

**FACTORS CONTRIBUTING TO CONFLICT BETWEEN
COUNCILORS AND PERMANENT PUBLIC OFFICIALS IN
SENGEREMA DISTRICT COUNCIL, TANZANIA**

**FACTORS CONTRIBUTING TO CONFLICTS BETWEEN
COUNCILORS AND PERMANENT PUBLIC OFFICIALS IN
SENGEREMA DISTRICT COUNCIL, TANZANIA**

**BY
SAIDI KIGWALILO**

**A thesis Submitted to SOPAM in Partial Fulfillment of the Requirements for
the Award of the Degree of Master of Science in Human Resources
Management (MSc HRM) of Mzumbe University**

2016

CERTIFICATION

We, the undersigned, confirm that we have read and hereby suggest for receiving by the Mzumbe University, a dissertation entitled: ***Factors Contributing to Conflict between Councilors in Sengerema District Council*** in a partial fulfillment of requirements for the award of degree of science in Human Resources Management of Mzumbe University

Major supervisor

Internal supervisor

External Examiner

Accepted for Board of School of Public Administration and Management
(SOPAM)

DEAN, SCHOOL OF PUBLIC ADMINISTRATION AND HUMAN REORCES

DECLARATION

I, Saidi Kigwalilo, declare that this dissertation is my original own work and that it has not been presented and will not be presented to any other university for similar or any other degree award

Signature_____

Date_____

COPYRIGHT

©

Saidi Kigwalilo 2016

This dissertation is a copyright material protected under the Berne convention, the copyright Act 1999 and other international and national enactments, on behalf of intellectual property, it should not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENTS

I would like to state my sincere thanks to all persons who provided me with opportunity for finishing this research work. I sense deeply thankful to number of persons that with no their help this job would not be possible. First I am gratifying to almighty God for enabling me to succefully accomplish my studies at Mzumbe University.

Second I am thankful to my main supervisor Professor Moses D.Warioba, for his time that he used in supervision, annotations and suggestions which helped me in producing this report. Also to my fellow students: Juma Kamenge ,Welwel Michael, Emmanueel Mpamila and Lutendeli for the research information we shared on methodologies and data analysis techniques.

The data collection for this study provided me with an occasion of coming together with a variety of personalities. I am indebted to Sengerema District officials, mainly; Mr. Chalya (DED) and Mr.Msiangi M.A.J (HR-HOD) who secured their important time for interview. My thanks also should go to employees of Sengerema District Council for allocating time in favor of my questionnaires.

Lastly, I am profound thankful to my relatives for their determined support in a mixture of ways. Special thanks also to my beloved Mother: Esha Mpinga , My wife Marry Buswelu, My Brothers ; Hemedi Abdalah, Haji Kigwalilo and my Sisters; Siwema Kigwalilo,Salima Kigwalilo,Tatu Mng'oe and Hadija Mng'oe for their love and ethical support.

DEDICATION

I dedicate this research work to my beloved late Father Mr. Chande.H.Kigwalilo for his love and care which enabled me to be who I am today. May his soul rest in Peace.

LIST OF ABBREVIATION

C.A.G	-	Controlling Audit General
DED	-	District Executive Director
ELRA	-	Employment and Labor Relations Act
HOD	-	Head of Department
LGA	-	Local Government Authority
SDC	-	Sengerema District Council
SOPAM	-	School Of Public Administration and Management
VEO	-	Village Executive Officer
WDC	-	Ward Development Committee
ICAC	-	Independent Commission against Corruption
PPO	-	Permanent Public Official

ABSTRACT

This study is all about the factors contributing to the conflict between councilors and permanent public officials. The study was conducted in Sengerema District council Mwanza region. The study specifically focused on The general objective of the study which was to investigate factors contributing to conflict between councilors and permanent public officials and three specific objectives; to determine causes of misunderstanding between councilors and permanent officials in Sengerema District Council, to asses constructive and harmful effect of the conflict within Sengerema District Council, and to seek out instrument existing for conflict resolution within Sengerema District Council.

The study employed a case study design with the total population of 2,636 employees working in SDC from which a sample of 60 respondents were selected by using simple randomly and judgmental sampling techniques. Data were collected through the use of questionnaires, interviews observation, and then analyzed by using SPSS program.

The findings of this study revealed that Personal interests, different priorities, power fighting, limited resources with lack of transparent and trust were cited as the reasons of conflict between councilors and permanent public officials. Discipline committee, seminars, mediation and informal discussion were also cited as mechanisms applied in Sengerema District council to resolve conflict between councilors and permanent public officials,

Lastly the study recommended the following, improvement of salaries to councilors, improvement of level of education to councilors, transparent and trust can eliminate conflict between two groups.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION.....	ii
COPYRIGHT	iii
ACKNOWLEDGEMENTS.....	iv
DEDICATION.....	v
LIST OF ABBREVIATION.....	vi
ABSTRACT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
 CHAPTER ONE	 1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the research problem.....	1
1.2 Statement of the Problem.....	3
1.3 Objectives of the study.....	4
1.3.1 General objective	4
1.3.2 Specific Objectives of the Study.....	4
1.4 Research questions.....	4
1.6 Limitation of the study.....	5
1.7 Delimitation of the Study	5
1.8 Definition of Key Terms	5
 CHAPTER TWO	 6
LITERATURE REVIEW.....	6
2.0 Introduction.....	6
2.1 The Causes of Conflict between Councilors and Permanent Public Officials.....	6
2.1.1 Theoretical Review	6
2.1.2 Differentiation/ Integration	6
2.1.2.1The Relevant of Theory to the Study	6

2.1.2.2 Potential Limitation of the Theory	7
2.1.3 Conflict Theory	7
2.1.3.1 The Relevant of Theory to the Study	7
2.1.3.2 Potential Limitation of the Theory	7
2.2 Process of Conflict	8
2.2 Five Episode of Conflict Process	8
2.1.4 Why Conflict is Inevitable in any Organization?	9
2.2. The Impacts of Conflict in Organization	10
2.3 Mechanisms for Conflict Resolution	11
2.4 Empirical Literature Review	12
2.5 The Synthesis	13
2.6 Conceptual Framework	14
CHAPTER THREE	16
METHODOLOGY OF THE STUDY	16
3.0 Introduction	16
3.1 Research Design.....	16
3.2 Area of the Study	16
3.3 Unity of Inquiry	17
3.4 Sampling Techniques	18
3.4.1 Purposive Sampling	18
3.4.2 Simple Randomly Sampling	19
3.4.3 Sample Size.....	20
3. 4.4. The Actual Respondents	20
3.5 Data Collection Methods	21
3.5.1 Primary Data Collection Method	21
3.5.1.1 Interview	21
3.5.1.2 Questionnaire	22
3.5.1.3 Observation	22
3.5.2 Documentary Source.....	22
3.6 Data Analysis	23
3.6.1 Qualitative Analysis	23

3.6.2 Quantitative Analysis	23
3.7 Validity and reliability	23
3.8 Ethics consideration	24
CHAPTER FOUR.....	25
PRESENTATION OF FINDINGS	25
4.0 Introduction	25
4.1 Demographic characteristics of respondents.....	25
4.1 Distribution of respondents by Sex	25
4.1.2 Respondent distribution by age	26
4.1.3 Distribution of respondents by Education level	27
4.1.4 Distribution of respondents by departments	28
4.2. The Causes of Conflict between Councilors and Permanent Public Official	30
4.2.1 Respondents opinions on knowledge of the conflict between councilors and permanent public officials.....	31
4.2.2 Respondent opinions on the factors contributing to conflict between councilors and permanent public officials	31
4.3 The effects of the conflict between Councilors and PPO	34
4.3.1 Negative Impacts of the Conflict between Councilors and PPO	35
4.3.3 The Positive Impacts of the Conflicts between Councilors and PPO	36
4.4 Mechanisms to the Conflict between Councilors and PPO	38
4.4.1 Respondents opinions on conflict mechanisms between councilors and PPO.	38
4.4.2 Respondents opinions on Minimizing Conflicts between Councilors and PPO.....	40
4.5 Regression Analysis	41
4.5 General Findings	43
CHAPTER FIVE.....	44
DISCUSSION OF RESEARCH RESULTS	44
5.0 Introductions	44
5.1. Factors Contributing to the Conflict between Councilors and PPO.	44
5.2 The Impact of Conflict between Councilors and Permanent Public Officials	45
5.3 Measures /Mechanisms to Conflict between Councilors and PPO	46

5.4. General Discussion.....	47
5.4.1 Validity of differentiation / integration and conflict theories	48
5.4.2 Applicability of the theories to study	49
5.4.2.1 The applicability of the differentiation theory	49
5.4.2.2 Applicability of the Conflict Theory.....	49
CHAPTER SIX	50
SUMMARY, CONCLUSION, RECOMMENDATION AND POLICY	
IMPLICATION.....	50
6.0 Introduction	50
6.1. Conclusion	51
6.1.1 Factors Contributing to Conflict between Councilors and Permanent Public Officials.....	51
6.1.2 Availability of Conflict Mechanism to Conflict between Councilors and Permanent Public Officials	51
6.2 Recommendation.....	52
6.2.1 Factors Contributing to Conflict between Councilors and Permanent Public Officials.....	52
6.3.2. The Impact of Conflict between Councilors and Permanent Public Officials .	53
6.3.3 Mechanisms on Conflict Resolution between Councilors PPO.....	53
6.4 .Contribution of Conceptual Framework to the Study	53
6.5. Need for Further Research	54
6.6. Policy Implication	54
REFERENCES	55
APPENDICES	58

LIST OF TABLES

Table 3.1 Unity of Inquiry	17
Table 3.2 Quota Sampling.....	18
Table 3.3 Purposive Sampling	19
Table 3.4 Simple Random Sampling	20
Table 3.5 .The Actual Respondents	21
Table 4.1 Respondents Distribution by sex.....	25
Table 4.2 Distribution of respondent by age.....	26
Table 4.3 Respondents distribution by level of education	28
Table 4.4 Distribution of Respondents by Department.....	29
Table 4.5 Respondents opinion on the knowledge of conflict between councilors and permanent public officials.....	31
Table 4.6 Factors contributing to conflict between councilors and permanent public officials.....	32
Table 4.7 Respondents understanding on Effects of Conflict between Councilors and Permanent Public Officials	34
Table 4.8 Negative impacts of the conflict between Councilors and Permanent Public Officials.....	35
Table 4.9 Positive Impacts of Conflicts between Councilors and Permanent Public Officials.....	37
Table 4.10 Awareness of Respondents on conflict mechanisms between Councilors and Permanent Public Officials.....	38
Table 4.11 Respondents opinions on conflicts resolving mechanisms between Councilors and Permanent Public Officials	39
Table 4.12 Respondents opinions on minimizing conflict between Councilors and Permanent Public Officials	40
Table 4.13 Regression analysis on factors contributing to conflicts between Permanent Public Officials and Councilors	42
Table 4.14 Represent Reliability Statistical Data	43

LIST OF FIGURES

Figure 1.1 Process of conflict.....	8
Figure .2.2. Conflict Resolution Model	11
Figure 2.3 Factors contributing to conflict between councilors and permanent public officials.....	15
Figure 4.1 Gender profile of respondents	26
Table 4.2 Distribution of respondent by age.....	26
Figure 4.2 Age profile of respondents	27
Figure 4.3 Respondents distribution by Level of Education.....	28
Figure 4.4 Respondents Distribution by departments	30
Figure 4.5 Factors contributing to conflict between councilors and permanent public officials.....	33
Figure 4.6 Respondents opinions on Negative impacts of conflict between Councilors and PPO.....	36
Figure 4.7 Positive impacts of conflict between Councilors and Permanent Public Officials.....	37
Figure 4.8 Respondents opinions on conflicts resolving mechanisms between Councilors and Permanent public Officials	39
Figure 4.9 Respondents opinions on Minimizing Conflicts between Councilors and PPO.	41
Figure 4.10 Factors contributing to conflicts between Councilors and Permanent Public Officials.....	42

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides background of the study, statement of the problem, research objectives, research questions, significance of the study, limitations of the study, delimitation of the study, rationale of the area and definition of key terms.

1.1 Background to the research problem

The past councils that were governed by LGAs in Tanzania go back before colonialism period. Before the coming of the Germany colonial control in Tanganyika, the indigenous practiced some sort of traditional management (Max, 1991). Under Germany domination no LGAs built up (1884-1918). A more official and considerable local administration established in British colonial domination (1919-1961), that is different from that of Germany, the British colonial domination used indirect rule through local leaders and in a while adopted LGAs. In 1961 Tanganyika the native authorities' ordinance Cap 72 of 1926 and the related legislation were abolished and even more democratic local government authorities continued to be established throughout the country. The independent government resolved to maintain and transform the local government system, transferred power to the regions ironically but correctly doubled power to the regions. This is also known as decentralization. The decentralized system replaced the complete local government system (Local Government Act, 1982).

The objectives of decentralization were to work out systems which provide extra local autonomy in both decision-making and action on matters which are primary matters of LGAs. The aims were to guarantee smooth development among regions and district resolving problems of repetition or overlapping of duties among a variety of leaders at local level. LGAs in Tanzania are established under LGAs Acts No 7 and No 8 of 1982 under this Act LGAs became more significant grassroots institutions which have managerial and improvement roles as well as political ideological duties.

The on-going local government reforms in Tanzania are geared toward providing more authority and self-rule to LGAs to administer their own affairs and set free their functions further efficiently. (Mogella, 1987).

Local government in Kenya is enshrined in the local government Act No 265 law of Kenya. According to that Act creates various categories of local authorities such as the municipal, the country council and Town councils. Under the former Act Local authority consisted of Mayor, Town Clerk and Councilors (Joseph, 1999)

According to the local government Act of Uganda, chapter 243 notifies that Ugandan local government comprises of two groups of servants like Tanzania and Kenya Local government in one hand there is councilors on the other hand there is permanent public officials. The District Council comprises of; Speakers and Deputy Speakers of the District. District chairperson performs the same responsibilities like Councilors in holding political offices, meetings of the council and elected officials to be part time.

Moreover three countries and other East African Countries look similar in their local Government system. This might be due to in heritage systems from the former colonial master. For example Uganda, Kenya and Tanzania after the Second World War were under the same colonial master that is British. LGAs in Tanzania comprises of groups of Councilors and groups of permanent public officials headed by a District Executive Director who is the captain supervisory official of the council. The permanent public officials are the implementers of the policies and decisions made by the councilors. These are qualified technicians in several professionals (Kunkuta, 2003).

According to the continuing reforms, Councilors are the employers of the permanent public officials in LGAs. This means Councilors have final authority and can accept or reject any name of appointment recommended by the Ministry of Regional Administration and Local Government (Warioba, 1999).

Councilors and permanent public officials need to work together, and therefore they depend on one another. The history of LGAs in Tanzania shows that there is antagonist relationship between councilors and permanent public officials.

This study intends to come across with the causes, effect and lastly mechanisms on controlling conflict between two groups within LGAs in Tanzania (Warioba,2008).

1.2 Statement of the Problem

LGAs in Tanzania are run by two groups of people who have unlike status. One group consists of the councilors who are chosen through a democratic process and then qualify to become the key decision makers on issues pertaining to the management of the councils. The second group comprises of permanent public officials who implement the decisions made by the councilors.

Despite the rules, regulation and several Acts, still the LGAs in Tanzania depict unlike or unforeseen situation. A number of the LGAs are characterized by rising disagreement, misinterpretation and suspicion between the councilors and PPO, circumstances that hinder teamwork and efficiency in achieving the LGAs objectives. In many LGAs, the circumstance is up and down that it has a little bit led to the suspension of the Councils and dismissal of executive directors. For instance in Dar es Salaam City, the Council was dissolved in 2002 by Prime Minister (Majira 10th November 2002).

There are also cases where the LGAs District Executive Directors were suspended such as, Bagamoyo, Arumeru, Morogoro Rural and Dodoma Municipal Council.

Therefore the study is seeking to identify a variety of reasons which magnify the quarrel and distrust among Councilors and PPO, then the consequence of the relationship and mechanisms of the disagreement between Councilors and PPO relationship in LGAs. (Majira 10th November 2002).

1.3 Objectives of the study

1.3.1 General objective

The general objective of the study was to investigate factors contributing to conflict between councilors and permanent public officials in LGAs in Tanzania by looking at the causes and consequences of the conflict between councilors and permanent public officials.

1.3.2 Specific Objectives of the Study

- i. To determine causes of misunderstanding between councilors and permanent officials in Tanzania LGAs.
- ii. To assess constructive and harmful effect of the conflict within LGAs.
- iii. To seek out instrument existing for conflict resolution within LGAs.

1.4 Research questions

- i. Why there is conflict between councilors and public officials in Sengerema District council?
- ii. How does conflict affect the relationship between two groups; councilors and permanent public officials?
- iii. How does resolution mechanism help to solve conflict between councilors and permanent public officials?

1.5 Significance of the Study

The findings of this study will be beneficial to other researchers, public officials in SDC and policy makers as it is planned to examine factors contributing to the conflict between councilors and permanent public officials in LGAs. Scholars can utilize research results of the study as a literature review for further studies; policy makers could apply the conclusion to make amendments in some policies which seem to be in compliance with development of science and technology in LGAs. To public officials, the findings of this research will make in use by shifting to the way how they use to work. Lastly it will greatly help the researcher to fill part of the requirements of university award of master's Degree.

1.6 Limitation of the study

There was a setback which happened during data collection such as unwilling of respondents to provide answers, limited budget, and unwillingness of officials to provide data. However the researcher managed to overcome them by encouraging respondents to fill the questionnaires and answer the question during the interview. The study was conducted at the head quarters of SDC because of a limited budget and lastly to ensure respondent's information will be treated in high confidentiality and is for studying purpose only.

1.7 Delimitation of the Study

The study was conducted at Sengerema District Council which is located in Mwanza Region. The major researcher's intention was to explore the factors contributing to the conflict between councilors and permanent public officials in Local Governments authorities; the researcher centered much in Sengerema District Council so as to get relevant data to this problem to represent all local government authorities in Tanzania.

1.8 Definition of Key Terms

Prasad (2007) conflict refers to the situation when two or more groups of people disagree in certain issues and this may lead to antagonistic relationship between them

According to Warioba (1999) defines, Local government is a one part of the government operating at the council level through the representative called Councilors

Max (1991) defines councilors are typically elected as members of political parties, but once elected, they are meant to represent all their constituents and not just those who voted for them.

According to ICA (2000) permanent public official is the personal delivered services to the public on behalf of the government.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of four sections; theoretical review, empirical literature review, synthesis and the conceptual frame work section.

2.1 The Causes of Conflict between Councilors and Permanent Public Officials

2.1.1 Theoretical Review

Theories guiding this study were differentiation /integration and conflict theory as discussed in this section;

2.1.2 Differentiation/ Integration

The first theory guiding the study is differentiation / integration as proposed by Lawrence & Lorsch (1967) in the book titled managing organization conflict. The major propositions of the theory is for a manager to deal effectively with conflict in the organization, the manager should poses some sought of skills on conflict management and ability of making employees to work together regardless of their differences .Also a manager is like a leader of the organization as he/she is performing several responsibilities as teacher, steward and designer that means has to focus on developing people around them and motivating them to learn and take greater responsibilities (Lawrence et al 1967).

2.1.2.1 The Relevant of Theory to the Study

The study found out that only few employees within the Council possess or have much knowledge on conflict management (positive impacts of the conflict) and this proved the assumption of differentiation theory that the top leader should be competent in conflict management. Contrary to this main assumption of conflict theory only some; HODs had enough knowledge on conflict management while most of the Councilors and the chairpersons of the Council do not possess enough

knowledge on the conflict management by not understanding the positive outcome of the conflicts to Sengerema District Council (Field data, 2016).

2.1.2.2 Potential Limitation of the Theory

The limitation of the theory is that it ignores the line manager and other normal employees who do not possess knowledge on conflict management while in real situation there are some employees with high ability on conflict management.

2.1.3 Conflict Theory

The second theory that underpins the study is conflict theory proposed by (Karl Marks 1818-1883) the major propositions of the theory attempts to explain why conflict occurs in society. Also the theory insists the reality of contrasting services into the life of persons and groups of individuals that everyone has his/her own objectives and viewpoint these result to inevitability of conflict in organization. Major fundamental rule of this theory is that everyone in the society do not have the same interest or ethics. They tend to differ depending on privilege, skill and division. The impact of this is to persuade uneven allocation to the scarce but precious wealth and chances. The consequence in classes is antagonism and unfriendliness society.

2.1.3.1 The Relevant of Theory to the Study

Assumption of conflict theory is that members in the society tend to differ in their values, interests and expectations. The study finds out that the assumption of conflict theory seems to be similar to the situation in Sengerema District Council. The study revealed that, some factors like limited resources, different priorities, allowance, low level of education and power fighting as the major contributing factors to conflict. (Field data, 2016)

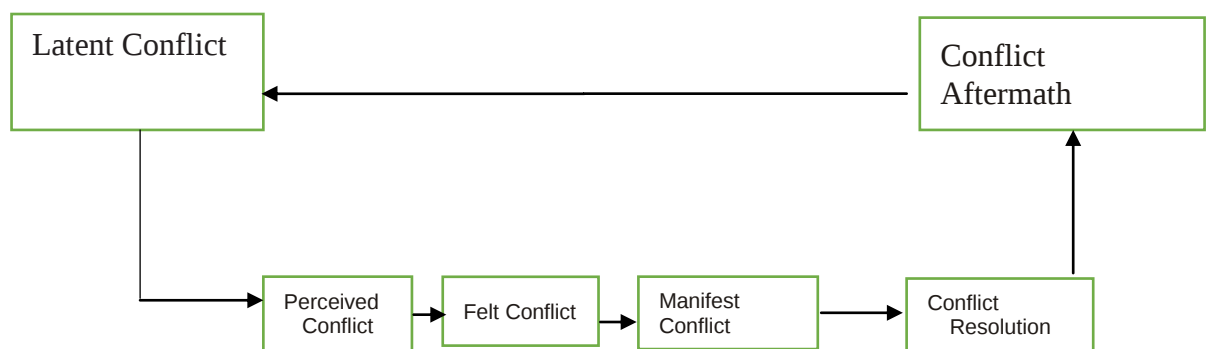
2.1.3.2 Potential Limitation of the Theory

Limitation of the theory is that the theory tends to ignore other causes of conflict such functional conflict.

2.2 Process of Conflict

In order to deal with conflict effectively Pond put forward process of conflict model by suggesting almost five steps named as ‘conflict episode’ as described in figure 2.1 below (Kondalkar, 2007).

Figure 1.1 Process of conflict



Pondy's Conflict episode Process

Source: Adopted from Kondalkar, 2007

2.2 Five Episode of Conflict Process

The first stage is latent conflict stage in at this stage conflict appear at view between individuals, second stage Perceived stage at this stage it is when one side frustrates the plan of the other side, people see that antagonist environment, the third stage is felt conflict stage the conflict is seen and recognized and be known to the organization, the fourth stage is manifest stage, it is a stage of open clash. Two sides devised techniques to face one another. The debate may be unending and frustrating and the lastly stage is conflict aftermath at this stage there is win and lose sides, this it is after the resolution to be made (Kondalkar, 2007).

2.1.4 Why Conflict is Inevitable in any Organization?

Conflict is expected in any organization since organization comprises persons with different perception, views, and interest goals and values (Armstrong 2006:88).

Babyegeya (2002) through his findings justified that conflict is caused by scarcity of resources. Furthermore he said that scarcity of resources forced different groups to struggle so as to obtain such scarcer resources .At the end of the day develops hostility relationship between loser group and winner group.

Gupta (1990) came up with Limited resources as one of the causes of conflict within organization, this happens when two or more groups draw resources from a common pool which is inadequate to meet the total demand. Resources may be funds, personnel, information or power. As each group attempts to gets a bigger share, conflict arises between the groups. He also justifies organizational ambiguities (Lack of clarity) is the causes of conflict in organization. Conflict may arise when two groups over new responsible, newcomers to organizations face ambiguity about job responsibilities and in some organizations there no clear job descriptions.

Armstrong (2006) advocates a clash of values and different priorities as the causes of conflict in organization. For instance line managers may simply regard their workers as factor of production to be used, exploited and dispensed within organization. Moreover he said that, different priorities can lead to conflict in organization. Management's priorities may be adding value to make more out of less and if this involves getting rid of people that is too bad. HR people may recognize the need to add value but not at the expenses of employees.

Robbins (1983) states that conflict can be caused by breakdown communication between two or more groups .This can be caused by both either too much information or poor/shallow information. For example when a Councilor gets unclear information from the staffs on the delay of construction of dispensary on his or her ward may cause conflict to arise.

Fisher (1990) identifies power is among the causes conflict, it occurs when each party wishes to maintain or maximize the amount of power that it exerts in the

relationship and social setting. For example power fighting between councilors and permanent public officials in the council. This leads to hostility relationship between two groups which need to work together.

Wexley (1988) describes task interdependence is the causes of conflict; this happens when two groups of people depends on each other for their task to be well performed, also this may take place when two groups differ from their goals. This is similar to the situation in the local government between councilors and permanent public officials which depend from each other.

Kondalkar (2007) advocates conflict can occur due to introduction of change; change can generate inter-group conflict. For example, when the organization is merged into another; a power; struggles are likely to cause competition and conflict between the acquiring and the acquired company. Mullins (2010) identifies selective and distorted perception is also the causative of conflict within organization, justifies a competitive and cautious approach as opposed to a trusting and cooperative one through Deutsch's crude law of social relations competition breeds competition rather than cooperation's.

2.2. The Impacts of Conflict in Organization

According to Gupta (1990) conflict can yield both positive or function and negative consequences for an organization. According to Robbins (2001) function conflict refers to conflicts which directly or indirectly support positively the performance of the organization. He also described positive advantages of function conflict like conflict can bring change of perception, creativity and innovation, group cohesiveness, realize of tension, and test capabilities among the opponents. All these positive impacts can bring high performance and efficiency to the organization.

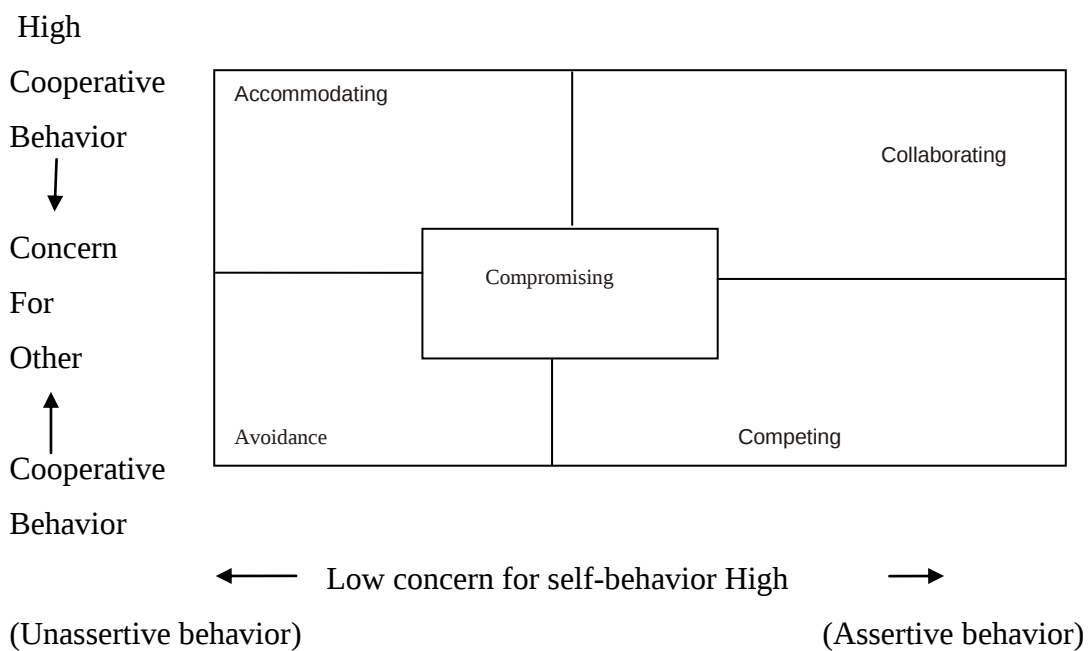
Gupta (1990) tries to discuss while the positive impacts of conflicts are few and limited, negative are many and serious. He further justified negative impact of conflict to the organization like; disequilibrium, tension and stress, diversion of energy, distorted communication to the organization. And if appropriated measures are not taken to solve the problem can lead to undermining of organization performance and hence collapse of the organization.

Wood et al (2003) mentioned that conflict can lead to fear, mistrust, anger and dislikes among two groups or persons, due to the fact that dysfunction conflict involved personal into organization and affect their relationship and hence interpersonal difficulties aroused.

2.3 Mechanisms for Conflict Resolution

Kondalkar (2007) described conflict between parties can be resolved by five different modes. Parties involved may adopt any of the following solutions, which are explained in the figure below;

Figure .2.2. Conflict Resolution Model



Source: Adopted from Kondalkar, 2007

Armstrong (2006) justified some of mechanisms for Conflict Resolution such as compromising, confrontation, forcing, collaborating and avoidance. Also he emphasized that; the method to apply in certain conflict will be guided by source/type of conflict and ability of the manager in solving the problem. From the above literatures it can be said that conflicts in organizations, including local governments can be managed using different ways.

Among them the researcher sees compromise and collaboration as relevant ways to be applied in conflict between councilors and public officials in local authorities as the two approaches aim at reaching a consensus which Armstrong (2006) justified some of mechanisms for Conflict Resolution such as compromising, confrontation, forcing, collaborating and avoidance. Also he emphasized that; the method to apply in certain conflict will be guided by source/type of conflict and ability of the manager in solving the problem. From the above literatures it can be said that conflicts in organizations, including local governments can be managed using different ways. Among them the researcher sees compromise and collaboration as relevant ways to be applied in conflict between councilors and public officials in local authorities as the two approaches aim at reaching a consensus which puts all parties free from harm thus opening a room for long lasting relationship.

2.4 Empirical Literature Review

Past studies on antagonist relationship between two groups in Tanzania perspectives was not much done .There are a few studies conducted on the topic and most of them are too general. This study went deep specifically on factors contributing to conflict between councilors and permanent public officials in Sengerema District council found in Mwanza region.

Pierre (1990) justified that misunderstanding between councilors and permanent public officials does not take place and affect only developing countries but also affect all over the world like U.S.A. In the addition Pierre described that; conflict between councilors and permanent public officials is caused by two groups do not know boundaries of their duties and responsibilities to the council in fulfilling their day to day duties as one of the major contributing factor to conflict relationship between councilors and permanent public officials. Despite the several reforms in LGAs policies and laws, for examples Councilors sometimes propose contentious changes immediately after an election; still there is no harmony relationship between two opponent groups while they need to work together. Since Tanzania is not an Island also is not free from conflictual relationship between councilors and permanent public officials.

According to the LGRP (2002) identified power fighting, decision making and mistrust between councilors and permanent public officials brought conflictual relationship between two groups. This is found in Mwanza, Kilosa and Bagamoyo where by the Public officials keep blaming councilors for not understanding their boundaries in their role and responsibilities, the same complains came from Councilors blaming permanent public officials for not fulfilling their responsibility effectively.

Nchimbi (2004) describes the major causes of conflict between councilors and permanent public officials like barrier of communication, scarcity of resources as among the factors contributing to conflict between two groups. Msongo (1994), in research conducted in Lushoto District council on conflict management identified the low level of education to the councilor is the major contributing factors to the conflict between two groups. He also found out only 25% of the councilors are form four levers and the rest percent (85%) are with primary education level.

Massawe (2009) conducted a research at Mpwapa District Council in Dodoma. The study revealed conflict between councilors and permanent public officials is brought due to economic factors, political factors, power fighting and conflict of intellectualism and lack of confidence to councilors.

2.5 The Synthesis

After passing through various literatures, it was found that many researchers have surveyed the area of conflict between councilors and public officials in Tanzania stressing on causes and ways of managing them. The same studies on the same topic were conducted a few years ago while the Government of Tanzania had made a lot of improvement connecting to conflict resolution. The research has observed that previous scholars conducted their studies covering large areas using cross country and cross sectional survey research designs such that in one hand may cause not to get an in-depth and broad data yet the study on factors contributing to conflict between councilors and permanent public officials has never been conducted in SDC in Mwanza thus that being the case the research is going to use a case study design of SDC Mwanza which assist to concentrate on a small area which in turn could

help him to obtain an in –depth and broad data that reflect the real situation of the area of study.

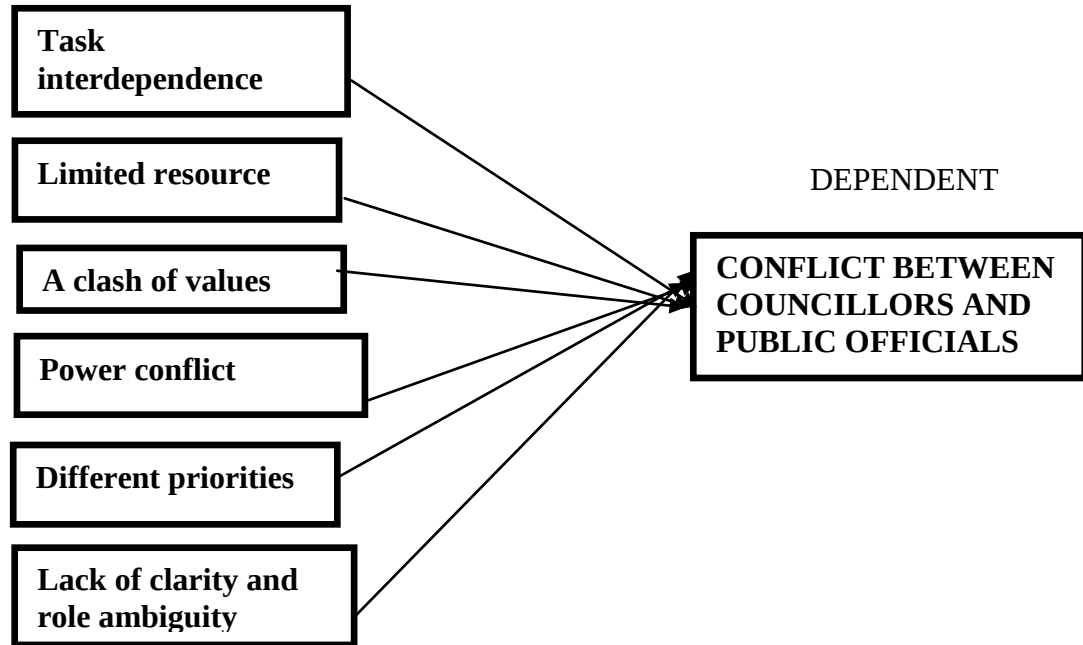
A part from that, also the previous scholars used only questionnaires and documentary as tools for data collection but this study used questionnaire, interview, observation as well as documentary. That is why the study is going to find out the situation in Sengerema District Council (SDC) so as to add knowledge on existing gaps left by other researchers about SDC. Therefore a gap for scientific study is evident.

2.6 Conceptual Framework

This section presents factors contributing to conflict between councilors and permanent public officials. The general objective of this study was to find out the factors contributing to conflict between councilors and permanent public officials in Sengerema District Council. Conceptual framework assumes that the conflict to occur between councilors and permanent public officials depends on six factors: Task interdependence, limit resource, a clash values, power conflict, different priorities, and lack of clarity and role ambiguity. However when there are low task interdependence, enough resources, low value clash, no power fighting and no role ambiguity this will lead to success eliminating / minimize the possibility of conflict occurrence between councilors and permanent public officials. These aspects are clarified below in Figure 2.3

Figure 2.3 Factors contributing to conflict between councilors and permanent public officials

INDEPENDENT VARIABLES



Source: Author (2015) based in Literature review

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.0 Introduction

This chapter provides fact clarification on methodology which used to collect, analyzed and present data. The specific division in this chapter includes: research design, area of study, unit of enquiry, sampling technique, data collection methods and data analysis.

3.1 Research Design

The research design conducted under this study was a case study design. Its findings are communicable in the sense that can be learnt to other District Councils. Any recommendation which was available was transferable to another context. It employed both quantitative and qualitative means of data collection, interview involved to purposive sample of respondents and questionnaire to respondents who obtained through simple random sampling and other data collected from different document such as personal and subject files, minutes, reports, schemes, laws and regulation. Case study design in this thesis provides logic sequence. Empirical data available from the field assist to answer three research questions of chapter one.

3.2 Area of the Study

Sengerema District Council is one of 169 Local Government Authorities in Tanzania (TAMISEMI, 2016). Sengerema District Council is situated in Mwanza Region. The researcher decided to select Sengerema District Council because it is among the councils affected by conflict between councilors and permanent public officials (C.A.G Report 2012/2013). The effect this conflict between councilors and public official lead to unfair termination of 11 permanent public officials, as provided under section 40 of ELRA where the arbitrator or the court finds that termination of employment of the employee was unfair, the court or arbitrator ordered the employer to re-instate or re-engage the employees S.40 (3), ELRA. The map of SDC and organization structure is attached to appendix II and III.

3.3 Unity of Inquiry

The study comprised of councilors and all permanent public officials of Sengerema District Council as described in table 3.1

Table 3.1 Unity of Inquiry

S/N	Department/unit	No of staff	Percentage
01	Administration and H R	311	11.7
02	Primary Education	823	31.2
03	Secondary Education	502	19
04	Agriculture and Irrigation	292	74
05	Livestock and Fishing	195	7.5
06	Health	400	15
07	Community Development	12	0.7
08	Finance	8	0.3
09	Land and Natural Resource	13	0.5
10	Environment and Sanitation	3	0.1
11	Water	7	0.2
12	Planning	3	0.1
13	Legal	1	0.03
14	Procurement	8	0.3
15	Information technology	1	0.03
16	Audit	4	0.15
17	Bee keeping	2	0.07
18	Election	1	0.03
19	Work	4	0.15
20	Councilors	47	1.78
	TOTAL	2,636	100

Source: SDC Seniority List Book (2015)

Table 3.2 Quota Sampling

S/N	Department/Unit	Respondents	Percentage
01	Finance	1	2.4
02	Secondary Education	4	9.7
03	Primary Education	4	9.7
04	Land and Natural Resource	1	2.4
05	Administration and HR	3	7.3
06	Environment and Sanitation	1	2.4
07	Community development	1	2.4
08	Water	1	2.4
09	Legal	1	2.4
10	Planning	1	2.4
11	Agriculture and Irrigation	3	7.3
12	Livestock and Fishing	3	7.3
13	Information technology	1	2.4
14	Procurement	1	2.4
15	Internal Audit	1	2.4
16	Health	3	7.3
17	Election	0	00
18	Work	1	2.4
19	Bee keeping	1	2.4
20	Councilors	10	24
Total		41	100

Source: Author (2014)

3.4 Sampling Techniques

Sampling technique is applied in social science research so as to have representative sample size because it is so difficult to study the whole population due to scarcity of resources and limited time (Chambua, 1997). In this study simple randomly sampling and purposive sampling were used as explained below:

3.4.1 Purposive Sampling

Purposive sampling was used to select 20 respondents, who are District Executive Director, Head of Planning department, Head of Administration and Human resource department, Head Education primary and secondary, Head of agriculture and irrigation, head of livestock and fishing, Head of Health department, Head of community Development, Head of Finance Department, Head of land and natural resources, Head of Environment and Sanitation, Head of water Department, Head of Planning department, Head of procurement, Head of legal, information technology, Head of audit department, bee keeping ,Head of election department and Head work

Department. The purpose of involving HODs in this study is directly involved in Council decision making.

Table 3.3 Purposive Sampling

S/N	Department/unit	No. of staff	Percentage
01	Administration and H R	1	1.2
02	Primary Education	1	1.2
03	Secondary Education	1	1.2
04	Agriculture and Irrigation	1	1.2
05	Livestock and Fishing	1	1.2
06	Health	1	1.2
07	Community Development	1	1.2
08	Finance	1	1.2
09	Land and Natural Resource	1	1.2
10	Environment and Sanitation	1	1.2
11	Water	1	1.2
12	Planning	1	1.2
13	Legal	1	1.2
14	Procurement	1	1.2
15	Information technology	1	1.2
16	Audit	1	1.2
17	Bee keeping	1	1.2
18	Election	1	1.2
19	Work	1	1.2
	Total	19	100

Source: SDC Seniority List Book (2015)

3.4.2 Simple Randomly Sampling

Simple randomly sampling was used to choose 30 respondents who were integrated in this study. Employees were selected by quota method as table 3.2 explains. From the department of education teachers who were selected come from the schools near the headquarter so as to save cost of transportation. A researcher prepared a list of 19 departments and then prepared pieces of paper. Then wrote the names of each permanent public official on split piece of paper and composed them into box prepared for each department. The researcher mixed up all piece of paper in the box after that selected one piece of paper without looking on it until he got the required number of respondents in each departments. Also the same procedures conducted on obtaining of 10 councilors out of 47 councilors.

Table 3.4 Simple Random Sampling

S/N	Department/Unit	Respondents	Percentage
1	Finance	1	2.4
2	Secondary Education	4	9.7
3	Primary Education	4	9.7
4	Land and Natural Resource	1	2.4
5	Administration and HR	3	7.3
6	Environment and Sanitation	1	2.4
7	Community Development	1	2.4
8	Water	1	2.4
9	Legal	1	2.4
10	Planning	1	2.4
11	Agriculture and Irrigation	3	7.3
12	Livestock and Fishing	3	7.3
13	Information Technology	1	2.4
14	Procurement	1	2.4
15	Internal audit	1	2.4
16	Health	3	7.3
17	Election	0	00
18	Work	1	2.4
19	Bee keeping	1	2.4
20	Councilors	10	24
Total		41	100

Source: Author (2015)

3.4.3 Sample Size

A sample of 60 respondents were selected among 2,589 employees from different departments namely Human resource, administration, Planning, Trade and Finance, community development, Land and natural resource, Social Welfare and agriculture, livestock education department and councilors. The sample of 60 employees was suitable because at least each department had representative.

3. 4.4. The Actual Respondents

The study expected to have 60 respondents from 19 departments and councilors. Researcher was able to make an interview and received questionnaires from 57 respondents and only three respondents did not return questionnaires. However researcher spent a lot of time encouraging them to return questionnaires but they didn't respond. The study was successfully because 95% of respondents responded positively, only 5% did not respond as table 4.1 illustrates below

Table 3.5 .The Actual Respondents

S/N	Departments/unit	Expected	Actual resp.	Not resp.
1	Secondary Education	05	05	00
2	Primary Education	05	05	00
3	Land and Natural Resource	02	02	00
4	Administration and HR	04	04	00
5	Environment and Sanitation	02	02	00
6	Community Development	02	02	00
7	Water	02	02	00
8	Works	02	02	00
9	Planning	02	02	00
10	Agriculture and Irrigation	04	04	00
11	Livestock and Fishing	04	04	00
12	Information Technology	01	01	00
13	Procurement	02	02	00
14	Internal audit	02	02	00
15	Health	04	03	01
16	Bee keeping	02	02	00
17	Councilors	10	09	01
18	Legal	02	01	01
19	Election	00	00	00
20	Finance	00	00	00
Total	Total	60	57	03

Source: Field data, 2016

3.5 Data Collection Methods

The study used both primary and secondary data collection methods. The methods include; interview, questionnaire, observation and documentary sources.

3.5.1 Primary Data Collection Method

The primary data collections methods include interview, questionnaires and observation.

3.5.1.1 Interview

The researcher used this method for the aim of finding the facts and opinions from employees and councilors, in examining the factors contributing to conflict between councilors and permanent public officials in SDC. This method was used because some employees might not have enough time to fill the questionnaires or may

respond irrelevantly due to the misunderstanding of the questionnaires. Therefore it would be better to be asked orally.

3.5.1.2 Questionnaire

These are different sets of questions which formulated or written and sent to the respondents to be answered. The researcher provided the questionnaires to the employees and councilors. The questions were open ended and distributed to respondents to be answered, so as to get the information to the problem on factors contributing to conflict between councilors and permanent public officials. The questions were clear and brief; also the language was not difficult so as to be answered clearly. Questionnaire method is free from biasness of the researcher, does not consume much time compared to other methods of data collection (Kothari, 2005).

3.5.1.3 Observation

The research used participatory method in data collection to observe situation of the conflict, like meetings with selected respondents in Sengerema Local Government council. This helped the researcher to obtain the actual and current information required.

3.5.2 Documentary Source

Krishnaswami (2002) defines secondary data as the data collected and written by other scholar on the same topic. The searcher reviewed different documents in the Local Government Council including files, acts and journals, minutes to see if they have relevant information concerning the researcher topic, which was to investigate on factors contributing to conflict between Councilors and Permanent public officials in LGAs. Also the minutes of meetings were used so as to obtain the correspondent data to the problem.

3.6 Data Analysis

Smith (2011), defined data analysis as the process in which data from the field (raw data) is organized and ordered so that useful information can be obtained from it. Both primary and secondary data were analyzed and tested according to the research questions. Both numerical data were analyzed by using statistical table and Non-numerical was analyzed by description and explanation to the observed. SPSS program was used to analyze data.

3.6.1 Qualitative Analysis

The data obtained was analyzed qualitatively into meaningful information. Data was grouped according to their classes in terms of percentages and tables. It was presented into quantitative data through coding.

3.6.2 Quantitative Analysis

These are types of data that obtained from respondents and presented in numerical basis. Data obtained from respondents are quantified numerically so as to be in a meaningful way, quantitative data was tabulated and presented into percentage.

3.7 Validity and reliability

The validity refers to whether the research method used in the research measures what the researcher has intended to measure. Regarding the question of reliability, it is defined as how similar the results would be if another researcher conducted the same research in another place and time and they argued that in case the acquired results would be similar, the research can be said to be reliable (Ghauri et al, 2005). Therefore to look upon this, the researcher in this study had prepared relevant tools and methodology that could yield the desired outcomes and worked hard to achieve the best results so that this study would be valid and reliable. Moreover, the internal reliability of the instrument was estimated using Cronbach's alpha. The reliability of the instrument was computed using SPSS and Cronbach's Alpha was 0.62 which means very strong, thus the implication is that the instrument employed in this study was reliable.

3.8 Ethics Consideration

Adhering to the ethics and culture in writing research the researcher should ensure secrecy in data and its sources. Apart from that, to avoid inconveniences that may be caused by being unnamed, the names of the respondents with their residence where they live or work must not be exposed. Likewise the designing of the data collection tools should be done efficiently enough to allow no body to discover where the data came from and who provided that data (Krishnaswami 2002) .In this study, the anonymity of participants, research instruments and data was strictly observed.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the research findings where data and information are analyzed, interpreted and discussed. The findings based on the research objectives and questions set in chapter one. The first part present demographic profile of respondents from the study area; the second part presents the causes of conflict between councilors and permanent public official within Tanzania LGAs, the third part assesses positive and negative effects of the conflict within LGAs and lastly is exploration of mechanisms available for conflict resolution within LGAs

4.1 Demographic characteristics of respondents

Demographic profile of respondents described under this study was sex, age, level education and occupation. These characteristics are crucial purely since they can propose the scenery of responses or possible reasons for respondents to answer in that way.

4.1 Distribution of respondents by Sex

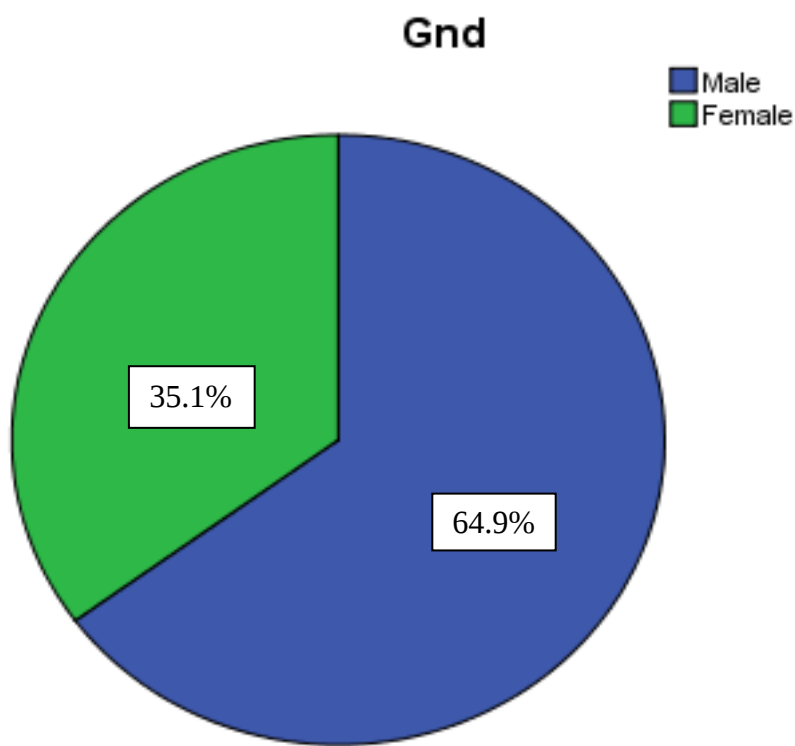
The conclusion in table 4.1 and figure 4.1 shows that (64.9%) of respondents were males and (35.1%) of respondents were females. These signify standard of respondents by sex and it shows that there is more male respondents than female. The motive at the back of this feature was simply to examine correlation involving sex and conflict among councilors and PPO as illustrated in Table 4.1 and Figure 4.1

Table 4.1 Respondents Distribution by sex

Sex	Frequency	percent
Sex	37	64.9
Female	20	35.1
Total	57	100

Source: field data, 2016

Figure 4.1 Gender profile of respondents



Source: Field data, 2016

4.1.2 Respondent distribution by age

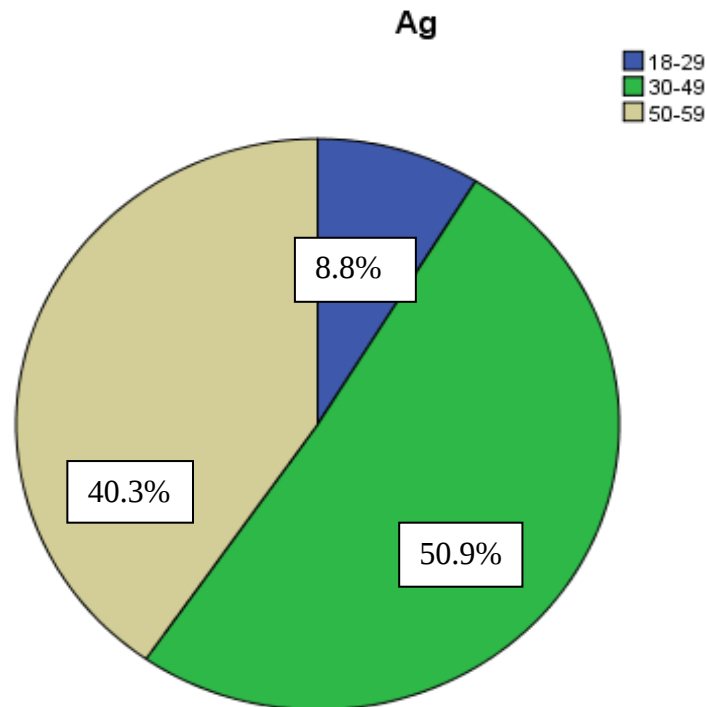
Respondents' age were categorized into three age groups as follows: 18-29 years, 30-49 years and 50-59 years. The findings in Table 4.2 and Figure 4.2 indicates that majority of respondents were those aged between 30 and 49 years 50.9% followed by those aged between 18 and 29 years. The motive behind this aspect was to test the relationship between age group and conflict between the councilor and PPO as illustrated in Table 4.2 and Figure.4.3

Table 4.2 Distribution of respondent by age

Age	Frequency	Percent
18-29	5	8.8
30-49	29	50.9
50-59	23	40.3
Total	57	100

Source: Field data (2016)

Figure 4.2 Age profile of respondents



Source: Field data, 2016

4.1.3 Distribution of respondents by Education level

Level of Education of respondents were classified into four groups such as primary education level, secondary education level, certificate and diploma, first degree and above and lastly other level of education. The findings in Table 4.3 and Figure 4.3 show that 35 of the respondents which is equal to 42.1% of respondents had attained Certificates and diploma, 23 of the respondents which is equal to 40.4% of respondents had attained first degree and above, 5 respondents which is equal to 8.8% of respondents attained secondary education and 5 respondents which is equal to 8.8% of respondents attained primary education.

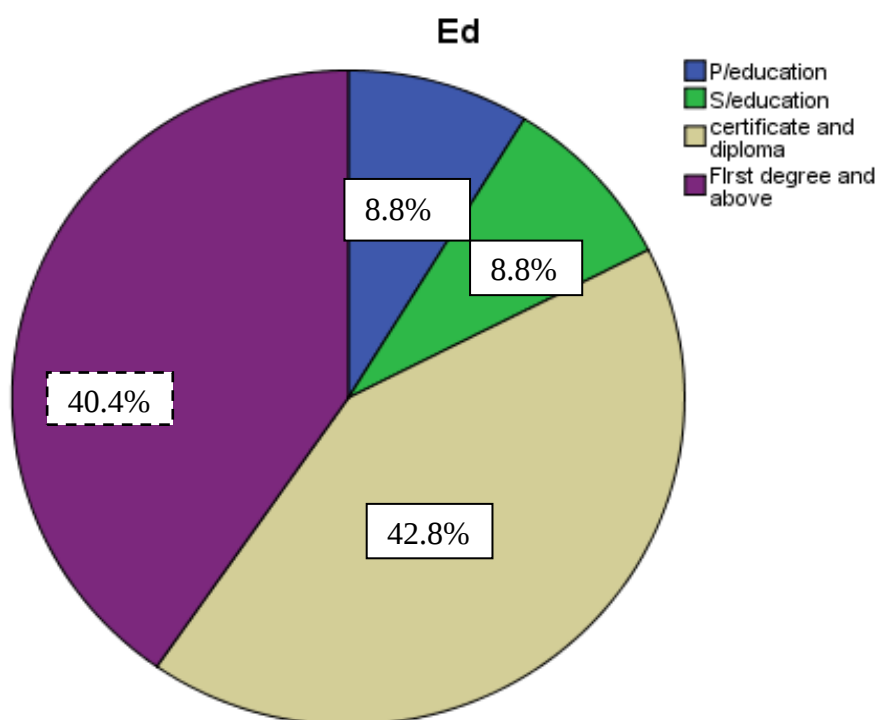
This indicates majority of respondents are certificates and diploma holders. The reason at the back this feature was to test the correlation between the education level and conflict between councilors and PPO as illustrated in Table 4.3 and Figure 4.3

Table 4.3 Respondents distribution by level of education

Level of education	frequency	percent
P/Education	05	08.8
S/Education	05	08.8
Certificate and diploma	24	42.8
Advance diploma and above	23	40.4
Others	00	00.0
Total	57	100

Source: Field data, 2016

Figure 4.3 Respondents distribution by Level of Education



Source: Field data, 2016

4.1.4 Distribution of respondents by departments

The population under this study were engaged in varied types of departments; 7.0% of the respondents came from secondary department, 7.0% of the respondents came from primary education, 3.5% of the respondents came from planning department, 15.8% of the respondents came from councilors , 7.0% of the respondents came

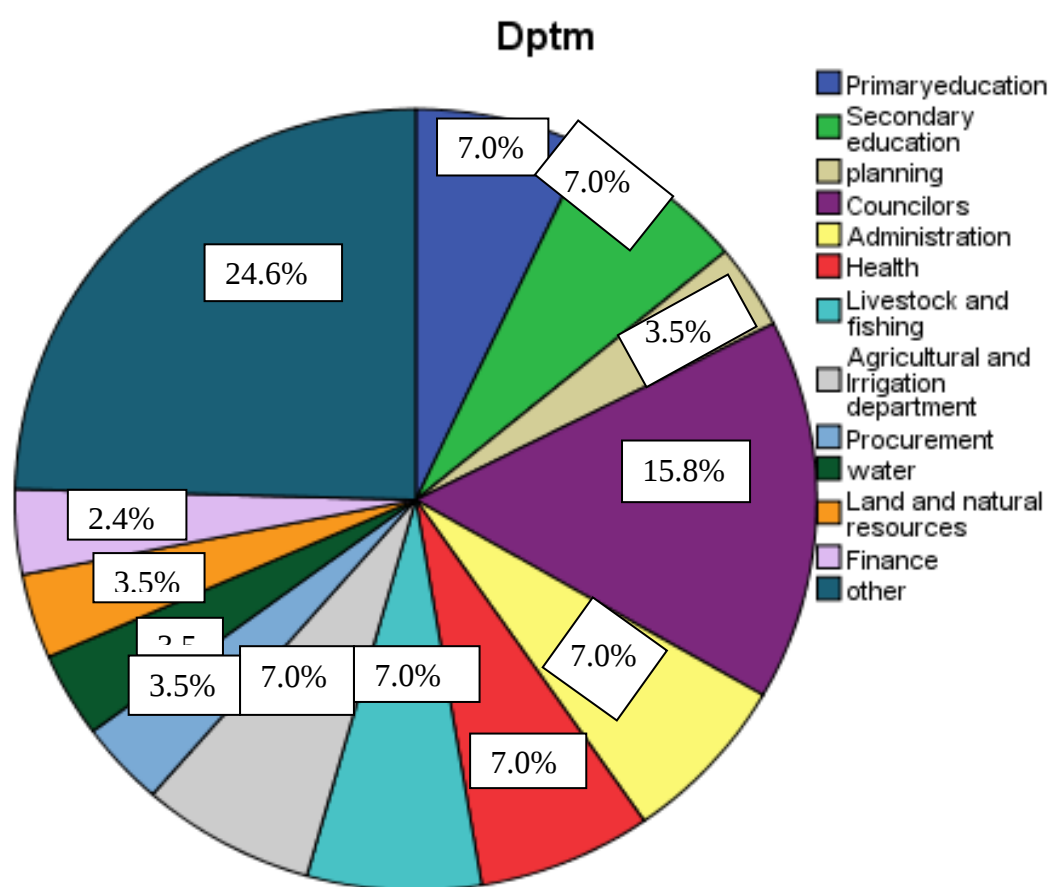
from administration department, 7.0% of the respondents came from health department, 7.0% of the respondent came from agriculture and irrigation department, 7.0% of respondents came from livestock and fishing department 3.5% of the respondents came from procurement, 3.5% of the respondents came from water department, 3.5% of the respondents came from land and natural resources, 3.5% of respondents came from finance department and the remaining 24.6% of the respondents included other departments. The motive behind this aspect was simply to test the relationship between departments and conflict between councilors and PPO as presented clearly in Table 4.4 and Figure 4.4

Table 4.4 Distribution of Respondents by Department

Department	Frequency	Percent
Primary education	4	7.0
Secondary	4	7.0
Planning	2	3.5
Councilors	9	15.8
Administration	4	7.0
Health	4	7.0
Livestock and fishing	4	7.0
Agriculture and irrigation	4	7.0
Procurement	2	3.5
Water	2	3.5
Land and natural resources	2	3.5
Finance	2	3.5
Others	14	24.6
Total	57	100

Source: field data, 2016

Figure 4.4 Respondents Distribution by departments



Source: Field data (2016)

4.2. The Causes of Conflict between Councilors and Permanent Public Official

The study paid much attention to understand factors contributing to conflict between councilors and permanent public officials in SDC. The Questions intended to measure awareness of respondents on factors contributing to conflict between councilors and permanent public officials as described in Table 4.5 and Figure 4.5

Table 4.5 Respondents opinion on the knowledge of conflict between councilors and permanent public officials

Opinion	Frequency	Percent
Yes	47	82.5
No	10	17.5
Total	57	100

Source Field data, 2016

4.2.1 Respondents opinions on knowledge of the conflict between councilors and permanent public officials

The finding shows that majority of respondents are aware on the conflict after they had responded to the question asked that “have you ever experienced/witnessed conflict between councilors and permanent public officials? They responded and their despondence were as follows, 82.5% of the respondents agreed by ticking Yes and only 17.5% of the respondents disagreed by ticking ‘No’.

4.2.2 Respondent opinions on the factors contributing to conflict between councilors and permanent public officials

This answers the first research question of chapter one page 5, from questionnaire data, the findings show that 22.8% of respondents described that personal interest is one of the factors contributing to conflict, 22.8% of the respondents described allowance as another factor, 3.5% of respondents mentioned allowance as factor contributing to conflict between councilors and permanent public officials, 14.0% of the respondents agreed that different priorities contribute to conflict between councilors and permanent public officials, 5.3% of the respondents supporting that level of education contributing to conflict between councilors and permanent public officials, 2% of respondents mentioned other reasons while majority 28.1% of the respondents agreed that power fighting contribute to conflict between councilors and permanent public officials and 3.3% of respondents mentioned other factors like

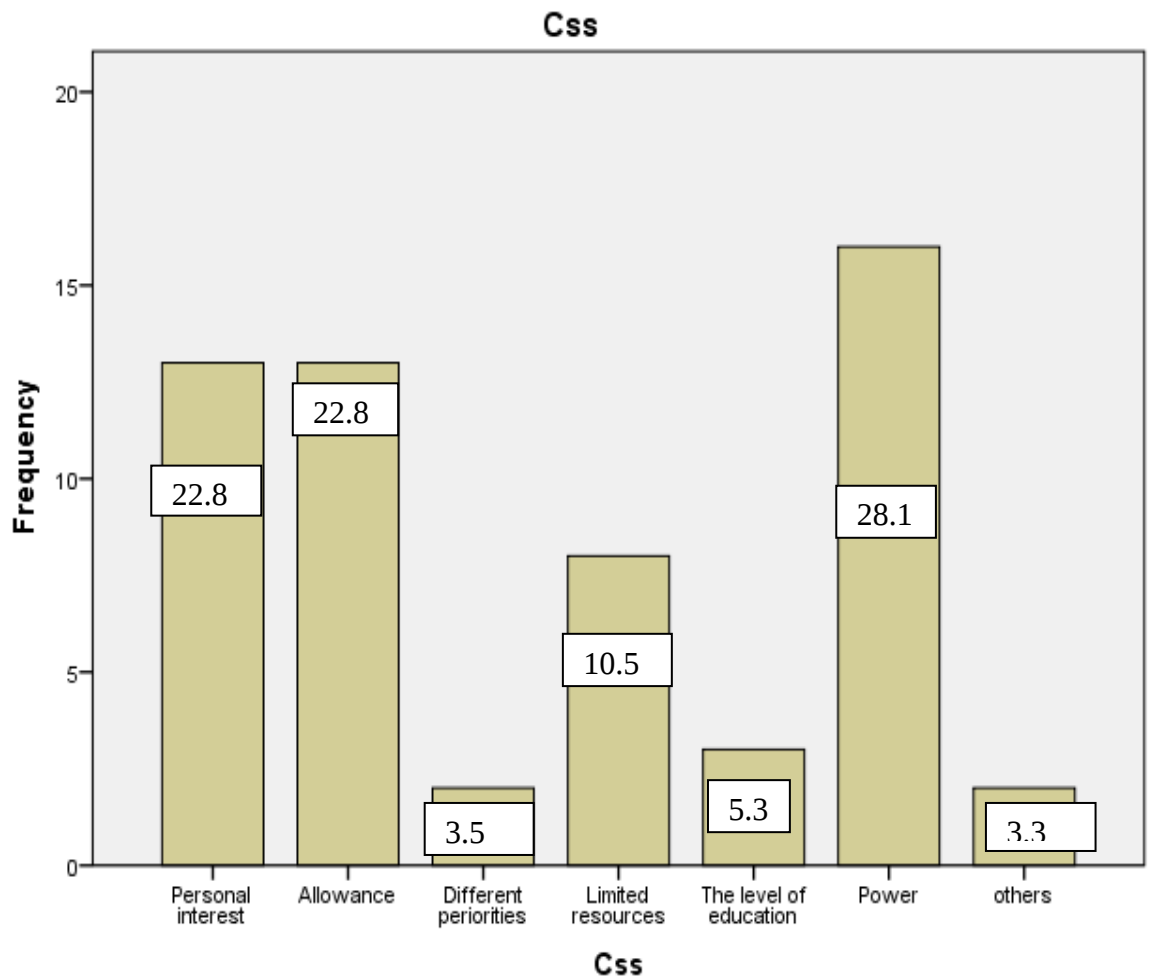
lack of transparent to the public officials and lack of trust between these two groups is among the causes of conflict. Findings of study revealed power fighting as the major contributing factors to conflict between councilors and permanent public officials.

Table 4.6 Factors contributing to conflict between councilors and permanent public officials

Opinion	Frequency	Percent
Personal Interest	13	22.8
Allowance	13	22.8
Different priorities	02	03.5
Limited resource	08	01.4
Level of education	03	05.3
Power	16	28.1
Other	02	03.3
Total	57	100

Source Field data, 2016

Figure 4.5 Factors contributing to conflict between councilors and permanent public officials



Source: Field data, 2016

Moreover the findings from interview with DED and head of departments supported the above findings from questionnaire data. Respondents argued that the causes of conflict between councilors and permanent public officials are personal interest, allowance, different priorities, limit resources, low level of education and power fighting, but majority of the respondents have revealed that power fighting is the major causes of conflict between councilors and permanent public officials. Head of Human Resources department had the following to argue,

, Councilors always do not respect us simply because public officials are employed by them; this influences councilors to do something without following procedures

”also, head of human resource department had the following to say, “*I think this is due to power fighting, councilors want to be each and every thing to the council.*”

This interview gives the real picture of the LGAs situation that public officials and council are in fighting because of scarcity of resources. Councilors blaming public officials for misuses of LGAs fund.

4.3 The effects of the conflict between Councilors and PPO

A specific objective to this question was to measure awareness of respondents on the impact of conflict between councilors and permanent public official to the LGAs. Respondents have to put a tick on two of alternatives ‘Yes’ or ‘No’. Findings depicted 63.2% of respondents understanding the effects of the conflict, 28.1% of respondents ‘they didn’t know’ while 8.8% of the respondents responded by putting a tick on ‘No’ alternative, it means the majority understand the effect of conflict between councilors and PPO.

Table 4.7 Respondents understanding on Effects of Conflict between Councilors and Permanent Public Officials.

Opinion	Frequency	Percent
Yes	36	63.2
No	05	08.8
I don’t know	16	28.1
Total	57	100

Source Field data, 2016

4.3.1 Negative Impacts of the Conflict between Councilors and PPO

The finding revealed negative impacts of conflict as follows; 31.6% of the respondents said that conflict led to lose of resources, 29.8% of the respondents responded that conflict caused demoralization of employees to work, 19.3% of the respondents said that conflict brought wastage of time in handling conflict, 3.5% of the respondents revealed that conflict resulted to an endless projects accomplishment and 1.8% of the respondents did not respond on the question. Head of planning department justified that

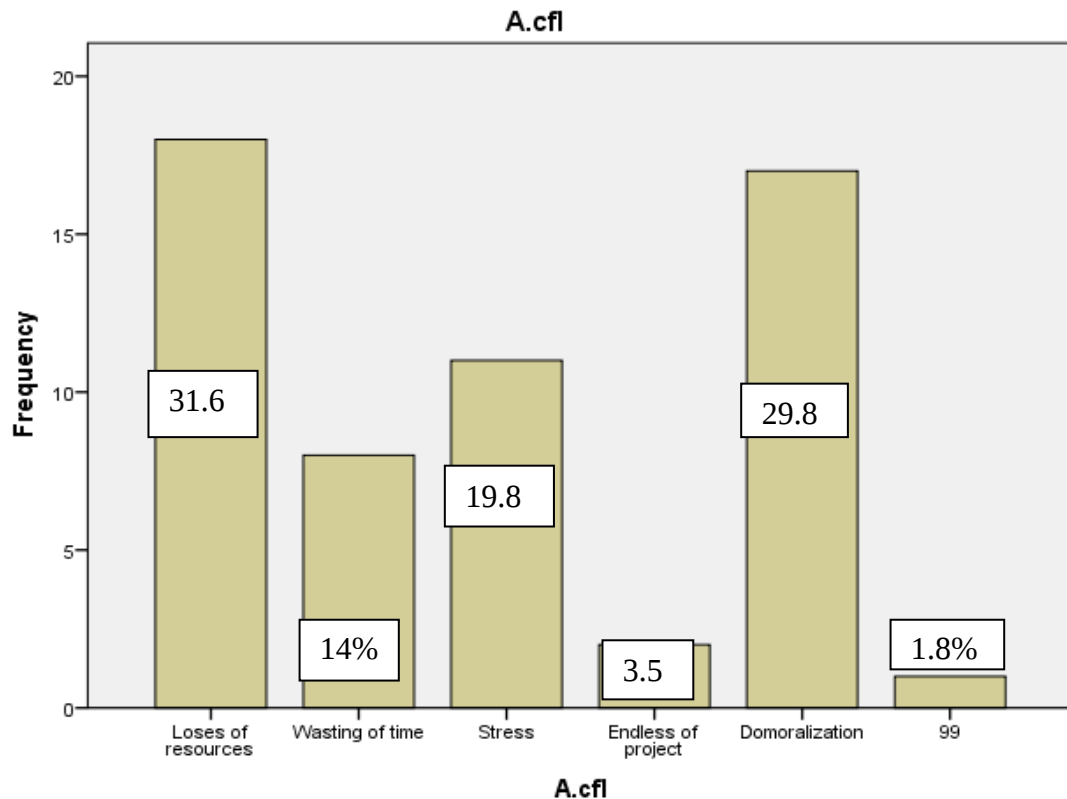
“Conflict between councilors and permanent public officials led incomplete of projects due to transfers of pioneers like District Executive Directors who are the project pioneers and hence lose of resources and wastage of time “as illustrated in Table 4.8 and Figure 4.8

Table 4.8 Negative impacts of the conflict between Councilors and Permanent Public Officials

Opinion	Frequency	Percent
Loses of resources	18	31.6
Wasting of time	08	14.0
Stress	11	19.3
Unfinished project	02	03.5
Demoralization	17	29.9
99	01	01.8
Total	57	100

Source Field data, 2016

Figure 4.6 Respondents opinions on Negative impacts of conflict between Councilors and PPO



Source: field data, 2016

4.3.3 The Positive Impacts of the Conflicts between Councilors and PPO

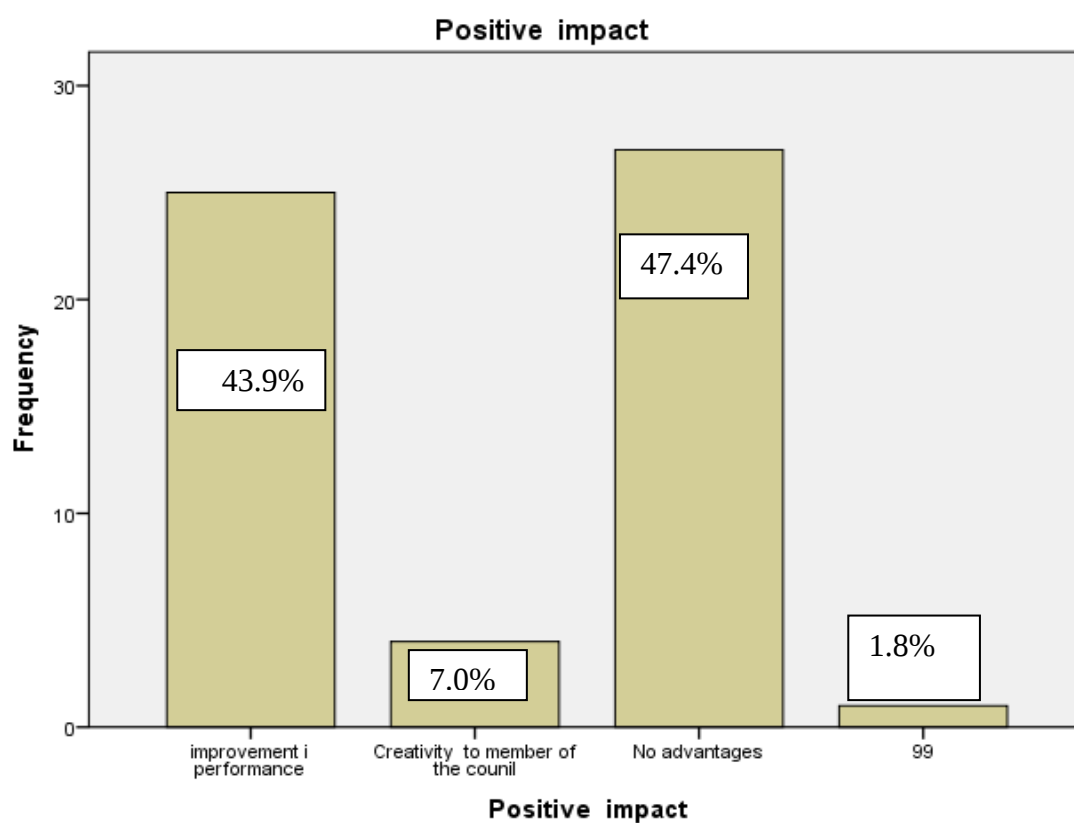
Table 4.10 shows that very few respondents described on the positive impacts of the conflict between Councilors and Permanent Public Officials. It is about 47.4% of the respondents responded that conflicts had no advantages, 43.9% of the respondents agreed that conflict improved performance to employees, 7.0% of the respondents mentioned that conflict create creativity to the members of the Council and 1.8% of the respondents did not attempt the question. This proved that the operational officials do not have knowledge on whether conflict can have positive impact to the organization, at least HRs and HODs seems to be aware on positive impacts of conflict to organization. For example a response from the interview with one of the Councilors on the impacts of the conflict said *“I don’t think that conflict can bring something positive rather than destruction to the Council”*

Table 4.9 Positive Impacts of Conflicts between Councilors and Permanent Public Officials

Opinion	Frequency	Percent
Improvement performance	25	43.9
Creativity to council	04	07.0
No advantages	27	47.4
99	01	01.8
Total	57	100

Source Field data, 2016

Figure 4.7 Positive impacts of conflict between Councilors and Permanent Public Officials



Source: field data, 2016

4.4 Mechanisms to the Conflict between Councilors and PPO

The study was interested whether there is any mechanism available to solve conflicts in LGAs. Respondents were required to mention some of the resolutions to the conflict between two groups. The responses were as follows: 80.7% of the respondents agreed with the statement and 19.3% of the respondents did not agree with it. Therefore, this shows that a majority of respondents were aware of mechanisms of resolving the conflict between the two groups as described in Table 4.10 and Figure 4.8 below:

Table 4.10 Awareness of Respondents on conflict mechanisms between Councilors and Permanent Public Officials

Opinion	Frequency	Percent
Yes	46	80.7
No	11	19.3
Total	57	100

Source: Field data, 2016

4.4.1 Respondents' opinions on conflict mechanisms between councilors and PPO.

Respondents were asked to mention conflict resolving mechanisms applicable in Sengerema District Council as the specific objectives number three in chapter one needs. The finding shows that 61.4% of respondents mentioned discipline committee as a major tool for conflict resolution, 24.6% of the respondents responded by mentioning Seminars as one of the mechanisms that can create awareness to their duties and responsibilities to Councilors as well as Permanent Public Officials, 04.8% of respondents identified mediation as a mechanism used to resolve the conflict between two groups, and 04% of respondents mentioned informal discussion as a mechanism for conflict resolution. 'DED said that

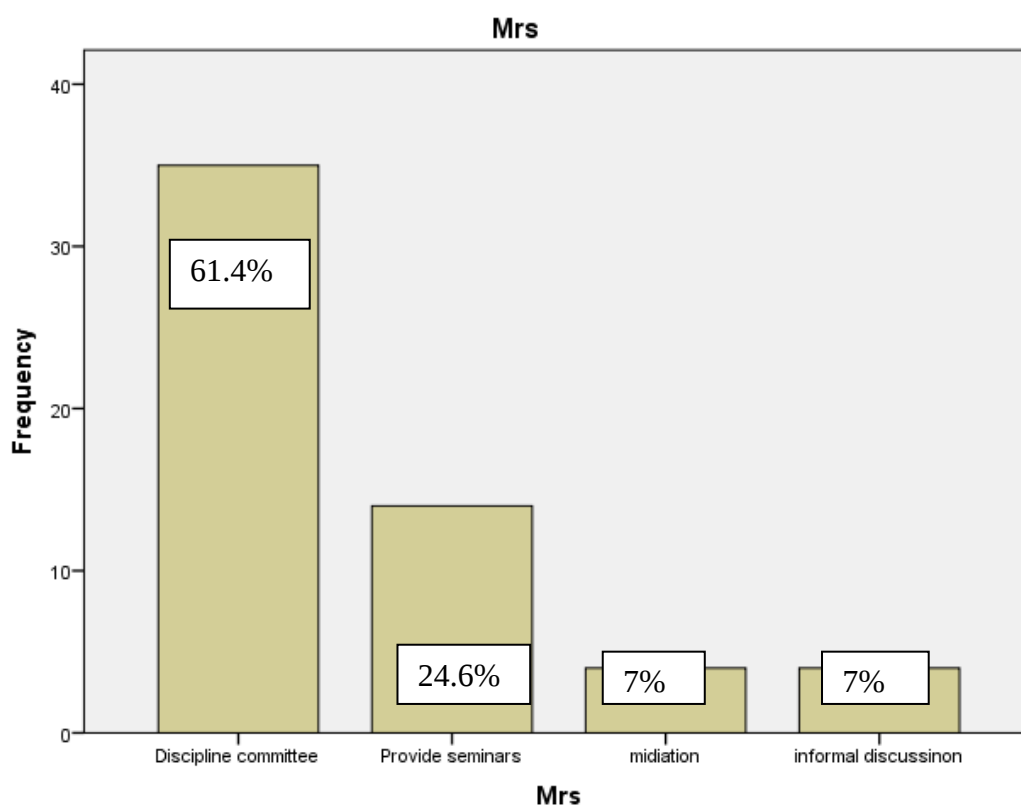
” Some time we decide to apply disciplinary committee and seminars in order to ensure our Council can continue with its daily activities “as illustrated in Table 4.11 and Figure 4.8

Table 4.11 Respondents opinions on conflicts resolving mechanisms between Councilors and Permanent Public Officials

Opinion	Frequency	Percent
Discipline committee	35	61.4
Provide seminars	14	24.6
Mediation	04	07.0
Informal discussion	04	07.0
Total	57	100

Source Field data, 2016

Figure 4.8 Respondents opinions on conflicts resolving mechanisms between Councilors and Permanent public Officials



Source: field data, 2016

4.4.2 Respondents opinions on Minimizing Conflicts between Councilors and PPO

The question was guided under objective three on chapter one, the question required respondents to mention what should be done in order to minimize the conflict between councilors and permanent public officials. The finding showed that respondents suggestions were as fallows; 21.1% of the respondents said that provision of education to Councilors is one of the methods on minimizing conflicts between the two groups, 33.3% of the respondents suggested that Councilors should minimize politics on professional decision making, 12.3% of the respondents proposed that minimization of power to the Councilors can help to alleviate conflict between the two parties, 5% of the respondents said that the Councilors should be given power of terminating Permanent public Officials and 22.8% of the respondents did not respond to such question. ‘One of the Councilors responded that

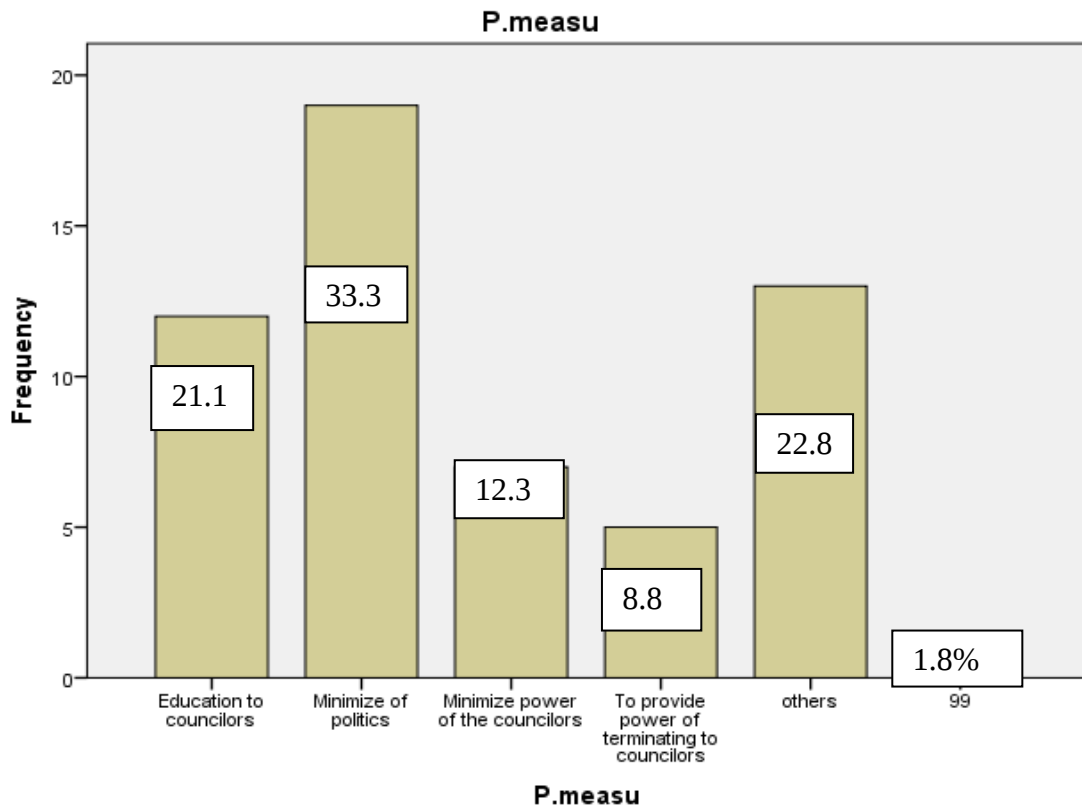
“This problem can be solved if we have full mandate of employing and terminating employees of the Council” ‘as shown in Table 4.12 and Figure 4.9

Table 4.12 Respondents opinions on minimizing conflict between Councilors and Permanent Public Officials

Opinion	Frequency	Percent
Education to councilors	12	21.1
To minimize politics	19	33.3
To minimize power of councilors	07	12.3
To give power of termination to councilors	05	08.8
99	01	01.8
Others	13	22.8
Total	57	100

Source Field data, 2016

Figure 4.9 Respondents opinions on Minimizing Conflicts between Councilors and PPO.



Source: field data, 2016

4.5 Regression Analysis

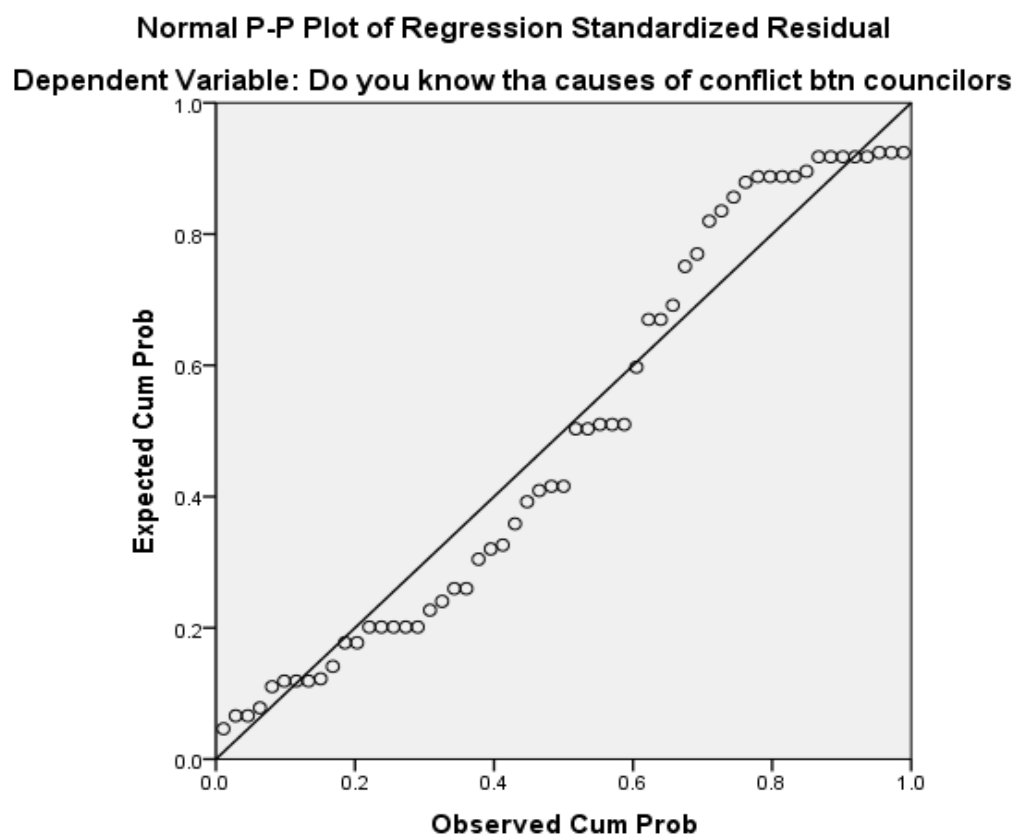
The study justified regression analysis by identifying the degree of freedom by 4 ,which means significant level is 96% that is, factors contributing to conflict between councilors and permanent public officials is valid and every respondents had recognized factors contributing to conflict between the two groups and regression analysis shows that the significant level is 0.796b which means 76%. Table 4.13 and Figure 4.8 show the result.

Table 4.13 Regression analysis on factors contributing to conflicts between Permanent Public Officials and Councilors

Model	Sum of the square	df	mean squares	F	Sig
Regression	8.444	4	8.444	477	793b
Residual	973.591	55	17.702		
Total	982.035				

Source Field data, 2016

Figure 4.10 Factors contributing to conflicts between Councilors and Permanent Public Officials



Source Field data, 2016

4.5 General Findings

Under this study researcher through responses from different respondents revealed that the causes of conflict between councilors and PPO is personal interest, allowances, different priorities, limited of resources ,task interdependent and power fighting are the major contributing factors to conflict between Councilors and PPO. And researcher identified that at least every respondent understood major contributing factors on the causes of conflict between Councilors and Permanent Public Officials. The study also revealed that the respondents understood the presence of conflict between Councilors and PPO. Cronbach's Alpha correlation between independent variable and dependent variable is 0.62 which means that there is strong positive relationship between factors contributing to conflicts between Councilors and permanent public officials

Table 4.14 Represent Reliability Statistical Data

Cronbach's Alpha	Frequency
0 .614	18

Source :(Field data, 2016)

CHAPTER FIVE

DISCUSSION OF RESEARCH RESULTS

5.0 Introductions

This chapter is about discussion of research results, in which the findings of three research questions is discussed.

5.1. Factors Contributing to the Conflict between Councilors and PPO.

The research results under this segment, addressed specific objective number one and research question number one. The objective number one under this study was to identify the causes of disagreement between Councilors and PPO in LGAs. Majority of employees of SDC identified that the major factors contributing to disagreement between Councilors and PPO are 28.8% of the respondents mentioned power fighting as one of the contributing factor, about 1.4% of the respondents justified that limited resources (shortage of fund) as the second contributing factor, 22.8% of the respondents mentioned allowance as another contributing factors to conflict between Councilors and Permanent Public Officials. Power fighting between Councilors and Permanent official became a major factors in which councilors want permanent public officials to consider and treat them like their bosses while permanent public officials ignore them simply because Councilors do not have enough professional knowledge to handle the matters in the council as illustrated in Table 4.6.

Kunkuta (2003), also identified that council have been facing scarcity of fund that the Councils have not improved projects within their wards hence high pressure between two groups which are Public Officials and Councilors. Apart from factors mentioned and discussed by other researchers, the study revealed that the conflict in Sengerema District Council is in most cases caused by personal interests (22.8%). Personal interests are something new that had never been discussed by other researchers in similar topic. Personal interest mentioned Councilors and permanent public officials. One of the Councilors argued that majority of the public officials prioritized their personal interest rather than public interests. One the councilor responded by giving examples from department of procurement that,

” the rules and regulations demands any public purchasing should be announced to the public as a tender but procurement officials purchase District properties without announcing a tenders to the public”

The same argument revealed by permanent public officials that,

Councilors usually give tenders which seem that there are personal interests rather than district (majority interests) and hence lead to under standard of project as shown in Table 4.6. Permanent public officials mentioned some of indicators of the personal interests such as friendship with the contractors, shareholder of the contractor and some time to be given some amount of money or properties like cement and aluminum sheet.

5.2 The Impact of Conflict between Councilors and Permanent Public Officials

The research results under this section, addressed specific objective number two and research question number two. Specific objective number two under this study was to assess positive and negative impact of the conflict between Councilors and PPO in LGAs. The second research question of this study was about how conflict affects the interdependent relationship between Councilors and PPO.

Study justified that the conflict between Councilors and Permanent Public Officials have both positive and negative impacts to the council. However majority of respondents considered conflict as something destructive that should be avoided completely within the Council. For example some of respondents said conflict brought stress to the employees. In fact conflict need to be handled very well but if not well handled can brought fed-up to the organization. Again others respondents said that conflict brought demoralization of the employees to the Council while other respondents said that conflict lead wastage of resources and time through attending some cases to the court as shown in Table 4.7 In the interview, one of the respondents argued that;

“Conflict between Councilors and Permanent Public Officials brings negative impacts like unfinished projects and this is due to

transfers of District Executive Director who is a pioneer to some projects and when another District Executive Director comes to the council, comes with other priorities or diversifications of the project fund to another new project”

The findings of the study show that only few respondents particularly Administrators such as heads of departments had knowledge that conflicts may bring something productive to the organization such as creativity and improving performance. But majority of respondents in Sengerema District Council understand that conflict brings some negative impacts only. This had not mentioned and discussed on other previous finding on the same topic. For example one of respondent from top management replied from the interview that;

Some time we make some improvement due to occurrence of conflict, for example if the conflict is caused by poor performance we normally make some improvement on what has happened.

But also the study revealed that in Sengerema District Council is affected by conflict through wasting of time as one of negative impact of the conflict by handling cases while other findings did not show time and resources wasting as one of the impact of conflict.

5.3 Measures /Mechanisms to Conflict between Councilors and PPO

The study realized that Sengerema District Council used different approach to deal with Conflict, for example seminars as one of the approach used when the Councilors elected as a members of the council. This seminar is done to prevent unnecessary conflict between Councilors and permanent public officials by making them understand their duties and responsibilities to the council. On the other hand this is done to Permanent Public Officials during the orientation period. Again, both of Mediation and discipline committee try to solve conflict through negotiation by sitting together and discuss their differences and working together for the purpose of ensuring development of SDC

Also respondents in Sengerema District council responded that in order for conflict between councilors and permanent public officials to be minimized they suggested the ways as follows; on the side of the Councilors said that firstly they should be given full autonomy in employing and terminating permanent public officials. Secondly, to improve allowances so as to avoid them from personal interests. On the side of permanent public officials said that education level of the councilors should be considered and it is current. It becomes so difficult for standard seven leavers to handle the council matters effectively. The permanent public officials suggested that Councilors should have at least form four education level and there is a need for Councilors to avoid politics on professional matters as shown in the table 4.12

Apart from mechanisms discussed in this study and other studies with the similar topic, this research came up with something which was not discussed in other findings such as amendment of local government act No7 and 8 of 1987 which provide more power and autonomy to Councilors. On the other side, Councilors said they should be given more authority so as to employ and terminating employees who always seem to be the major causative of conflicts in the Council.

5.4. General Discussion

The researcher found out that respondents are aware of the disagreement between Councilors and PPO and mechanisms used to solve conflicts between Councilors and Permanent Public Officials. It implies that respondents understand the need of having mechanism on solving the conflict between two sides. Therefore in resolving conflict between Councilors and Permanent Public Officials in Sengerema District Council has given a great priority. The employer seems to be so responsible with different approach on conflict resolution like avoidance and collaboration and this is due to the fact that the employer is responsible in addressing any claims of conflict between Councilors and Permanent Public Officials. On the other hand the permanent public officials understand positive outcome of the conflict especially in organization performance and creativity, therefore they help them a lot in understanding that ‘for survival of organization conflicts is unavoidable’.

In case of level of education as illustrated in Table 4.3 and 42.1% of the respondents had attained Certificates and diploma, twenty three respondents which is equal to 40.4% of respondent had attained first degree and above. This give the real picture to the researcher that, respondents are aware of conflict management. On top of that the age of respondents was between 30 to 44 years as displayed in Table 4.1. This proves that majority of respondents' minds are still active to ensure conflicts are taken into right resolution in order to improve the performance to the council.

5.4.1 Validity of differentiation / integration and conflict theories

Findings from the field justify the validity of differentiation and integration theories as described in chapter two. The theory assumption emphasized that for a manager to deal with conflict effective to the organization, the manager should posses some knowledge or ability on conflict management.

Validity of conflict theory: According to this theory conflict occurred to the organization is due to the fact that people differ on their demand and scarcity of resources lead to the fighting between different groups in society. This seems to be similar to the conflict between councilors and permanent public officials; different priorities, personal interest, limited resources, power and level of education become a catalyst to the conflict between Councilors and Permanent Public Officials. The best advice on using differentiation or integration theory for a manager is to acquire enough knowledge and competence on the conflict management, (its causes, positive and negative outcome of the conflict and mechanism on how to deal with those conflicts to the organization).

5.4.2 Applicability of the theories to study

The theories which were applied in this study were differentiation or integration and conflict theory.

5.4.2.1 The applicability of the differentiation theory

The study found out that only few employees within the Council possess or have much knowledge on conflict management (positive impacts of the conflict) and this proved that the assumption of differentiation theory that the top leader should be competent in conflict management. On contrary the situation reflect to main assumption of conflict theory only some HODs they had enough knowledge on conflict management.

On the side of the Councilors the same problem happens to them. Most of the Councilors and the chairpersons of the Council do not possess enough knowledge on the conflict management by not understanding the positive outcome of the conflicts to Sengerema District Council.

5.4.2.2 Applicability of the Conflict Theory

Assumption of conflict theory is that members in the society tend to differ in their values, interests and expectations. The study finds out that the assumption of conflict theory seems to be similar to the situation in Sengerema District Council. The study revealed that, some factors like limited resources, different priorities, allowance, low level of education and power fighting as the major contributing factors to conflict. Therefore, a finding of this study seems to match with others findings in the same topic.

Moses, L (2008), through her study elaborated that when there is scarcity of resources conflicts tend to appear due to enmity relationship in the LGAs. Again scarcity in financial resource destabilize council capacity to manage conflict .In reality the incapability of the council to provide Councilors enough financial reward has stimulated to be one of the major contributing factor to conflict between Councilors against Permanent Public Officials in LGAs in Tanzania.

CHAPTER SIX

SUMMARY, CONCLUSION, RECOMMENDATION AND POLICY IMPLICATION.

6.0 Introduction

This chapter presents the research summary, conclusion, recommendation and policy implication, in which different actors and research consumers should work on to improve situation of conflicts management in LGAs. The study intended to make the problem of conflict between groups of Councilors and Permanent Public Officials clear through exploring factors contributing to conflict between Councilors and Permanent public officials by identifying the causes of conflicts between Councilors and PPO.

Research design applied in this study, was the case study research design conducted in Sengerema District Council. The study was interested in examining why there is conflicts between Councilors and PPO, viewing the impacts of conflict between councilors and PPO and lastly looking measures or mechanisms that are to be taken to minimize or eradicate conflicts between Councilors and Permanent Public Officials.

60 respondents were involved in this study, 40 respondents were obtained through simple random sampling and 20 respondents were obtained through purposive sampling technique. Only 3 respondents did not respond to the questionnaires and interview questions. Data were collected by both primary and secondary sources of data and analyzed by various statistical methods.

The study revealed that respondent's awareness on impacts of conflict between Councilors and Public officials has both positive and negative impacts; For example conflict may improve performance and creativity to the members of the council. On other side conflict may bring destructive outcomes such as unfinished project, stress, and demoralization. Moreover when conflict handled effectively to the organization as each member fulfills his/her duties and responsibilities, integrated with the proper articulation of strategic plans, employees' participation and trust, can lead to high performance as the findings revealed that; conflict encourages good performance.

However in Sengerema District Council conflicts management needs to be improved especially in this era of science and technology where human behaviour is unpredictable.

6.1. Conclusion

There are six factors contributing to misunderstanding among councilors and PPO revealed in this study such as Personal interests, allowances, limited resources, different priorities, the poor level of education and power fighting. These are major causes of conflict in LGAs between two groups. Conflict might happen in different sphere, like in budgeting, in decision making and in implementation of decisions.

6.1.1 Factors Contributing to Conflict between Councilors and Permanent Public Officials

This study revealed different priorities which are personal interests, limited resources, power fighting and level of education as factors contributing to conflict between Councilors and Permanent Public Officials. But if those contributing factors are not well handled, possibility of conflict occurrence will be very high to the LGAs. Therefore the Permanent Public Officials and Councillors should act effectively to ensure that conflicts are resolved in both interdependent groups to work together for benefit of the Council.

6.1.2 Availability of Conflict Mechanism to Conflict between Councilors and Permanent Public Officials

Due to availability of mechanisms to solve conflicts between councillors and permanent public officials at Sengerema District Council, it shows that, in Sengerema District Council, both groups understand the importance of conflict management, and ensure availability of conflict mechanisms for the Council so as to perform its daily activities successfully.

6.2 Recommendation

Basing on major findings and conclusion of the study, the researcher makes the following recommendation.

6.2.1 Factors Contributing to Conflict between Councillors and Permanent Public Officials

Although respondents show that there are different factors contributing to the conflict between councillors and permanent public officials such as limited resources, personal interests and low level of education to the Councillors, the study suggests that qualifications for contesting Councillors seat should be higher at least with minimum qualifications of form four level of education, that will enable Councillors to supervise Permanent Public Officials and projects within their constituencies effectively.

Allowances to the councillors should be increased at least starting with Tsh 600,000/= per month rather than Tsh 350,000/= as it is up to date. This will also solve the problem of personal interests which is mostly caused by low remunerations to Councillors. If they are given with a reasonable amount of allowances, they will not put forward their personal interests, different priorities and not engage in power fighting and corruption as well that would cause conflicts among them.

The council should plan the project according to the internal resources and external resources available rather than planning many project while there is no enough resources, at the end of the day contributing to the conflict due to differences in priorities between two groups and this is caused by limited resources. Again central government should send money budgeted for particular LGA on time.

Transparency and trust are also mentioned as one of the factors for conflict between two groups. For example Councillors complain that there is no openness in information specifically in financial situation of the council. The public officials should be open to the Councillors as well as to the citizens in general; this should start from Village level to the District level that will help Councillors and citizens to understand financial situation of the council.

6.3.2. The Impact of Conflict between Councilors and Permanent Public Officials

Although most of the respondents did not know if conflicts may bring positive impacts to the organization as supported by Robbins (2001) who justified function conflicts that congruent with group goals may improve performance of the organization, this means Councilors and public officials should be educated on conflicts management particularly on positive impacts of the conflict in organization such as keeping group cohesiveness, innovation, creativity and support group goals hence leading to improvement of performance of the organization.

Also public officials should be kept aware that; for any organization to exist conflict cannot be avoided and conflict needs to be resolved into three first stages (Latent stage, Perceived stage, Felt stage) and when not solved on mentioned stages it will be so difficult to deal with it in another three stage (felt conflict stage, manifest conflict stage, conflict aftermath stage).

6.3.3 Mechanisms on Conflict Resolution between Councilors PPO

Respondents mentioned some of the measures taken by LGAs such as discipline committee, informal discussion, and mediation. However mentioned measures cannot be the weapons to fight against the factors contributing to conflict between councilors and permanent public officials unless public officials are open and transparent in financial information in LGAs, in that way trust can be built between two Groups. This will create peaceful working environment in the District council.

6.4 .Contribution of Conceptual Framework to the Study

The conceptual framework helped to find out that some of the factors are common causative factors on conflict between councillors and permanent public officials, such factors are like limited resources, power conflict and different priorities. On the other side some of the factors are not the causative of conflict in Sengerema District Council such as, a clash of values and lack of clarity and role ambiguity. However conceptual framework help to find other factors contributing to conflict between councillors and permanent public officials such as personal interests which had not

been discussed by other researchers in the same topic. The study revealed that the factors contributing to conflict in one District Council differ from one District Council to another. Therefore the finding of one Council automatically differs towards another District Council.

6.5. Need for Further Research

As long as the findings of this research are lying on single LGA, these findings may be applied by other researchers to carry out further studies in assessing conflicts mechanisms and its suggestions in other LGAs in Tanzania.

6.6. Policy Implication

As revealed from the study findings, facts indicated that Some Laws and policies should be amended especially in arena of globalization and full of technologies. Some of the Laws like LGAs Acts Number 7 and 8 of 1982 which provides more autonomy to Councillors like to be employer of the public officials while majority of the councillors do not have enough education and knowledge to take responsibilities to the council. For example; the Chairperson /Mayor with standard Seven or form four failure, it is not possible to deal with District executive or H.O.Ds with first degree or master degree effectively

REFERENCES

- Babyegeya, E. (2002). Educational Planning and Administration. Dar es salaam: Open University of Tanzania.
- Bhattacharyya. A. (2009). Organizational Behavior: Concept and Application .Oxford University Press. India.
- Buford, J.A. & Bedeian A.G. 1988. Management in extension. Auburn, AL: Auburn University, Alabama Cooperative Extension Service
- Fisher, R.J.(1990). The social psychology of intergroup and international conflict resolution, Springer-Verlag, New York.-
- Galabawa, J. C (2000) Perspectives in Educational Management and Administration, Dar es salaam, Tanzania .Institute of Kiswahili Research.
- Gupta C.B, (2009), *Principle of Management and Practices*, New Delhi: Sultan Chand and Sons.
- Gupta, C.B (1990) *Management theory and practice*, Sultan chand and son, New Delhi.
- Gupta, C.B (2001) Management theory and practice, 6th edition Sultan chand and son, New Delhi.
- Insights and Trends*, Mzumbe: Research, Information and Publication.
- Krishna swami, R. (2002). Methodology of Research in Social Sciences. Delhi: Himalaya.
- Kunkuta, G. (2003) Report: Training programme on Good Governance for Councillors and Staff, Kilombero District Council. Morogoro: Mzumbe Institute of Public Administration.
- Leroy Way, A. (2003). The American System of government: *Politics & Government in the U.S.A* Cyber land University of North America, U.S.A

Local Government Act 7, 8, 9 and 11 of 1982.

Lussier, R. (2008). Human relation in organization: *Application and Skill Building* (7th ed) McGraw-Hill Irwin. New York, U.S.A. New Delhi, India

Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (20th E.d) McGraw-Hill/Irwin, Inc., New York, Americas,

Mapunda, M. (2005) *Conflict management in Government Hospitals* A case study of Ruvuma Region Hospital, Mzumbe library.

Mullins, J. (2010) *Management & Organizational Behavior* (9th Ed.) Pearson Education Limited. Edinburgh Gate Harlow, England.

Newstrom, J.W. et al (2002) *Organizational behavior human behavior at work place*, 11th Edition, Tata McGraw-Hill, New York.

Prasad, L.M. (2007) *Organizational behavior*, New Delh, Sultan Chad and Sons, Education Publishers.

Robbins, S.P. (2001). *Essentials of Organizational Behavior*, Upper Saddle River: Prentice Hall.

Robin. (2009). *Organizational behavior* 16E.d Pritance Hall upper side river, new

Shadrack, J. (2010) .*Legal Foundation of Local Government Authorities in Tanzania*.

Thomas K.W. (1992). *Conflict and Negotiation Process in Organizations*, Handbook of Industrial and organizational psychology, consulting Psychologists Press, Palo Alto.

Warioba, D. (1999), *Management of Local Government in Tanzania: Some Historical*

Warioba, L.M. (2008). *Management of Conflict in City and Municipal Councils in Tanzania with Specific reference to Iringa municipal council and Tanga city council* (PhD Thesis).

Wexley K.N, (1988), *Organizational Behavior and Personnel Psychology*, New York: Surjee Publication.

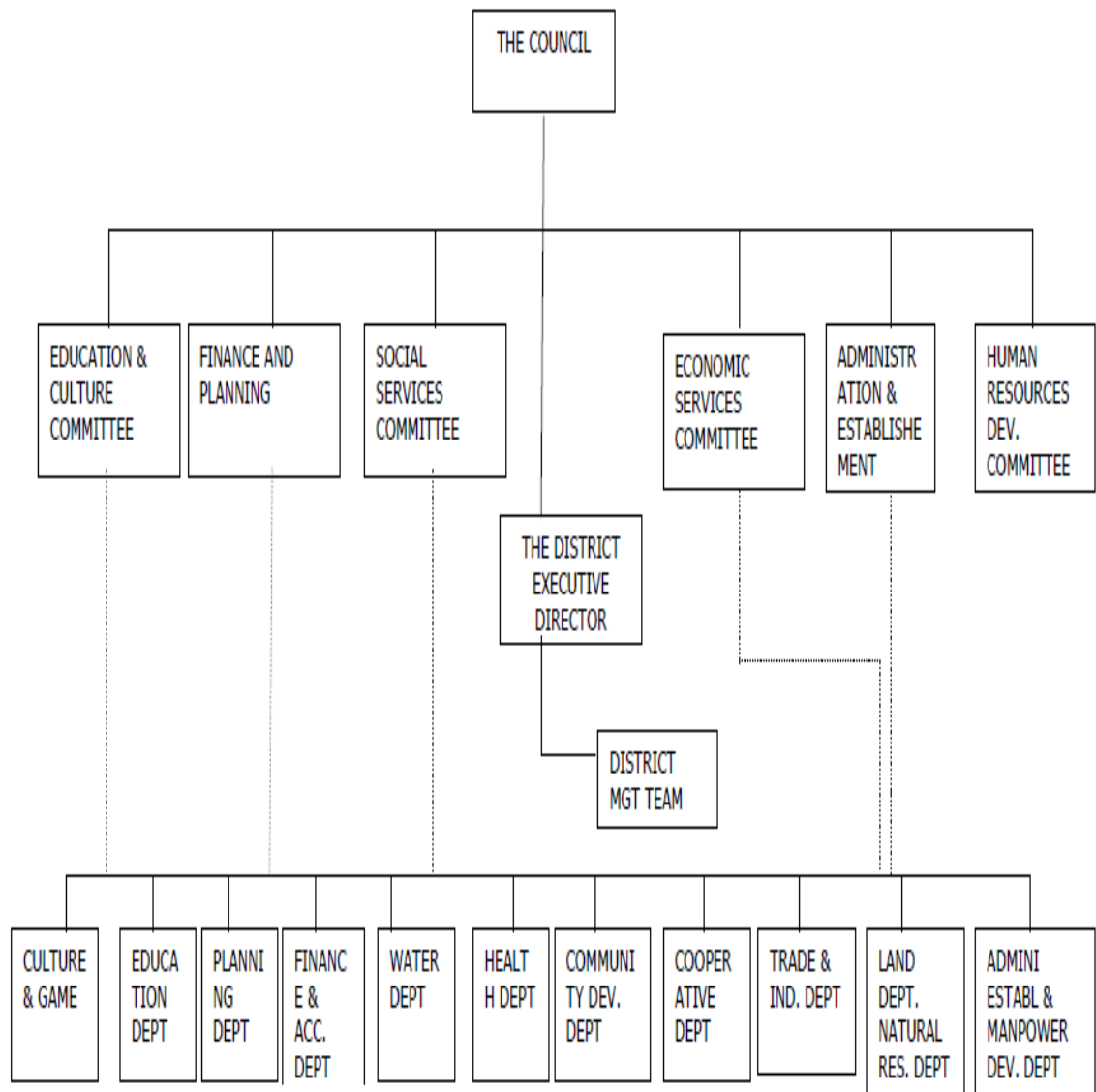
Wood et al, (2003), *Organizational Behavior: A Global Perspective*, John Willey

APPENDICES

APPENDICES

Appendix I

ORGANIZATION STRUCTURE OF A DISTRICT COUNCIL



Source: *The structure of the Rural Authorities and Urban Authorities as shown by Warioba (1999:101), Max, 1991 (1991:148) (and the Local Government (District Authorities) Act No. 7 of 1982, section 74.*

Appendix II

Research Questionnaires for Heads of Departments, Executive Officer, and Other PPO

I am a student at Mzumbe University pursuing MSc. Human Resource Management. I am doing a study on the factors contributing to conflicts between councilors and PPO in Sengerema District, Tanzania as a compulsory part of my programme. The aim of the research is to assess factors contributing to conflicts between councilors and permanent. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you give will be treated confidentially and your identity will not be exposed.

Instructions:

- Please locate ✓ where suitable along with to the empty gap write a text. Also you can use other extra paper to explain the answers if needed.

A: Demographic character of respondent

1. Sex

1. Male []
2. Female

2. Age

1. 18-20
2. 30-49 []
3. 50-59
4. 60 And above

3. Education Level

1. Primary education
2. Secondary education
3. Certificate and Diploma []
4. First degree
5. Others

4. Occupation

1. Teacher	
2. Medical officer	
3. Administrators	
4. Councilors	
5. Agricultural officials	
6. Livestock officials	
7 Land	
8 Procurement	
9. Others	

5. Mention your position_____ [e.g. HOD, DED, and HM]

B: The causes of conflict between councilors and permanent public officials

6. As the permanent public officials SDC do you know your duties to the Council?

A. Yes ()

B.No ()

7. Do you know the duties of the Councilors to the Council?

A.Yes ()

B.No ()

8. (A) since you started work here at SDC have you ever experienced any clash between Councilors and Permanent Public Officials?

1.Yes	2.No

(B)Please mention the causes of conflict between two groups .

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

9. (A) Do you know the causes of conflict between two groups?

A. Yes []

B. No []

(B) if yes

Can you mention the area of conflict between councilors and permanent public officials?

i. _____

ii. _____

iii. _____

10. (a) Is education among the major causes of conflict in the SDC?

A. Yes []

B. No []

C. The effect/impact of conflict between permanent public officials and councilors

11. (A). Is there any effect/impact of misunderstanding between councilors and PPO in your council?

A. Yes

B. No []

C. I don't know

Can you mention the effects/impact of misunderstanding between two groups in SDC

i. _____

ii. _____

iii. _____

iv. _____

v. _____

12. (A) can conflict brought something positive/constructive impact in SDC

A. Yes

B. No []

C. I don't know

(B) If yes mentions the positive effect/impact of the conflict between two groups.

i. _____

ii. _____

iii. _____

iv. _____

v. _____

D: Mechanism to control conflict between councilors and permanent public officials

13. Do you think is there any mechanism to control conflict between councilors and permanent public officials?

I. Yes

II. I don't know []

III. No

14. Is there any solution in approaching the problem between two groups?

i. _____

ii. _____

iii. _____

iv. _____

v. _____

15. What procedures in use in SDC to solve the problem between two groups

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

16. What is your proposal on conflict resolution to be taken to resolve to problem?

- i) _____
- ii) _____
- iii) _____
- iv) _____.
- v) _____

Thank you for your cooperation.

Appendices II

QUESTIONNAIRS PREPARED FOR COUNCILORS AT SENGEREMA DISTRICT COUNCIL.

I am a student at Mzumbe University pursuing MSc. Human Resource Management. I am doing a study on the factors contributing to conflict between councilors and permanent public officials Sengerema District, Tanzania as a compulsory part of my programme. The aim of the research is to assess the factors contributing to conflict between councilors and permanent public officials?

I: The profile of respondents

1. Sex

A. Male

B. Female []

2. Age of respondents

A. 18-29

B. 30-49 []

C. 50-59

D. 60 and above

3. Education level of respondents

1. Primary education

2. Secondary education []

3. Higher education

4. Other

4. A part from being a councilor what is your professional?

1. Teacher

2. Medical officer

3. Accountant []

4. other

II: The causes of conflict between councilors and permanent public officials

5. As Councilors do you know your duties?

- i) _____
- ii) _____
- iii) _____
- iv) _____

6. (a) As the Councilor do you the duties of the PPO?

- A. I know []
- B. No

(b) Mention below the duties of PPO.

- i) _____
- ii) _____
- iii) _____
- iv) _____

7. (a) Did you ever experienced or see misunderstanding between Councilors he PPO?

- A. I know
- B. I don't know []
- C. No

(b) Can you list down areas of conflict between two groups?

- i _____
- ii _____
- iii _____
- iv _____

8. Outline the causes of conflict between Councilors and PPO?

- A. _____
- B. _____
- C. _____
- D. _____

9. IS there any method applied by this Council on Eliminating on Minimize conflict between two groups?

- A. _____
- B. _____
- C. _____
- D. _____

10. Please propose a variety of method which can be used to repudiate or minimize the problem.

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

11. (a) To what degree cash contributing to conflict to misunderstanding between two group ?

- I. low degree []
- II. High degree []

(b) Explain _____

III. Effect/impact of misunderstanding between Councilors and PPO?

12. List down the effects of misunderstanding between two groups in your council?

- A. _____
- B. _____
- C. _____
- D. _____

IV: Mechanism to control conflict between councilors and permanent public officials

13. a. Did you undergo any seminars on your roles as Councilors?

1. Yes []
2. No

b. Please list down the Seminars you attended

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____

14. Is the Seminars attended productive to your duties?

1. Productive
2. Not productive []
3. Very productive

Thank you for your time

DODOSO KWA MADIWANI

Mimi mwanafunzi wa chuo kikuu cha Mzumbe,ninaesoma shaadaya udhamili rasilimali watu (MSc. Human Resource Management). Nina fanya utafiti juu ya chanzo cha migongano kati ya madiwani na watendaji waserikali katika halmashauri ya SengeremaTanzania ikiwa ni sehemu mojawapo ya mtaala katika masomo yangu. Lengo la utafiti huu ni kufanya tathimini juu ya visababishi vya migongano kati ya madiwani na watendaji wa halmashauri.Hivyo basi utakuwa umenisaidia sana kama utatumia dakika chache kujaza dodoso ili.Taharifa utakazo zitoa zitakuwa siri na sitotoa siri hiyo.

Maelekezo

- Tafadhari weka alama ya ✓ pale inapohitajika na jaza nafasi zilizoachwa wazi .Pia unaweza kutumia karatasi ya ziada kutolea maelezo pale inapohitajika.

SEHEMU YA KWANZA

A: Taarifa za mtu binafsi

1. Jinsi

i) Me	ii) Ke

2. Umri (Mwaka)

i) 18-29	ii) 30 – 49	iii) 50-59	iv) 60 na Zaidi

3. Kiwango cha elimu

- i) Elimu ya msingi
- ii) Elimu ya sekondari []
- iii) Elimu ya chuo
- iv) Elimu nyingine

4. Kazi unayo fanya kwa sasa

i) Mwalimu	
ii) Afisa wa Afya	
iii) Diwani	
iv) Nyingine (Taja)	

5.Taja cheo/nafasi ulionayo_____ [Mf. Mwenyekiti, and HM]

SEHEMU YA PILI.

Visababishi vya migongano kati ya madiwani na watumishi wakudumu wa halmashauri.

6. Je kama diwani kazi zako ni zipi katika Halmashauri?

- i) _____
- ii) _____
- iii) _____
- iv) _____

7. Je unajua Kazi za watumishi wa kudumu wa Halmashauri?

- 1. Najua
- 2. Sijuhi []

8. Taja kazi zinazofanywa na watumishi wa kudumu wa Halmashauri

- i) _____
- ii) _____
- iii) _____
- iv) _____

9. Je umesha shuhudia mgongano wowote waki uongozi baina ya Watumishi wa halmashauri na Madiwani.

- 1.Nimewah shuhudia
- 2.Sijawahi shuhudia []

10. Taja maeneo ya migongano hapa chini.

- A. _____
- B. _____
- C. _____
- D. _____

11. (a) Kwa mtazamo wako kati ya makundi mawili nani chanzo katika halmashauri ya Sengerema?

1. Watendaji

2. Madiwani []

3. Sijuhii

(b) Unaweza kutueleza kivihi _____

12. Taja visababishi vya migongano baina ya makundi mawili

- A. _____
- B. _____
- C. _____
- D. _____

SEHEMU YA TATU

Athari za migongano baina ya madiwani na watendaji wa halmashauri

13. Kuna athari zipi pakiwa na migongano kati ya madiwani na watendaji wa halmashauri?

Zitaje _____

14. (a) Unadhani migongano hiyo inafaida yeyote katika utendaji wa halmashauri

1. Ndiyo	
2. Hapana	

(b) Kama jibu namba 14a ni ndiyo, orodhesha hapa chini faida zake

- A. _____
- B. _____
- C. _____

SEHEMU YA NNE

Mbinu zinazo tumika na halmashauri kuondoa au kupunguza migongano

15. Unazani Sengerema inatumia mbinu gani katika kukabiliana na Migonano?

- i) _____
- ii) _____
- iii) _____

16. (I) Unaweza sema kwa kiwango gani kiwango cha elimu cha madiwadi kinakuwa chanzo cha migongano?

I.Haichangii kabisa

II.Kiasi kidogo []

III.Kiasi Kikubwa

(II)Kwavipi?

17. Taja mbinu unazodhani zinaweza kuondoa kabisa migongano hiyo hapa katika halmashauri ya Sengerema.

- A. _____
- B. _____
- C. _____
- D. _____

18. (I) Je pesa inaweza sababisha migongano baina ya pande mbili?

A.Ndiyo []

B. Hapana []

(II)Kwavipi?

Toa maelezo_____

19. (a) Umesha hudhuria Mafunzo yoyote kuusu wajibu wa diwani katika halmashauri juu?

A.Nimewahi Hudhuria []

B. Sijawahi hudhuria []

(b). Taja mafunzo ambayo umewahi hudhuria.

- I. _____
- II. _____
- III. _____
- IV. _____

20(a)Unaweza sema kiviipi mafunzo uliyo hudhuria yame kusaidia?

- A. Sana tu
- B. Kiasi []
- C. Kawaida
- D. Hazija ni saidia kabisa

(b)Eleza

ASANTE SANA

Appendices IV

Interview guide to HODs, HOSs and DED

The interview guide questions intended to seek information on the factors contributing to the conflict between councilors and permanent public officials.

Question 1: When did you start working at Sengerema District Council?

Question 2: What is your occupation?

Question 3: What is your level of education?

Question 4: Have you ever experience/witness misunderstanding between councilors and permanent public officials?

Question 5: What are your duties and your rights?

Question 6: What do you think could be the Causes of conflict between councilors and permanent public officials?

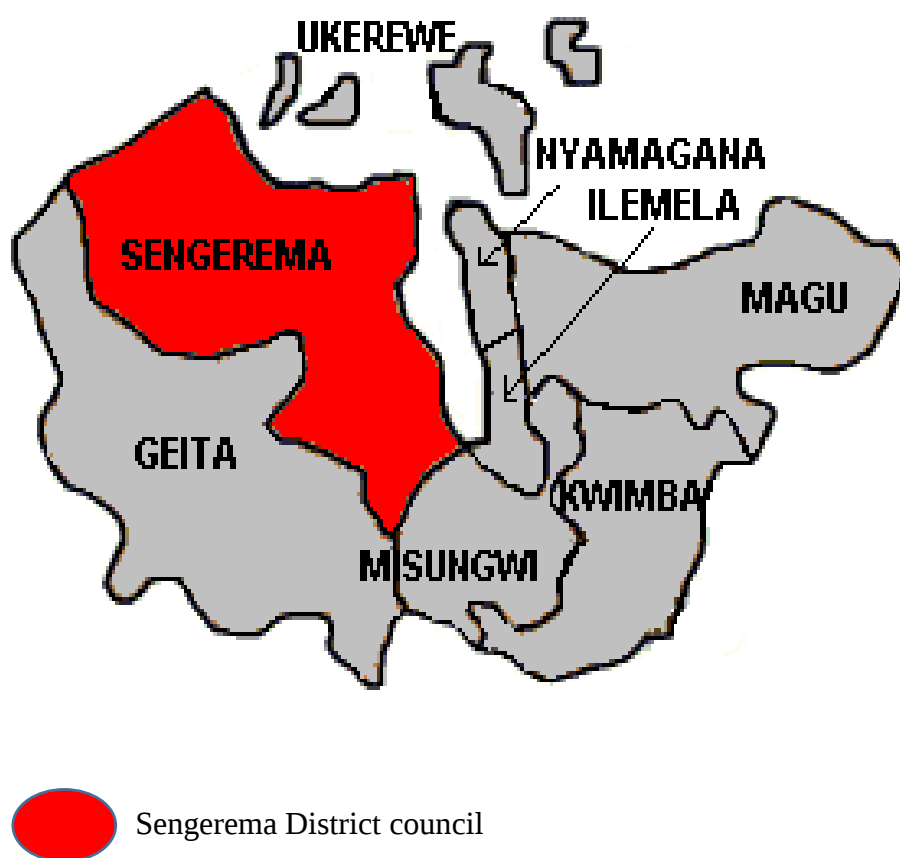
Question 7: Is the money/allowances among the causes of conflict between councilors and permanent public officials?

Question 8: What do you think could be the effect of conflict between councilors and permanent?

Question 9: What do you think could be done to ensure that conflict between councilors and permanent public officials is minimized /avoided?

Question 10: What is your opinion on the causes of conflict between councilors and permanent public officials?

MAP OF Sengerema District Council



Appendix VI

QUESTIONNAIRE CODES WILL BE ADMINISTERED TO EMPLOYEES OF Sengerema District Council on the study of the Factors contributing to conflict between councilors and permanent public officials.

Question 1 : Respondents Gender

Code Name: Gender

Male = 1

Female = 2

Question 2. Code Name: Age of the respondent

18 – 29 years = 1

30 – 49 years = 2

50 – 60 years = 3

Question 3. Level of education

Primary education = 1

Secondary education = 2

Certificate to Diploma = 3

Advanced dip to Master = 4

Others = 5

Question 4

Code Name: Occupation of respondent

Teacher = 1

Medical officer = 2

Administrators & HR = 3

Councilors = 4

Agriculture official = 5

Livestock officials = 6

Land officials = 7

Procurement official s = 8

Other = 9

Question 5

Code name: Have you ever experienced or witnessed conflict or misunderstanding between councilors permanent public officials

Yes = 1

No = 2

Question 6

Code name: Mention the causes of conflict/misunderstanding between councilors and permanent public officials

Personal interest = 1

Limit of resources = 2

Low level of education = 3

Power conflict = 4

Different priorities = 5

Allowances = 6

Other causatives = 7

Question 7

Code name: Is conflict between councilors and permanent public officials has any effect to the organization?

Yes = 1

No = 2

I don't know = 3

Question 8

Code name: If yes specify how---?

Creativity = 1

Group cohesiveness = 2

Release of tension = 3

If others specify = 5

Question 11

Code name: Do you think is there any mechanism to control conflict between councilors and permanent public officials.

Yes	=	1
No	=	2
I don't know	=	3

Question 12

Code name: If yes, which mechanism do you have?

Discipline committee	=	1
Seminars	=	2
Mediation	=	4
Informal discussion	=	5
Others ways	=	6

Question 13

Code name: good approach of solving conflict

Corroboration	=	1
Avoidance	=	2
Compromising	=	3
Negotiation	=	4
Others	=	5

Question 14 Measures proposed to be taken

To provide Education	=	1
To avoid politics in professional	=	2
To minimize power of the councilors	=	3
Councilors to have power of terminating	=	4
Others	=	5

Question 15

Code name: If yes does it have positive or negative impact?

(a) Negative impact

Loses of resources	=	1
Wasting of time	=	2
Stress	=	3
Unfinished project	=	4
Demoralization	=	5
Others	=	6

(b) Positive effect

Improve performance	=	1
Creativity	=	2
Group cohesiveness	=	3
Others	=	4
Don't know	=	5