CAN CONFLICT MANAGEMENT AFFECT PERFORMANCE OF PHARMACEUTICAL FIRMS IN LAGOS NIGERIA? AN EMPIRICAL INVESTIGATION

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Abstract
In recent times, the pharmaceutical industry in Nigeria has been faced with challenges such as a shortage of qualified personnel, dwindling performance supply chain disruptions, poor conflict management strategies, ineffective research and development, etc. This study therefore examines the relationship between conflict management and organizational performance in selected pharmaceutical companies in Lagos State Nigeria. The descriptive survey design was used and the population of the study comprised all pharmaceutical companies headquartered in Lagos, Nigeria. Proportionate and random sampling techniques were used to select the sample size of 389 which was determined using Yamane's (1967) sample size formula. A closed-ended questionnaire was designed and administered through computer-assisted means (Google Form) with a 98% response rate. Findings revealed that the combined effect of both dependent and independent sub-variables revealed that conflict management has a weak positive and insignificant correlation with organizational performance in selected pharmaceutical companies in Lagos State, Nigeria ($R = 0.085$, $p > 0.005$). The study recommends that the management of pharmaceutical companies in Lagos State, Nigeria, should formulate a comprehensive business policy aimed at implementing a contemporary conflict management approach across all departments, in order to enhance employee morale, it is essential for management to actively foster and endorse interpersonal relationships among colleagues. It is also recommended that investment in improving information and communication technology (ICT) tools should be considered to facilitate efficient and timely communication. By doing so, they would be able to effectively compete with their counterparts in the industry within Africa and globally.
Keywords: *Business policy, Collaboration, Communication technology, Conflict, Productivity*

Introduction

Conflict is an inherent daily experience encountered by individuals and organizations. Differences between individuals and groups are to be anticipated in a society where people with various interests, opinions, and values coexist. Conflict within organizations is widely recognized as a significant impediment to the efficient and effective operation of organizational activities and processes. It has become a

commonplace occurrence within the workplace environment, as employees vie for authority, position, recognition, and limited resources. Organizational conflicts are inevitable, particularly due to the presence of diverse people inside the company. The everyday interactions and relationships among these persons may result in disputes and discontent within the organization (Awan & Saeed, 2015). Organizational conflict arises due to workers see that their interests are being undermined or impeded by the actions of others (Alshaabani, & Rudnák, 2023; Esbati, & Korunka, 2021). The method in which disagreements are managed inside companies has a significant impact on organizational effectiveness.

These differences result in conflicts and this is one of the key challenges in organizations at this time. Conflict among workers in an organization is rarely inevitable and more so the goals of different available stakeholders within an organization, board, management, and staff are often mismatched and incompatible (Badejo & Lawal, 2021; Iroh, & Nwosu, 2020; Nwokedi, Osaheghe, Okereke, & Gbenga, 2022). In the current difficulties and post-pandemic challenges in the Nigerian economy, and organizations and indeed as obtainable in many developing economies Conflict circumstances influence the overall efficacy of cooperation in organisations because they produce discord among organisational members, which has a detrimental impact on organisational performance. This is because fighting in organisations wastes valuable time and resources. However, we must keep in mind that no organisation is immune to internal conflict since every organisation is made up of various people with varying interests, aims, beliefs, and temperaments, and it is very difficult to harmonise these divergences (Wekhian, 2015; Onwuka, & Anichebe, 2020). Conflict in organisations is seen as a fundamental issue that may impede the smooth and successful operation of organisational activities and processes, and it has become important to have conflict management strategies within an organization. Studies have been conducted in different countries but the different contexts in which these studies have been done varied (Adeoye, & Adeniji, 2018; Adeoye, & Akinleye, 2021; Adewale, & Ajayi, 2019; Ajike, Akinlabi, Magaji & Sonubi, 2015; Ekwochi, Igwe, & Agbaji, 2023; John-Eke, & Akintokunbo, 2020; Maore, Mmbwanga, & Were, 2021; Olukayode, 2015; Onwuka, & Anichebe, 2020). Furthermore, a significant portion of previous research on conflict management and organizational performance has mostly concentrated on educational institutions, manufacturing, and private sector organizations. In light of the theoretical and practical significance of conflict management, the inconclusive evidence of the relationship between conflict management and organizational performance motivates the researcher to take a fresh look at the issues of conflict management in the context of emerging economies, specifically Nigeria. The primary objective is to have little or no conflict amongst the workforce in an organization. However, its effect on organizational performance remains controversial in the academic

literature, (Olubiyi, 2022a), and studies examining the relationship between conflict management and organizational performance post-COVID-19 pandemic era and within emerging nations like Nigeria are limited. It has been discovered that research gaps exist in the few studies that have been completed in Nigeria, and those that have been conducted in the banking industry in Nigeria have been confined to a few sub-variables as measures. As a result, the goal of this paper is to fill the gap by providing background information on conflict management and organizational performance as well as examining this relationship in selected pharmaceutical companies in Lagos State the economic capital of Nigeria and one of the largest economies in Africa. Therefore, the objective of this study is to investigate the relationship between conflict management on the organizational performance of selected pharmaceutical companies in Lagos State Nigeria.

Literature Review

Conflict and conflict management in Organisations

Conflict, according to Adewole, Ogunyemi, and Otapo (2019), is a method of the public interface that comprises a scuffle over entitlements to resources, opinions, power, position, choices, desires, and interests. According to Weerarathna (2017), conflict management is the act of dealing with incompatibilities or disputes produced by conflict concerns such as diverse perspectives, limited resources, needs, and goals. Angelina (2014) was of the view that conflict is a situation of discord between two individuals or groups on issues of their interests. Adewole, Ogunyemi, and Otapo (2019), asserted that conflict is an interactive process that shows disagreement, discord, and incompatibility between or within social bodies. According to Abah, Itodo, and Haruna (2019), the methods for regulating and balancing conflict-ridden relationships in a workplace context are the focus of conflict management. Chui (2016) infers that in managing conflicts, administrators seek to know the causes of conflicts and the influence it will have on the organisation as a system; and, as necessary, apply suitable methods to quell the conflicts for the sake of progress toward the attainment of set goals. Conflict may have good outcomes when it serves as a catalyst for fostering innovation, promoting fresh perspectives on established circumstances, facilitating the elucidation of divergent viewpoints, and fostering the growth of individuals' capacities to navigate interpersonal disagreements. Conflict may have negative consequences when it engenders opposition to change, generates disorder within an organization or interpersonal relationships, cultivates a lack of trust, develops a sense of failure, or exacerbates misunderstandings (Adilo, 2019).In the views of Nwokedi, Osaheghe, Okereke, and Gbenga, (2022) conflict management is also seen as the process of handling incompatibilities or disparities brought about by issues such as differing opinions, limited resources, needs, and objectives (Adeolu-Akande, Sanya & Oyedokun, 2020). It involves having good knowledge about conflict styles,

acquiring skills in conflict resolution and communication, and developing suitable strategies for the management of conflict. It is the practice of recognising and handling conflict in a fair, sensible, and efficient way, which requires human relations and management skills, including problem-solving, effective communication, and negotiation with a focus on interests. Alshaabani, & Rudnák, (2023) define conflict management as the procedure used to lessen conflict. Managers create policies and procedures in this process to make sure that conflict situations are handled properly.

Sources of Organisational Conflicts

Conflict could emanate internally or externally (Harada, Sivanadan & Ndanusa, 2018). Conflict elements that are internal to an organization are referred to as internal sources of conflict. According to Harada, Sivanadan, and Ndanusa (2018), the primary component of any internal source of conflict is the divergent interests of the organisational actors. In the attempts by these parties to share organisational resources, these interests bring about conflicts. According to Harada, Sivanadan, and Ndanusa (2018), managerial conflicts, personality conflicts, a lack of communication, a lack of accountability, transparency, and responsibility are examples of internal origins of conflict. As argued by Harada, Sivanadan, and Ndanusa (2018), managerial conflicts usually occur as a result of poor management decisions; personality differences happen as a result of a difference in personality traits, culture, and beliefs of organisational members; lack of communication becomes an issue when information on major decisions are not passed at all or not circulated on time to members of the organisation; and of course, when there is no transparency and accountability, there is room for conflict. On the other hand, external Sources of conflict are sources of conflict from outside of an organisation, which influence happenings in the organisation (Harada, Sivanadan, & Ndanusa, 2018). For instance, governmental regulations, market changes that put economic pressure on the economy, recession, domestic and international competition, and international free trade agreements. Also, changes in government, political pressures, and demands from special interest groups can frequently bring about conflict, especially in public enterprises and non-profit organisations. Relationships with clients and suppliers also affect customers' service and delivery of goods and services which also affect the organisation.

Causes of Organisational Conflicts

Adeolu-Akande, Sanya, and Oyedokun (2020) declared that the reasons for conflicts are classified into three groups: structural conflicts, communicational or data conflicts, and personal conflicts. They further explained that people occasionally lack the required information for sound decision-making; they have divergent views on relevant data, are misled, interpret information differently, and have contrasting assessment procedures. They, consequently, express themselves and interpret communication with others differently, which may lead to conflict. Also, Adeolu-

Akande, Sanya, and Oyedokun (2020) tied personal conflicts to individual differences. Hence, conflict was argued to be mainly a consequence of differences in personality, attitudes, and beliefs. The uniqueness of human minds goes with different perceptions of situations. This argument is in line assertion by Girukwayo (2018) who identified communication as the dominant element in all interpersonal conflict. According to De-Bono (2020), problematic personality traits are egocentrism, abrasiveness, laziness, and gossiping. He opined that personality conflict occurs at the workplace, not because of disagreement over a particular issue, rather, it is mainly because of individual personality traits which is an inherent factor. De-Bono (2020) related structural conflicts to conflicts that arise in organisations as a result of unclear reporting lines and roles. In organisations, structural conflicts have various structural factors, including specialisation, authority relationships, roles and expectations, and jurisdictional ambiguities (Harada, Sivanadan, & Ndanusa, 2018; Adeolu-Akande, Sanya & Oyedokun, 2020). Lack of responsibility clarity: When the obligations of the employees are not made clear, conflict results. The tasks and responsibilities of each team member must be clearly defined in advance in order to prevent these situations. These divergences can result in conflicts in an organisation (Prause & Mujtaba, 2015).

Nwokedi, Osaheghe, Okereke, and Gbenga, (2022) considered both individual and organisational factors in generating the causes of conflict. Hence, they identified: (i) the interpersonal dissonance that occurs when one person is suffering individual stress; (ii) the issues brought on by role conflict, a circumstance that develops when there is a disagreement regarding a person's job within an organization; (iii) the conflicts that result in people or groups of people rising against one another to pursue their own selfish goals; (iv) the miscommunications and disparities that result from persons approaching similar issues from very disparate perspectives; and (v) if not extensive and evenly distributed between the parties, the dependency needed for teamwork lead to failures in communication and interaction;

Organisational Performance

Maore, Mmbwanga, and Were, (2021) define organizational performance as the capacity of an organization to achieve its objectives via the efficient and effective use of resources. Therefore, it serves as empirical proof of the performance of individuals inside an organization, as quantified by metrics such as revenue, profit, growth, development, and expansion of the said business. According to Adewole, Ogunyemi, and Otapo (2019), defining, conceptualising, and measuring performance has not been an easy task. This accounts for the wide range of views and opinions regarding what should be seen as the definition and measurement parameters for organizational performance. According to Olubiyi, (2022a), refer to performance is the degree of economy, efficiency, and effectiveness shown by a certain program or activity. Performance, according to Ion and Criveanu (2016), is

a subjective perception of reality. This subjective state of the concept explains why there are a multitude of opinions on what the concept is and how to measure it. But, according to Adilo (2019), the term performance refers to those behaviours or actions which are regarded as relevant to the goals of an organisation. He argued that performance itself cannot be said to be the outcome itself, consequences, or the result of behaviours or actions but rather performance should be seen to be the action itself. Thus, they maintained that performance is multidimensional such that specific tasks have different performance components. Nevertheless, some working definitions exist in literature to give an idea of what constitutes organizational performance.

Theoretical Review

Modern Conflict Theory

This theory was propounded by Wright Mills in 1964. According to Mills, competition between individuals with contrasting interests and resources leads to the development of social structures. The "uneven distribution of power and resources in the society" is influenced by these structures, which in turn have an impact on people and resources (Knapp, 1994). The Pentagon, the executive arm of government, and the cooperative elite came together to form the power elites of American society. According to Mills, these elites' interests diverged from those of the general populace. In his theory, the actions of the ruling class would lead to "increased escalation of conflict of weapons of mass destruction, and possibly the annihilation of the human race" (Knapp, 1994). A Guide to Theoretical Thinking by Alan Sears has an explanation of the conflict theory. Sears (2008) argues that rather than order and consensus, communities are constituted by variance that results in conflict. This inequality-based conflict must be resolved by fundamentally altering the social structures already in place since it fosters the development of new social relationships. The structural interests of the disadvantaged are also in opposition to the status quo, and if they are realized, they will bring about social change. Thus, they are viewed as agents of change rather than victims that one should feel sympathy for. Again, environments of abuse and tyranny stifle human potential, such as the capacity for creativity. Due to the so-called "civilization process" or "functional necessity" requirements, this and other attributes may not necessarily have to be underdeveloped. Actually, creativity serves as a catalyst for both economic growth and social change. The role of theory, in conclusion, is to realize human potential and change society, not to uphold the existing power structure.

Empirical Review

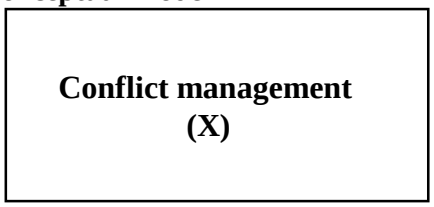
Relationship between conflict management and organizational performance

In many current and past studies, scholarly discourse shed light on the relationship between conflict management and organizational performance in many contexts. However empirically, the relationship between conflict management and

organizational performance is mixed. This showed that a wide range of studies have been conducted particularly in the areas of causes of organisational conflict as well as conflict management strategies. For instance, Adeoye and Akinleye (2021) focussed their study on sources of organisational conflict, employee turnover, and organisational performance. The study conducted by John-Eke and Akintokunbo (2020) centered on the examination of conflict management as a means to enhance organizational performance via a comprehensive literature review. The primary focus was to ascertain the characteristics and importance of conflicts inside an organization, while also acknowledging the many degrees or categories of conflict. Subsequently, a suitable approach was determined in order to get favorable results that would enhance organizational efficiency. Relevant scholarly journals and academic textbooks. A comprehensive assessment was conducted on various online publications pertaining to management, organizational behavior, and other pertinent disciplines. The results of the study indicate that disputes do not always have negative implications for organizations. On the contrary, when conflicts are well handled, they may foster healthy rivalry, enhance team engagement, and facilitate improved communication. It is recommended that businesses engage in the re-education of their workers about conflict management constructs, with the aim of refuting the popular but inaccurate belief that conflict is inherently negative, detrimental, and should be completely avoided. Managers need to choose a strategy or many strategies that align with the specific nature and kind of conflict. Their study, particularly, was situated in Nigeria's service sector. However, Badejo and Lawal (2021) whose study institutions were commercial banks limited their study to conflict management strategies such as collaboration, negotiation, and mediation, in association with organisation performance. Again, Daramola and Oguntimehin (2021), in studying the impact of conflict management in the hospitality industry, considered the mediating roles of communication and job satisfaction among the employees of the organisations. Also, the study of Olumide and Oyebisi (2021), anchored in selected state-owned enterprises focuses on conflict management strategies of accommodation, compromise, collaboration, avoidance, and competition. In these studies, and even more, the dominant outcomes showed mixed significant outcomes where strategies such as the integrating and accommodating approaches were seen to have positive relationships with organisational performance. On the other hand, autocratic indices and avoidance approaches were seen to have negative relationships with organisational performance in many cases. Consequently, this study sought to bridge the gap and hypothesized thus:

H_{o1}: There is no significant relationship between conflict management on organizational performance of selected pharmaceutical companies in Lagos State, Nigeria post-pandemic.

Conceptual Model



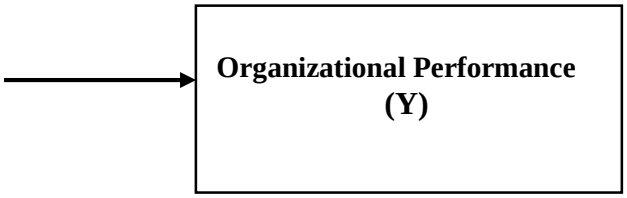


Figure 1: Author's Conceptual Model (2024)

The model sheds light on the relationship between conflict management and organizational performance, which is the research framework. The independent and dependent variables for this research are conflict management (X) and organizational performance (Y) respectively. This can be deduced mathematically since organizational performance is a function of conflict management; $y=f(x_1\text{----}x_n)$.

Hypothesis:

$y_{1i}=\alpha_0 + \beta_{1x1} + \mu_i$ ……Regression equation (1)

Methodology

The research is situated inside the pharmaceutical industry in Lagos State, Nigeria. The study used a survey research approach. The rationale for using the survey method is in its use for evaluating the perspectives, viewpoints, and sentiments of diverse cohorts, so enabling them to provide more reliable and candid feedback pertaining to the subject of investigation. This work used the research approach employed by Arokodare, and Olubiyi, (2023); Olubiyi, Adeoye, Jubril, Adeyemi, and Eyanuku (2023); Adeyemi, and Olubiyi, (2023); Olubiyi, Lawal, and Adeoye, (2022); Olubiyi, (2022a); Olubiyi, (2022b); Olubiyi, (2022c); Olubiyi, Jubril, Sojinu, and Ngari, (2022), Olubiyi, (2022), Omoyele, Olubiyi, Lanre-Babalola, Obadare, & Onikoyi, (2023); Ukabi, Uba, Ewum, and Olubiyi, (2023), and Uwem, Oyedele, and Olubiyi, (2021) with cross-sectional have adopted this method in their respective studies and found it useful. For the study population all the pharmaceutical companies in Lagos, Nigeria 75% of the leading pharmaceutical companies in Nigeria and are headquartered in Lagos State as found in National Agency for Food and Drug Administration and Control (NAFDAC) approved list of pharmaceutical companies. The research was framed within the framework of pharmaceutical firms, as a result of the intense competitiveness within the country, the presence of international operations, the substantial population size, and the availability of relevant data. The sampling units are the regular employees and top and middle-level managers of the four (4) pharmaceuticals companies namely: Emzor Pharmaceuticals Industries Ltd, Fidson Healthcare Plc, May and Baker Plc, and Greenlife Pharmaceuticals Ltd. These companies are chosen based on their listings among the top pharmaceutical companies in Nigeria as at December 2022 (Targba, 2023). Table 1 and Table 2 below present the information:

Table 1

Institutions	**Non-Management Staff**
Emzor Pharmaceuticals Ind. Ltd	840
Fidson Healthcare Plc	650
May and Baker Plc	255
Greenlife Pharmaceuticals Ltd	164
Total	**1909**

Source: Researchers' computation (2024)

The sample size for this study was estimated using the Yamane (1967) Sample size technique and the application of the formula produced a sample size of 389. The number of respondents from each study company was drawn proportionately from the four study institutions.

Table 2

Institutions	**Non-Management Staff**	**Sample Selected**
Emzor Pharmaceuticals Ind Ltd	840	145
Fidson Healthcare Plc	650	112
May and Baker Plc	255	44
Greenlife Pharmaceuticals Ltd	164	28
Total	**1909**	**389**

Source: Researchers' computation (2024)

Data Analysis

389 copies of the questionnaire were properly filled and returned through computer-assisted means (Google form). This represented an overall positive response rate of 98% as presented in Table 3. Bryman and Bell (2011) posit that a response rate of ≥50% is appropriate to analyze the study's findings. A response rate of 98% was deemed to be very good for this study, thus the researcher proceeded with the data analysis. The detail of the responses is shown in Table 3

Table 3: Response Rate

Response Rate	**Frequency**	**Percent (%)**
Returned and used	389	98
Unreturned	6	2
Total	395	100

Source: Researchers' computation (2024)

Table 4: Restatement of Research Objective and Research Question

Objective: Examine the relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria

Research Question: What is the relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria?

Analysis of the Research Objective

H_0: There is no significant relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria.

H_1: There is a significant relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria.

The Pearson Product-Moment Correlation Coefficient (PPMC) statistical tool was used to test the hypothesis. Data for conflict management and organisational performance were generated by adding together responses of all items under the conflict management and organisational performance sub-variables to create a composite index of conflict management and organisational performance respectively. The results of the analysis are presented in Table 4

Table 4: Correlation Analysis between Conflict Management and Organisational Performance

Correlations			
		Conflict Management	**Organisational Performance**
Conflict Management	Pearson Correlation	1	0.085
	Sig. (2-tailed)		0.094
	N	389	389
Organisational Performance	Pearson Correlation	0.085	1
	Sig. (2-tailed)	0.094	
	N	389	389

Source: Researchers' computation (2024)

Results in Table 4 revealed that conflict management has a weak positive and insignificant correlation with organisational performance in selected pharmaceutical companies in Lagos State, Nigeria (R = 0.085, p >0.005). This implies that an increase in conflict management is not significantly associated with an increase in organisational performance at selected pharmaceutical companies in Lagos State, Nigeria. The result suggests that there is a lack of proper and effective conflict management in selected pharmaceutical companies in Lagos State, leading to poor organisational performance. Therefore, the subsequent effect of no significant relationship is not rejected indicating that there was no significant relationship

between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria. Therefore, the null hypothesis was not rejected.

Discussion of Finding

This study investigated the relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria. The result of the hypothesis revealed that there was no significant relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria. This is surprising but shows a lack of effective conflict management strategies in selected pharmaceutical companies in Lagos State, Nigeria. Improper conflict management at the workplace may seriously undermine workers' performance and productivity. This situation may also put stress on the employees and cause them to lose focus on delivering on objectives and organisational priorities (CIPD Report, 2020). The finding of this study contradicts many studies on conflict management and organisational performance (Adeoye, & Adeniji, 2018; Adeoye, & Akinleye, 2021; Adesina, & Owoyemi, 2020; Badejo & Lawal, 2021; Mohammed, & Abubakar, 2018); Ekwochi, Igwe, & Agbaji, 2023; Mare, Mmbwanga, & Were, 2021; Nwokedi, Osaheghe, Okereke, & Gbenga, 2022; Onwuka, & Anichebe, 2020; Okafor & Okorie, 2021). The interesting fact is that many of the previous studies have focused on different sectors outside the pharmaceutical companies. Mohammed, & Abubakar, (2018) conducted a study on conflict management and organisational performance in Nigeria's: The mediating role of job satisfaction and found a significant positive effect of conflict management on job satisfaction and organisational performance. It also showed that effective conflict management strategies could lead to improved job satisfaction and organisational performance. Okafor and Okorie (2021) results showed that conflict management significantly affects organisational performance and that communication moderates the relationship between conflict management and organisational performance. The study also found that effective communication enhances the relationship between conflict management and organisational performance, while ineffective communication weakens the relationship.

Another study by Olumide and Oyebisi (2021) indicated that conflict management had a significant positive effect on organisational performance. Specifically, the study found that the conflict management strategies of accommodation, compromise, and collaboration had significant positive effects on organisational performance. However, avoidance and competition strategies were found to have a negative effect on organisational performance. Moreover, the finding of the study lacks support from the study of Yusuf (2021) which found a significant positive impact of conflict management on organisational performance in Nigerian manufacturing firms. Specifically, the study identified several conflict management

strategies, including negotiation, collaboration, and compromise, that significantly influence organisational performance. Adebayo and Oladunni (2020) in a study in Nigeria found a significant positive relationship between conflict management and organisational performance in the banking industry. Furthermore, another study by Adesina and Owoyemi (2020) showed that there was a significant positive impact of conflict management strategies on organisational performance in Nigerian insurance companies. Additionally, the study identified key conflict management strategies that considerably influenced organisational performance, viz: collaboration, competition, and avoidance. In contrast, Adewale Oke and Akinwumi (2020) found that workplace conflict had a negative impact on organisational performance in Nigeria.

Conclusion and Recommendation

The study examined the main objective of the study which is the relationship between conflict management and organisational performance in selected pharmaceutical companies in Lagos State, Nigeria. The major findings of the study showed that conflict management had a significant and positive relationship with organisational performance (R = 0.085, p >0.005). Based on the findings, it is recommended that pharmaceutical companies in the studied area invest in improving their information and communication technology (ICT) tools to facilitate efficient and timely communication. The management of pharmaceutical companies in Lagos State, Nigeria, should prioritize the organizing of seminars and workshops on organizational conflict management periodically for the workers. This initiative will facilitate the acquisition of knowledge by employees about conflict and its efficient management, hence enhancing both individual and organizational performance. The formulation of a comprehensive business policy aimed at implementing a contemporary conflict management approach across all departments can equally be considered. This strategic initiative is crucial for enhancing organizational profitability and ensuring long-term sustainability. This policy would serve as the cornerstone for actions implemented or proposed by the companies regarding market dominance. It is advisable for pharmaceutical companies in Lagos, Nigeria, to adopt more innovative tools in order to maintain their current level of leadership. It is important for the company to diligently uphold control processes in order to effectively engage employees and foster a sense of ownership. This will ultimately enhance overall satisfaction levels. By doing so, they would be able to effectively compete with their counterparts in the industry, both within Africa and on a global scale. Consequently, this would significantly improve their overall competitiveness.

Limitations and Future Study Direction

Although the study's findings offered fresh insights into the connections between conflict management and organizational performance in selected pharmaceutical companies in Lagos State, Nigeria, the results might have been constrained by the

following limitations which are duly noted. However, it is believed that a few of them can serve as valuable stepping stones for future research. The fact that this study only concentrated on pharmaceutical companies in Lagos State Nigeria limits the generalizability of its findings. It is recognized that the findings and implications of this paper are situated within Nigeria, and primarily pharmaceutical companies were the focus, which may limit the generalizability of the findings. Therefore, the cross-sectional nature of the paper prevents the author from making strong claims of causality. This study was undertaken within a limited timeframe of five to six months in the year 2023. The limited timeframe of research has resulted in a lack of full understanding of conflicts since size alone does not provide a holistic perspective.

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