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RELATIONSHIP AND CONFLICT MANAGEMENT IN ORGANIZATIONS AND INSTITUTIONS

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ABSTRACT

Conflict of interest in the workplace is the most basic form of conflicts that cause broken and wrecked relationship in institutions and organizations. This paper identifies what causes workplace conflict, and explains how conflicts in the workplace; which could be the result of: poor management, unfair treatment, unclear job roles, inadequate training, poor communication, poor work environment, lack of equal opportunities, bullying and harassment, significant changes to products, organisational charts, appraisals or pay systems could destroy relationship, and so there is need for a proper conflict management procedure and technique to rebuild relationship in the organization and institution. The paper also examined other major causes of workplace conflict which include: personality clashes, unrealistic needs and expectations, business values, unresolved workplace issues, and increase in workload. The paper concludes that a good understanding of relationship of members could help find effective ways of managing conflicts between them, as previous relationship between the employee and their manager, and their peers for signs of past conflict and feelings which may influence them, could be investigated when seeking to manage workplace conflicts, same applies to managing conflicting issues affecting relationship in other institutions and organizations.

Keywords: Relationship, Conflict, Management, Organizations, Institutions.

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INTRODUCTION

All institutions and organizations are made up of people in relation with each other and are united by a common purpose to find self-fulfillment in working together to achieve key outcomes. These outcomes are informed by knowledge of and commitment to the missions, goals, aims and objectives of the organization or institution. The CCR Global an ICF accredited coach training program had defined a new learning path and formulated the curriculum for a new Course series the first of which is the ORSC™ (Organization and Relationship Systems

Coaching) which provides advanced training for leading professional coaches. It produced this edition titled *Organization & Relationship Systems at Work (ORS@Work) An Introduction to Relationship Systems Coaching*, which serves as the first course in the ORSC™ series. This was based on finding answer to the question on how organizations can create a work environment that supports complex human interactions, embraces conflict, retains valuable knowledge workers and change at the speed of light while remaining profitable and productive. It introduced the concept of Relationship Systems Intelligence (RSI) as that which focuses on the entire group, team or system, beyond Emotional Intelligence (Relationship with oneself), and Social Intelligence (relationship with other). In fact, this is that which properly applies to organizations and institutions as a whole.

The purpose of this new approach to relationship is to tackle some of the common ailments that plague work environments, namely: ineffective or toxic communication, low team morale or burnout, conflict avoidance and non-resolution, lack of creativity and productivity, confusion about roles on a team. Thus, if implemented in an organization, as application to work teams, it promises to produce positive results. Most especially, where organizations are trained on it, its members will: be better equipped to handle mergers, acquisitions, downsizing and growth; be more resilient, positive and fearless in the face of conflict; be more engaged, inspired and adept at navigating politically-charged situations; and feel greater confidence engaging entire teams and organizations in development initiatives.

Bringing self-fulfillment needs to the fore means conflict of members' and groups' interest within the institution or organization is bound to ensue. Conflict is said to have occurred in a situation where there is an opposition to an idea, agreement, policy, decision not only at its formulation stage, but also at its stage of implementation (Kalagbor, 2017). This study seeks to understand the dynamics of relationship and conflict management in institutions and organizations. It preempts a position which agrees that if the members of an institution and organization understand the importance of their relationship enforced by the purpose of their membership in the institution and organization, they will work together in harmony to fulfill each other's needs without losing sight of that which unites them as members of same institution and organization. It's a "Have and Let's Have" ideal and orientation that works best in fostering better relationship and conflict management. Appropriately, an ideal orientation about the purpose of relationship and conflict enhances proper conflict management.

For Vaden (2012), if we are fighting with someone, it means we both care about finding the best course of action and we both care about preserving the relationship. If we didn't care about one another, then we would just ignore each other and leave. As long as we know the other person cares about us, it will give us a common ground to work from as we try to unite two seemingly conflicted views. Great relationships develop not from the absence of conflict, but from determining and agreeable pattern for how to resolve conflict. Defining the rules of engagement for how you "fight" with someone you care about is ultimately much more important than trying to never have a disagreement.

The approach of this study is to analyse the relevance of the preempted position in attempting to find the middle line between relationship and conflict management. The middle line is the justification for fostering, sustaining and enhancing better relationship and conflict resolution in institutions and organizations. The contraposition is that it is self-justifying to expect a failed system to ensue from failure to build better relationship and conflict management. The consequences are far reaching, and members, if aware of these consequences, will perceive themselves responsible for preventing their eventuality by all means. And yet, even as easy as

relationship and conflict management might seem, members of organizations and institutions easily pervert the ideals of peace, unity, harmony, tolerance, honesty, justice, forgiveness, prudence, patience, love and collaboration. These ideals, as social virtues, are the known means to ensuring better relationship and conflict management in institutions and organizations. Since these ideals are normative by nature, institutions and organizations that spell out their importance in a constitution that binds on all members tend to be more stable than those that presume members are aware of them.

Where members are handed copies of the organization's and institution's constitution, they know they have responsibilities to ensure the stability of their institution and organization by abiding by the written laws, as well as deserving penalties for compromising this stability by violating the constitution promulgated for its protection. Where there is no constitution, members are still expected to be conscientious in keeping the unwritten laws of attraction which holds their organization and institution together, and without which their institution and organization cannot stand in the first place.

Ethically, every institution and organization stands on certain normative pillars that are often spelt out and handed down to members during induction and members-only orientation programs. New and existing institutions and organizations work with the preempted position, subconsciously, when drafting their normative pillars into orientation courses, profile brochures, constitutions and rules and regulations, which are ethical norms binding on each member's conscience. A member needs to be so guided and instructed in order to be abreast with the do's and don'ts of the organization and institution. Thus, before all else could be emphasized, the behaviour of members in the institution and organization needs to be controlled with limitations, guided with instructions and regulated with rules and codes of conducts. It is the primary duty of leaders to create a conducive atmosphere for members to coexist and cooperate in building their institution and organization.

Where an enabling environment has not been created laws of behavior are indeterminate, for they were meant to maintain the structures set in the environment that enables people to live and work together. After having the right structures such as accommodating facilities and equipment needed by members, then it is important to teach them why the provisions were made, what is expected of members when making do with what is provided, and what each member is responsible for doing to grow with what is available, and how each member is to relate with others in the institution and organization. It is when the leadership has done this, that a conducive atmosphere could be said to exist, and which members are to ensure they don't pollute.

Members often pollute a conducive atmosphere by making others uncomfortable in many ways that could be prevented or avoided. So, when attempting to understand relationship and conflict management in institutions and organizations, we began from analyzing the condition of living and working in the organization, the quality of leadership in the organization, leadership hierarchy and positional power of management personnel, and then the categories of membership and the respective roles and responsibilities of individual members and groups in the institution and organization. These form the background for defining what a relationship should be and how conflicts should be managed in the institution and organization.

BACKGROUND

Conflicts don't occur in a vacuum. Conflict arises when there is a perceived threat to the needs, interests or concerns between parties bordering on their interactions and relationships (Kalagbor,

2017). Relationship is the ground on which conflicts occur. So to better understand conflict and conflict management, it is imperative to study what relationship is and how conflicts occur in a relationship within an organization and institution. The fact that a relationship exists in the first place implies that conflict is possible.

Individuals experience conflicts within themselves, as persons, when facing tough decisions or seeking a way out of tough situations, or trying to choose amidst multiple options. One option might be as good as the other. Personal conflict arises while attempting to prioritize tasks and differentiating between necessity, urgency, importance, and compulsion.

The impulse to react amidst tension creates emotional conflicts. In effect, personal conflict is inevitable. With many personal conflicts not properly managed by the individual due to lack of the skill of effective conflict management, it is not unlikely for all individuals in a relationship to react against each other at the slightest provocation, blaming each other for their personal conflicts. This tendency to transfer aggression over personal conflicts weakens the immunity of a relationship to conflicts. Personal biases in relationships would eventually produce occasional disagreements among people in a relationship. This reveals the diffusive nature of conflict when not properly managed, hence the need for effective conflict management strategies in institutions and organizations, because conflicts are inevitable aspects of a person's and organization's life (Omisore & Abiodun, 2014).

The same way prioritization poses a challenge to individuals, as one need is made superior to another, in an order of setting and choosing priorities, thus creating an intrapersonal situation of conflict, so does the craving for superiority among persons in a relationship. It portends a basic cause of conflict in organizations and institutions, as Omisore and Abiodun (2014) discovered, while studying *Organizational Conflicts: Causes, Effects and Remedies*, that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. If conflict is not timely and properly managed, it could lead to low productivity and service delivery. The opposite is also true that when conflict is properly managed, a positive result could be achieved. That is why conflicts should not be ignored or mismanaged. They should be approached as soon as they are noticed, and should be managed in a way that will produce positive results.

Looking at the types of results achievable from conflict management, there are right and wrong ways of managing conflicts. The right way includes timely recognition of causes of conflicts and adoption of negotiations between parties involved in the conflict. This would produce positive results. The wrong way includes the use of force and intimidation to deny one party a fair hearing over the cause of the conflict. This would produce a negative result.

Moreover, since relationship is at the bottom of conflicts, the restoration of the injured relationship between the parties involved in the conflict would have to be considered when managing conflicts. If the affected relationship is not restored, the conflict has not been properly managed too. So relationship and conflict management in organizations and institutions walk hand-in-hand. No proper relationship excludes openness to proper conflict management, and no proper conflict management excludes strategies to rebuild broken relationships. In the same vein, studying conflict management without studying the relationship torn by conflict is incomplete, both fields are interwoven and should be studied together. This study aims to show that there is fundamental interconnectivity between relationship and conflict management in organizations and institutions.

Concept of Relationship

As used in this paper, Relationship is the conjoining and formation of a group of people accountable to each other for a mutual purpose of accomplishing an external task entrusted to them by their organization and institution. There are different types of people involved in a relationship of trust, such as parents and children, teachers and students, government and citizens, etc., but this study is limited to only the relationship of superiors and subordinates which is most relevant to organizational and institutional relationships. It mainly consists of employer-employee relationship, manager-officer relationship, executive-public relationship, etc. Every institution and organization has this kind of relationship often been threatened by organizational conflicts.

Concept of Conflict Management

Conflict, generally is a form of disagreement, dispute, quarrel, squabble, difference of opinion or discussion (Kalagbor, 2017). Conflict management, as used in this paper is the effort taken to address issues identified with the causes of conflicts in order to resolve the issues properly to protect the integrity and trust of the organization as well as to safeguard the rights and interest of the people involved in the conflict, and with application of policy and discipline as strategic measures to prevent future recurrence of similar conflict in the organization. The processes, approaches, techniques and toolkits of conflict management are complex And include, investigation of real, actual, factual, likely, past and potential conflict at the earliest suspicion of it, collection of reports from witnesses and parties involved in the conflict, identification of causes of the conflicts, classification of rights and interests of parties affected by the conflict, measuring the degree of influence on the parties by external occasions, relationships, affiliations, beliefs, interests, and past experience or ancillary benefits, etc., negotiations with involved parties, reconciliation of differences between parties, mediation to define a means of resolution, restoration of relationship of trust by entreaties for correction of faults and treaties for prevention of recurrence of conflict in the organization. This is a skillful decision making process and requires expertise to ensure timeliness and efficiency of conflict management. This paper is limited to ways achieving effective conflict management for restoration of broken relationship in organizations and institutions.

Concept of Organization and Institution

Organization is the body of interests, needs, duties, roles and responsibilities of people identified and formed into a structure of resources, processes and procedures utilized to produce or guarantee a predetermined and expected outcome tracked to set objectives, achievable and sustainable over a period of time, deployment of resources and delegation of tasks to competent people.

Institution is the collection of organized structures that fit into a system of operation to achieve defined goals. These structures are a mix of people, products, processes, and policies that need coordinating units that harness their potential for maximizing productivity and optimizing service delivery to satisfy core needs of members and the public. Organization and Institution are similar by the nature of their harmonized structures and functions of their coordinating units, purpose of establishment and anticipated key outcomes. This paper this uses both concepts

interchangeably when discussing the concepts of relationship and conflict management. There are various types of organization and institution, which are broadly categorized in two groups or sectors informed by their legal structure, mode of constitution, management system, scope of administrative services, functions or operations, level of trust and accountability, namely: Public Institutions, and Private Organizations. Characteristically, public institutions differ from private organizations on account ownership, size of trust and scale of accountability, albeit their coordinating units may perform similar functions internally and anticipate similar key outcomes strategically. This paper limits its reference to only public institutions, in order to streamline issues of conflict to those of public officers and how their relationship with the public is affected by those conflicts relating to exercising their public functions without diminishing public trust on the public institution.

The Concept of Public Institution

Public institution is any institution in which officers are elected or appointed to execute public functions of which they are accountable to the public as their ultimate employer.

Relationship and Conflict Management in Public Institutions

Corporate employees are in direct relationship with their organizations and need to be carried along nicely, otherwise issues of conflicts may arise that if not properly managed could affect the organization's general performance. This was proven in a study by Vance, R.J. (2006). On the positive side of managing employee conflicts, the research proved that employees who are engaged in their work and committed to their organization give companies crucial competitive advantages – including higher productivity lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment to their workforces (Vance, 2006). To whom much is entrusted much is expected. To him who has much will be given. These immortal words of Jesus Christ, founder of the Christian Religion, aptly refer to the demand for accountability from especially people managing public assets, and entrusted with the care of public resources for use in exercising public functions. These are people in public service and civil service.

Public and civil servants are accountable to the public. The public holds them accountable for the resources in their care and for the functions they exercise. They have been saddled with a great deal of responsibility for the public. Projects for the public cannot be treated with the same attitude of selfishness a private project could be treated with. Hence, these people are trusted by the public to be transparent and highly responsible, to be careful and honest, to be selfless and accountable. These expectations are always clearly defined in the oaths of office and job description as well as code of ethics guiding each of the officials.

The relationship between officials and the public is always one of trust. This makes it mandatory for office holders to be properly screened not only on the standard of stated qualifications for the office, which may not necessarily be academic but on ethics and past performance in similar roles or positions held in the past. Thus, any bridge of trust in the discharge of their duties is always treated as a serious capable of causing the removal of an official from office on ground of scandalous conduct of a public official. The most common of scandals in public institutions is conflict of interest, when proven to in fact exist and capable of affecting the exercise of a public function by a certain measurable or predictable degree. Conflict

of interest becomes the most serious threat to the stability of trust and calls for a assessment of the relationship between an official's function and their interests as private citizens with rights and interest. So, to understand relationship and conflict management in public institutions it is important to dissect the ambient of conflict of interest which weighs the most on the trust level ascertained between the public and the public institution.

Four strategies discussed in Kalagbor (2017), could be applied in conflict management in public institutions, namely; Integrating Strategy; Dominating strategy; Compromising strategy; and Avoiding strategy. The integrating strategy focuses on gathering and organizing information; at the same time, it encourages creative thinking and welcomes diverse perspectives. The dominating strategy features the use of positional authority and power to resolve the conflict by dictating what the subordinates will do. It is mostly used when each of the conflict parties has high concerns for self and more common in handling differences with subordinates than with peers or superordinates. Thus, it is an effective strategy when a quick decision is needed or when the issue is relatively unimportant. The compromising strategy is one that gets everyone talking about the issues and moves one closer to each other and to a resolution. Each person in this strategy has something to give and something to take. It is more effective when issues are complex and power balanced. It thus involves finding an expedient mutually acceptable solution, which partly satisfies conflicting parties. The avoidance strategy is legitimately used when a conflicting party need to cool off, when the party stand to gain nothing from conflicting a situation, and when power is drastically unequal, the party concerned want to put distance between the other opponent or when the other party needs time to prepare.

Conflict of Interest in Public Institutions

Mirroring the perspective of Omisore and Abiodun (2014), conflict is a process in which one party suggests that its interests ate being opposed by another party. Conflict is an inseparable part of people's life. It is a perpetual gift of life, although varying views of it may be held. Some view conflict ad a negative situation which must be avoided at any cost. Others may see it as a phenomenon which necessitated management, Still others may consider conflict ad an exciting opportunity for personal growth and so try to use it to their best advantage (Omisore and Abuodun, 2014)

In much the same way as conflict of interest is diversely viewed and easily misconstrued so is conflict of interest so misconstrued, hence a definitive toolkit is needed to properly construe conflict of interest. OECD (Organization for Economic Cooperation and Development) has provided this toolkit which it titled "Managing Conflict of Interest in the Public Sector".

The OECD is a unique forum where the government of 30 democracies work together to address the economic, social and environmental challenges of globalization. It is a leading organization in understanding and helping governments respond to new development and concerns such as corporate governance, the information economy and the challenges of an aging population. It further provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to coordinate domestic and international policies.

The OECD's Toolkit on Managing Conflict of Interest in the Public Sector defined that identifying and resolving conflict-of-interest situation is crucial to food governance and maintaining trust in public institutions. However, experience shows that this can be difficult to achieve in daily practice. This Toolkit was provided for providing practical solutions for

developing and implementing ways to manage conflicts of interest in accordance with the OECD Guidelines for managing conflict of interest in the public service.

Conflict of interest in public institutions bothers on the amount of influence an officials rights and interests as a private citizen has on the decisions and functions they exercise with their privileges, position, power and authority for certain advantages. The OECD's Toolkit acknowledges that, identifying and resolving conflict of interest situation is crucial to good governance and maintaining trust in public institutions. However, experience shows that this can be difficult to achieve in daily practice. In response to growing demand in the public sector, this toolkit provides a set of practical solutions for developing and implementing ways to manage conflicts of interest in accordance with the OECD Guidelines for managing conflict of interest in the public sector.

This tool is one of various tools that have already been adopted in national contexts or tested by public organizations worldwide, and in its contents a number of issues bothering on the subject matter were highlighted, explained, clarified and discussed. The issues include: definition of conflict of interest; objective tests for identifying a conflict of interest, generic checklist for identifying "at risk" areas for conflict of interest; Generic ethics code provisions relevant to conflict of interest; conflict of interest – self-test; conflict of interest – General provisions for compliance; Gifts and Gratuities Checklist; Gifts for Officials – General Law; Registration of Personal Interests and Assets – Procedures; Registration of Interests and Assets – Generic Law; Integrity Testing Policy; Public Interest Disclosure Policy and Procedure "Whistleblower" protection; including Guidelines for Managing Conflict of Interest in the Public Service.

In its introduction, the toolkit stated, within its given context, that conflict of interest in its various forms should become a significant consideration in the day to day work of those who occupy any position of trust. It equally explained that conflict of interest in the public sector are particular important because, if they are not recognized and controlled appropriately, they can undermine the fundamental integrity of officials, decisions, agencies, governments.

Integrity was explained to be used in the public sector to refer to the proper use of funds, resources, assets, and powers, for the official purposes for which they are intended to be used. In this sense, the opposite of "integrity" is "corruption," or "abuse." Further in this tool, conflict of interest in the public sector is said to arise when a public official has private-capacity interests which could improperly influences the performance of their official duties and responsibilities.

Thus, the tool explained that, to resolve a specific conflict, it is necessary to establish relevant facts, apply the relevant law and policy, and distinguish between "actual", "apparent", "real", and "potential" conflict situations. This requires technical skill and an understanding of the many issues which are usually involved. For making it clearer to understand, the toolkit equally explained that, if official could gain something personally from their decision they can be said to have an interest in it. With this clarification, it becomes pertinent to assert, as the toolkit did, that a conflict of interest involves a conflict between officials' personal interests (what they could gain, not necessarily financially) and their duty as civil servant and is to be avoided as far as is reasonably possible. In general, the toolkit also stated that, the appearance of a conflict of interest is also to be avoided, to minimize the risk to the organizations' reputation (and officials' personal reputation) for integrity. In line with this perception, the toolkit noted that, conflict of interest could be similarly harmful to the trust in public decision making.

Considering the costs for avoidance, risk prevention, assessment, and management, as well as for resultant actual harm from a particular conflict situation, the toolkit advised that, as in most areas of public management, a realistic contextually-appropriate and proportional response

to each case is required. In another streak of advice, the toolkit also stated that, conflict of interest situations cannot be avoided by simply prohibiting all private-capacity interests on the part of public officials; instead, public officials must take personal responsibility for identifying and resolving problem situations, and public institutions must provide realistic policy frameworks, set enforceable compliance standards, and establish effective management systems. They must also provide training, and ensure that officials actually comply with the letters and the spirit of such standards.

Being also a very sensitive matter and are subject to a number of contradictions, the toolkit clarified its position that a conflict of interest is not necessarily corruption which is understood as “actual abuse of public office for private advantage.” But a conflict has the potential for corrupt conduct. Hence the toolkit insists that, conflicts between private interests and public duties of public officials must therefore be correctly identified, appropriately managed, and effectively resolved. Left unresolved, a conflict of interest can result in corrupt conduct, abuse of public office, misconduct, breach of trust, or unlawful action. More importantly, public confidence in the integrity of public institutions can also be seriously damaged, because the toolkit encourages uses to consider specific tools as part of an “integrity system” which strengthens reliable government and public management, this toolkit is recommended for organizations and institutions, be they public or private, for it provides generic examples of practical ideas and instruments for policy makers and managers to develop, adopt, and apply as suitable in their own political and administrative contexts.

Trust as the Median of Relationship and Conflict Management in Institutions and Organizations

It seems most urgent to gain profound insights into the building of institutional-based trust in the current global financial crisis (Reinhard & Andrew, 2011). The middle line between relationship and conflict management is trust. Conflict management refers to processes and programmes that teach individual’s concepts and skills for preventing and resolving conflicts non-violently (Kalagbor, 2017). When trust is broken, relationships begin to fall apart. To restore the broken relationship conflict management is necessitated and put into perspective or contextualized. The culmination and effectiveness or conclusiveness of conflict management is measured by the degree of trust rebuilt. This demonstrates the centrality of trust in both issues of relationship and conflict management. Trust needs to be safeguarded through ethical conducts in a relationship. It becomes a subject of concern on organizational ethics to exert on members both, officers and managers, administrators and executive the demand for trust. Trustworthiness becomes the #1 qualification for the acceptance of a newly appointed, elected, or employed or promoted member, officer, administrator or executive personnel in institutions and organizations.

Organizations are faced with different challenges such as shortage of personnel, inadequate equipment, and regulatory limitations. These challenges are as important as the opportunities of an organization. Dealing with challenges is critical to an organizations growth. Failure to tackle them gives room for controversies which may discredit the organization in the long run. An organization's capacity and competency grows alongside the number of recognized challenges it is able to deal with. The faster and more challenges are overcome, the more an organization's output gain significant tractions for faster growth and development. Challenges are like a clog on the wheel of an organizations progress. When ignored the organization makes minimal progress and fails to record or achieve any real or significant growth.

Hence it is important to define a roadmap for organizations to tackle their challenges over time; otherwise the challenges become a nursery for conflicts in the organization. Concerning this, Isa (2015) had rightly observed that challenges leave room for conflict between members, other organizations, communities and other parties involved in the organization's mission. These conflicts in turn will have other implications to productivity and survival of the organization, and may include members leaving the organization, decrease in productivity, mental health concerns, violence, etc., on the negative ambience of it, while also including to inspire creativity, share and respect opinions, and improve future communication, on the positive end of these implications (Isa, 2015).

With the positive implications notwithstanding conflicts which are unavoidable absolutely can be predetermined to ascertain the degree of impacts they could have on the organization. No one would refer to stir conflict just for the sake of its positive implications. Something could go wrong that could damage the reputation of the organization and the trust of members will be compromised as a result. In thinking of safety first the organization won't take the risk to stir any conflict that besides having positive implications could cause the loss of trust. The organization could degenerate to a state of chaos when trust is lost due to self-induced conflict known to members of the organization. Hence, trust being so important is proven to stand as the middle line between relationship and conflict management in organizations and institutions.

Building and Rebuilding Trust in Institutions and Organizations

Institutional-based trust is badly needed when strategies are developed to re-build individuals' and organizations' trust in banks and other firms which have recently massively failed to live up to their business partners' as well as other stakeholders' expectations (Reinhard & Andrew, 2011). The premise on which conflict management is tied to relationship in institutions and organizations is the building and rebuilding of trust. Building trust goes through a definite process. It begins with enshrining a model of discipline when communicates the sense of good relationship expected in the organization. Without discipline conflicts will swell and dampen relationship in the organization. As Isa (2015) pointed out, in any organization, efficient and effective performance of resources available to achieve organizational goals must put in place a good working relationship among the workers as well as the employer. Conflict is a source of poor employee relation and it can result to low productivity.

Reinhard and Andrew (2011) believed that, the enduring global financial crisis is above all a trust crisis and demands solutions for repairing trust in business relationships by employing macro-level approaches. Clearly, the problem has not emerged in that trust has broken down at the micro-level, i.e. in relationships where individuals know each other face-to-face. The trust crisis is essentially due to a breakdown of macro-level trust, i.e. trust in (large) organizations. This is why we urgently need to know more about the development, repair, reach and potential of institutional-based trust.

To achieve organizational goals in the midst of conflicts left unmanaged is difficult. There should be strategies put in place to foresee possible conflicts and block possible loopholes for emergence of conflicts. These are the strategies for building and rebuilding trust in organizations and are known as conflict management strategies. Isa (2015) identified and discussed six of them, namely: Accommodating, Career or Skill Development, collaborating, compromising or conflict resolution procedures, compensation policy and protect employees

from health hazard. All these fall within the ambient of human resource management in a broad spectrum. And so, effective human resolution management in organizations is vital to building and rebuilding trust in organizations. Human resource management efficiency is key to maintaining good relationship and proper conflict management for building and rebuilding trust in organizations and institutions.

CONCLUSION

The purpose of conflict management is not to eradicate conflicts entirely but to prevent its adverse effects. Isa (2015) affirmed the fact that the adverse effects of conflicts could be averted through improve working conditions, the ability to properly disseminate information etc. These could be correctional actions taken when conflicts emanate from their flaws. They could also be antecedents when laying the foundations of an organization to prevent conflict situations that may arise from their defects or neglects. Conflicts do not float in the sky or arise from the blues, they are environmental and human, and they are conditioned by responsible causal factors. The basic causes of conflicts in organizations, as identified by Isa (2015), are poor communication, maltreatment of employees, inadequate reward system, favoritism, nepotism, as well as lack of adequate resources to share equally, the presence of stress and sexual harassment. Giving room for the causes leads to organizational and institutional conflicts that weaken the bond of trust holding relationship in place. Managing the human, material and environmental resources adequately implies undermining and inhibiting causal factors of conflicts. Doing so requires a balance of relationship and conflict management in the institution and organization.

Recommendations

For maintaining good relationship and conflict management in organization and institutions, the following recommendations are essential toolkits for adoption:

- Effective human resource management system should be put in place in this organization;
- Effective communication of organizational ethics should be implemented to instruct the organization on the set and acceptable model of discipline upheld in the organization;
- Proper dissemination of information should be ensured to clarify members of their roles, duties, responsibilities, benefits, privileges, rights and limits, to ascertain proper understanding of functions within the organization;
- Every private and public institution and organization should develop, adopt and apply practical ideas and instruments of managing conflict of interest and use the tools in OECD Toolkit as a stepping stone;
- Institutions and organizations to build, protect and re-build their inter-organizational and particular trust standards and compliance terms to protect their reputation with the public and their partners;
- Organizations should offer their members a compulsory training on relationship approaches by employing coaches to take its members on relationship courses such as “the Organization and Relationship Systems at Work (ORS@Work) course. The course is available online, and designed for team supervisors, organizational leaders, managers, and HR professional; OD consultants, financial planners, or anyone who relies on relationships to drive their business; agile coaches and scrum masters; personal,

executive, and organizational coaches who will benefit from an effective relationship systems approach to working with groups of clients; and for experienced coaches who want to develop a new market niche – coaching relationship in their industry of choice. Hence its application will produce positive results on relationship and conflict management in organizations and institutions.

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