An Assessment of Impacts of Leadership Tussle and Organizational Performance in the Nigeria Institute for Trypanosomiasis Research, NITR Headquarters, Kaduna

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Abstract

Many organisations find themselves in leadership tussle between and amongst the staff, top management, regulatory bodies as well as other stake holders at various levels. On this note NITR is not exceptional as it was affected by leadership tussle especially from the year 2018 to 2023 when it had (3) Director Generals/CE within the period under review and the institute encounter series of protest, demonstrations, boycott among others by the joint staff unions which in affects the performance of the Institute. This paper is aimed at assessing impacts of leadership tussle and organizational performance in NITR Kaduna as well as of determining the factors responsible. The theory of leadership and organizational conflict theory by C.Y Sylor in the year (2000) which he refers leadership and organizational conflict in organisation as the condition of misunderstanding or disagreement that is caused by the perceived or actual opposition in the needs, interests, perceptions and values among people who work together was adopted. The theory remained relevant in this research considering the fact that leadership conflict in NITR was based largely on interest of staff, exercise and quest to hold power, issues related to interpretation of laws, circulars etc. The paper in its methodology adopted the use of questionnaire as instrument for primary data collection and documented materials in the secondary data, document analysis and use of tables, chats in data presentation, analysis and interpretation. In its findings, the research revealed that the institute has undergone through various waves of leadership tussle which affect the delivery of its mandate, lowered staff productivity and inefficiency as well as create industrial disharmony between the staff and the top authorities also revealed that Greed and Selfish interest, quest for control of resources as reason for Leadership tussle, lack of respect for laws, public service rule and service procedures as well as ambiguities in the interpretation of enabling laws and circulars are responsible for leadership tussle in NITR. Similarly leadership tussle has impacted on the performance of staff as well as brought industrial disharmony between employer and employee. The work concludes that leadership tussle in NITR are as a result of struggle for interest by staff, exercise of power by the top authorities which affects organizational performance hence leadership tussle in a way was not productive while in the other hand the leadership tussle it speaks well to exposing the need to always work in accordance to rules and regulations, the work recommends that The top leadership of NITR must identify the sources, causes and significance of tussles in their organization as a result of greed, selfish, struggle for power, tenure policy etc to effectively managed them to avoid escalation to unmanageable level, to stimulate creativity, motivate employees and achieve peace. Rational actor model of effective leadership style to manage conflict should be developed, to manage and resolve leadership tussle and conflicts to minimize its devastating impacts as they arise to enable enhance efficiency and performance as well as to enable achieve overall goal and objective and mandate of the Institute.

Keywords: Leadership, Leadership Tussle, Conflict, Organizational Efficiency, Organizational Performance

1.0 Introduction

The Nigeria Institute for Trypanosomiasis Research NITR is saddled with national mandate of conducting research on the disease called Trypanosomiasis, Onchocerciasis and its vectors, it has joint research collaborations with both domestic and international institutions worldwide, like any other organization tussles and conflict is in evitable at various levels especially from the year 2018 to 2023. The period under review has witnessed appointment (3) Director Generals/CE and sack of two other DGs (2) as well as having two personalities parading as the Director Generals/CE. This could be linked to the inability of top authorities to respect the enabling laws and order as well as rules of engagement and service procedures to foster conducive, effective, harmonious and productive working atmosphere to achieve efficiency and excellent performance in its mandate. However, this research intend to assess the impacts of leadership tussle and organizational efficiency in the Nigerian Institute for Trypanosomiasis Research while other specific objective is to determine factors responsible for leadership tussle in NITR.

Many organizations are often concerned with issues of conflicts (constant tussle), building trust and engagement at workplace. Conflicts between individuals, groups, or departments are commonly witnessed in organizations as a grab and control for power, resources, position, or pay. The tussles consume many individuals, groups, bodies, authorities and other stake holders, and also result to both negative and positive consequences, and the leadership tussles usually occur as result of communication gaps, resource controls, misinterpretation of information and communications gaps, disobedient, politicization, display low level of trust, threat to job security, rancor, protest etc. Hence authorities adopt various method and strategies to overcome such issues this affects the overall performance and efficiency (Hardik and Shilpa 2018).

As result of the leadership tussle in NITR which has defied strategies of authorities to addressing the factors responsible and its impacts in order to enhance organizational efficiency , this paper seeks to assess the impacts of leadership tussle on organizational efficiency of NITR, Kaduna State Nigeria and proffer solution to the stated problem.

2.0 Literature Review

The public sector establishments (MDAs), which are embedded with the important role of formulation and implementation of government policies as well as provision of essential services to the citizens, are characterized by high level of formalization, formalities, many hierarchical structures, and bureaucracy. These are significant sources of work delays, tussles, perpetual conflicts ,clashes of interest, unethical practices, and corruption and therefore public sector establishments are not immune from conflict (Jehn, & Mannix, 2001; Digvijaysinh, 2013). Conflicts arise in varying degrees of intensity and could lead to failure in achieving set goals objectives and mandate. It is therefore pertinent that public sector establishments should also explore effective conflict management so as to harness positive outcomes of leadership tussles and minimize its adverse effects for optimal performance. The extant literatures and wide range of scholarly contributions were reviewed in this study under five themes Leadership Performance; Tussle/conflict; Organizational efficiency; Concept Security, Effective leadership and Sustainable development .

Leadership: Leadership is seen as complex organization's pattern of activities required by the organization under various conditions leading to the execution of the organization's programme and the achievement of the organization's goals efficiently. Furthermore, it is generally agreed that all over the world and at all times, leadership is held responsible for the conduct or other wise of the followership. This applies not only to the government agencies, but also to military, economic, social, religious, and political organization as well as institution,(Boateng, Kofi, and Alhassan, 2023). Leadership connotes the ability to serve humanity in order to enhance standard of living.

Leadership Tussle: Leadership tussle is a common phenomena in and between two individuals, groups or organizations, be it formal, informal, public or inter personal and it affects the well being, relationships, out puts and general performances especially of the organization leading conflict, crises and un productivity. Leadership tussle in Nigeria is ly based on serving the interest of the ruling class or personal goals through

discriminatory distribution of public resources, especially to clients, loyalists, bootlickers and cronies among others Stoner (2002).

Conflict: Conflict is when two or more parties have opposing interests or goals and cannot reach a mutually acceptable solution. Conflict can occur in various forms and settings, including interpersonal relationships, organizational dynamics, and larger-scale political or international relations. Conflict is seen as an activity which takes place when conscious beings (individuals or groups) wish to carry out mutually inconsistent acts concerning their wants, needs or obligations. Conflict is an escalation of a disagreement, which is its common prerequisite, and is characterized by the existence of conflict behavior, in which the beings are actively trying to damage one another at group or organizational levels. On this note continued tussle and power struggles within the institution can be regarded as conflict.

Organizational Performance: according to Brooks C.Y (2009), organizational performance means the overall effectiveness and efficiency of an organization in achieving its goals and objectives. It encompasses various aspects such as quality leadership, financial performance, operational efficiency, employee productivity, political stability, peace, innovation, sustainability, social responsibility etc, in essence it reflects how well an organization utilizes its resources to deliver value to desired stakeholders and adapt to changing environment while maintain competitiveness and long term viability. Similarly Organizational performance is described as an organization's ability to utilize its acquired scarce resources and valuables in the pursuit of its operational objectives and goals (Robbins, 2009).It is the single most vital determinant of the accomplishment of a business; the capability of an organization to achieve organizational goals effectively and efficiently. Public sector establishments have their peculiarity; they are process or service-oriented and not result-oriented. As such, theme assures of their organizational performance is the extent that they have achieved set goals, aims, and objectives; how much their outputs have effectively and efficiently contributed to policy objectives (Stephen & Timothy, 2015; Stephen, 2009).

Organizational Efficiency: This is the organization's ability to implement its plans and achieve its goals and objectives with purposeful leadership to produce positive output (Aali 2017). Organizational efficiency is all about an act of smooth and credible leadership that will help in carrying along the staff/employee to work under less pressure to achieve set out goals of the organization to thrive and serve the purpose it is meant for. While organizational inefficiency refers to any aspect of operations that fails to achieve the desired goal especially from employer or employee resulting to waste of time, efforts and resources which can manifest in various forms such as conflicts, struggle, poor communications, poor process and procedures of operations that affects smooth running of an organization at the same time in efficiency means a situation where an organization is not achieving its desired goals and objectives and performing below expectations.

Tussle
According to Angelina, (2014), Tussle is a situation of dissonance between two individuals or groups. It is an interactive process which manifests in disagreement and incompatibility between or within social entities. It comprises significant elements such as and due to these significant elements, conflict is stated as a tussle among interdependent parties that have incompatible goals, share common resources, and experience interference from one another in achieving set goals (Robbins, 2006). Expressed struggle, interdependence, perceived goal incompatibility, perceived scarce rewards, and interference.

Effective Leadership and Sustainable Development
Leadership is a social influence process in which the leader seeks the voluntary participation of Subordinates in an effort to reach organizational goals (Graig, 2005). Minderovic (2001) observed that leadership is the ability to take initiative in planning, organizing, and managing group activities and projects. It therefore implies an ongoing process through one's ability to plan, mobilize, and supervise resources and activities that focus on the achievement of generally shared purposes within an organization. Robert (2004), also affirms that leadership involves a complex interaction among the leader, the followers, and the situation. More so,

leadership focuses on how individuals work with others which emphasizes collaboration. In other words leaders and followers establish mutual purposes and work together as partners to achieving their goals (Poulin, 2007).In the words of Newstrom and Bittel (2002),leadership is the process of influencing and supporting others to follow and to do willingly the things that need to be done. Also, it involves the unleashing of available resources in order to get the organization carry out plans to accomplish objectives which include motivation of people to perform certain tasks intended to attaining set objectives. More so, leadership cannot be possible without a guiding vision and purpose that generates passion for accomplishment. Aguda (1995) observed that a person can become a leader through the method of self imposition, which is not backed by the constitution; through forceful imposition of an individual by group of persons on the masses; through a demonstration of leadership qualities over a long period of time; and by elections. The leadership process is hinged on the capacity to allocate scarce resources, which determines the locus of power (Dagaci, 2009). To maximize the valuable contributions of followers requires effective leadership, especially in this era of frequent changes in the environment where planning and its review is of great importance. Effective leadership is central to the attainment of success. Leadership is a privilege to serve and should be viewed as such and not a display of power or opportunity to accumulate wealth (Kolade, 2012). More so, leadership must start with self and if one cannot lead self, how can he lead others.

It is evident that effective leadership and sustainable development might be determining factors for achieving organization performance hence this research shall investigate on the factors responsible for leadership tussle in NITR .

Sustainable Development is a development process and situation that is based on interventions that seek to promote and enhance the socio-political, economic and environmental welfare of the people within a geographical location or organization. It can also be seen as sustainable development as a development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In the same vein Todaro and Smith (2009) opined that sustainable development involves meeting the needs of people's day to day needs in the organisation or society, without compromising those of future generations. Sustainable development involves effective leadership and devising a social and economic system, which ensures that those goals are, sustained which include rise in real incomes, increase in educational standard, improvement in the health sector, and the general advancement of quality of life. Sustainable development therefore calls for emboldened and democratic conceptions of development that advance the material wants of the present generation without depriving the future generation of the resources required to satisfy their needs. That is development that meets the needs of the present without compromising the ability of future generation devoid of conflict to meet their own needs. With the above, one could say that sustainable development is a development that takes care of the present and future needs without necessarily through the conflict struggle or actions taken today subject the future generation into any kind of debts that should be paid later. It is all about meeting the needs of the present and future without necessarily making the future pay for the cost of meeting such needs later. However, the success of any organization in effecting these sustainability rests on the credibility of leadership in the eyes of the people. Hence, in the absence of this credibility, leadership becomes volcanic and erosive to sustainable development measures. This requires the organization to rise to new levels of effectiveness and develop new capacities for integrated policy-making around a clear vision for sustainable development. Sustainable development must therefore be about providing a course for human development which allows all people to exercise their choices and meet their aspirations, both in this generation and those to come under a credible and effective leadership to a chive desired performance. Todaro and Smith (2009)

It is evident that effective leadership affects sustainable development, they might be determining factors for achieving organizational development and performance and failure to it leads to inefficiency hence this research shall investigate on the impacts of organizational conflict in NITR and the factors responsible.

Leadership Tussle and Organizational Efficiency

According to Stoner B (2002) leadership tussle refers to a situation where there is a struggle or conflict among individuals or groups within an organization to gain control or influence over leadership positions. This can arise due to various factors such as differing visions, personal ambitions, or disagreements over the direction of the organization while organizational efficiency is a situation where organization achieves its goal and objective collectively by the leadership and subordinates. When a leadership tussle occurs, it can have significant implications for organizational efficiency as follows:

Diversion of Focus: Instead of focusing on organizational goals and objectives, leaders and members may become preoccupied with power struggles, which can divert attention away from important tasks and initiatives to improve performance.

Decreased Morale: Constant conflicts and uncertainty about leadership can lead to decreased morale among employees. When people are unsure about who is leading the organization or what direction it is heading in, it can affect their motivation and commitment to their work.

Decision-Making Delays: Leadership tussles can result in indecision and delays in decision- making processes. When there is disagreement or uncertainty at the top levels of an organization, it can be challenging to reach consensus or make timely decisions, which can hinder progress and productivity.

Loss of Talent: High levels of internal conflict can drive talented employees away from the organization. Individuals may become disillusioned with the organization's leadership and choose to leave for more stable or supportive work environments, leading to a loss of valuable human capital.

Impact on Innovation: Organizational efficiency often relies on a culture that encourages innovation and creativity. Leadership tussles can stifle innovation by creating an environment of fear or reluctance to take risks. When employees are more focused on navigating internal politics than on generating new ideas, it can hinder the organization's ability to adapt and thrive in a rapidly changing environment.

In a nutshell, leadership tussles can have detrimental effects on organizational efficiency by diverting focus, decreasing morale, delaying decision-making, driving talent away, and hindering innovation. It's essential for organizations to address conflicts and establish clear leadership structures to ensure they can operate effectively and achieve their goals.

The organizational efficiency in the public and private sector in Nigeria is largely determined by leadership styles that each organization adopts. However, it is not out of place that employees sometimes can be recalcitrant and uncontrollable thus making it difficult for leaders to provide necessary guides that will shape the development and growth of their institutions. In some cases, autocratic leadership style can also contribute negative impacts. Invariably, this affects performance and extensively constraint employees' commitment to organizational efficiency as the case may be. From the foregoing, leadership style has a lot of influence on how efficient organizations in public and private outfits performing their various field of operations.(Jamoh 2021).

The Concept of Leadership Performance

In public organization lack of good leadership, security and national development can tarnish the performance of the organization as a result of limited skill, knowledge, experience, confidence of the leader, insecurity and lack of meaning development. Performance is the ability of a leader to accomplish work related goals and expectations in accordance with certain predetermined work standards (Hassan, Saied and Sirous, 2010). Bambale, Kassim, and Musa,(2016) identified that there are two contextual performances: performance as changing concept behavior which the main purpose is to see that the present activities of the organization are carried smoothly without interruption; proactive behavior is aimed at modifying and improving work procedures and organizational processes. The proactive behavior of leaders includes personal initiatives (Olugbenga,2014), taking charge and proactive attitude (Oge & Damar, 2013). Ancona (1992) argues that there are multiple dimensions when it

comes to a rating of performance seeing that different constituents have their different performance criteria and access to data. Different scholars have developed different factors that are considered to determine leaderships performance and as such influence various aspects of the organization performance; including positively influencing employee followership, employee effectiveness, employee achievement of given task, employee achievement of departmental goals, employee timeliness, employee commitment, employee meeting deadlines, employee productivity. Huselid (1995) found that leadership influences various aspects of organizational performance, including productivity, and corporate performance. Performance refers to the results of activities of an individual over a given period of time (Shahzad ,2011; Kazemi, 2002).

2.1   Empirical Review
This Meng-Shan (2018) investigated the impact of conflict on organizational performance in a Nigerian manufacturing firm, with sample size of 250 employees. Validated questionnaires were used to generate data. Spearman correlation analysis was used for analysis. Results showed a significantly positive relationship between conflict management strategies (collective bargaining, accommodation, and compromise) and organizational performance. Non-integrative conflict management strategies (such as competition, avoidance, and domination) had a negative effect on organizational performance. The regression analysis specified that collective bargaining strategy has the highest significant positive correlation with organizational performance. The union-management conflict was discovered to be the most predominant in the organization. The study concluded that conflict is an unavoidable occurrence and could detract from or contribute to organizational performance depending on the methods of conflict management being adopted at the new workplace Gonan and Angeleski (2008) studied the Influence of conflict management styles and their impact on organizational commitment was examined among Women Employees in the IT sector in Chennai city. Data were obtained from 108 women employees through questionnaires. Results from correlation showed the highest correlation between all conflict management factors and organizational commitment. There is a positive correlation between all the factors. The regression analysis showed that emotional expression with the beta coefficient of 0.402 has a larger effect on the conflict management style and organizational commitment. Better practices of conflict management lead employees with more outstanding commitment and better job performance.

2.2   Theoretical Frame
The study is anchored on conflict theory on leadership and organizational conflict theory by C.Y Sylor in the year 2000 which he refers leadership and organizational conflict in organisation as the condition of misunderstanding or disagreement that is caused by the perceived or actual opposition in the needs, interests and values among people who work together. Leadership and Organizational conflict may also be termed as workplace conflict. The conflicts occur during situations where there is an interaction between two or more members of an organization involving contradictory opinions and mostly are influenced by a variety of factors like the lack of clarity in the responsibility of the team members, the interpersonal relationship that is shared by the members of the organization. The issues of interest and the needed resources may lead to the rise of conflict between the members of the organization in the same place it paves way for condition of misunderstanding or disagreement that is caused by the perceived or actual opposition in the needs, interests, and values among people who work together. The leadership conflicts occur during situations where there is an interaction between two or more members or against the top authorities of an organization involving contradictory opinions. These opinions may be brought forward concerning any particular decision or task that has taken place within the organization with tendency of both positive and negative outcomes. The theory remained relevant in this research considering the fact that leadership conflict in NITR is an organizational leadership conflict based largely on interest of staff, exercise and quest to hold power, issues related to interpretation of laws, circulars etc against the top authority which affect the performance of the organization.

3.0   Methodology
Research Design: According to Yusuf (2006) Research design are specific procedures or

techniques used to identify, Select process, measure, analyze and present the information about the subject matter. However Research design is intended to provide an appropriate framework for a study and this work has adopted Survey Research Design to get respondents opinion, thoughts, and feelings on subject matter. The sample size of this research is derived using Taro formulae.. It is worthy to note that the research design in question shall comprise the use of primary data from the field such as use of questionnaire, on the subject of the research also secondary data obtained from various contents documented sources will be logically

analyzed. In the light of the forgoing, the research shall rely on sources of data obtained from both primary and secondary sources. Population of this study is 840 staff of NITR Kaduna Nigeria. Method of data presentation, analysis and interpretation; the data collected from various sources will be thoroughly and carefully presented, analyzed and interpreted in qualitative and quantitative form with the aid of chats, percentages, frequency distribution table, descriptive logical reasoning respectively and content analysis which form the basis of making sound recommendations in line with the objectives and findings of the research.

4.0   Data Presentation, Analysis, Interpretation and Discussion of Findings

4.1   Factors Responsible for Leadership Tussle in NITR Kaduna

Table 1: Respondents views on Greed and Selfish Interest, Quest for control of   Resources as Reason for Leadership Tussle in NITR Kaduna.

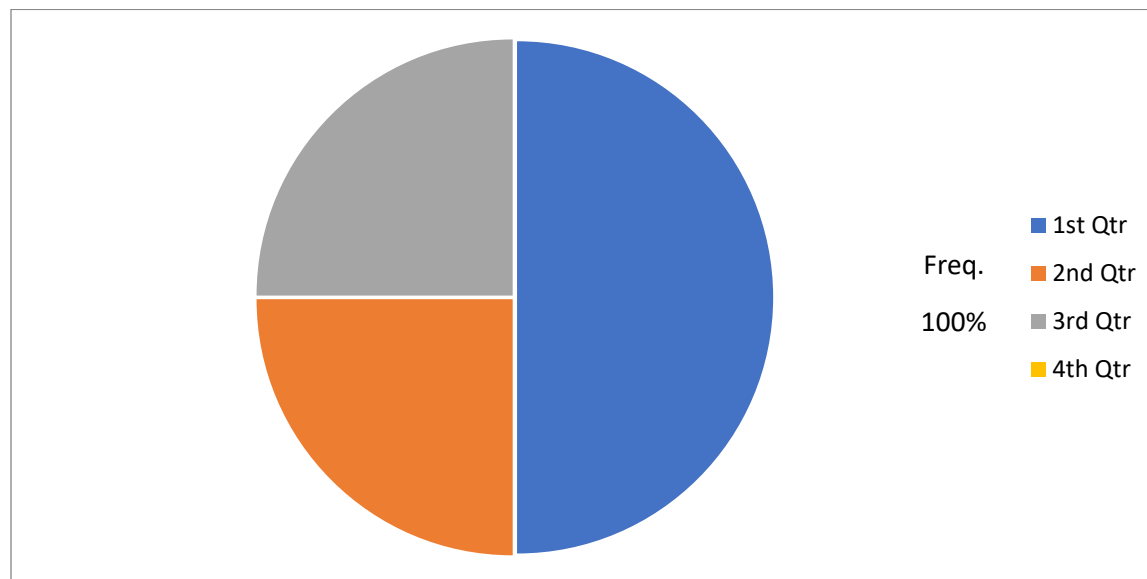| S/N	Response	Frequency	Percentage
1	Strongly agreed	50	50%
2	Agreed	25	25%
3	Undecided	25	25%
4	Disagreed	0	0%
5	Strongly disagreed	0	0
	Total	**100**	**100%**

Source: field survey,2024

Figure 1: Graphical Representation of Table 1

Table 1 and Figure 1 is the result that shows 50% strongly agreed,25% agreed,25%undecided,0% disagreed and 0% strongly disagreed that greed and selfish interest, quest for control of resources as reason for Leadership tussle in NITR Kaduna.

The result indicates 50% and 25% which constitute the majority of the respondents were of the view that Greed and Selfish interest, quest for control of resources as reason for Leadership tussle in NITR Kaduna.

Table 2: Respondents views on lack of respect for laws, public service rule and service procedures as well as ambiguities in the interpretation of enabling laws and circulars are responsible for leadership tussle in NITR.

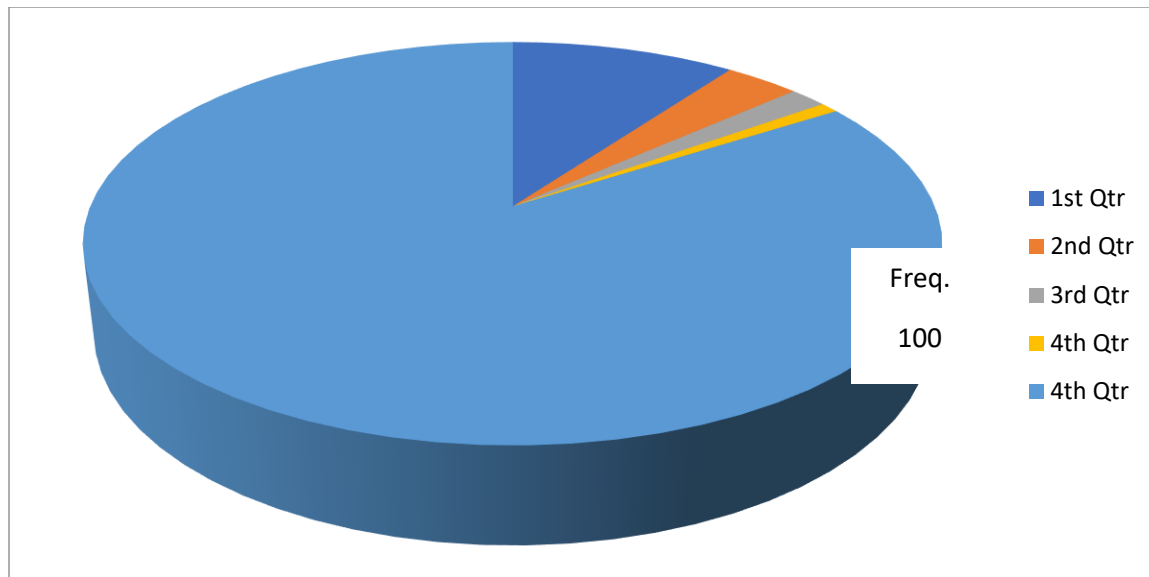| S/N	Response	Frequency	Percentage %
1	Strongly agreed	60	60%
2	Agreed	20	20%
3	Undecided	10	10.5%
4	Disagreed	05	05%
5	Strongly disagreed	05	05%
	Total	**100**	**100%**

Source: field survey, 2024

Figure 1: Graphical Representation of Table 2

Table 2 and Figure 2 is the result that shows 60% strongly agreed, 20% agreed, 10% undecided, 10.% 5%disagreed and 5% strongly disagreed that lack of respect for laws, public service rule and service procedures as well as ambiguities in the interpretation of enabling laws and circulars are responsible for leadership tussle in NITR.

The result shows that the 60 and 20 constitute the majority of the respondents were of the opinion that lack of respect for laws, public service rule and service procedures as well as ambiguities in the interpretation of enabling laws and circulars are responsible for leadership tussle in NITR.

4.2   Impact of Leadership Tussle on Organizational Performance of NITR)

Table 3: Respondents views on the leadership tussle affect the efficiency, lack of effective leadership style affect the achievement of the overall performance of NITR and the need to respect law and service procedures.

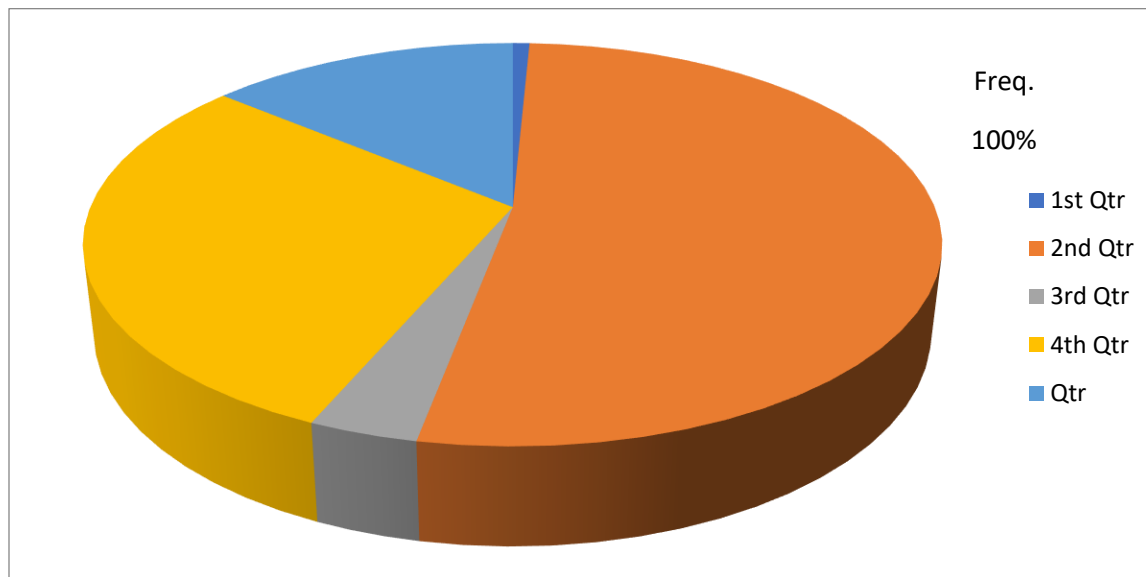| S/N	Response	Frequency	Percentage %
1	Strongly agreed	43	43%
2	Agreed	30	30%
3	Undecided	02	02%
4	Disagreed	17	17%
5	Strongly disagreed	8	08%
	Total	**100**	**100%**

Source: field survey,2024

Figure 3: Graphical Representation of Table 3

Table3 Shows 43% strongly agreed, 30% agreed, 02 undecided, 17% disagreed,02 % strongly disagreed that leadership tussle affect the efficiency, lack of effective leadership style affect the achievement of the overall performance of NITR and the need to respect law and service procedures.

The result of tables above indicates that 43% and 30% which constitutes the   majority of the respondents claimed that leadership tussle affect the efficiency, lack of effective leadership style affect the achievement of the overall performance of NITR the need to respect law and service procedures.

4.3   Discussion of Findings

This paper assessed the leadership tussle/conflict and organizational performance in NITR Kaduna and has been able to explore that the Institute in question is aimed at delivering social security, services and other expected goals they are meant for. However policy matters, ineffective leadership, selfish, quest for power and resource control are among the frontier factors responsible for leadership tussle and it negatively affects organizational performances and efficiency. The work further built on the position that position of Dagaci (2009) and Todaro and Smith (2009) who stated that effective leadership and sustainable development brings about organizational or societal performance, the work has gone beyond just

effective leadership and sustainable development but is been able to revealed and established that failure to address leadership tussle, conflict, greed, selfish, quest for control and exercise for power contributes fully for leadership tussle and affect performance as maintained by the majority of the respondents. Similarly, the major factors responsible for leadership tussle includes ambiguities in interpretation of policies and circulars, superiority claims to control the issues of Appointment, Promotion and Discipline as well as lack of effective respect of law and order as regards to the public service rules and procedures .While scholars like Angelina 2014 and Stoner B (2002) respectively who sees factors responsible for leadership tussle such as: expressed struggle, interdependence, perceived goal incompatibility, perceived scarce rewards, and interference as well as serving the interest of the ruling class or personal goals through discriminatory distribution of public resources, especially to clients, loyalists, bootlickers and cronies. The work further revealed that lack of respect to law and order, public service rule and regulations, ambiguities of interpretation of

circulars and other enabling documents are among the frontier factors responsible for leadership tussle in NITR.

The work revealed that impact of leadership tussle deter the progress and smooth running of the organization and consequently affects organizational performance and majority of the respondents claimed that leadership tussle affect the efficiency and lack of good leadership style affect the achievement of the overall performance of NITR this was in line with position of scholars like Huslid (1995) and Bambale, Kassim, and Musa,(2016). Who believes that lack of credible and effective leadership and tussles brings about in efficiency and lower performance of the organization to achieve its goals and objectives above all respect for law and public service procedures.

5.0 Conclusion
This research is aimed at making an assessment of impact of leadership tussle and organizational performance in NITR Kaduna and determine factors responsible for leadership tussle in NITR and further proffer solution to the leadership tussle

and organizational performance concludes that leadership tussle affect the organizational performance both in negative and positive ways , the research adopted the use primary data in the field and secondary data to objectively obtain first hand and divergent views and information about the subject matter and concludes that, it is evident that organizational performance is a product of effective leadership and ability to deal with factors responsible for leadership tussle such as follows : Respect for law and order by both employer and employee to enable effective and sustainable leadership , provision of conducive and safer working atmosphere devoid of conflict of power to achieve good performance among others.

6.0 Recommendations
i.   The top leadership of NITR must identify the sources, causes and significance of tussles in their organization as a result of greed, selfish, struggle for power, tenure policy etc to effectively managed them to avoid escalation to unmanageable level, to stimulate creativity, motivate employees and achieve peace.
ii.   Rational actor model of effective leadership style to manage conflict should be developed, to manage and resolve leadership tussle and conflicts to minimize its devastating impacts as they arise to enable and enhance efficiency and performance to achieve overall goal, objective and mandate of the Institute and above all the need to respect law and service procedures..

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