

Strategic Conflict Resolution Mechanisms and Administrative Success In tertiary Institutions in Cross River State, Nigeria

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ABSTRACT

The purpose of this study was to investigate Strategic Conflict Resolution Mechanisms and Administrative success in tertiary institutions in Cross River State, Nigeria. Three null hypotheses were formulated to guide the study. Works of literature were reviewed based on the sub-variables of the study. The population of the study consisted of 304 heads of departments. The whole population was used due to the small nature of the population. Multi-stage sampling technique and proportionate strategies random method was used for this study. Ex-post-facto research design was adopted for the study. The “Strategic Conflict Resolution Mechanism and Administrative Success Questionnaire (SCRMASQ)” instrument was used to measure these sub-variables, namely; avoidance strategy, compromise strategy and accommodation strategy. The instrument was face validated by experts in Measurement and Evaluation at the Faculty of Education, Cross River University of Technology, Calabar. Cronbach Alpha Reliability Estimate was used to determine the reliability coefficient of the scale, which ranged from .77 to .81, which indicates that all the sub-scale were reliable. The data were analyzed using simple linear regression analysis. All the hypotheses were tested at a 0.05 level of significance. The result of the research findings revealed that conflict management strategies had a significant influence on the Administrative Effectiveness of Heads of Departments in Tertiary Institutions in Cross River State. It was recommended among others that conflict in whatever form should not be ignored but effectively managed.

Keywords: Strategic, Conflict Resolution, Mechanisms and Administrative Success

INTRODUCTION

The growth of any organization depends on its administrators’ ability to effectively administer the needed manpower in managing conflicts. This is because administrators are implementers of policies and decisions through coordinated activities and so must have the capability of planning, organizing and controlling available resources to achieve results. They are responsible for the achievement of results through the specialized efforts of other people whether individually or collectively in an organization. To succeed therefore the administrator needs to manage conflict effectively. Conflict is any form of disagreement between two or more parties which can be seen even in the family, schools, churches and business organizations. Conflicts cannot be avoided in any organization since in every organization; there are structures or units with groups of different people to perform different functions to achieve the set objectives of the organization. Despite the

harmonious relationship that can be experienced in any human institution or organization, the - existence of conflict situations is inevitable in the organization. People in an organization deal with conflict daily and educational leaders are not exempted. In the past, educational institutions in Nigeria had a few conflicts and controversies. Today, however, conflicts in these institutions are widespread. Therefore, it is reasonable to expect conflict in the administration of tertiary institutions in Cross River State.

The differences in opinions and interests of the individual groups in the tertiary institutions may constitute conflict between staff and management, as well as students and school authority, hence, management and personnel in institutions of higher learning sometimes engage themselves in conflict situations which result in strikes, thereby affecting university administration and consequently reducing productivity (According to Uya in Uwa (2014), conflict cannot be completely disassociated from human being and their endeavours, be it group or organization. This means that conflict is a “necessary evil” that one cannot do without. Hence, it can be managed using different conflict management strategies to enhance effectiveness and efficiency. Conflict occurs in many ways and at different levels of tertiary institutions. Hence, there is a need to control conflict in every human organization. Because if well managed it would bring positive developments in the organization. Conflict is an attendant feature of human interaction and cannot be eliminated; however, its proper management is essential for peace and progress in human society (Ndum and Okey, 2013). There are different ways to manage conflicts. Conflict management strategies are the internal mechanism used by various authorities in resolving conflict, (Adeyemi and Adenilua, 2012). Some conflict management strategies are forcing, structural changes, avoidance, compromise, and smoothing suppression, third-party intervention, cooperation, democratic process, job rotation as well as confrontation. Ibukun (2010) added that problem-solving appeal to superior organizational goals, prevention and avoidance, expression of command, changing the structure of the organization and compromise are management strategies for resolving conflict in organizations. If conflict is well managed, it leads to heads of department administrative effectiveness and efficiency.

Thomas cited in Ebuara, (2016) identified and explained the following as conflict management strategies; Avoidance strategy: This is a process of withdrawing from situations that might cause unpleasantness for oneself and postponing issues. Compromising strategy: In a conflict situation, parties to the conflict should be willing to give up something to settle the problem. Both parties should be able to shift ground to allow peace to reign here, and all demands to be fully met. Accommodation: This strategy believes that no amount of sacrifice is too much to allow peace to reign. Those who adopt this strategy can even hurt themselves in the process of satisfying the other party. Conflict can be resolved by surrendering, running away, over-powering your opponent with violence, or filing a lawsuit, but there is a better option for resolving conflict. The Association for Conflict Resolution (2020) enumerated some common forms of conflict resolution strategies: Negotiation strategy: This involves a discussion among people to reach an agreement. Mediation: This is a voluntary and confidential process in which a neutral third-party facilitator helps people discuss difficult issues and negotiate an agreement. There is no best conflict management strategy. The maturity and skills in the utilization of conflict management strategies are what is needed. However, the study is specifically aimed at finding the extent to which avoidance strategy, compromise strategy, accommodation strategy and mediation strategy relate to the administrative effectiveness of heads of department in tertiary institutions in Cross River State.

Administrative success in conflict management refers to the production of the desired result in a way that is goal oriented. The degree to which the goals and objectives of a department are achieved about quality and quantity. The success in the dispatch of their duties of heads of the department could be described as the extent to which the heads of the department can achieve the departmental set goals. Success is a vital quality to be possessed by leaders at all levels of human institutions. Heads of department in any organization especially in tertiary institutions need to be effective and efficient in managing human and material resources which will lead to the goals attainment of the department and the institution in general. The researcher observed that among the tertiary institutions in cross river state, some heads of department seem not to be effective in carrying out their managerial duties.

Another related study was carried out by Azubuikwe (2010) on the relationship between conflict management style (avoidance strategy) and staff productivity at the university of Port-Harcourt River State. One of the hypotheses concerned the determined whether there was a significant relationship between smoothing conflict management style of administrators and staff efficiency. The result of the Product Moment Correlation analysis reported a significant negative relationship between administrators' use of smoothing conflict management strategy and staff effectiveness.

Ebara, (2016) cited Peretomode and referred to the avoidance option as a process of withdrawing from situations that cause unpleasantness for oneself and postponing or suppressing issues. An avoider does not see any virtue in conflict and would not want to personally face it. This orientation can be described by behaviours such as withdrawal, indifference, apathy flight, reliance upon fate and isolation. Albanese (2014) was of the view that avoidance strategy in conflict management is reasonable when a conflict situation has relatively minor implications for managerial effectiveness. He further stated that avoiding is appropriate to reduce tensions.

Okon, Inaja and Udo (2010) conducted a study on administrators' preferred conflict strategy in the resolution of conflict in public and private secondary schools in Calabar South Local Government Area of Cross River State. Seventy (70) teachers, thirty-five from each category were used as sampled research subjects to assess the preference of administrators on conflict management strategy. The Teachers' Assessment of Administrators' Preferred Conflict Resolution Strategies Questionnaire (TAAPCRSQ) was used in data collection. Percentages and chi-square (X^2) analysis were used to analyze the data. The results showed that the avoidance conflict management strategy has a preference score of 3.33% below the collaboration strategy (92.60%). The chi-square (X^2) analysis using a type of school to determine the preference of administrators in the use of conflict management strategy proved not significant.

Another study was conducted by Niue (2012) on the preferred crisis management strategies among lecturers in tertiary institutions in River State, Nigeria. One of the hypotheses (5) was teaching qualification does not significantly influence teachers' preference for avoidance as a conflict management strategy. A total of five hundred and twenty-five (525) lecturers were selected from four (4) post-secondary institutions as research subjects. A structured questionnaire Preferred Crises Management Strategies Questionnaire (PCMSQ) was employed in data collection. The one-way analysis of variance (ANOVA) statistical analysis was used for data analysis. The result revealed that there was no significant influence of teaching qualification on a teacher's choice of avoidance as a crisis management technique.

Also, a compromising strategy typically calls for both sides of a conflict to give up elements of their position to establish an acceptable, if not agreeable, solution. Compromise as a strategy of

conflict resolution as identified by Owens, Anja and Bassey in Ebuara (2016). It involves a degree of assertiveness and some degree of cooperation, and splitting the difference or giving up something to get something has been described as part of its fundamental, premise. Generally regarded as the win some lose some strategy, it is also characterized by a moderate desire to satisfy the concerns of oneself and a moderate desire to satisfy the concerns of the other party, involving no confrontation of the issues and goals and neither party is completely satisfied with the outcome. The solution chosen is not the best or most effective choice as it is directed towards achieving temporary solutions, to avoid a destructive power struggle or even when time pressures exist.

Ayagwa (2015) carried out a study on compromised and staff effectiveness in Benue Brewery Company Plc. Ex-post facto research design was adopted for the study. A population of 2,116 staff was considered using 200 workers as a sample size. The result showed a significant negative association with the workers under compromise and conflict resolution. The study revealed that most workers resist compromise for the sake of forgoing their concerns and committing to others' concerns. This is an indication that most workers cannot allow their interests to be forgone in the course of conflict resolution. The study is linked to the present work as conflict resolution through compromise needs to find a middle ground during the resolution of cases by group members for the benefit of organizational effectiveness. This implies that if workers (staff) accept to compromise during conflict resolution, the organization will find a good place for its effectiveness as workers will develop self-commitment devoid of conflict in the face of the compromising strategy of conflict resolution.

In a study carried out to examine the impact of workplace conflict management (compromise) on staff effectiveness in public secondary schools in Ekiti State, Nigeria, Olukayode (2015) adopted a descriptive research design. Participants comprised 250 employees selected through the use of a stratified random sampling technique. The study addressed one hypothesis whose test items were designed into a questionnaire that served as the data collection instrument for the study. Among other things, the questionnaire sought to elicit responses based on the effect of workplace conflict management strategy (compromise) on administrative staff productivity in public secondary schools in Ekiti State. Descriptive and inferential statistics were employed to analyze data collected from the respondents. The result revealed a significant and positive value (cal-t = .3.75; sd = 1.27; R = 323; R² = 0.512; P<.05) based on the relationship between compromise as conflict management strategy and staff effectiveness in public secondary schools in Ekiti State. The result was summarized by the researcher observing that compromise is a very important strategy for ensuring a good relationship between employers and employees in an institution. The study of Olukayode (2015) was found relevant to the present study in that among other things, it sought to examine the relationship between compromise as a conflict management strategy and the effectiveness of heads of departments in tertiary education institutions.

Again, accommodating leads to "you-win-I lose" syndrome. It is an option for handling conflict in which one part simply allows the other to achieve its goals. Hilgert and Leonard in Ebuara (2016) think that the primary strength of this option is that it encourages cooperation. One person obliges the other to preserve a relationship. Accommodators are concerned with maintaining harmonious relationships at all costs and therefore will be self-sacrificing in a conflict situation. The accommodating style is likely to be over-used by individuals with docile, dependent and submissive personalities.

Ukpabio (2012), carried out a study on the relationship between principals' conflict management strategies in terms of accommodation strategies and teachers' effectiveness in

secondary schools of the Southern Senatorial District of Cross River State, Nigeria. Four hundred staff were chosen for the study randomly selected from a population of thousand, nine hundred and sixty-four (1964) teachers. Accommodation conflict management technique was one out of the three variables used to determine its influence on staff productivity in specific areas of measure. The results of the one-way analysis of variance (ANOVA) reported the following:

1. Principals' conflict management techniques (accommodation inclusive) had no significant relationship with administrative staff in handling the job.
2. Principals' conflict management styles had no significant relationship with staff use of materials for work.
3. That principals' conflict management techniques had no significant influence on administrative staff involved in student discipline.

Niue (2012) investigated preferred crisis management among lecturers in tertiary institutions in River State, Nigeria. One of the hypotheses was teaching experience of lecturers does not significantly influence their preference for smoothing as a crisis management strategy. Data was collected from five hundred and twenty-five research subjects drawn from a population of thousand, two hundred and eighty-eight (1288) lecturers through stratified random sampling. The result of the one-way Analysis of Variance (ANOVA) showed that lecturers' teaching experience did not influence their preference for smoothing as a crisis management strategy. An in-depth study of these variables propelled the researcher to investigate Strategic Conflict Resolution Mechanisms and Administrative success in tertiary institutions in Cross River State, Nigeria

Statement of the Problem

Administrative success among academic heads of departments in tertiary institutions has generated serious concern in recent times. This is because of the operational processes and functions in school administration which depend on the good management of the documented activities of the school programs, infrastructures, staff and students found in school records for successful executions. These reported poor records management practices made the retrieval of school records difficult and sometimes impossible resulting in ineffective school administration. Personal experience has shown some academic heads of departments of tertiary institutions lack the capacity for success in terms of course allocation, lecture periods, as well as timely release of student results, which have been on the increase among academic heads of tertiary institutions. Experience has shown that in one of the colleges of education in Cross River State, a particular academic head of the department accuse his colleague of paddling with the timetable to suit his department at the expense of faculty courses which were supposed to be given preferential treatment. It was also noticed that some heads of departments fiddle with students' results to suit those of their department especially when there is an increase in failure. Also, most heads of department feel that most lecture venue belongs to their department and will not give full leverage to other departments to receive lecture when their students are free. This has caused conflict. If conflict is not managed on time, it will result in enmity and violence among academic heads may erupt. Since violence will not erupt without conflict as antecedents, one can assume that many of the conflicts in tertiary institutions among heads of departments are because their antecedents were not properly managed or that the conflicting parties did not explore the power of avoidance strategy, compromise strategy, accommodation strategy, collaboration and mediation strategies in managing conflict to enhance academic effectiveness among heads of department. The problem of this study put in question is:

how does Strategic Conflict Resolution Mechanism relate to Administrative success in tertiary institutions in Cross River State, Nigeria?

Purpose of the Study

The purpose of the study is to examine the extent to which Strategic Conflict Resolution mechanisms predict Administrative success in tertiary institutions in Cross River State, Nigeria. Specifically, this study is aimed at finding out;

- i. The use of avoidance strategy in conflict management by heads of departments in tertiary institutions in Cross River State.
- ii. Examining the extent to which compromise strategy predicts the administrative success of heads of department in tertiary institutions in Cross River State.
- iii. The use of accommodation strategy in the management of conflict by heads of departments in tertiary institutions in Cross River State.

Research Questions

The following research questions were raised to guide the study:

- i. To what extent does avoidance strategy in conflict management predicts the administrative success of heads of department in tertiary institutions in Cross River State?
- ii. To what extent does compromise strategy predicts the administrative success of heads of department in tertiary institutions in Cross River State?
- iii. How does accommodation strategy contribute to the administrative success of heads of department in tertiary education institutions in Cross River State?

Statement of the Hypotheses

The following hypotheses were formulated to give the direction to the study:

- i. Avoidance strategy in the management of conflicts does not significantly predict the administrative success of heads of departments in tertiary institutions in Cross River State.
- ii. Compromise strategy in the management of conflicts does not significantly predict the administrative success of heads of departments in tertiary institutions in Cross River State.
- iii. The use of accommodation strategy in conflict management does not significantly determine the administrative success of heads of department in tertiary institutions in Cross River State, Nigeria.

RESEARCH METHOD

This section focuses on the research methodology of the study. It is presented under the following sub-headings: Research design, Population of the study, Sampling technique, sample, instrumentation, the validity of the instrument, reliability of the instrument, the procedure for data collection and procedure for data analysis.

Research Design

The research design used for this study was the ex-post-facto-design. The choice of this design is linked to the fact that the ex-post-facto method studies phenomena after they have occurred. This research design was considered as a systematic empirical inquiry in which the researchers do not have direct control of the independent variables because their manifestation has already occurred or because they are inherently not manipulable (Isangedighi, Joshua, Asim & Ekuri, 2004).

The population of the study

The population of this study comprised three hundred and four (304) academic heads in the six (6) Government-owned tertiary institutions in Cross River State. Data obtained from the field through the researcher's contact with the Registry Department of the various institutions showed that there are three hundred and four (304) academic heads of department in the 6 tertiary institutions. (Federal College of Education; School of Nursing and Midwifery, University of Calabar, Cross River University of Technology, School of Health Technology and Cross River State College of Education).

TABLE 1: Study Population in the Six Tertiary Government-owned Institutions in Cross River State

S/N	Name of Institution	Number of Academic Heads of Department
1.	Federal College of Education Obudu	26
2.	School Of Nursing and Midwifery-Itigidi	8
3.	University of Calabar	184
4.	Cross River University of Technology, Calabar	42
5.	School Of Health Technology Calabar	12
6.	Cross River State College of Education Akamkpa	32
	Total	304

Source: Field Work by the Researcher, 2021

Sampling Technique

The multi-stage sampling technique will be used for the study. The first stage involved the use of a simple random sampling method to select four (4) institutions out of the six (6) institutions in the population. In this stage, papers labelled A to F which are the codes representing the six (6) institutions shall be put in a bag. And the researcher draw one piece of paper at a time from the bag after every draw; the paper was returned to the bag before the next draw. Through this process, four (4) institutions were selected. The second stage involved the use of a proportionate stratified random sampling method. The schools/departments from the selected institutions in stage one were the area of focus. The final stage will also adopt the proportionate stratified method. In this stage, 60% of the departments from each of the schools/departments selected in the second stage shall be randomly selected. The Heads of these Departments constituted the sample for the study. The sample distribution is shown in table 2.

Sample

The study adopted the census method since the population is small

Instrumentation

The instruments used for the study was a 25-items constructed questionnaire titled: “Strategic Conflict Resolution Mechanism and Administrative Success Questionnaire (SCRMASQ)”. The questionnaire consisted of three sections. Section A contained demographic data (gender, age, qualification, teaching experience and institution of the respondent). Section B: contained items on Conflict Management Strategies in terms of Avoidance, Compromise, Accommodation, Collaboration and Mediation. The responses were strongly Agree, Agree, Disagree and Strongly Disagree. Section C: contained items on the Administrative Effectiveness of Heads of Department whose responses will be Highly Satisfied, Satisfied, Dissatisfied and Highly Dissatisfied.

Validity of the instrument

To validate the instrument, the researcher gave the instrument to the supervisor to vet the items and their face validity. The instrument was also given to research experts in Test and Measurement in the Faculty of Education, Cross River University of Technology, Calabar for scrutiny. This was for them to check for the appropriateness of items, content coverage, clarity of language and suitability of items ambiguous items and items that were not measurable were identified and removed. They were replaced with valid items.

Reliability of the Instrument

The reliability of the instrument was done using Cronbach’s Co-efficient Alpha. To determine the reliability of the instrument, a trial testing was done using 50 respondents drawn from the population not used for the study. The data generated from the instrument were analyzed using Cronbach’s Coefficients Alpha to determine its internal consistency. The Cronbach Alpha Reliability coefficients ranged from .77 to .81. These values were considered high enough to justify the use of the instrument for the study.

Procedure for data analysis

In this section, the null hypotheses are stated and the dependent and independent variables as well as the statistical tools used for data analysis identified as follows:

Hypothesis One: Avoidance strategy in the management of conflicts does not significantly predict the Administrative success of Heads of Department in tertiary institutions in Cross River State.

Independent variable: Avoidance strategy in the management of conflict

Dependent variable: Administrative success of Heads of Department

Statistical tool: Simple Linear Regression

Hypothesis two: Compromise strategy in the management of conflicts does not significantly predict the administrative success of Heads of Department in tertiary institutions in Cross River State.

Independent variable: Compromise strategy in the management of conflict

Dependent variable: Administrative success of Heads of Department

Statistical tool: Simple Linear Regression

Hypothesis three: The use of accommodation strategy in conflict management does not significantly determine the administrative success of Heads of Department in tertiary institutions in Cross River State.

Independent variable: The use of accommodation strategy.

Dependent variable: Administrative success of Heads of Department

Statistical tool: Simple Linear Regression.

RESULTS AND DISCUSSIONS

Demographic description of the study sample

The data analysed in the study were collected from the population using census due to the small nature of the population comprised of 304 respondents. After administering the questionnaire a total of responses constituted the study. A demographic description of the sample was done using frequency count and simple percentages. Also, the description of research variables was done with mean and standard deviation. The results obtained are presented in Table 2.

Research variables	Mean	Std. Deviation	n
Administrative success	44.5116	10.26632	301
Avoidance strategy	19.7907	6.06570	301
Compromise strategy	20.5814	5.70066	301

Presentation of results

The results of the data analysis were presented hypothesis-by-hypothesis as shown below

Hypothesis one

Avoidance strategy in management of conflicts does not significantly predict administrative success of heads of department in tertiary institutions in Cross River State. In order to carry out the statistical analysis, simple linear regression analysis was executed with Avoidance strategy as predictor variable and administrative effectiveness as criterion variable. The result obtained from the test statistical analysis are summarized and presented.

Table 3: Regression of administrative success on avoidance strategy in management of conflicts

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.121 ^a	.015	.011	10.20773		
Sources of variation		Sum of Squares	df	Mean Square	F	p-value
Regression		464.061	1	464.061	4.454	.036 ^b
Residual		31155.148	299	104.198		
Total		31619.209	300			
Variables		B	Std. Error	Beta	t-value	p-value
(Constant)		40.454	2.011		20.118	.000
Avoidance strategy		.205	.097	.121	2.110	.036

*p<.05

Hypothesis two

Compromise strategy in management of conflicts does not significantly predict administrative success of heads of department in tertiary institutions in Cross River State. In order to carry out the statistical analysis, simple linear regression analysis was executed with Compromise strategy as predictor variable and administrative success as criterion variable. The result obtained from the test statistical analysis are summarized and presented in Table 4.

Table 4: Regression of administrative success on compromise strategy in management of conflicts

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.130 ^a	.017	.014	10.19620		
Sources of variation	Sum of Squares	df	Mean Square	F	p-value	
Regression	534.396	1	534.396	5.140	.024 ^b	
Residual	31084.813	299	103.963			
Total	31619.209	300				
Variables	B	Std. Error	Beta	t-value	p-value	
(Constant)	49.330	2.205		22.371	.000	
Compromise strategy	-.234	.103	-.130	-2.267	.024	

*p<.05

Hypothesis three

The use of accommodation strategy in conflict management does not significantly determine the administrative success of heads of departments in tertiary institutions in Cross River State. To carry out the statistical analysis, a simple linear regression analysis was executed with accommodation strategy as the predictor variable and administrative success as the criterion variable. The result obtained from the test statistical analysis is summarized and presented in Table 5.

Table 5: Regression of administrative success on accommodation strategy in management of conflicts

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.130 ^a	.017	.014	10.19556		
Sources of variation	Sum of Squares	df	Mean Square	F	p-value	
Regression	538.355	1	538.355	5.179	.024 ^b	
Residual	31080.854	299	103.949			
Total	31619.209	300				
Variables	B	Std. Error	Beta	t-value	p-value	
(Constant)	40.716	1.768		23.027	.000	
Accommodation strategy	.202	.089	.130	2.276	.024	

*p<.05

Discussions of findings

The findings of this study were discussed based on the hypotheses of the study. It is as presented below: Avoidance strategy in the management of conflicts and administrative success of heads of department in tertiary institutions

The finding revealed that avoidance strategy in the management of conflicts does significantly predict the administrative success of heads of departments in tertiary institutions in Cross River State. Thus the present study conforms with another related study carried out by Azubuike (2010) who found that there was a significant relationship between smoothing conflict management style of administrators and staff efficiency.

Compromise strategy in the management of conflicts and administrative success of heads of department in tertiary institutions

It was revealed from the findings of the study that compromise strategy in the management of conflicts significantly predicts the administrative success of heads of departments in tertiary institutions in Cross

River State. This agrees with Olukayode (2015) who found relevant to the present study in that among other things, it sought to examine the relationship between compromise as a conflict management strategy and the effectiveness of heads of departments in tertiary education institutions

Accommodation strategy in the management of conflicts and administrative success of the heads of departments in tertiary institutions

The study found that the use of accommodation strategy in conflict management has a significant prediction on the administrative success of heads of departments in tertiary institutions in Cross River State. In agreement with the present findings, Ukpabio's (2012), results found that principals' conflict management techniques (accommodation inclusive) had no significant relationship with administrative staff in handling the job.

Summary and Conclusion

Conflict management strategies and administrative success of heads of department in tertiary institutions in Cross River State, Nigeria, it is obvious that lack of consideration of the learning style preferences of students by teachers could be the cause of dismal academic achievement in schools which is a matter of concern to all education stakeholders. Therefore, education stakeholders are expected to direct their resources and efforts towards improving the learning styles preference of students if they desire to enhance academic achievement among the students.

Recommendations

Based on the key findings of the study, it is recommended that:

The following recommendations were generated from the findings;

1. Managers of tertiary institutions should institutionalize dialogue. They need to explore dialogue strategy as a foremost step among others in managing conflict. Through dialogue, team members develop skills to accept differences, thereby preventing crises and improving performance.
2. Managers of tertiary institutions should improve their communication skills and provide communication channels. Administrators should ensure the free flow of information in our Colleges and Universities. They should be aware that lack of access to information breeds rumours and invariably results in crises.
3. Educational managers in tertiary institutions should try as much as possible to prevent frequent occurrences of conflict within the organization. They should note that a peaceable school results and they must ensure that values and skills of cooperation, and tolerance are supported in the culture of the school.

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