015). Bowles and McGinn (2008) found that background characteristics such as sex, age, educational status and position can influence not only negotiators' own behavior but the way others treat them, the way others feel about them, and whether they even negotiate at all. According to Brahnam et al (2005), men and

women choose conflict management style that complement gender role expectations. Also, men unlike women tend to endorse confrontational, competitive, and aggressive conflict handling styles as compared women who like accommodating strategy.

On the age distribution, it was found out that most of the respondents (80) were between the ages of 21 and 30 years which represented 40%. Again, the result shows that 60 respondents representing (30%) were between 31 to 40 years. In addition, 46 of the respondents representing (23%) were between the ages of 41 and 50 years. Those between 51 and above in the company were represented by (7%). Generally, it can be inferred from the age distribution that the sample selected for the study was an all-inclusive sample since it captured the opinions of various age groups. It is believed that the aged is respected with regards to conflict management as compared to the young people. Elfenbein et al (2008) found that age and attractiveness aid greater abilities that is valuable for boosting win-win outcomes. Similarly, Balay (2007) found that age and experience are vital factors that influence conflict management style among teachers and administrators. Therefore, the old or aged will be willing to adopt conflict management approaches such as negotiation and mediation in resolving conflict at workplace.

It could be noted that 98 respondents representing (49%) had senior high school certificate from various fields, while 54 respondents representing (27%) had diploma education. However, a total of 24 representing 12% were the first-degree holders while 18 (9%) had a second degree. Six of them representing (3%) were found to be holding professional certificates. Pinto and Ferrer (2002) found that there is significant difference between conflict management styles of people based on their level of education status. Moreover, it was found that higher educational level favours greater choice for competing conflict handling mode.

It also shows that majority of respondents, that is, 72 (36%) of the sampled population were in senior workers positions, whilst 128 (64%) respondents were in junior officers' positions. In Ghana, a lot of people respect the positions of people, therefore, having a sizeable number of senior provide platform for negotiation and mediation to be effectively conducted and resolved. Study conducted by Brewer et al (2002) found that preferences for conflict styles differ across hierarchical levels or position. Upper organizational status or position of individuals are found to be higher on the competitive and collaborating style while lower status individuals prefer and report greater use of avoiding, accommodating, and compromising (Brewer et al., 2002). In terms of how long each employee has worked in the organisation, it was found majority of the respondents have worked for more than 5 years.

4.2 Influence of Negotiation as a Conflict Management Strategy on Organisational Performance

The first research objective sought to ascertain the extent to which negotiation as a conflict management strategy influences organisation performance. The descriptive statistics show that majority of the respondents agreed that negotiation influence organizational performance. This was indicated by the overall mean ($m=3.69$, $sd= 0.91$). Majority of the respondents strongly agreed to all the statement on the influence of negotiation on organizational performance except for the statement "Employees want to feel involved in decisions that affect them by negotiating with managers before decisions are made" which small number of respondents (43%) agreed on it. The descriptive statistics failed to consider the strength of the relationship between the variables, therefore, a linear regression was conducted and the results is shown in Table 2.

Table 2: Influence of Negotiation on Organisational Performance

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.394	.131		3.000	.003
NEGOTIATION	.740	.084	.664	8.802	.000

a. Dependent Variable: ORGANISATIONAL PERFORMANCE

Table 2 shows that negotiation has positive ($\beta=0.664$, $t=8.802$, $p=0.000$) influence on organizational performance. The significant value $p= 0.003$ is less than 0.05 for the constant and the significant value $p= 0.000$ is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Negotiation has a significant impact on Organisational Performance. The table further shows a Beta of .664 which according to Fidell, Tabachnick, Mestre and Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that the adoption of negotiation as a strategy for managing conflicts significantly improves the performance of staff at Guinness Ghana Limited, Accra-Headquarters. The findings of this study confirm and are supported by loads of findings with respect to studies conducted in terms of negotiation and organisational performance. Rahim (2001) found that a significant relationship exists between negotiations with the level of organisations' performance. Still, with respect to the negotiation, Schramm-Nielsen (2002) estimates that improvements in the negotiation dimensions at the workplace may result in a 5-10 per cent increase in organisation performance. Lang (2009) had also pointed out that adjusting the mode of negotiating activities can significantly improve employees' working experience and organisational performance.

The effectiveness of negotiation as a conflict management strategy within the context of Guinness Ghana Limited, Accra-Headquarters formed the first objective of the study. The employees associated believe negotiation plays a significant role in conflict management within the organisation. The respondents agreed to the baseline assumptions of concession tactic, persuasion tactic, deceitfulness tactic, promise tactic, and threat in Petkovic (2008). This coincides with the study by Long (2006) who asserted that an effective performance appraisal system can lead an organisation to takes strides towards organisation performance and growth by leaps and bounds. Notably, Norreklit (2003) argued that it is important to have negotiation at the beginning of the performance contract so that an employee is well informed of what is expected. This agreed with a study conducted by Mannix, 2001 who concluded that a negotiation outcome can help improve team performance by reducing tension, antagonism and distraction of members of a team.

The survey showed that employees perceived negotiation fair because participation in the negotiation process permitted the creation of shared values, a perception shared by the respondents of the study; therefore, negotiation supports high performance by facilitating the involvement of employees in decision making to create an enabling environment for employees to meet the quantified objectives in all areas of the organisation. This agrees with De Dreu, Weingart & Kwon (2000) who assert that negotiators can help adversaries communicate with each other in many ways. The ability to negotiate with diverse people and organisations increasingly become a critical competency to resolve daily conflicts in the organisation.

These are all in line with studies conducted by Babin and Boles (2000) who asserted that organisation's performance is about directing and supporting employees to work as effectively and

efficiently as possible in line with the needs of the organisation. The study indicated a positive relationship between negotiation and organisational performance meaning that an effective negotiation strategy can lead to an increased organisational performance at Guinness Ghana Limited, Accra-Headquarters.

4.3 Implications of Mediation as a Conflict Management Strategy on Organisational Performance

The second objective of the study was to establish the extent to which mediation as a conflict management strategy influences organisational performance in Guinness Ghana Limited, Accra-Headquarters. The purpose was to establish whether conflict management had an influence on performance in the Organisation. Data was collected on the various activities under mediation in the organisation. Respondents were presented with seven mediation statements and the results were described in Table 3.

Majority of the respondents strongly agreed that mediation influence organizational performance (overall mean = 3.38, sd= 0.866). Among the various statement, it was only on the statement “mediation is used to solve conflict arising from personal differences in the organization” that small number of respondents agreed to it. This means that when mediation is employed to resolve conflict in the organization, it will go a long way to improve upon the organizational performance. However, the strength and direction of the relationship or influence were determined by linear regression which the results was presented in Table 3.

Table 3: Coefficients of Mediation on Organisational Performance

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.472	.130		3.637	.000
MEDIATION	.738	.089	.643	8.316	.000

Table 3 shows that mediation influence organizational performance positively. The significant value $p= 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Mediation as a conflict management strategy has a significant impact on the performance of Guinness Ghana Limited, Accra-Headquarters. Table 3 further shows a Beta of .643 which indicates a strong positive impact of the independent variable on the dependent.

The second research objective was to establish the extent to which mediation as a conflict management strategy influences organisation performance in Guinness Ghana Limited, Accra-Headquarters. The use of mediation assistance as a strategy in conflict resolution is supported by most Guinness Ghana Limited, Accra-Headquarters employees. The respondents of the study believe the role of a mediator is to provide additional information and options without making the decision for the conflicting parties. This confirms study findings according to Gregory (2004) that a mediator assists in resolving the dispute by advising and providing information and options but leaves the final decision to the parties themselves since performance declines as the level of conflict increases.

Rahim (2001) also reported a positive correlation between democratic management styles such as negotiation & mediation and organisational performance. He noted that democratic strategies especially mediation would promote inclusion in the decision and by consequence workers identification with decisions and commitment to the organisation which tends to the increase the performance of the organisation in terms of efficiency and effectiveness. This is

supported by De Wit, Greer and Jehn (2012) who indicated that mediation has a positive influence on the performance of the organisation. This was assessed in relation to organisational outcomes including employee job satisfaction and perceived organisational performance which showed a positive relationship.

From the survey, Guinness Ghana Limited, Accra-Headquarters utilizes mediation strategy in which a mediator facilitates the discussion between the parties in conflict; for example, a mediator facilitates communication when there is a personal conflict between workers. The role of the mediator is limited to helping the discussion between the affected parties. This agreed with the findings of Muigua (2012) who identified mediation as an effective conflict management strategy in resolving disputes in the organisation which tends to increase the performance of an organisation.

4.4 Relevance of Negotiation as a Conflict Management Strategy in Improving Organisational Performance

The last research objective sought to determine the extent to which arbitration as a conflict management strategy influences organisational Performance. Arbitration in this study includes arbitrator resolves disputes, arbitration increases efforts, arbitration embraced. Respondents were to determine the extent to which these arbitration activities were observed at Guinness Ghana Limited, Accra-Headquarters and the result is presented in Table 4.

In summation, majority of the respondents agreed to all the statements concerning the effects of arbitration on organizational performance. This means that when conflicts in the organization is resolve through arbitration means, it will improve upon the organizational performance. Among the statements, it was found that majority of the respondents strongly agreed that “organization has an effective arbitration strategy to manage conflicts”, “arbitration leads to an increase in the effort of the aggrieved parties”. However, least number of respondents agreed that performance in the organization is improved when the arbitration strategy is adopted. Thus, there may be other factors that may contribute to the improvement of organizational performance aside the arbitration strategies.

Table 4: Coefficients of Arbitration on Organisational Performance

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.572	.105		5.467	.000
ARBITRATION	.570	.060	.693	9.519	.000

From Table 4, the significant value $p = 0.000$ is less than 0.05 for both the independent variable (Arbitration) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Arbitration as a conflict management strategy has a significant impact on organisational performance. The results further indicate a Beta of .693 which is statistically significant since $p = 0.000$ and less than .05. The results show that without arbitration, managing conflicts in the organisation will be difficult. It is arbitration that facilitates the management of conflicts which eventually impact positively on the performance of Guinness Ghana Limited, Accra-Headquarters.

The last research objective was to establish the extent to which arbitration as a conflict management strategy influences organisation performance in Guinness Ghana Limited, Accra-Headquarters. The use of an arbitrator as a strategy in conflict resolution is supported by most of the employees at Guinness Ghana Limited, Accra-Headquarters. The respondents of the study

believe the role of an arbitrator is to provide additional information, options and further makes the decision for the conflicting parties. This agrees with studies on the conflict in the Public service commission in Rwanda by Muganza, (2013) that showed that arbitration has a positive impact on the working environment and the organisational performance.

Resolution of conflicts with the aim of improving organisational performance and the arbitrator has the authority to make the decision that resolves the conflict Muigua (2012). The process of arbitration pushes the aggrieved parties to work hard towards a resolution. Arbitration is considered as an option when it comes to the resolution of less complex human rights issues. This is supported by Chau (2014) who advised the implementation of structures and procedures that might encourage the company to use arbitration because of the less financial implications that come with it and its ability to improve the performance of the organisation. Notably, Thomas' (1976) model of conflict management strategies based on negotiation and arbitration showed that arbitration as a conflict management strategy towards conflict had positive effects on organisational performance.

From these surveys, it can, therefore, be concluded that Arbitration as a conflict management strategy has a significant impact on organisational performance. The results show that without arbitration, managing conflicts in the organisation will be difficult. It is arbitration that facilitates the management of conflicts which eventually impact positively on the performance of Guinness Ghana Limited, Accra-Headquarters.

5. Conclusions

Indeed, it is an undeniable fact that just as conflict is ubiquitous and every human organisation has its own fair share of it, Guinness Ghana Limited, Accra-Headquarters has also been challenged with conflicts and these conflict have had implications for the organisation's performance. As a way of finding measures to deal with conflicts within the organisation, the evidence gathered suggests that negotiation, mediation, and arbitration serve as useful tools for conflict management and by extension play important roles in enhancing organisational performance at Guinness Ghana Limited, Accra-Headquarters.

Serving as a useful conflict management strategy, the adoption of negotiation as a strategy creates room for workers' participation in the negotiation process as efforts are made towards resolving conflicts. Negotiation therefore helps in generating mutual understanding and settlement of disputes, thereby facilitating the creation of an enabling environment for collaboration of the efforts of workers towards attaining the objectives of the organisation.

Again, improvement in performance at Guinness Ghana Limited, Accra-Headquarters has also been informed by the important role that mediation plays in conflict resolution. Through this strategy the mediator gives disputants the necessary information to make decisions regarding the settlement of conflicts. This tends to promote inclusivity in the decisions and therefore gives workers reasons to see decisions as a product of their own collective efforts. Negotiation therefore becomes useful in resolving conflicts and generates a sense of commitment on the part of workers and tends to increase performance in terms of efficiency and effectiveness.

Even though conflicts have been witnessed in various forms at Guinness Ghana Limited, Accra-Headquarters, arbitration has served as an effective conflict management strategy as the role of an arbitrator is evident in the authority made available to the arbitrator to provide additional information, options and further make the decision for the conflicting parties thereby giving grounds for the conflicting parties to work towards resolution. However, it important to note that the success of arbitration is contingent on the availability of the needed structures and procedures to ensure its effectiveness. Generally, it can be concluded that negotiation, mediation and

arbitration are important conflict management strategies that have the capacity to resolve conflicts in organisations and improve upon performance. However, the effectiveness of these strategies will be dependent in the necessary institutional arrangements put in place by the organisation, the collaboration of the conflicting parties in conforming to the laid down procedures and the efficiency of any third part individual(s) who may be involved in any conflict management process.

It is recommended that the management of Guinness Ghana Limited, Accra-Headquarters should focus on increasing the utilization of conflict management strategies like negotiation, mediation and arbitration to increase organisational performance. Negotiation, mediation and arbitration are effective conflict management strategies, which speeds up the process of conflict resolution by providing conflicting parties with additional information and options.

It is also recommended that management of Guinness Ghana Limited, Accra-Headquarters should encourage the use of negotiation, mediation and arbitration as forms of conflict management strategy. The intervening party must maintain a neutral attitude to avoid exacerbating the problem. The size of the intervention should be more than adequate to guarantee success. Sensitivity to potential conflicts makes it easy to apply different conflict management strategies within the organization. The overall impact is improved organisational performance because employee morale is high, and the cost of conflicts is reduced.

Further studies can also engage in a comparative study across public and private industries in Ghana to assess the impact conflict management strategies have on organisational performance. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only three conflict management variables; negotiation, mediation and arbitration.

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