**APPENDIX I**

**RESEARCH QUESTIONNAIRE**

Dear Respondent,  
  
I am a final year student conducting a study on “The Role of Conflict Management and Resolution on Organizational Performance” with reference to ASUP, Federal Polytechnic Mubi Chapter. Your response will be used strictly for academic purposes and will be treated with the utmost confidentiality.  
  
Please tick (✓) the option that best represents your opinion. Each question uses a 5-point Likert scale:  
SA – Strongly Agree | A – Agree | U – Undecided | D – Disagree | SD – Strongly Disagree

## Section A: Demographic Information

1. Gender: □ Male □ Female
2. Age: □ 25–34 □ 35–44 □ 45–54 □ 55 and above
3. Educational Qualification: □ HND/Bachelor’s Degree □ Master’s Degree □ Ph.D
4. Rank: □ Assistant Lecturer □ Lecturer II □ Lecturer I □ Senior Lecturer and above
5. Years of Working Experience: □ Less than 5 years □ 5–10 years □ 11–15 years

□ Above 15 years

## Section B: Conflict Management Styles

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Collaborating Style | SA | A | U | D | SD |
| 6. I prefer to find solutions that satisfy both my needs and those of others. |  |  |  |  |  |
| 7. Collaboration helps to build long-term relationships within ASUP. |  |  |  |  |  |
| 8. I involve others in discussions to resolve disputes. |  |  |  |  |  |
| 9. The union encourages open dialogue and teamwork during conflicts. |  |  |  |  |  |
| Compromising Style |  |  |  |  |  |
| 10. I often settle disputes by giving up part of my demands. |  |  |  |  |  |
| 11. Compromising helps reduce tension in union meetings. |  |  |  |  |  |
| 12. I believe that mutual concession is an effective conflict strategy. |  |  |  |  |  |
| 13. Compromise is used as a tool for quick conflict resolution. |  |  |  |  |  |
| Accommodating Style | SA | A | U | D | SD |
| 14. I often neglect my own concerns to satisfy others. |  |  |  |  |  |
| 15. Accommodating prevents escalation of disputes in the union. |  |  |  |  |  |
| 16. I accept decisions to maintain peace, even when I disagree. |  |  |  |  |  |
| 17. Management encourages us to accommodate rather than confront. |  |  |  |  |  |
| Competing Style |  |  |  |  |  |
| 18. I stand firm on my position when I believe I am right. |  |  |  |  |  |
| 19. ASUP leadership uses assertiveness to achieve union goals. |  |  |  |  |  |
| 20. I often advocate for my interest even if it leads to disagreement. |  |  |  |  |  |
| 21. I believe competing gets quicker results in conflict situations. |  |  |  |  |  |
| Avoiding Style |  |  |  |  |  |
| 22. I prefer to stay neutral in conflict situations. |  |  |  |  |  |
| 23. Avoiding conflict helps maintain temporary peace. |  |  |  |  |  |
| 24. I withdraw from conflict situations whenever possible. |  |  |  |  |  |
| 25. The union sometimes delays addressing internal disputes. |  |  |  |  |  |
| Section C: Organizational Performance |  |  |  |  |  |
| 26. Conflict management practices have improved teamwork in ASUP. |  |  |  |  |  |
| 27. Conflict resolution methods contribute to the union's effectiveness. |  |  |  |  |  |
| 28. Proper handling of conflict enhances productivity among staff. |  |  |  |  |  |
| 29. There is a positive relationship between conflict style and union decision-making. |  |  |  |  |  |
| 30. The use of appropriate conflict management styles boosts morale and satisfaction among members. |  |  |  |  |  |

Thank You for Your Time and Cooperation!