# INFORMATION TECHNOLOGY AND CONFLICT MANAGEMENT IN ORGANIZATION

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*Abstract*

This research sets out to examine the impact of Information Technology in dealing with conflicts in organization. The issue of conflict, disagreement and dispute are inevitable in organisation. The issue borders on how best to manage conflict in order to prevent it from derailing the goals of an organisation. However, the advent of technology has paved the way for the use of Information technology in organization, and if markedly secured, it could be used to deal or avoid conflicts in organization. Information technology in organization has therefore created greater improvement in terms of efficiency, ability to work without time or resources wasting, information communication and management; as well as helping in the process of evaluating and control of conflict within the organization. The advent of IT and its presence in the organization's structure has actually transformed the organization into a digital system. Its application in organization therefore is to provide organization with a measure of problem solving such as conflict management, increase in quality of production, increase in speed of processing, improvement of customer service, enhanced communication and collaboration, etc. The use of IT therefore has become a critical success factor in operations within and outside the organization, and this obviously will be very vital to corporate survival in the digital economy. In this paper, we have used implementation model and empirical evidence to demonstrate that management of conflict in organization would be a mirage if the presence of Information technology is undermined.

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## *Introduction*

The use of Information Technology in dealing with conflicts in an organisation is multi-dimensional in nature. Apart from helping in the dissemination of information internally, it also helps in the management and control of the information. In the past the use of information technology in organisation was hardly felt as compared to present day usage. One best way of using IT in resolving conflicts in the organization is to have a good communication channel. This is one of the principal roles of IT towards dealing with conflicts. For instance, changes within the organization should be clearly communicated well ahead of time to the workers before implementation. This will definitely help to minimize conflicts or frictions in work place and prevent unnecessary misunderstanding. The use of IT can also help to secure information for a later use or for record purpose as part of evidence or reference.  However, for IT to play a key role in conflict resolution the following concepts should are very necessary.

**Attention:** the attention of the recipient is of paramount importance because lack of attention could lead to failure in communication.

**Clarity:** the language used should be clear, concise, and the information must be defined and clearly spelt out, while the user bears the object of the communication in mind.

**Integrity & sincerity**:  the more workers are told of the company and its future, the more they will respect the integrity of management and hence a boost in workers morale; coupled with industrial harmony.

**Choice of media**:  it is important to choose the most appropriate media for communication depending on the type and level of conflict.

**Brief**:  the information to be communicated should be brief and concise to catch the attention of the receiver.

**Accuracy:**  apart from being brief and clear, the information should be accurate in terms of its construction which it's met for. Application of IT is fast becoming an integral part of the organisation's structure. For the purpose of this study, emphasis will be laid on the use of E-mail, Mobile handsets, 'CCTV', confidentiality of information, etc.  The key component for dealing with conflict in organization is to have a well designed information communication system. This is quite unlike the usual 'face to face' meetings.  The use of e-mail and telephone as a means for interaction can enhance the level of communication in the dispute resolution context.  However, the case of electronic communication such as e-mail could generate little feedback about the

feelings or reaction of the recipient. You never can know how the recipient is reacting to your message. Other tools may include voice mail, hard copy etc.  Every employee in the organization especially the union members and the management can facilitate dispute resolution through constant use of the e-mail. Although responses to e-mail are sometimes delayed, it is in the interest of the management to make it a point of duty to emphasize the use of E-mail. The use of E-mail and telephone can diffuse any conflict to a large extent before arrangement of a 'FTF' (face-to-face) meeting if necessary.

### *Objectives of the Study.*

❖ To discuss the involvement of IT in organization.

❖ To discuss ways on how IT can help resolve conflicts in organization.

❖ To establish whether IT have any significant impact in conflict management process

### *Research Questions.*

It is an established fact that the inability of an organization to survive in the mist of growing competitiveness in modern business world is as a result of administrative weakness. This weakness may be due to lapses in conflict control measures. This problem is in need of urgent attention to enable the organization achieve its objective of going concern.

In the light of the above, the following research questions will be dealt with in this paper.

• What are the IT equipments available to help identify conflicts in your organization?

• To what extent does IT influence decision-making when solving organizational conflict?

• What is the perception of the employee towards application of IT to solving

Conflict in their organization?

• Does IT  have significant impact in dealing with conflict in the

   organization?

• How does IT help to detect/react to conflict within the organization?

### *Hypothesis*

**Ho**:  **IT has no significant impact in conflict management process.**

**H1**:   **IT has a significant impact in conflict management process.**

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*Significance of the Study*

The idea behind this research is to help managers realize that IT could serve as an important tool when it comes to dealing with conflicts in the organization. In addition;

+ It will also enable government, captains of industries and individuals to realize the need to embrace the use of IT as an effective measure of conflict control in organisations.
+ The study will also educate the user/reader on how to detect conflict early enough through the application of "conflict symptom indicator model" (CSIM), with the support of 'CCTV' (surveillance) camera.

*Purpose of the Study*

One of the main reasons for carrying out this research is to ascertain the new dimension of conflict in modern day organization and to discuss ways on how IT can help solve conflicts in organization. In addition, there is need to examine the impact of IT in dealing with conflict in organization.

*Information Technology in Organizational Context*

The oxford Advanced learners dictionary, 8$^{th}$ edition, defines Information technology as electronic equipment such as computer for the purpose of storing, analysing, and distribution of words, figures and pictures. Its application in an organization has therefore created greater improvement in terms of efficiency, ability to work without time or resources wasting, information communication and management; as well as helping in the process of evaluating and control of conflict within the organization. The advent of IT and its inclusion in the organization's structure has actually transformed the organization to a digital system. Its application in organizations therefore is to provide organization with a measure of problem solving such as conflict management, increase in quality of production, increase in speed of processing, improvement of customer service, enhanced communication and collaboration, etc. The use of IT therefore has become a critical success factor in the operations of some organizations, and this obviously will be very vital to corporate survival in the digital economy. Information technology no doubt has led to major improvement in human ability to collect,

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process data and disseminates information. With the advent of the internet and the World Wide Web, IT is better felt in organizations in recent times. Telecommunication infrastructure, coupled with massive growth of personal computers and mobile phone devices provide vast amounts of information to users at any time. Although some people may not happy with the fact that, information is a valuable resource that can be beneficial for the organization based on the fact that the amount of information available to the individual has led to information overload. The individual appears to be overloaded with information and this makes him to work beyond his capacity. Finding the needed information in massive collections can be complicated and frustrating, and time consuming, as well as expensive. Some researchers have argued that the search for information takes up a third of employee's workday and effort to contain the readily rich available information often force people to multitask. Ironically, some schools of thought believe that the same IT that created the information overload is also capable of solving the problem of overloading. Some organizations result in organising their data into concise and actionable piece of information for the user through the application of decision support system. The level of involvement of IT in present day organization has actually transformed the organization into a digital business environment where information is the 'life wire' of all its activities. However, copra appears to have a different view from the above. According to copra, he maintained that, the advent of information technology has further compounded workers' stress in the organization. As a result of improvement in modern technology, work can now be carried out much faster than before, and more time is now being saved. The idle time on the other hand is now channelled into more avenues by way of making the workers to do more work in order to generate more profits for the owners. The consequence of this is that, while the organization is getting richer by the day, its workers are virtually living in abject poverty or better still, made redundant in the name of downsizing and corporate merger. The concern of the shareholders about the performance of the organization is how much profit has been generated. They are simply not concerned with how the profit was generated, neither are they concerned with the welfare of the workers' sustainability of the company's products, etc. The economic pressure will continue to increase as long as improvement in the information world continues. When merger takes place there is every tendency for the company to attain rapid changes in its structure, production process, services etc. This is purely designed for acquisition of a larger part of the market share to the detriment of the workers not prepared for these changes. In addition,

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"it is evident that the various key components of today's business environment such as the global competition, corporate mergers, turbulent markets, increasing workloads, "24/7" accessibility via e-mail/cell phones etc, have all constituted a highly stressed and unhealthy situation" (Capra, 2002.P.127). Apart from IT affecting the structure of the organization, it has also created a lot of benefits to the organization especially in the aspect of solving problems and management of conflicts within and outside the organization. The level of conflicts in organization these days appears to have reduced when compared to the level of conflicts in the past. Things are better organised in the organization and detection of conflict and subsequent resolution of conflict is faster and more accurate. In terms of competitive edge, the involvement of IT has helped many organizations to gain a wide range of competitive advantage over others in the same line of business. The design of creative applications has paved the way for organizations to compete more effectively and capture a significant share in the market. Some organizations generate funds by making information available through computer systems. Another traditional benefit of IT to the organization is that it has helped in the reduction of cost in terms of operations and in terms of solving conflicts in the organization. IT in organization has helped in the automation of clerical task geared towards reducing cost, while others like the manufacturing companies have reduced inventory conflict through the application of an inventory control models.

In the past, changes in job content do result in opportunities for promotion and employee development. However, these changes created the problems of role conflict and role ambiguity in the short run. In most cases there may be resistance to changes in roles, especially from managers who do not favour computerized information systems. At first when the workers saw computers coming into the organization, they never liked the introduction because they feel that their positions were under threat since the computers were met to execute some of the tasks they used to perform. The fact is that managers fail on their part to inform the workers about changes made or to revise the affected job descriptions. The consequence is that, these individuals are left in the dark without a clear understanding of what their jobs are supposed to be and what is supposed to be done.

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*Types of IT equipments in Organization.*

This refers to the information technology equipments commonly used in an organization to facilitate easy operation within and outside the organization. These equipments can be used to identify conflicts, internal communication, as well as to guide against conflicts. However, the successful implementation of any formulated policy and subsequent achievement of goals and objectives in an organizational setting depends largely on an updated well trained and skilled management staff in the field of IT. Lack of good IT equipment can hinder smooth operations, while the degree of conflict management to a large extent could depend on the quality of IT equipment in place in the organization. In the past, most organizations rely heavily on the outdated equipments such as the typewriter, analogy telephone, etc. With the development and progress in the IT world, modern equipments are now available. These equipments now constitute the 'life wire' of present day organizations except in the developing countries where some old IT equipments are still being used. Perhaps, this could be one of the reasons why the incident of conflicts is still very high amongst organizations in developing countries. Below are some of the modern equipments commonly used in present day organization.

*(i)* **E-mail *(Network);***

*(ii)* **CCTV;**

*(iii)* **Fax Machines;**

*(iv)* **Alarm Systems;**

*(v)* **Computers;**

*(vi)* **Internet *(Web Site);***

*(vii)* **Cloak Machines;**

*(viii)* **Smart Cards**

*(ix)* **DSS *(decision support system);***

*(x)* **Digital Telephone** *& Mobile Phones; etc.*

Apart from economic benefits of the above equipments to the organization, they have stabilized the organization's effort in trying to find a lasting solution towards conflicts within and outside the organization. However, more facilities can help better management of conflicts. However, some may be more relevant in terms of dealing with conflicts. The first two appears to be more

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recognised by many organizations in terms of conflict management. The use of e-mail deals with the flow and control of information within and outside the organization; while the use of CCTV is mostly concentrated on strict surveillance (detection of conflicts), recording of information and keeping record of events/activities within the organization. One basic feature between the two devices is that, they can both be used as a source of evidence when dealing with conflicts. In the course of the survey, we have attempted to find out whether IT has any significant relationship with Conflict.

### *Information communication via e-mail.*

An e-mail is one of the most used services for communication of messages within and outside the organization. E-mail messages are fast to deliver and very easy to interpret. Constant use of the e-mail within the organisation no doubt can help to keep everybody in the organization informed about day to day changes and developments. It can also be used to make quick clarification of issues that tend to generate crisis within the organisation. In addition to this, the organisation can set up a network, and register its entire staff in the network. With this development managers can from time to time have a chart with all members of staff at the same time on issues bordering them. The advantage of setting up the "module" is that communication can flow at any time within and outside the organisation. However, in the use of e-mail if the message is within the local network, a copy of it is always stored on at least three machines; the sender's computer, the recipient's computer; and the internal mail server. As a result, the privacy of the messages sent through the e-mail could be faced with threats from hackers etc. Below are some of the problems or threats that can hinder the effective use of e-mail.

**Table 1:** *Problems of E-mail messages.*

| Threats | Yes | No |
|---|---|---|
| Can e-mail messages be read by another person? | √ | |
| Can the message be copied by an unauthorised person? | √ | |

| | | |
|---|---|---|
| Can the message be altered before it gets to its destination? | √ | |
| Does e-mail message have privacy threats? | √ | |
| Can the server retain a copy of the e-mail message sent? | √ | |
| Can impersonation threaten e-mail message? | √ | |

### *Advantages of using e-mail in Organization.*

(i)   Like telephone calls, e-mail communication can be quick and informal.

(ii)  Like the postal letters, e-mail messages can be read at the recipient's leisure.

(iii)  E-mail messages can be printed so that a permanent record is preserved.

(iv)  E-mail client programs allow you to attach files (such as word processing documents, pictures, and audio and video files); as well as format with special fonts, colours, and backgrounds.

(v)   E-mail is significantly less expensive than postal mail, especially for very large documents. It is also less expensive than long distance telephone calls.

(vi) E-mail provides a way for employees, unions and management to keep in touch; for companies to engage in business correspondence in a convenient and cost-effective way, and for advertisers to distribute bulk mailings in a fraction at the expense of postal mailing.

### *Disadvantages of using E-mail.*

(i)  Spam or unsolicited commercial e-mail is a growing problem for users.

(ii)  Likely to be misinterpreted.

(iii)  E-mail often leaves us unsure as to the intent of the writer.

(iv)  E-mail is sometimes sent impulsively because there is less of an inclination to "think about it before you send it".

(v) Little feedback from the recipient is likely to be anticipated.

(vi) E-mail messages lack the emotional expression associated to face-to-face conversations.

(v)    Finally, privacy issues are a concern with e-mail, and can generally be interpreted at any point along the journey from sender to receiver.


*Mobile phone application*:

 The beauty of the mobile phone is in its feature of platform independence. The use of the mobile phone appears to be the fastest way for managers to have a quick access to aggrieved parties within the organization irrespective of where the manager may be at any particular time. Resolution of conflict if not complete can be achieved tentatively. So it is necessary for management to provide all workers with mobile phones, while the manager makes it a point of duty to have the phone numbers of all the union members and all relevant key members within and outside the organisation. In the past, it is difficult to have a quick access to troubled spot because of the absence of the mobile system.


*Application of 'CCTV'*.

The use of closed circuit television can act as a support to the following model; otherwise known as 'conflict symptoms indicator model' (CSIM); as proposed by the researcher.  If the 'CCTV' is properly adopted by managers to monitor the under listed problems properly, there is no doubt that this will go a long way in helping a manager to see the dangers ahead in his organization. It is a matter of employing personnel who is management inclined and psychologically skilled to monitor activities, operations and workers behaviour at work place. When any of these symptoms is diagnose in time, then the manager can act towards amendment.

(i)      **Lower job efficiency**: When job efficiency begins to diminish, then the manager must know that there is something wrong somewhere that require an urgent attention.

(ii)     **Unusual behaviour**: When you begin to notice funny behaviour from your workers, there is need to interact with that worker in order to help him out of his problem. It's possible the problem is coming from his home and it is the duty of the manager to notice this and address the issue as they come before it leads to crisis in the organisation.

(iii)    **Spasmodic work pattern**: Also, when the worker begins to carry out his responsibilities in a spasmodic manner, then you know that there is a danger within because no right thinking worker will work in that manner.

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(iv)   **Confusion**: When you notice frequent confusion on the part of your worker, there is need to interact with him to know the cause of his confusion. It is possible that the job design or description is not clear to the worker.

(v)   **Friction with other employees**:   Workers having frequent frictions with colleagues are more likely to produce conflict within the organisation. Such workers should be placed under constant surveillance.

(vi)   **Lack of concentration**: This is also an agent of conflict because a worker who constantly loses concentration in work place is more likely to plunge the organization into conflict.

(vii)   **Increase absenteeism and on-the-job absenteeism**: Frequent absenteeism from work place and on-the-job is a symptom of conflict and could be detrimental to the organization

### *Online meetings with disputants.*

Another measure of IT is that it can be used to manage electronic meetings online. However, the electronic communication should be compatible with the 'FTF' agenda and the minutes of meetings. A well structured and recorded dialogue could become a knowledge base and easily accessible and useful in dealing with disputes. In addition, application of IT can be used to keep minutes as a way of reminder of earlier decisions and ideas discussed. Although the use of e-mail has suffered serious criticism from some schools of thought. Their views indicate that the use of E-mail could be frustrating due to slow response; coupled with the threats to its security. In order to restore confidence on its usage, there is need to protect the E-mail user with the installation of 'PGP' in the system. The use of 'PGP' will help to protect the user's information from being intercepted or accessed by an unauthorized person.

### *Methodology.*

The research design comprise of primary data. It involves the administration of questionnaire to derive the relevant data from the respondents. A cross section of the respondents was also interviewed to determine their perception to the use of IT in dealing with conflicts in organization. The population of the study comprise of Balfour Beatty Group staff. In particular, the population of study is stratified into three groups. The essence of the stratification is to have a cross-sectional view and an unbiased representation of the respondents. The sample size is randomly selected from the population of study and it is comprised of three strata in order to

have a true representation of the respondents. A sample size of about 400 was adopted in each location. For the purpose of this research, three locations of (Balfour Beauty Group), London has been earmarked for data collection.

### *Hypothesis testing technique.*

The hypothesis for the study will be tested to justify the empirical evidence of the research. The null hypothesis is accepted in the event that any difference in the result is:

(i) No statistical significance, therefore a probable.

(ii) Due to sampling error or chance factor.

On the other hand, the null hypothesis is accepted in the event that the difference in result is:

(i) Statistically significant;

(ii) Due to some determined factors other than chance factors.

### *Data analysis technique.*

**Denoted by the Greek letter $\chi 2$** is employed in this research to test the hypothesis concerning the set of observed frequencies and a corresponding set of expected or theoretical frequencies. The idea behind its use is to help determine or measure the discrepancy that exists between the observed and the expected frequencies.

### *Mathematical representation*

$$\chi 2 \quad = \quad \sum_{k=1}^{K} \quad \frac{(oi - ei)^2}{ei}$$

If the total frequency is **N**, then $\quad \sum_{oi} \quad = \quad \sum_{ei} \quad = \quad N$

To test the null hypothesis: the critical region $\quad \chi 2 \quad \geq \quad \chi 2 (\alpha)$

$$K$$

*Table 2*:  *Mapping questions to research questions.*

Below is a mapping of question to the research question. The row contains the questionnaire question, at the perpendicular point of each map is a description of the respective map, and the column contain the various research questions.

| Questionnaire questions: | ResearchQ1: To determine whether IT have any impact in conflict management. | |
|---|---|---|
| Question1: Does IT have significant impact in conflict management<br>Process in your organization? | | The aim of this question is to help determine whether IT has a significant impact in conflict management, which is essential to alleviating conflicts in organization: |

**Q1*: Does IT have any significant impact in conflict management process in your organization?***

The aim of this question is to find out whether IT actually has an impact in conflict management process. In particular, this question will help us to evaluate the hypothesis of this research. In view of the fact that, it's possible one of these sectors could have influence the outcome, then it is necessary to avoid and deal separately, and evaluate the data from the various locations separately. Below is a representation of data from each sector:

**Presentation/Analysis of Data**

*Table 3:* **(I) Rail workers' data:**

| Parameter | Fo | Fe | Fo-Fe | $(Fo-Fe)^2$ | $(Fo-Fe)^2/Fe$ |
|---|---|---|---|---|---|
| | | | | | |

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| Yes(response) | 369 | 200 | 169 | 28561 | 142.81 |
| No(response) | 31 | 200 | -169 | 28561 | 142.81 |
| Total | $\sum$Fo = 400 | $\sum$Fe = 400 | - | - | $\sum$(Fo-Fe)$^2$/Fe = 285.61 |

**Source: Researcher's field work, 2013**.

The above table is an illustration on the use of chi-square formula to evaluate the hypothesis in question.

Appling $\chi2 = \sum\limits_{i=1}^{N} \dfrac{(oi-ei)^2}{ei}$ , we have:

$\chi2_{cal.} = \dfrac{(369-200)^2}{200} + \dfrac{(31-200)^2}{200}$

$= 142.81 + 142.81$

$= 285.61$

With a degree of freedom, df = (r-1) (c-1) = (2-1) (2-1) = 1; and at 0.05 level of significance, we have:

$\chi2_{tab}(\alpha) = \chi2_1 (0.05) = 3.84$.

*Decision Criteria*:

Observe that the calculated value is greater than the table value;

$$\chi^2_{Cal} > \chi^2_{tab} ; \quad [285.61 > 3.84]:$$

This implies a rejection of the null hypothesis and conclusion that IT has a significant impact in conflict management process.

*Table 4:* **(II)** *Civil/eng. data*

| Parameter | Fo | Fe | Fo-Fe | $(Fo-Fe)^2$ | $(Fo-Fe)^2/Fe$ |
|---|---|---|---|---|---|
| Yes(response) | 453 | 250 | 203 | 41209 | 164.84 |
| No(response) | 47 | 250 | -203 | 41209 | 164.84 |
| Total | $\sum Fo = 500$ | $\sum Fe = 500$ | - | - | $\sum (Fo-Fe)^2/Fe = 392.7$ |

**Source: Researcher's field work, 2013**.

Similarly, the above table is an illustration on the use of chi-square formula in evaluating the hypothesis in question.

$$\text{Appling } \chi^2 = \sum_{i=1}^{N} \frac{(o_i - e_i)^2}{e_i},$$

$$\chi^2 = (453-250)^2 \quad (47-250)^2$$

cal.          -----------    +   -----------
                250                  250

          =   164.84 + 164.84 = 392.7

With a degree of freedom, df  = (r-1)(c-1) = (2-1)(2-1)  =  1; and at 0.05 level of significance, we have:

$\chi^2_{tab}(\alpha)$    =  $\chi^2_1(0.05)$   = 3.84.

*Decision Criteria*:

Again, we observe that the calculated value of chi-square is greater than the table value;

$\chi^2_{cal}$    >   $\chi^2_{tab}$    ;  [ 392.7 > 3.84]:

This implies a rejection of the null hypothesis and conclusion that IT has a significant impact in conflict management process.

**Table  5:  (III)  *Building/construction data***

| Parameter | Fo | Fe | Fo-Fe | $(Fo-Fe)^2$ | $(Fo-Fe)^2/Fe$ |
|---|---|---|---|---|---|
| Yes(response) | 374 | 200 | 174 | 30276 | 151.4 |
| No(response) | 26 | 200 | -174 | 30276 | 151.4 |
| Total | $\sum Fo = 400$ | $\sum Fe = 400$ | - | - | $\sum(Fo-Fe)^2/Fe = 302.08$ |

**Source: Researcher's field work, 2013.**

Again, the table above is an illustration on the use of chi-square formula in evaluating the hypothesis in question.

$$\text{Appling} \quad \chi 2 = \sum_{i=1}^{N} \frac{(oi-ei)^2}{ei} ,$$

$$\chi 2_{cal.} = \frac{(374-200)^2}{200} + \frac{(26-200)^2}{200}$$

$$= 151.4 + 151.4$$

$$= 302.8$$

With a degree of freedom, df = (r-1) (c-1) = (2-1) (2-1) = 1; and at 0.05 level of significance, we have:

$$\chi 2_{tab} (\alpha) = \chi 2_{1} (0.05) = 3.84.$$

*Decision Criteria*:

Similarly, we observe that the calculated value of chi-square is greater than the table value;

$$\chi 2_{cal} > \chi 2_{tab} ; \quad [392.7 > 3.84]:$$

Which imply a rejection of the null hypothesis and conclusion that IT has a significant impact in conflict management.

### *Research result*:

Evaluation of the hypothesis with respect to (I, II & III) above shows that the calculated value of chi-square in each case is greater than the value read from the chi-square table. It is necessary and sufficient therefore, to conclude that based on this evaluation, IT has a significant impact in conflict management. This also shows a satisfactory performance of the organization in terms of handling crisis.

### *Concluding remarks*

The history of any organization is not complete without a discussion of its conflict management. Conflict is as old as the organization itself. Eliminating conflicts from the organization is one of mankind's foremost challenges. However, the advent of IT and its resultant adoption in organization has helped in dealing with conflict in organization. Apart from IT being imperative in organization, it is also an essential step in reducing conflicts. As long as conflicts exist and are neglected, the response to opportunities for economic growth is bound to be muted and little progress would be made in the fight against conflicts. However, reducing conflict is not an exorbitant endeavour as it is achievable through the involvement of IT in the organization and this is fully attested to by the results of the survey of this research.

From the results of the survey of this research, it is evident that the lesson to be learnt is that, conflict cannot be reduced without first ensuring that the organizations are markedly IT secured. Since the involvement of IT in organization, it has not only transformed the organization into a digital system, but has also helped in dealing with the perennial conflicts that have long bedevilled the organization. Only with dynamic involvement of IT would there be any hope to alleviate conflicts as demonstrated by the results of the survey; improve productivity, enhance the incomes, particularly of the endemically low income earners in the organization and avoid lingering industrial chaos. The results of the survey also show that, IT has a significant impact in conflict management. Added to this is that, the workers to a large extent welcome the use of IT in dealing with conflicts in the organization as evident from their responses. This no doubt helps them to have direct access with management, unlike in the past when there was little or no IT presence in organization.

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Common sense therefore, is a always the voice of reason and it is not strange to observe from the results of the survey that, workers in the organization do have a regular chart with their employer over the network put in place by the organization. This no doubt has gaven the workers a sense of belonging that their importance is being felt by the organization; and that their problems are of paramount importance to the organization. This is one very best way of using IT to deal with conflicts because it is an avenue to establish a mutual trust between the employer and the employees. It will be worthwhile for other organizations to imbibe this culture of understanding, especially in developing countries.

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