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International Review of Social Sciences
December 2016
Vol. 4 Issue.12

Impact of Conflict Management on Employees' Performance A Case of Mitchell's Fruit Farms

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Abstract

The purpose of study is to examine the impact of conflict management on employee performance. In all organizations there are many conflicts between management and employees. These conflicts can be reduced up to some extent and these are cannot be totally removed because there is nothing everything is perfect in this world. Communication system is so good and the employees are satisfied within this system If these things can be improved then employees will be satisfied and then there will be increased their performance. For this study independent variable was conflict management and effective communication. And dependent variable was employee performance.in this paper Sample size use in this paper is 250. In research paper population is 200 of Mitchell's fruit farms organization. Data is collected through Questionnaire. For data analysis SPSS software is used. Effective communication has significant impact on employee performance. Conflict management has no significant impact on employee performance.

Key Words: *Conflict Management, Effective Communication, Employee Performance, Employee Satisfaction.*

Introduction

The purpose of the study is to know about the strategies which can resolve the conflict management in organization. The objective of research is for the manager to develop the skills of effective communication and leadership skills to solve the conflicts in organization. Manager and organization spending more time on managing the conflicts. Basically conflicts consist of base organizational work process and team work and responsibilities. second major base is interaction between the team members of any organization and top management. And one most important reason is that team members are disagree about the work. Confidence of team is greatest for high performance (Kinnander, 2011).

This study defines about strategy for recruiting and selection of employee. Now a day's relationship between employee and employer going up and down. Top management is need to adopt new way and strategy for recruiting and selection of employee. Select the best talented persons who are deserve for the post. Because these talented persons can affect the performance of the work process and can enlargement

productivity of any organization. for reduce the conflicts in organization provide comfortable environment to employees (Leblebici, 2012).

This study describes about Decision making is most important for top management of organization to achieve the objective of the organization. but they face conflict in organization that effect the objectives conflict between top to down employees can be impact the performance of employees. For future decision making and better performance conflicts must handle. Goal setting two main elements cannot be ignored which are the goal setting goal commitment (Thomas, 2013).

Communication is central part of relationship between communication skills and behaviors. Communication skills describes the ability to accomplish. behavior are the verbal actions performed by any employee. There are many ways to evaluate communication skills and styles and behavior. He found that there are four negative communication behaviours that are harmful to couples that he labelled as "criticism, defensiveness, contempt, and stonewalling". Communication regarding conflict has an impact on the overall satisfaction of employees (Stewart, 2012).

This study explain all the department have different goal to achieve the objective but all have different thinking so they make their decision making according to their perception that result conflict in the organization. Employee performance have positive impact on conflict management. Due to innovation in business environment traditional environment face difficulty in different departments on organization just like effective collaboration in different departments that is must foe compete in the market. Organization now a days face different challenges of collaboration and division of departments. The study describes the effective collaboration among different departments of organization in organization have critical situation to meet and exceed the expectation of our customer and to compete in the market.

In business world, communication is essential for showing business in a well-organized manner. Some business involves two types of communication external communication that is focused to the performers in the business atmosphere and internal communication or organizational message that is directed to employees. addition, it is not likely to imagine organizational communication without fights. Conflicts are usual in any organization, as people have changed opinions, while some peoples cannot receive other people's opinion (Spaho, 2013).

Conflict is processing which two party opposes each other. Conflicts can affect the different management styles. Sometimes conflict arises between individuals because of resource allocation like as finance distribution in different departments conflict is good for suggested the innovated thinking lacking of conflict can be habitual. Manager must have ability of resolution of conflict, emotional awareness and effective communication (Abiodun, 2014).

Effective communication can improve organizational success employee relation all level. Communication with respect to performance and job satisfaction. Organization that focus on to promote the trust, positive attitude and respect of their employee they fastly move to success. Employees are also responsible for educating their own prides and levels of pleasure at work and in their private lives. It is the duty of bosses to improve communication in the office, train workers in communication skills, and inspire informal communication (Lindsey, 2014).

Conflict are the result of poor management normally manger focus on resolving conflicts. Organization performance and employee performance are two inter linked. According to the social scheme theories, fight is one of the principal forms of interaction. departmental fight for the incomes and others necessity be solved. Labor union and bargaining process can be minimizing the departmental fights (Akinlabi, 2015). Recent studies told the conflict management becomes an important part of any organization for their attainment of their goals and other basic objective of firm. As the studies tell that the conflict management is related to the conflict arise in the firm. And due to these conflict many of the organization become more

conscious bout their goals. If the firm provide their employee perfect management skills on the conflict bases, then many of their employee performance matter should be resolved. Due to which the performance of the employee become better (Olu, 2014).

Effective communication is process of exchanging information between different people or employees.it may be symbols sign or behavior of any employee. If the manager should communicate best information, then trust will develop among the employees. through effective communication manager can lead employee best way (Ramirez, 2010).

According to the paper it finds the result resources also provide base for the conflict management and employee performance, completive advantage. First this model assumes that firm in the industry can be homogeneous and secondly firm should be heterogeneity because resources are used for implement firm's strategies and these are not movable across firms because some resources are not accumulating (Bridouxflore, 2015).

In this research define about the organization communication climate and conflict management. Effective communication skills are useful tool for dealing with organizational and personal conflicts. Conflicts arises when people have different judgement and views on any issue. They perceive differing of aims and goals. Communication climate is of supreme importance in an organization it donates to the effectiveness and achievement of an organization. The communication climate of an organization may influence the atmosphere in the organization which either inspires horizontal, upward or downward communication among the employees of organization (Nordin, 2013).

In this paper describes about communication as a mean of conflict resolution. Language in act can be got in terms of oral, non-verbal and written broadcasting. language and communication are sine this world of words and constant explosions of conflicts or disagreements. Language is observed by experts as the key to the heart of a people. Language and communication, therefore, are very critical in the management and resolution of conflicts or disputes between the two parties in conflicts. As important as language and communication are in conflicts and conflict resolutions, they are not correctly focused in the works of many writers and scholars. What defines person's people is language which is the vehicle of communication. People, therefore, engage in communication for many reasons and for the purpose of this paper we shall examine the roles and purposes of communication as only of the means of peaceful methods of conflict resolution (Amuseghan, 2014).

The theoretical framework focus on three major areas of which have a different approach to conflict second conflict escalation and third is conflict resolution.it depend on our styles personalities and confidence. conflict escalation depends on nature of conflict and emotional involvement. Third approach of explore the conflict resolution which means that how effectively solve the conflicts (Kinnander, 2011).

The resolution of this study was to examine gender differences in supervisor's conflict management styles and to control how they relate to both efficiency and like ability amongst their assistants. The term *femininity* is used because of the theory that any such differences possible result from nation or knowledge, rather than ecology (Kim, 2008). This study purposes to examine how organizational equality affects organizational conflicts between its parties.

Therefore, organizations pay their consideration to employee's attention to form and strength their trust that their objectives will be realized in a well way only within their administrations. Organizational conflict is reflected a natural and expected, administrative phenomenon, that company human communication within any organization. It can be within individual himself level, or between persons, or between the single and groups, or amongst groups, so that it cannot become rid of it, but must be achieved and worked out to realize the highest benefit (Awamlah, 2013).

Problem Identification

From the last decayed this should be assumed from different studies that conflict management plays vital role in employee performance. If the organization focus on the employee performance, then their conflict management should be stronger. Conflict management is the power tool of any good organization researcher says that many of the conflict arise in the organization should be resolved through conflict management. So the researcher assumes that the exact relationship between the conflict management and employee performance. In many organization this relationship is strong and in some it should be week. So the exact relationship is the main problem which should be faced in this study. Different cause of conflicts like communication allocation of resources job stress low productivity low salary job satisfaction in organization. different management styles can be adopted for resolve the conflicts in organization.

Problem Statement

To check out the impact of effective communication and conflict management on employee performance.

Significance of a Study

Research says that conflict management have bad impact on industrial criteria, because the conflict management cannot sustain employee turnover ratio and job satisfaction that's why the working conditions are going to down ward. Previous study focus on executive levels of management and not on employees that's why organizations cannot manage their management systems and facing many problems in the working areas. Research focus on organizations organizational development factors like as motivations promotions job satisfaction bonus and other incentives to their employees for getting their loyalty. Employees can better have performed by using the different management styles because these factors also create the relationship between conflict management impact on employee performance.

Research Objectives

To investigate the impact of conflict management on employee performance.
To investigate the impact of effective communication on employee performance.

Research Questions

What is the impact of conflict management on employee performance?
What is the impact of effective communication on employee performance?

Literature Review

Barmao (2012) this study is conducted to investigate the cause and effect of conflict on teacher morale in public primary schools in Kenya. Data has been gathered from 60 teachers by using simple random sampling techniques. The results of the study show that conflicts leads to anger, frustration and work productivity of teachers is negatively influenced by the conflicts of in school.

Musyoki (2015) the study explores the effect of interpersonal conflict on organizational performance in hotel sector. The target population of the study was 368 employees and the sample size is 194 that were selected by using stratified random sampling technique. Data is analyzing through Cronbach's Alpha technique. The results show that interpersonal conflicts significantly affect the organizational performance. Husain (2013) the purpose of this paper is to describe the relationship between effective communication and organization change. This paper also investigates the how to manage the effective communication and the resulting process of overall organizational change.it also defines the objective of communication its

advantage for the employee's performance and how it works in execution plan in change strategies. This study also explains the process how to inspire the employees for effective communication, change in organizational performance. The purpose of communication is to build trust and generate spirit in employees.

Adejoh (2015) this research paper explains the effect of effective communication on goal achievement in Nigerian educational system. The respondents were 102 among them survey was conducted. close ended question is used. The result was positive correlation on effective communication. This study recommended that Nigerian public polyconics must be focus on subordinate relationship and effective communication (Hillary, 2011). The area of study was conducted Kenya Forest Service Headquarters, Karura located off Kamba Road Opposite Criminal Investigation Department (C.I.D) Headquarters in Nairobi. Kenya Forest Service is a state corporation established by an act of Parliament of Kenya. this study investigates about hiring staff and effects the organization in a short term staff hiring.

So organization must be must be implement human asset in a proper way for better performance and development of the organization in the results productivity will automatically increase. The sample size was the Researcher targeted KFS staff working in the head office in Nairobi according to (Kothari, 2004), which was conveniently available KFS has a wide branch network country wide, the Researcher considered it convenient to interview respondents stationed in the Head Office.in this study research instrument was uses SPSS software. And data analysis through quantitate data. For the data collection one of the techniques used question are. The recommendation in this was to increase the productivity through proper hiring of staff in kFC and enhance employee commitment to work.

Muhammad (2015) this study explains relationship of teacher's performance and conflict management styles. Targeted population is Punjab province schools. Sample size from head 72 and SPSS 88. SPSS software used for data analysis. The results show positive correlation integrating, obliging and avoiding and compromising have negative impact on study.

Sandada (2013) this paper defines about the increasing awareness about goals and effective communication and conflict management employee relations and work place environment. The data for this research was collected from Gauteng Province in particular, at Vaal University of Technology. The data collection method used question are and collect from the students180 was total question are and use able 150 for data analysis. For analysis smart spa software used. This paper result shows institutional goal and institutional communication Damaging conflict management should significant impact on employee's relationship. Result shows positive relationship.

Mwalekwa (2015) the objective of this research paper to create a corrective relationship between workforce range organization and organizational effectiveness. The research is conducted through expressive research design and SPSS software should be used for the research investigation. In this research 100 defendants were targeted and 60%data is collected from the internet and the population of the study many division of KCB limited and some statistical formula used for research. At the end the study suggests to create diversity can affect the human resources activates with regard difference among employees.

Muddassar (2015) the study examines the effect of different mechanism used in resolving conflicts. Data is collected through questionnaire and interviews and simple random sampling techniques is used from 200 employees. SPSS software is used to analyze the data. The results show that positive mechanisms i.e. awareness has a positive impact on conflict management.

Zhimin (2010) this paper explains about conflict management in public secondary schools. This study describes about how can be conflicts resolution schools of Nairobi province. Data is collected from student's teachers and administration for data collection research instrument used question are and

interviews. For data analyzing the software used SPSS. The result shows guides and counseling is best way to regulator the bad impact and conflicts.

Brusko (2010) this research paper defines conflict management strategies gender role, status in organization. Convince sample used in this paper data collected through survey and SPSS software is used for data analysis result shows irregularity in conflicts. And demonstrate the difficulty on conflicts in organizations and present new paths for explore.

Bernard (2014) the purpose of this study is to expresses organizational conflicts and which are causes, effects remises. In this paper discus about different party's negotiation on conflicts, resource management. Conflict resolution effects the human activity and results shows positive.

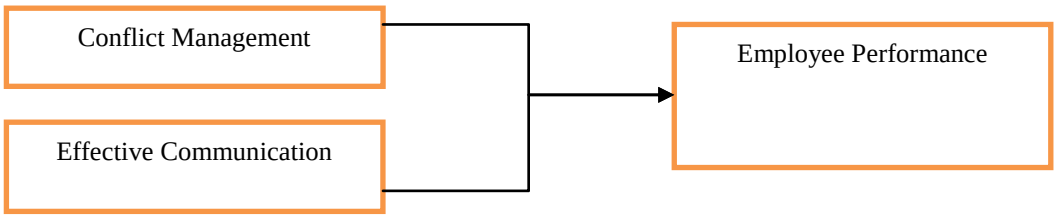
Hashim (2014) this paper describes impact of training and development on employee performance all over the productivity of organizational performance. Data is collection is through quantitative technique of research. Data collects through questionnaire statically tool used for analysis data. The result shows significant impact between the variables.

Obasan (2011) this study describes about the impact conflict management on corporate productivity. Sampling technique was used questionnaire in this paper and sample size was 50.data collected from respondents. The basic issue employee compensation and welfare but managers of organization want compromise.in the results manager decide organizational performance will be better.

Tahir (2014) the purpose of this study is to defines development in Farooq organizational conflicts inventory. Total sample size was 145 from educational managers. SPSS software used for interpretation and analysis data. Researcher recommended in study to apply management styles.Saeed (2015) this study examines conflict management and organizational performance. Basic theme of this study to explore reasons behind the conflicts arises and find solution of conflicts situations. This study recommends different strategy to conflict management.by adaptation of different strategies employee, organizational performance can be improved. A sample of 201 and research tool for the data collection used questionnaire. spss software for data analysis software This study recommends different strategy to conflict management.by adaptation of different strategies employee, organizational performance can be improved.

Lindsey (2014) in this paper effective organizational communication affects, attitude, happiness and job satisfaction. The research was conducted in Cedar City community in Management Division of Southern Utah University. Fifty-one employees were participated. Sample size was 51. research method tool was question are data collected through survey. Pearson's correlation tests were run to measure the significance of communication on individual attitude, happiness, and job satisfaction (M = 3.60, SD = .761) test. Copley (2008) this study describes about conflict management styles among effectiveness of subordinates. Question is used for data collection of the 37 supervisors 13 were male 31 864 responded 31 supervisors, 18 were female who received the Rahim Organizational Conflict Inventory. total population and sample size was 193 Pearson's correlation tests used for data analysis.

Research Framework



Research Hypothesis

H1: There is significant impact of effective communication on employee performance.
H2; There is significant impact of conflict management on employee performance.

Methodology

Independent variable used in study is conflict management and effective communication. Dependent variable is employee performance.

Population, Sample size and Sampling technique

In research paper population is 300 of Mitchell's fruit farms organization and Sample size use in this paper is 270. We will use descriptive sampling technique. Data collected through simple random sampling.

Data collection

Data is collected through survey of organization. Data collected from employees of Mitchell's fruit farm.

Research tool

Questionnaire will have used for data collection.

Findings

Reliability Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.771	25

The reliability of conflict management, effective communication and employee performance is .771. The value of Cronbach's Alpha indicate that all the variables are reliable.

Correlation Analysis

Correlations

		Effective Communication	Conflict Management	Employee Performance
Effective Communication	Pearson Correlation	1	.382**	.429**
	Sig. (2-tailed)		.001	.000
	N	71	71	71
Conflict Management	Pearson Correlation	.382**	1	.164
	Sig. (2-tailed)	.001		.173
	N	71	71	71
Employee Performance	Pearson Correlation	.429**	.164	1
	Sig. (2-tailed)	.000	.173	
	N	71	71	71

**. Correlation is significant at the 0.01 level (2-tailed).

This table shows that effective communication and conflict management has significant relationship with employee performance at the value 0.000 which is less than 0.05.

Regression Analysis

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.502	1	5.502	15.552	.000[b]
	Residual	24.409	69	.354		
	Total	29.911	70			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Effective Communication

This table shows the ANOVA analysis means analysis of variance between performance independent variables), Effective Communication and dependent variable employee. Table shows that in regression, the value of sum of squares is the value of DF is 1, and the value of mean square is 21.197. The value of F is at the significant level of 0.000 which indicates that model is fit.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.501	.333		1.503	.137
	Effective Communication	.808	.205	.429	3.944	.000

a. Dependent Variable: Employee Performance

The above table indicates the coefficient of regression analysis between independent variable and dependent variable. In constant the value of B is 0.501, the value of standard error is 0.333, the value of t is 1.503, and the significant value is .137 In effective communication the value of B is 0.808, the value of standard error is.205, the value of Beta is 0.429and the value of t is 3.944., and the value of significance is 0.000.

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.800	1	.800	1.897	.173
	Residual	29.111	69	.422		
	Total	29.911	70			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Conflict Management

This table shows the ANOVA analysis means analysis of variance between independent variables conflict management and dependent variable employee performance. Table shows that in regression, the value of sum of squares is .800, the value of DF is 1, and the value of mean square is .800 The value of F is 1.897 at the significant level of .173 which indicates that model is not fit.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.276	.377		3.383	.001
	Conflict Management	.296	.215	.164	1.377	.173

a. Dependent Variable: Employee Performance

The above table indicates the coefficient of regression analysis between independent variable and dependent variable. In constant the value of B is 1.276, the value of standard error is 0.377, the value of t is 3.383 and the significant value is .001 In conflict management the value of B is .296, the value of standard error is 0.215 the value of Beta is 0.164, and the value of t is 1.377 and the value of significance is 0.173

Conclusion

In all organizations there are many conflicts between management and employees. These conflicts can be reduced up to some extent and these are cannot be totally removed because there is nothing everything is perfect in this world. this study shows that in the organization sector shows that there are many conflicts like allocation of resources, communication problem, salary, bonuses, incentives and working environment is not proper maintain. Employees are freely to talk with one another and with top management and discuss these issues and their problems If these things can be improved then employees will be satisfied and then there will be increased their performance. Communication system is so good and the employees are satisfied within this system.

Incentives are not properly maintained because they are not in the form of cash or monetary terms and in this way they are not satisfied about the system of incentives. The employees are satisfied with the behavior of the manager. The findings show that one employees is performing only one task and the job is the specified about my task.

The findings show the employee's promotion is suitable according to their performance. The study shows that training of the employee's is compulsory for the good performance and the training system is so good because there are two types internal and external training they are also do outsourcing for their employee's training There is significant impact of effective communication on employee performance. There is no significant impact of conflict management on employee performance.

Recommendation

Mitchells Fruit farms should take the following measures to reduce organizational conflicts.

1. Establishment of additional communication channels:
2. Regular employees and management meetings: Employees/management meetings should be conducted on regular basis to identify and resolve labour/management issues that could result in labour unrest.
3. Strict implementation of collective agreement issues.
4. Regular review of personnel policies.
5. Regular training of employees.
6. Fair remuneration of employees: management in Mitchell's fruit farm should fairly compensate their employees for their efforts so as to reduce dissatisfaction among the workforce.

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