

**CONFLICT MANAGEMENT IN LOCAL GOVERNMENT AUTHORITIES: A
CASE STUDY OF BUNDA DISTRICT COUNCIL**

**CONFLICT MANAGEMENT IN LOCAL GOVERNMENT AUTHORITIES: A
CASE STUDY OF BUNDA DISTRICT COUNCIL**

By

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**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Award
of Master of Science in Human Resource Management (MSc – HRM) of Mzumbe
University**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled; Conflict Management in Local Government Authorities; a case study of Bunda District Council, Mara, Tanzania in partial fulfilment of the requirements for the award of degree of Master of Science in Human Resource Management (MSc – HRM) of Mzumbe University.

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DEDICATION

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ABSTRACT

The study intended to investigate conflict management practices in Local Government Authorities particularly in Bunda District Council. The specific objectives of the study were: to identify types of conflict which existed in Bunda District Council, to find out areas of conflict, causes of conflict, effects of conflict on performance and the styles or strategies for managing conflict in Bunda District Council. A sample of 100 respondents was selected and the data were collected by using a questionnaire, interviews and documentary review.

The research findings revealed that the conflicts which occurred in Bunda district council were goal conflicts, scarce resource conflicts, authority conflicts and procedural conflicts. Those conflicts were caused by lack of teamwork, scarce of resources, differences in attitudes, perception and values and poor communication. The conflict which existed in BDC had both positive and negative effects on performance. The major strategies or styles used in solving conflict in Bunda District Council were bargaining, meetings, compromising, accommodating and avoidance.

The researcher recommends the following measures to minimize the occurrence of conflicts in the council: there should be regular meetings, sound TNA and comprehensive training programme, looking for new source of funds to finance various projects, fairness in promotion, use of clear rules, regulations, vision and mission, good communication, instituting effective mechanisms for dealing with employees complaints, developing strong employees management skills through sharing information, motivating staff and providing feedback, orientation to new and experienced employees.

Therefore, on the basis of the findings of the study, it is concluded that there is no one particular style that can be used to solve every conflict. The success or failure in solving any particular conflict is determined by the style used in handling that

conflict. The Council should facilitate and support a culture of healthy response to conflict. Unsolved Conflict affects relationship, productivity, profitability and prosperity of the Councils in LGAs.

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LIST OF ABBREVIATIONS AND ACRONYMS

BDC	-	Bunda District Council
CBG	-	Capacity Building Grant
CWT	-	Chama cha Walimu Tanzania
CMT	-	Council Management Team
DED	-	District Executive Director
GVT	-	Government
HCMIS	-	Human Capital Management Information System
HOD	-	Head of Department
HOs	-	Head of Sections
LGAs	-	Local Government Authorities
MOF	-	Ministry of Finance
PMO –RALG	-	Prime Ministers’ Office Regional Administrative and Local Government
PO- PSM	-	President’s Office Public Service Management
TALGWU	-	Tanzania Local Government Workers Union
TNA	-	Training Needs Assessment
TUGHE	-	Tanzania Union of Government and Health Employees
VEOs	-	Village Executive Officers
WEOs	-	Ward Executive Officers

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides an introduction to this dissertation; it consists of eight sections: section one is about background to the problem; section two is a statement of the problem; section three focuses on objectives of the study; section four is about the research questions; section five is significance of the study; section six is the delimitation of the study; section seven is about the limitations of the study; and section eight is the organization of the report.

1.2 Background to the study

Conflict is common in all aspects of life and exists at all levels. Accordingly, the task of managing conflict is an essential one for leaders in Local Government Authority (Green, 1984; Marion, 1995). Conflict is inevitable in workplace settings and can arise between co-workers, supervisors and subordinates or between employees and external stakeholders. Managing conflict is a key management competency, and all employees should study and practice effective conflict management skills to maintain positive and healthy work environment.

Conflict is an endemic problem of any social situation. Whenever people who have different goals and different outlooks on life come together, conflict is inevitable. Finding a way to manage these natural conflicts and limit them is crucially important in Local Government Authorities. Conflict distracts from work, so reducing it will improve an organization's effectiveness performance. Conflict management strategies can be measured to gauge their effectiveness. Conflict and its outcomes are crucial to the study of individuals and teams within organizations. Relationship conflict, due to its personal and emotional nature, has been shown to interfere with team performance and decreases satisfaction (De Dreu & Weingart, 2003)

Kreiter and Kinick (2011) stipulate that, the evolution of conflict resolution can be traced back to the 20th century and argue that conflict resolution is about active management of both functional and dysfunctional conflicts.

Conflict can be a serious problem in an organization; it creates chaotic conditions that make nearly impossible for employees to work together. On the other side, conflict has the positive side that it improves the quality of decision, stimulates creativity and innovation, encourages interest and curiosity among group members and provides the medium through which views can be aired and tensions released. Also, it fosters an environment of self-evaluation and change (Robbins, 2001)

The history of LGAs in Tanzania shows the existence of conflict between the Councilors and employees, employers and trade unions in councils. Trade unions and employers where the former demand employees' right is an example of conflict in Local Government. A blatant example of conflict in Tanzania is the one between Government and CWT about rights of Teachers. Also, differences of values between Christians' and Muslims in Tanzania have resulted in several covert and overt conflicts. Recently, in Dar es Salaam, Muslims burnt down and destroyed churches at Mbagala due to different ideologies on their beliefs. This led to several physical and mental confrontations with the Government (The Guardian October, 2012)

Salary delays for primary and secondary schools newly recruited teachers in Councils caused conflict with employers in 2013. The problem reached a point where teachers took their complaints direct to the Ministry of education and vocation training and the Deputy Director of teachers department in the Ministry of education and vocation training H. Lihawa admitted that salary delays for primary and secondary schools teachers have resulted in teachers' poor performance. (The Guardian 31st July, 2013)

Thomas (2000) in his report stipulates that management spends about 25% of the time per week dealing with conflict resolution as well as 75% of managers spend their time

on solving conflicts in most organization, he argued that management takes more time to solve conflicts rather than in productivity.

Therefore, this study intended to investigate on the types, areas, and causes, effects of conflict on performance, and methods or strategies to manage conflict in LGAs.

1.3 Statement of the problem

Conflict in Local Government Authorities is inevitable and now is becoming more evident that management of conflict is something that needs to be recognized and solved. Conflict between Councilors, District Executive Directors and employees has been exists in the Councils. Conflicts in LGAs may be influenced by Council priorities, budget constraints, national priorities, flows of information and planning priorities. Conflict affects the physical and mental health of employees by creating tension, stress, guilt, frustration and hostility (Robbins, 2001)

Conflict in Bunda District Council is a common occurrence resulting from unsolved conflict between Councilors, employer and employees. In 2011/2012, there were three employees in BDC, a land officer, pharmacist and senior driver who decided to resign the job due to conflict with employer. Also there was another conflict that involved the HOD and five employees from different department in which the HOD and the employees were transferred to other Council as a means of avoiding conflict. Furthermore, delay of employees' promotion and salaries after promotion are the claims alleged by Bunda Teachers Association of Tanzania (CWT) to District Executive Director (The Guardian of 13th November, 2012)

The risks for Bunda District Council if the conflict remains unresolved are: reduced motivation, initiatives, poor communication, staff resignation, transfer of employees to another Council, affect decision making, planning and implementation of Council project and hinder prosperity of the Council. This study aimed to find out the types, areas, causes, effects of conflict on performance and styles or strategies to manage conflict in Bunda District Council.

1.4 Research Objectives

1.4.1 General Objective

The general objective of the study was to investigate the conflict management practices in LGAs.

1.4.2 Specific Objectives

- (a) To identify types of conflict available in Bunda District Council.
- (b) To find out areas of conflict found in Bunda District Council.
- (c) To find out the causes of conflict in Bunda District Council.
- (d) To find out the effects of conflict on performance.
- (e) To examine the styles for managing conflict in Bunda District Council.

1.5 Research questions

- (a) What types of conflict exist in Bunda District Council?
- (b) Which areas of conflict are found at Bunda District Council?
- (c) What are the causes of conflict in Bunda District Council?
- (d) To what extent does conflict affect performance?
- (e) What are the available styles or strategies for Conflict management in Bunda District Council?

1.6 Significance of the study

Identifying styles or strategies of conflict management in LGAs is important since it increases performance and reduces tension and stress among Councilors, employer and staff. This study is helpful in LGAs in the process of handling and managing conflicts. It is helpful in identifying the main types, areas, causes, effects and successful methods for managing conflict at work places. The study will be useful for policy and decision makers at the level of LGAs in formulating appropriate policies and strategies which will be geared towards establishing mechanisms for reducing conflict between Councilors, employers and employees.

The study may help practitioners to understand better on how to manage conflict and become more effective in the conflict management process. Likewise, the study will help and provide important inputs to management in managing conflict effectively. It will enable the BDC to use the research findings as a guide for conducting Councilors and employee assessment in terms of their competencies in managing conflict and improve service delivery to citizens, improve decision making process and enhance good relationship between Councilors, employers and employees in LGAs.

The findings of the study will be used as an empirical literature and a benchmark for other researchers who will be interested in the area especially on the strategies for managing conflict in LGAs. Also, this study to me, it is important for partial fulfillment of the requirement for award of Master of Science Degree in Human Resource Management.

1.7 Study Delimitation

The study was conducted in Bunda District Council in Mara region, Bunda district council was selected purposively due to the fact that Bunda is one of the councils where different types of conflicts and the researcher was familiar with the Council in which it provided opportunity for in-depth study.

The study was confined to determining the successful methods of conflict management in LGAs. The study identified types of conflict that exists, areas, causes of conflict, and methods for managing conflict in Local Government Authorities particularly in Bunda District Council where the study was carried out. The outcomes of the study have impact on the prosperity of the councils in terms of accountability and participation on decision making at council level.

1.8 Study Limitations

The researcher encountered a number of limitations during the study as noted here: firstly, limited financial resources due to inadequate financial support. Thus, the researcher had to use own resources not allocated for the study. Furthermore, the time

allocated for the study was not enough to undergo an intensive study since the researcher was also busy with her office activities where she was employed. To resolve these limitations, the research budget was minimized and kept the study under control by focusing on only one district in order to manage the study within allocated time.

1.9 Organization of the Dissertation

This report consists of five chapters. The first chapter presents the introduction, background of the study, statement of the problem, research objectives, research questions, significance, limitations and delimitation of the study.

The second chapter covers the literature review of the research topic. It focuses on the concept of conflict, nature of organizational conflict, different views about organizational conflict, conflict process, levels of conflict, types, causes, effects of conflict on performance, styles for managing conflict, theoretical review, empirical review of the literature, synthesis of the literature review, conceptual framework, and knowledge gap.

The third chapter presents the methodology of the study. It covers the area of the study, research design, study population, sample size, sampling techniques and procedures, operationalization of variables, data collection methods, data analysis and summary of the chapter.

The fourth chapter presents the findings, analysis and discussion of the findings obtained from respondents during the study based on the research questions.

The fifth chapter provides the summary, conclusion, policy implications based on objectives of the study and recommendations addressed to LGAs and for the later researcher.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of literature about conflict management strategies. The first section focuses on the concept of conflict, its nature, different views about conflict, conflict process, levels, types, causes, effects of conflict on performance and styles for managing conflict. Section two is theoretical review, section three is empirical review of the literature, section four is the synthesis, section five is the conceptual framework and the last section is knowledge gap.

2.1 The concept of conflict

Babyegeya (2002: 219) defines conflict as a breakdown of communication between members of an institution or situation where decision are not well understood, hence causing difficulty in selecting an alternative action. Shmidt and Kochan (1972:357) define conflict as a struggle between two parties and characterized by overt expression of hostility and or intentional interference in the goal attainment of the opposing party.

Lippit (1982:68) contends that conflict is a complex phenomenon that occurs in an institution and in work relationship. Lippit further defines conflict as the process which begins when one party perceives that the other has frustrated or is about to frustrate some concern of his/hers. Hence, conflict is caused by unlike points of view.

Darling and Walker (2001:230) viewed conflict as a situation in which it becomes impossible for two or more individuals operating within a unit to exist together. As a situation, conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different

individuals or groups are incompatible with each other. This results in a situation whereby they frustrate each other in an attempt to achieve their objectives.

Therefore, conflict is a disagreement of ideas, interests, values and beliefs that occurs between one individual and another or one group or department and another or one organization and another or one country and another. Perceptions, attitudes and styles play an important role in determining whether a conflict leads to beneficial or destructive outcomes

2.1.1 Nature of Organization conflicts

Gupta (2001) suggested the following features of conflict;

- Conflict occurs when two or more parties pursue mutually exclusive goals, values or events since these values or goals are incompatible, one or more values can be pursued only at the cost of another.
- Conflicts refer to deliberate behaviours. If one party does not block the achievement of goal of other deliberately it does not amount to conflicts. Accident interference is immaterial.
- Conflict is different from competition, in conflict one party sees an opportunity to acquire resource or perform activity, in competition both parties may try to win but neither party actively interferes with the other.
- Conflicts are the opposite of cooperation, which implies mutual trust and confidence among employees in an organization. They see the common super coordinate goal and cope willing to help each achieving the goal. Cooperation is essential for the successful functioning of every organization. On the other hand, conflict determines the survival and growth of an organization except in some cases when the member of the organization fails to see the common goal. As the conflict arises it becomes too attached to their narrow departmental personal goals which come in conflict with the achievement of the overall organizational goal.

- Conflicts are dynamic process, it indicates a series of events and each conflict is made of sequence of interlocking conflict episodes.

2.1.2 Different views about organizational conflict

Different authors suggest three schools of thought about conflicts, these are; traditionalist view, human relation view, and interactionist view. According to Robbins (2001) the following are views about organizational conflict.

2.1.2.1 Traditionalist view

The early approach to conflict assumed that all conflict was bad. Conflict, by definition, was harmful and was to be avoided. The traditional view was consistent with the attitudes that prevailed about group behaviour in the 1930s and 1940s. Conflict was seen as a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees.

Robbins (2001) argues that conflict must be avoided. Conflicts were viewed negatively and were synonymously with such terms as violence; destruction and irrationality to reinforce its negative connotation. Hence, it was seen as a dysfunctional outcome resulting from poor communication, lack of openness and the future of manager was to be responsible to the needs and aspirations of their employees.

Annie (2013) advocates that conflicts are a dysfunctional, destructive and irrational usually caused by poor communication, a lack of trust, or a failure to be responsible to the needs of others.

2.1.2.2 Human relations view

The human relations position argued that conflict was a natural occurrence in all groups and organizations. Since conflict was inevitable, the human relations school

advocated acceptance of conflict. Proponents rationalized its existence: It cannot be eliminated, and there are even times when conflict may benefit a group's performance. The human relations view dominated conflict theory from the late 1940s through the mid-1970s (Robbins 2001). Conflict is natural in groups and organizations. It may even be beneficial in some occasions; hence one has to learn to live with it (Annie, 2013)

2.1.2.3 Interactionist view

While the human relations approach accepted conflict, the interactionist approach encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to making an organisation become static, apathetic, and nonresponsive to needs for change and innovation. The major contribution of the interactionist approach, therefore, is encouraging group leaders to maintain an ongoing minimum level of conflict enough to keep the group viable, self-critical and creative (Robbins, 2001). The argument is that without conflict, we become static and non-responsive. Conflict keeps us viable and creative (Annie, 2013)

2.1.3 The conflict process

Robbins (2001) argues that conflict can be seen as comprising five stages; potential opposition or incompatibility, cognition and personalization, intentions, behaviours and outcomes.

Stage I: Potential Opposition or Incompatibility

The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. They need not lead directly to conflict, but one of these conditions is necessary if conflict is to arise. For simplicity's sake, these conditions (which also may be looked at as causes or sources of conflict) have been condensed into three general categories: communication, structure, and personal variables.

Stage II: Cognition and Personalization

If the conditions cited in Stage I negatively affect something that one party cares about, then the potential for opposition or incompatibility becomes actualized in the second stage. The antecedent conditions can only lead to conflict when one or more of the parties are affected by and aware of the conflict.

As noted in definition of conflict, perception is required. Therefore, one or more of the parties must be aware of the existence of the antecedent conditions. However, because a conflict is perceived does not mean that it is personalized. In other words, "A may be aware that B and A are in serious disagreement but it may not make A tense or anxious, and it may have no effect whatsoever on A's affection toward B. It is at the felt level, when individuals become emotionally involved, that parties experience anxiety, tension, frustration or hostility.

Stage III: Intentions

Intentions intervene between people's perceptions and emotions and their overt behaviour. These intentions are decisions to act in a given way. Why are intentions separated out as a distinct stage? You have to infer the other's intent in order to know how to respond to that other's behaviour. A lot of conflicts are escalated merely by one party attributing the wrong intentions to the other party. Additionally, there is typically a great deal of slippage between intentions and behaviour, so that behaviour does not always accurately reflect a person's intentions. Two dimensions of conflict handling intentions are by using cooperativeness (one party attempts to satisfy the other party's concerns), assertiveness (one party attempts to satisfy his or her own concerns). Five conflict-handling intentions can be identified: competing (assertive and uncooperative), collaborating (assertive and cooperative), avoiding (unassertive and uncooperative), accommodating (unassertive and cooperative), and compromising (midrange on both assertiveness and cooperative).

Stage IV: Behaviour

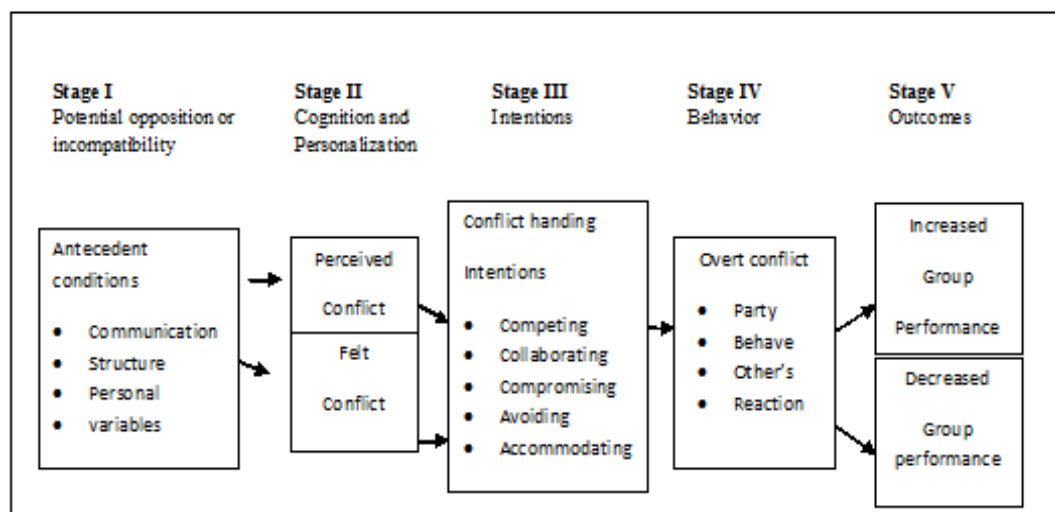
When most people think of conflict situations, they tend to focus on Stage IV because this is where conflicts become visible. The behaviour stage includes the statements, actions, and reactions made by the conflicting parties.

These conflict behaviours are usually overt attempts to implement each party's intentions. But these behaviours have a stimulus quality that is separate from intentions. As a result of miscalculations or unskilled enactments, overt behaviours sometimes deviate from original intention.

Stage V: Outcomes

The action-reaction interplay between the conflicting parties results in consequences. As our model (see figure 2.1) demonstrates, these outcomes may be functional in that the conflict results in an improvement in the group's performance, or dysfunctional in that it hinders group performance. Figure 2.1 shows the conflict process

Figure 2.1: Conflict process



Source: Robbins, 2001

Functional outcomes

Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tensions released, and fosters an environment of self-evaluation and change. The evidence suggests that conflict can improve the quality of decision making by allowing all points, particularly the ones that are unusual or held by a minority, to be weighed in important decisions (Robbins, 2001)

Dysfunctional outcomes

The destructive consequences of conflict upon a group or organization's performance are retarding of communication, reductions in group cohesiveness, and subordination of group goals to the primacy of infighting between members. At the extreme, conflict can bring group functioning to a halt and potentially threaten the group's survival.

2.1.4 Levels of conflict

Working in an organization means to be involved in a conflict, as people working together have various personalities and different views on life. Consequently, they can't avoid conflicts in the workplace (Aula & Siira, 2010) generally; there are four levels of organizational conflict (Wood et al., 2003)

2.1.4.1 Interpersonal conflict

Interpersonal conflict is a conflict that occurs within the individuals as a result of actual or perceived pressures from incompatible goals or expectations. The result of this conflict is commonly in the form of tensions and frustrations which ultimately affect the individual performance (Wood et al., 2003:598). Interpersonal conflict is a

conflict that can take an interpersonal form. The sources of this conflict may be personal dislikes or personality differences (Gareth & Jennifer, 2008).

2.1.4.2 Intragroup conflict

Intragroup conflict is the conflict within an internal group, team or department. This type of conflict involves more than one person within a group (Gareth & Jennifer, 2008). The harmony within departments of the company is essential. It helps to maintain productivity and workplace morale, among other things. When two or more people do not get along together, that personal conflict can affect everyone around them. Intra group conflict may be connected with ethnic, religious or gender prejudice, and also various personality differences.

2.1.4.3 Intergroup conflict

Intergroup conflict is the conflict between different groups, teams and departments. One group of employees can unite against other group; such conflicts can arise from the differences in status and contradicting goals of the groups. Intergroup conflict usually leads to miscommunication, affecting an organization's ability to function (Green, 2012)

Conflict between different groups or teams can become a threat to organizational competitiveness; members exaggerate differences between their group and other groups. In-group thinking is inseparable part of organizational life, which is why it guarantees a conflict. Managers cannot eliminate in-group thinking, but they shouldn't ignore it (Kinicki & Kreitner, 2008).

2.1.4.4 Inter organizational conflict

Inter organizational conflict is the conflict between different organizations (Jones & George, 2008). Organizational conflict is a conflict between institution and another occurs when goals and objectives of the institution are incompatible with the social

values and standard of the society. It takes the form of an institution versus group conflict (Wood et al., 2003)

2.1.5 Types of conflict

Some researchers outlined conflict into two major aspects, constructive and destructive.

Constructive conflict

Constructive conflict, otherwise known as constructive controversy, is defined as situations when one person's ideas, information, conclusions, theories, and opinions are incompatible with those of another, and the two seek to reach an agreement (Johnson, & Tjosvold, 2006: 70-71). Constructive conflict can lead to, easier transitions in change, increased effectiveness, better communication, increased involvement, increased productivity, and improved problem solving quality (Haas, 1999; Lippit, 1982; Tjosvold, 2006).

Destructive conflict

Destructive conflict is defined as a social situation in which there are perceived incompatibilities in goals or values between two (or more) parties, attempts by the parties to control one another, and antagonistic feelings toward each other (Fischer, 2006: 178). Destructive conflict has been found to lead to uncivil behaviours in the workplace. Consequently, an increase in workplace incivility negatively influences workers' health, attitudes, and performance (Fischer, 2006; Rahim, 2001)

Despite these categories, conflict is an inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible.

Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to

some extent, conformity within a group. People who seek power therefore struggle with others for position or status within the group.

Pondy (1967) identified three types of conflict in organizations; bargaining conflict, bureaucratic conflict, and systems conflict.

Galabawa (2000) also identified the types of conflict; these are procedural conflict, cognitive conflict, affective conflict and goal conflict.

2.1.5.1 Procedural conflict

It is very common that in institution the management and the employees may differ in the methods, ways and means of making decision or solving problems. These differences amounts to procedural conflict, it means that in all cases, where the employees or other people differ over the process of resolving matters as procedural conflict occur. The most common procedural conflict occurs in negotiations between trade unions and management. The conflict resulted in several industrial actions leading to disruptions of the day to day activities.

2.1.5.2 Cognitive conflict

Cognitive conflict, which is a common form of conflict among individuals, occurs when there is an incompatibility of ideas and thoughts within one individual or individuals. In some cases, it is referred to as an individual conflict. It is often occurs when an individual has two different ideas on solving a problem, where upon it becomes difficult to decide on which idea to adopt. In this case, if the situation prolongs, a cognitive conflict occurs (Galabawa, 2000: 72)

2.1.5.3 Affective conflict

When industrial experience differences of feeling and emotions are incompatible within an individual or between individuals, affective conflict occurs. Although it is difficult to openly experience differences of feeling and emotions between

individuals, it is very common the two individuals may have different feelings about the same situation. For example two employees could experience different feelings when discussing issues of their section. One could experience positive feelings about the decision and another could threaten. This would certainly result in affective conflict between these two employees (Galabawa, 2000: 72)

2.1.5.4 Goal Conflict

Goal conflict usually occurs when for example, the subordinates view on the productivity standards or performance indicators become incompatible or totally contrary to the views of their supervisors. In this case a goal conflict occurs because the subordinate and the superior do not agree on what should be achieved (Galabawa, 2000:72)

2.1.5.5 Scarce resource conflict

Babyegeya (2000: 219) classifies conflict according to resources. A scarce resource conflict is the conflict which takes place when there are insufficient resources in an institution. This happens when some members in certain departments start complaining that other departments are favored in resource distribution while others are disfavored or ignored.

2.1.5.6 Authority conflict

Authority conflict is a conflict which emanates from improper use of authority by the administration, or the subordinates question the appropriateness of the authority. Some of the administrators resort to the authoritarian powers in their operations. They believe that every member of the group should listen and obey orders. The subordinates for various reasons may resist these orders and a result is a clash between the administrators and the subordinators. On the other hand, subordinates may challenge the administrator or the authority, not because they do not believe that

the institution should have a manager, but because the manager may be considered incapable or unfit for the position. Offensive and defensive behaviours become the order of the day between the manager and the staff. (Babyegeya, 2002: 220)

2.1.5.7 Interdependence conflict

Interdependence conflict is the type of conflict which flow out from work relationship and the need to work together. During the execution of functions the groups may use different strategies in accomplishing the work. Or one group may not see to cooperate with another group because of perceiving themselves as being more important than others. This can cause clashes or reduced cooperation between the groups leading to poor performance. (Babyegeya, 2002: 221)

2.1.6 Causes of conflict

Terry (1983: 83-84) argues that whenever people are closely associated and particularly in pursuit of common goals, it is reasonable to assume that given sufficient time, differences will occur among them. The following causes of conflict from different scholars can be described in detail as follows:

2.1.6.1 Competition for resources

The scarcer the supply of resources relative to amount needed by rival parties, and more important the resource are to them , the greater the likelihood of a conflict developing and for its intensity to increase. In Tanzania government scarcity of resources is a major source of conflict. (Babyegeya, 2002: 220)

2.1.6.2 Task interdependence

When two individuals or two groups are in the same way depending upon each other for successful performance of their tasks, conflicts is likely to occur if the two parties have goals or priorities (Wexley, 1988:194). For example, when Councilors suspend

the general budget of the Council to be discussed and passed after Finance and Planning Committee passed it, financial experts may be in confrontation with finance committee and full council representatives, hence in such circumstance conflict becomes inevitable.

2.1.6.3 Status problems

Individual status in an institution results in conflict. This is very common in the army where status profiles a lot on the actions performed. In an institution, however conflict may occur when a department tries to improve its status while other departments perceive this as a threat to their own position in the status hierarchy. Another example is that an institution where there are perceived inequities in rewards, job assignments, working conditions and status symbols, status conflict may also occur. The price of service rendered should be fair and satisfactory to both employees and employer (Galabawa, 2000: 41 and 53)

2.1.6.4 Communication barriers

Robbins (1983:146) contends that inadequate communication also has the potential to worsen conflict situations when either too little or too much communication takes place. Insufficient communication contributes to the development of pseudo conflict by preventing agreement between two parties whose positions are essentially compatible. The absence of adequate channels of communication can also delay attempts to achieve coordination between parties with interdependent tasks.

2.1.6.5 Individual traits

Behaviour is more likely when the parties are high in dogmatism and authoritarianism and in self-esteem. Needs and values also can contribute to the development of conflict. For example, employees with a strong need for independence are likely to have a conflict with their boss if he /she is very authoritarian and supervises closely allowing

little time for autonomy (Gupta, 1990:362). Organizational conflict is also caused by conflict of interest, conflict of values and goal conflict.

Conflict is further exacerbated today by change in technology, global shifting of power, political unrest and financial uncertainties. Causes or sources of conflict can be many and varied. The most common causes are the following: scarcity of resources (finance, equipment, facilities) different attitudes, values or perceptions, disagreements about needs, goals, priorities and interests, poor communication, poor or inadequate organizational structure and lack of teamwork. (Darling and Fogliaso, 1999:384-5)

2.1.7 Effects of conflicts on performance

Conflicts generally can be result in positive and negative aspect as happened in any working places. In positive attitude conflict can increase efficiency and productivity in working place but in negative aspect the conflict reduces production and efficiency and this may lead to the collapsing of an organization.

2.1.7.1 Positive effects of conflict

The positive effects of conflict that support goals of group and improve its performance are known as functional conflict, the listed here are some positive or functional aspects that may occur in the organization (Khanka, 2004)

Conflict helps to establish our identity and independence, intensity of conflict demonstrates the closeness and importance of relationships. Intimate relationships require us to express opposing feelings such as love and anger. The coexistence of these emotions in a relationship creates sharpness when conflicts arise. While the intensity of emotions can threaten the relationship, if they are dealt with constructively, they also help us to measure the depth and importance of the relationship

Conflict can build new relationships. At times, conflict brings together people who did not have a previous relationship. During the process of conflict and its resolution, these parties may find that they have common interests and then work to maintain an ongoing relationship, conflict establishes and maintains group identities. Groups in conflict tend to create clearer boundaries which help members determine which part of the “in-group” one is and which part of the “out-group” one is. In this way, conflict can help individuals understand how they are part of a certain group and mobilize them to take action to defend the group’s interests.

Conflicts enhance group cohesion through issue and belief clarification. When a group is threatened, its members pull together in solidarity. As they clarify issues and beliefs, renegades and dissenters are weeded out of the group, creating a more sharply defined ideology on which all members agree and conflict creates or modifies rules, norms, laws and institutions. It is through the raising of issues that rules, norms, laws and institutions are changed or created. Problems or frustrations left unexpressed result in the maintaining of the status quo.

2.1.7.2 Negative effects of conflict

Hotepto et al. (2010) contend that, negative effects of conflict to the organization are in terms of poor performance, lack of cooperation, wasting of resources and productivity. Gupta (2001) provides the following negative effects of conflict on performance;

Disequilibrium

Conflict disturbs the equilibrium in the organization. The constructions of individuals do not match their inducements because of some disequilibrium that prevails for long time. It will try to bring equilibrium either by increasing the contributions or getting rid of individuals whose contributions are low. Groups become antagonistic towards each other, tension and stress. Conflict affects the physical and mental health of people by creating tension and stress. Intensive conflict generates feelings of anxiety,

guilt, frustration and hostility. Cooperation and coordination between individual and group become difficult due to climate of suspicion and distrust. Conflict may be a source of dissatisfaction to the losing party.

Diversion of energy

Conflict diverts efforts towards destructive activities. People try to focus more on their personal goals rather than on organizational goals. They spend more time on designing tactics to win the conflict rather than on pursuing organizational goals in extreme cases even sabotage and illegal activities may take place.

Rigidity

Authority and responsibility relationship among members become more clearly defined. As a result the organizational structure becomes more rigid. Groups become more task orient and leadership becomes more directive.

2.1.8 Styles or strategies for managing conflict

Rahim (2000; 5) pointed out that, the concept of "conflict resolution implies reduction, elimination, or termination of conflict. There are various conflict strategies or styles which various scholars have identified.

Rahim (1983:369-376) identified five styles which are the most common in solving conflict within individuals, groups and community at larger. These are;

2.1.8.1 Avoidance conflict style

Avoidance conflict style is typically used when an individual has reduced concern for their own outcomes as well as the outcomes of others. During conflict, these avoiders adopt a "wait and see" attitude, often allowing conflict to phase out on its own without any personal involvement unfortunately, by neglecting to address high-conflict situations, avoiders risk allowing problems to fester out of control (Bayazit & Mannix, 2003)

2.1.8.2 Yielding/ accommodating conflict style

Yielding or accommodating conflict styles are characterized by a high concern for others while having a low concern for one's own self. This passive pro-social approach emerges when individuals derive personal satisfaction from meeting the needs of others and have a general concern for maintaining stable, positive social relationships. When faced with conflict, individuals with a yielding conflict style tend to give into others' demands out of respect for the social relationship (for example to maintain group unity) because they believe being "agreeable may be more important than winning" (Goldfien & Robbennolt, 2007).

2.1.8.3 Competitive conflict style

Competitive or "fighting" conflict style maximizes individual's assertiveness (that is concern for self) and minimizes empathy (i.e., concern for others). Groups consisting of competitive members generally enjoy seeking domination over others, and typically see conflict as a "win or lose" predicament. Fighters tend to force others to accept their personal views by employing competitive, power tactics (for example, argue; insult; accuse; violence) that foster feelings of intimidation (Morrill, 1995)

2.1.8.4 Cooperation conflict style

Characterized by an active concern for both pro-social and pro-self behaviour, cooperation conflict style is typically used when an individual has elevated interests in their own outcomes as well as in the outcomes of others. During conflict, cooperators collaborate with others in an effort to find an amicable solution that satisfies all parties involved in the conflict. Individuals with this type of conflict style tend to be highly assertive and highly empathetic at the same time. By seeing conflict as a creative opportunity, collaborators willingly invest time and resources into finding a "win-win" solution. (Sternberg & Dobson, 1987)

2.1.8.5 Conciliation/ compromising conflict style

Conciliation or “compromising” conflict style is typical of individuals who possess an intermediate-level of concern for both personal and others’ outcomes. Compromisers value fairness and, in doing so, anticipate mutual give-and-take interactions. By accepting some demands put forth by others, compromisers believe this agreeableness will encourage others to meet half-way, thus promoting conflict resolution (Van de Vliert & Euwema, 1994)

2. 2 Theoretical review

2.2.1 Conflict theory

This study was guided by conflict theory; the theory emphasizes the existence of opposing forces in the life of individuals, groups, social structures and society in general. This theory views human society as a collection of competing interest groups and individuals, each with their own motives and expectations.

Conflict theory draws attention to power differentials, such as class conflict, and generally contrast historically dominant ideologies. It is therefore a macro level analysis of society. Conflict theory is very important for any manager. It is rooted primarily in the fields of business, sociology, and psychology, but not in communication or education.

The easiest way to understand the term “conflict” is to divide theories of conflict in functional, situational, and interactive. The followers of functional approach think that a conflict serves a social function and those who view a conflict as situational, suggest that conflict as an expression under certain situations. The third theory views conflict as interactive. Functionalists usually ask the question: “Why is there conflict? What purpose does it serve?”, while situation lists ask: “When do we have conflict? Under what circumstances does it occur?”

Interactionists' questions are: "How is there conflict? What methods and mechanisms are used to express it?" (Borisoff & Victor, 1998)

2.2.2 The essence of theory

The role of this theory will be realizing human potential and transforming society, rather than maintaining the power structure. The opposite aim of the theory is the objectivity and detachment associated with positivism, where theory is a neutral and explanatory tool. It is a way of achieving some kind of unity, conflict serves as a social purpose and reconciliation comes even with the total destruction of one party. Conflict socializes members into a group and reduces the tension between group members.

The theory was based on a numerous key factors; first the theory examined in detail conflict management strategies between councilors and staff in LGAs. Secondly, the theory helped the researcher to identify types of conflict existing in Bunda district council and also to view some causes and effects of conflict within LGAs. Thirdly, the theory focused on the analysis of conflict management strategies between councilors and staff in LGAs. Theorists of conflict believe that too much conflict in an institution lead to negative effects are obvious because too much conflict results in stress on the part of employees. The conflict is manageable when the institution experiences a positive contribution from conflict relationship and experiences.

2.2.3 Application of the theory to the study

This study explored the link between councilors and staff on conflict management strategies in LGAs. The theory played its role as an inspiration to the study due to the fact that the study intended to investigate conflict management strategies in LGAs particularly in Bunda District Council.

The study determined the types, areas, causes, effects and strategies of conflict management in LGAs. The researcher used these key concepts as suggestions of measures to be taken for managing conflict in LGAs. The theory was used to guide the researcher and have knowledge on the types, areas and causes of conflict, effects of conflict on performance and helped to suggest styles and strategies in managing conflict and improve the relationship between councilors, DED and other employees in LGAs.

2.3 Empirical review

A research report on the local Government Reform programme in Tanzania shows mistrust between Councilors and Public officials (URT, 2000:19-20) The report states that burning issues that can be discerned from the field work on governance and conflict in Local Government Authorities is transfer of power, functions and decision-making to the lowest feasible level as close to the people as possible.

In the theory of differentiation and integration, Lawrence and Lorsch (1967:148), found that in order to deal effectively with conflict in institutions, individuals (whether a superior or person in coordinating roles) involved in achieving integration, need to have influence based largely upon the person's perceived knowledge and competence. Lawrence and Lorsch were referring to managers who were primarily responsible for achieving integration within institutional units, the influence of knowledge and competence might be operating similarly in conflict resolution between LGA staff and Councilors.

Nchimbi (2004:1) points out that discord, hostility, misinformation, differences, annoyances, misinterpretation and contentions are indicators of conflict. He further discusses the causes of conflict which include lack of information, inequitable distribution of resources, the need to save face, overlapping roles (as in the case of Councilors and staff of Bunda District Council) different perceptions and scarce resources.

Massawe (2009) in his research about the causes and methods of resolving conflicts between Councilors and Staff at Mpwapwa District Council, stipulates that the causes of Conflict were political interest, personal interest, economic interest, lack of confidence, authority not adhering to the existing work rules, regulations and procedures. The methods used to solve conflict were meeting, seeking advice, authoritative commands, making clear rules, regulations and adhering to rules and regulations.

Ndelemba (2011) in his research on methods of conflict resolution conducted in Ministry of Transport Dar es salaam revealed that, when there is lack of openness, individual interest, delaying of promotion, lack of clarity role and responsibilities, different in attitudes, values, perception, resource sharing and lack of team work leads to conflict at work place. His findings show that meeting, arbitration, mediation, collective bargaining and education were the most strategies for conflict management at workplace.

Warioba (2008) in her research on management of conflict in Tanga City and Iringa Municipal Councils in Tanzania advocated that factors contributing to occurrence of conflict were inadequacy of funds, lack of transparency and openness, inadequate conflict management capacity, delay in promotions and salaries, interference in duties and responsibilities. Types of conflict existed between the two LGAs were goal conflict, cognitive conflict, scarce resource conflict, salary delays and misuse of funds. The negative effects outweigh positive effects and hence the need to have effective mechanisms of conflict management such as disciplinary committees, seminars, meetings, guidance and counseling, and discussion.

Caroline Goddard (2012) stipulates that conflict resolution can be a tricky thing, particularly in the workplace. You are often dealing with multiple people who may have vastly different personalities, and when people feel threatened professionally, egos can quickly get in the way of reason. The effects of conflict in the workplace are widespread and costly. Its prevalence, as indicated by three serious studies, shows

that 24-60% of management time and energy is spent dealing with anger. This leads to decreased productivity, increased stress among employees, hampered performance, high turnover rate, absenteeism and at its worst, violence and death.

2.4 Synthesis of the literature review

The review of relevant literature revealed that Conflict in the LGAs is the result of a variety factors. Perhaps the most significant cause is when someone feels having taken advantage of others. This might happen when a perfectionist boss demands the same dedication and commitment from employees as he or she exhibits, but does not compensate them for extra duty or weekend hours. Conflict seems to be increased between the two groups, as Councilors claims to be more superior to the LGAs Staff. Councilors being a political force in LGAs have used this opportunity to undermine the role of staff workers as a result conflicts have been arising. Therefore, conflict should be maintained and actually revitalized in LGAs.

2.5 Conceptual framework

Conceptual frame work is used in research to outline possible causes of action or to present preferred approach to an idea or thought. The researcher of this study developed a model to guide the presentation of the theoretical ideas in which this study is laying upon the explanation of the phenomenon. The model is illustrated and diagrammatically presented as follows; Conceptual framework of the study encompasses independent and dependent variables related to the five research questions.

2.5.1 Independent variables

In this model, the independent variables were the types of conflict (goal conflict, scarce of resource conflict, authority conflict, and procedural conflict) and causes of conflict (scarce of resource, different in attitudes, poor communication) which were taken into consideration during data analysis as explanatory variables of the study.

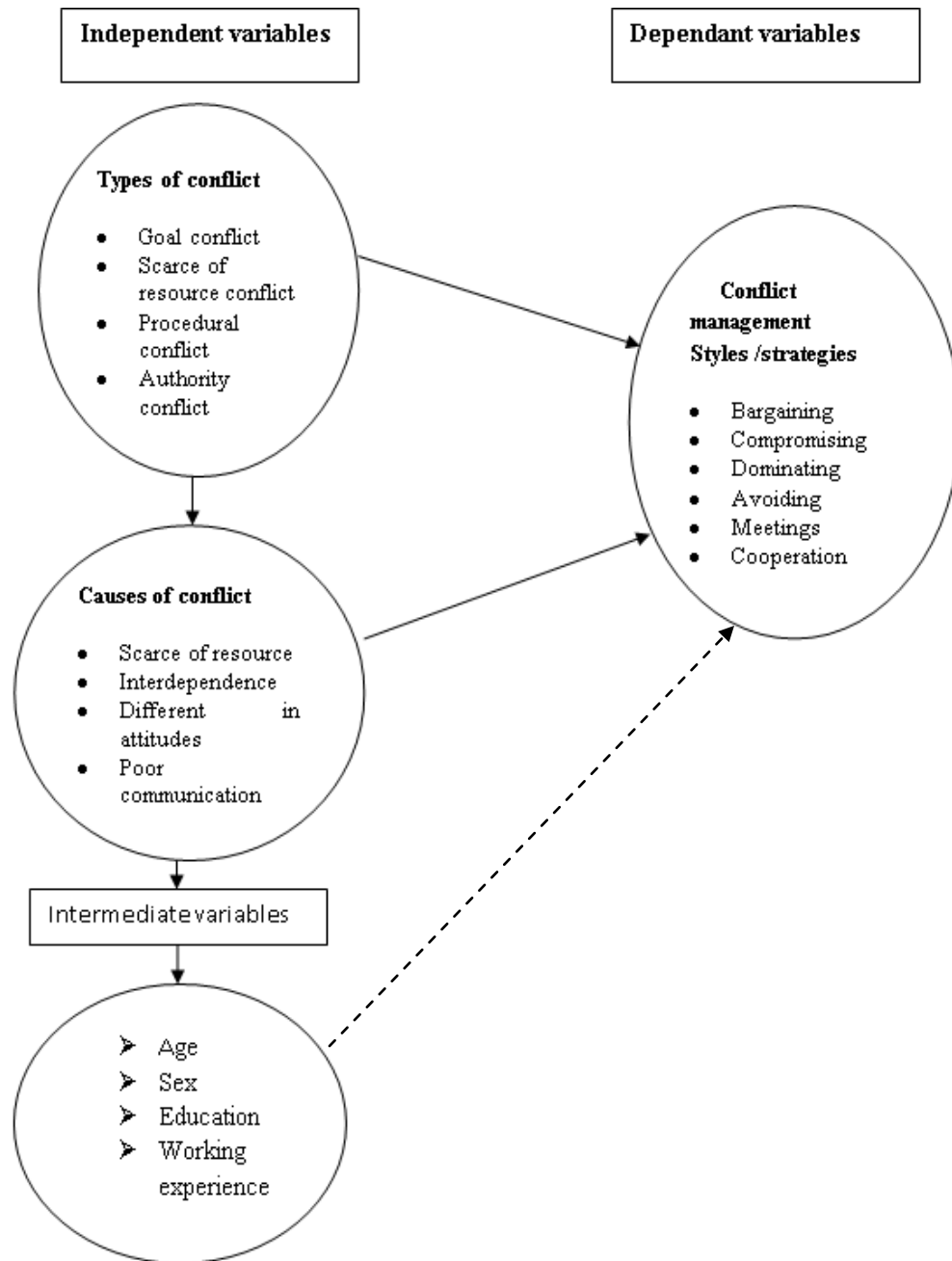
2.5.2 Dependent variables

The dependent variables of this study were styles of conflict management (bargaining, compromising, dominating, avoiding, meetings and cooperation). The dependent variables (styles of conflict management) depend on independent variables that is, types and causes of conflict. This implies that the success of conflict management styles is determined much by the type and causes of conflict and there is no particular style of conflict management that can be used to handle every conflict.

2.5.3 Demographic characteristics

Intermediate variables were taken into consideration in this study and were included the following; age, sex, education level and working experience. All these intermediate variables were very much essential on showing how they can influence management to use certain style or strategy in managing conflict at workplace. Figure 2.2 provides an illustration of the conceptual framework of the study.

Figure 2.2 Conceptual framework



Source: Researcher's initiatives, 2013

2.6 The knowledge gap

The reviewed literature of this study revealed various methods or strategies in managing conflict in local Government Authorities. It established strong evidences that existence of conflict in LGAs caused by a number of factors such as scarce of resources, differences in attitudes, poor communication, lack of teamwork, lack of accountability and delay, in promotion. Though the studies left the gap in knowledge between the conflict of councilors and staff in LGAs, as it does not give up the way forward on capacity of councilors, employers, trade Unions and employees on managing conflict using various styles of conflict management, Therefore, the present study tried to set itself to bridge this gap of knowledge and determine if there is any relationship between councilors, employer and staff on conflict management in LGAs, existence of conflict, causes of conflict, and effects of conflict on performance and styles or strategies used in managing conflict in LGAs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research design and methodology which were used to gather and analyze the data for the study. The chapter consists of eight sections; section one is the area of the study, section two is a research design, section three is the study population, section four is sample size, sampling techniques and procedures, section five is operationalization of variables, section six is data collection methods, section seven is data analysis and section eight is the summary of the chapter.

3.1 Area of the Study

The study was conducted in Bunda District Council which is one of the districts of Mara region. The area was chosen because of accessibility of information and materials on the strategies and mechanisms of managing conflict [District map attached in Appendix v]

3.2 Research design

This study employed a case study design. The design which basically gives explanation of the phenomenon in depth and is a method that was used to narrow down a very broad area of research to make it small so as to manage the resources available to the researcher. As the requirement of this study the case study design was used to fulfill the requirement. The researcher used the case study design because it answered the research questions and objectives of the study.

3.3 Study Population

Population refers to an entire group of individuals, events or objectives having common observable characteristics (Mugenda & Mugenda, 2003:9) the target population of the study comprised 100 employees from different departments of Bunda District Council

composed of different cadres of 82 employees and 18 Councilors. The study units included 18 Councilors, 1 DED, 13 HODs, 5 HOs, 40 senior officers and other 23 employees from the Council.

Table 3.1 The population of the study

Department/Unit		Number of Councilors / employees selected from each department
1.	Councilors	18
2.	Administration	18
3.	Planning and Trade	04
4.	Finance	02
5.	Health	10
6.	Water	06
7.	Works	04
8.	Primary education	14
9.	Secondary education	08
10.	Lands, natural resources and environment	04
11.	Agriculture, Livestock, Cooperation and Fisheries	06
12.	Community development	04
13.	Legal	01
14.	Internal Auditor	01
Total number of Councilors and employees selected		100

Source; BDC Human Resource database, 2012/2013

3.4 Sample size, sampling techniques and procedures

3.4. 1 Sample Size

A sample refers as a number of people or things taken from a large group and used in tests to provide information about the group. As quoted from Adam and Kamuzora (2008:124) “The exact number of items selected from a population to constitute a sample is what we call sample size”. Sampling is the process of using or taking a sample. Keeping in view with the costs that were incurred and the nature of the study, the study did not cover the whole population of Bunda District Council; instead a sample of 100 employees out of 2720 was selected. Employees were categorized into 18 Councilors and 82 Council staff. Councilors included one Council Chairman and

other 17 Councilors, Council staff were DED, 13HODs, 5HOs and other 63 employees. The Researcher selected this sample because it fulfilled the requirements of efficiency, representativeness, reliability and flexibility as Councilors, Employer, HODs, HOs and other employees are directly concerned with conflict management in the Council.

3.4.2 Sampling techniques

Sampling technique provide a range of methods that enables the researcher to reduce the amount of data needed by considering only data from a sub group rather than all possible cases or elements (Saunders et al., 2007: 204) This study used purposive and simple random sampling techniques to obtain the sample.

Purposive technique is the method of sampling technique whereby units of inquiry are selected based on the researcher's subjective judgment. This type of sampling was applied to 6 Councilors, DED, 13HODs and 5HOs. These were selected to constitute a sample because they are directly involved in all activities related to the performance and conflict management at Bunda District Council.

Simple random sampling technique was used to obtain some Councilors and other Council staff. All the population was considered and among them few employees were picked randomly to make a group of sample. This was selected because members had similar characteristics.

3.4.3 Sampling procedure

The researcher started with collecting the list of Councilors and employees from the District human resource office which included 18 Councilors and 82 Council employees from different departments. Random and purposeful sampling procedures were used. These formed two sampling frames.

Table 3.1 The sample, sampling procedures and size

NO	Department/Unit	Sampling	Procedures	Total number of employees selected
		Random sampling	Purposeful sampling	
1.	Councilors	12	06	18
2.	Administration	10	08	18
3.	Planning and Trade	03	01	4
4.	Finance	01	01	2
5.	Health	9	01	10
6.	Water	05	01	6
7.	Works	03	01	04
8.	Primary education	13	01	14
9.	Secondary education	07	01	08
10.	Lands, natural resources and environment	03	01	04
11.	Agriculture, Livestock, Cooperation and Fisheries	04	02	06
12.	Community development	03	01	04
13.	Legal	0	01	01
14.	Internal Auditor	01	0	01
Total number of Councilors and employees selected		74	26	100

Source: Research work, 2013

3.5 Operationalization of variables

The dependent and independent variables in this study were operationalised as shown below;

3.5.1 Independent variables

Independent variables measured in this study were the types of conflict (goal conflict, scarce of resource conflict, authority conflict, and procedural conflict) and causes of conflict (scarce of resource, differences in attitudes, poor communication) and are important factors to be determined in managing conflict at workplace.

Demographic variables

Demographic variables that were taken into consideration and measured in the study were age, sex, education level and working experience that influence employees in managing conflict at workplace. The age structure has enormous implication on the management of conflict as different age-groups have various significant values and perceptions on conflict management. The source of conflict may be differences in age, cultural background, ethics and values. Sex was related to conflict management in determining the styles of conflict management as different genders have different management styles. The difference in level of education (upper and lower level) has impact in managing conflict. Working experience has influence in increasing preference of styles in managing conflict.

3.5.2 Dependent variable

The dependent variables measured in this study were styles or strategies of conflict management (bargaining, compromising, competitive, avoiding, meeting and accommodating). The dependent variable (conflict management styles or strategies) depends on the independent variables (types of conflict and causes of conflict) This means that the use of particular style or strategy in managing conflict depends much on the type and causes of conflict and there is no one particular style that can be used to solve every conflict in LGAs.

Table3.1 Operationalization of variables

Variables	Operational definition	Measurement of variables
Independent variables		
Age	Number of years since birth	1. Less than 20 years 2. 21 – 30 years 3. 31 – 40 years 4. 41 and above years
Sex	Being male or female biologically	1. Male 2. Female
Education level	High level of formal schooling, category of education attained	1. Standard seven 2. Secondary education 3. Advanced secondary education 4. Diploma 5. Bachellor degree 6. Post graduate/masters 7. Others
Working experience	Activities or work done	1. Less than 4 years 2. 5 – 10 years 3. 11 – 15 years 4. 16 – 20 years 5. 21 years and above
Areas of conflict	Main areas of conflict between top management and staff	1. Opportunity for promotion 2. Availability of training 3. Poor implementation of projects 4. Inadequate of allowance 5. Others
Types of conflict	Common types of conflict exist at BDC	1. Goal conflict 2. Scarce resource conflict

		3. Authority conflict
		4. Procedural conflict
		5. Others
Causes of conflict	Main causes of conflict between Management and staff	1. Scarce of resources 2. Differences in attitudes 3. Poor communication 4. Lack of team work 5. Others
Dependent variables		
Strategies for managing conflict	Major styles used to solve conflict	1. Yielding/accommodating 2. Avoidance 3. Competitive 4. Meeting 5. Conciliation/compromising

Source: Research work, 2013

3.6 Methods of data collection

Data collection method is about providing reliable and valid answers to investigative research questions. Investigative research questions in social science research focus on describing, explaining, and/or correcting phenomenal social aspect such as conditions, behaviours, events, processes, attitudes, motivations, intentions, or expectations (Ndunguru, 2007)

Therefore, data collected in this study were both qualitative and quantitative supplemented with materials from primary and secondary data sources including books, research reports, local and international journals and reports from internet, magazine, Public Service Acts, regulations and employment policies. The following are methods and instruments which were used for collecting data. Primary data were collected using interview and questionnaire methods while for secondary data, documentary reviews were used to secure data.

3.6.1 Primary data collection

3.6.1.1 Interview

This comprises presentation of oral verbal stimuli and reply in terms of oral verbal responses. Both structured and unstructured interview were administered to get information about the strategies or styles that were used by Bunda District Council to manage conflict. This method was used for 48 employees and 8 Councilors to supplement some areas that needed clarification (The interview questions are found in appendix III)

This method was applied to key informants, that is, District Chairman, District Executive Director, Heads of departments and some of employees to reveal in-depth perceptions towards conflict management in Bunda District Council. Their responses to interview questions served as a guideline to determine personal perceptions of conflict management styles and strategies and to find out how the interview participants approached conflict in different situations and their thought about presented methods when it comes to make conflict management more effective in the Council.

3.6.1.2 Questionnaire

The researcher used both open-ended questions and close-ended questions to get relevant information about conflict management strategies in Bunda District Council. For open-ended questionnaire, employees were given freedom to express their opinions on the questions and for the closed ended questions the researcher intended to get specific answers to the question. For the purpose of the research, questionnaire focusing on the way of dealing with workplace conflicts was designed in two parts. The first six questions in the questionnaire were designed in part A with the purpose of getting information about Councilors and employees concerning in the departments, position, gender, level of education and duration of employees in public

service. These questions were very important as they helped to understand demographic characteristic that can influence conflict management at workplace.

Question seven to twelve were designed in part B with the purpose of finding out if the Council has conflict and what kind of conflict it has, main areas of conflict and causes of conflict, styles or strategies employee usually apply to deal with conflict, to determine how employee evaluate the effects of conflict on performance and actions to be taken to reduce conflict in LGAs (Sample of questionnaire is provided in Appendix I and II).

3.6.2 Secondary data Collection

3.6.2.1 Documentary review

Documentary review is another important method that was used in the study for collection of secondary data. The researcher reviewed the existing literature to compliment the primary data. The researcher reviewed both published and unpublished documents related to this subject like books, journals related to conflict management, magazines and other findings from internet, Bunda District Council profile, human resource employee's database, Public Service Acts, 2002 and its Regulations of 2003, Standing Orders for Public Service, 2009, research reports and policies concerning public service employment. The researcher selected this method because it was helpful in obtaining statistical information and other literature that could not be easily obtained through questionnaires.

3.7 Data analysis

In analyzing the data collected, the researcher used both quantitative and qualitative techniques. Data elicited from questionnaires were analyzed using the Statistical package for social sciences (SPSS) programme. Quantitative data analysis involved computation of some mathematical measures such as total number of employees and

percentage through charts and frequency tables which reflected relative weight of a specific category in the distribution.

Qualitative data analysis on the other hand, involved factual and logical interpretation of data, comparison and explanation of the study findings. Qualitative method was used to analyze in-depth interviews whereby logical expression of data in form of words was used to supplement information about conflict management in Bunda District Council. The outputs were presented in tables, figures and texts to simplify interpretation and general appraisal of phenomenon

3.8 Summary of the chapter

This chapter presented the research methodology and research techniques that were used to gather and analyse data for the present study. The study used both purposive and simple random sampling techniques to obtain the sample. The research techniques used to collect data included questionnaires and interviews for primary data, and documentary review for secondary data. This chapter also explained how data were interpreted and presented. The next chapter four provides a detailed discussion of findings.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the findings, analysis and discussion of the findings obtained from respondents during the study through questionnaires and interviews. The aim of the study was to investigate the conflict management practices in LGAs particularly in Bunda District Council. The findings are based on the objectives of the study.

4.1 Demographic characteristics of respondents

This part presents demographic characteristic of the respondents whereby personal variables such as age, sex, educational level, duration of employment of respondents were the major intervening variables that were entered for analysis. Tables, graphs and pie charts presented the descriptive statistics for personal variables.

4.1.1 Sex of the respondents

The study involved different groups including Councilors, Heads of department, and other employees from different cadres. The study considered gender balance so as to represent equal opportunity of participants of the study. The total number of respondents who involved in the study was 100, where male respondents were 50 (50 %) and female were also 50 (50%). This equal gender balance was done to enrich the study findings and to avoid gender biases. Biological sex may be related to conflict management practices since different genders have different conflict management styles. The distribution of respondents in gender category is illustrated in Table 4. 1 as follows;

Table 4.1 Sex of Respondents

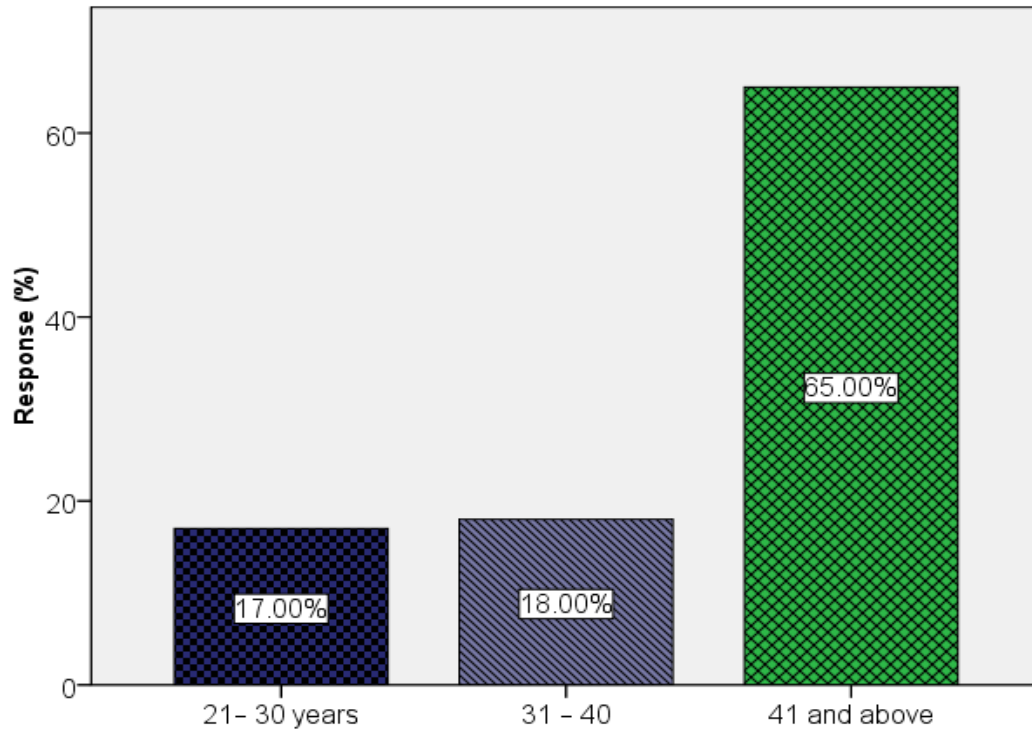
Sex of respondents	Frequency	Response (%)
Male	50	50.0
Female	50	50.0
Total	100	100.0

Source: Field data, 2013

4.1.2 Age group of respondents

The study had a total of 100 respondents with the age distribution as follows; none of the respondent was below 20 years old. There were 17 respondents who constituted 17% of the total respondents and their age ranked from 21 to 30 years. Also, 18 respondents (18%) their age ranked from 31 to 40 years and 65 respondents (65%) were aged from 41 and above year old. The average age category of the respondents ranged from the category of 41 years to above. Findings from the study indicated that the high number of respondents in the study comprised experienced employees in public service and conflict management practices were known to them compared to other categories of respondents. Figure 4.1 shows the age distribution of the respondents;

Figure 4.1 Age group of respondent



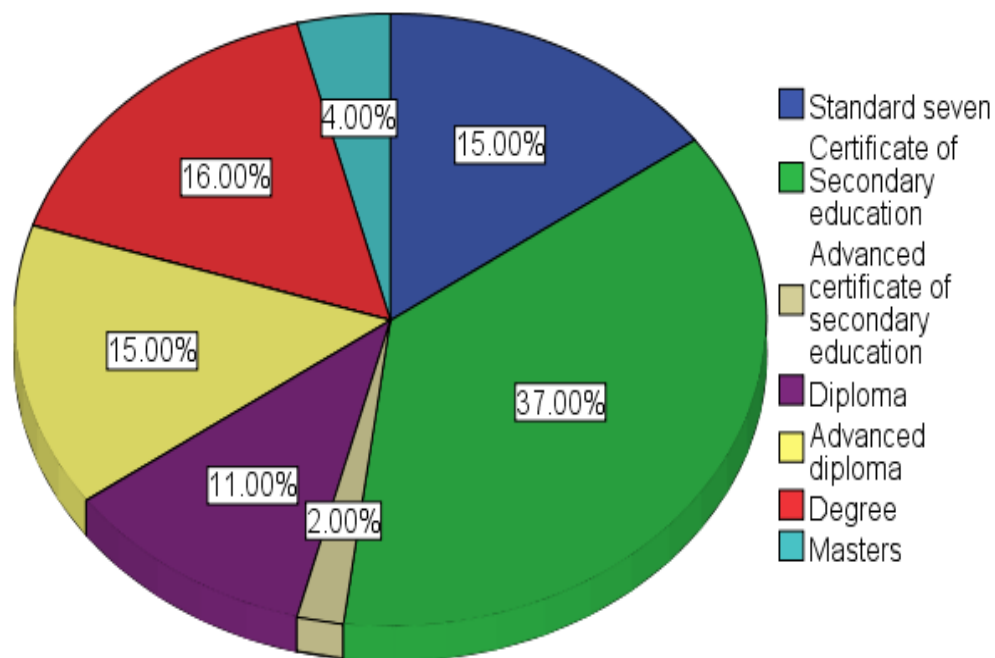
Source: Field data, 2013

4.1.3 Education level of respondents

Education level was another important factor in conflict management. It helped in understanding the relationship of different levels of education and conflict management practices and in determining the types, cause, effects of conflict in performing of their work and using appropriate methods in solving conflict. It was noted that respondents who participated in this study had different backgrounds of education and were grouped into seven categories. These were: 15% of respondents were standard seven (primary education), 37% had certificate of secondary education, while 2% of respondents had advanced certificate of secondary education, 11% of respondents were diploma holders, 15% advanced diploma, 16% degree

holders and 4% of respondents were master's degree holders. Figure 4.2 illustrates the distribution of the education level.

Figure 4.2 Education levels of respondents



Source: Field data, 2013

Figure 4.2 above summarized education level of all respondents. The results show that 100% of all respondents received formal education. The education level indicated that many respondents were aware on various strategies that could be used to manage conflict in LGAs. From the findings it was noted that employees at the upper level of education experience particular types of conflict and have been taught

about various styles of solution in managing conflict compared to the lower status employees most of whom tended to use the competitive style in managing conflict.

4.1.4 Duration of employment in public service

The study findings revealed that most of the respondents were experienced in public service employment. It was found that 25% of all respondents were employed for more than 21 years and the small number (18%) of respondents fell under the group of less than 4 years. Findings from the study suggested that experienced employees knew very well how to solve and manage conflict than employees with few years in the service who needed to be trained on how to manage conflict and the effects of unsolved conflict at workplace. It was noted that some of long service employees felt loyalty to the Council and sometimes had a conflict with newly employed employees who were not familiar with the working environment. Table 4.2 shows clearly the duration of respondents they employed in public service.

Table 4.2 Duration of respondents employed in public service

Duration	Frequency	Response (%)
Less than 4 years	18	18.0
5 years - 10 years	20	20.0
11 years – 15 years	23	23.0
16 years – 20 years	14	14.0
21 years and above	25	25.0
Total	100	100.0

Source: Field data, 2013

4.2 Types of Conflict existing in Bunda District Council

Respondents were asked about types of conflict that always tend to exist in Bunda District council. According to respondent's views there were four types of conflict existing in BDC these are goal conflict, scarce resource conflict, authority conflict and procedural conflict. The results were illustrated in Table 4.3 below;

Table 4.1 Common types of conflict in Bunda District Council

Types of Conflict	Frequency	Response (%)
Goal conflict	4	4.0
Scarce resource conflict	46	46.0
Authority conflict	11	11.0
Procedural conflict	39	39.0
Total	100	100.0

Source: Field data, 2013

From the above Table 4.1 the respondents showed that, the common types of conflict exists in Bunda district council were scarce resource conflict which ranked 46% of all respondents and the second was procedural conflict which ranked 39%, authority conflict was the third occupying 11% and goal conflict was the least frequent since it occupied 4%.

4.2.1 Scarce of resource

Respondents were asked about types of conflict that exist in Bunda District Council and 46% of 100 respondents observed that scarce of resource conflict was the type of conflict that existed and was ranked first. This type of conflict existed in the Council due to insufficient resources such as financial resource, infrastructure resources, time resources and human resource. Some employees complained that there was favoritism in allocation of resources and this contributed to conflict.

Financial resources mentioned by most respondents as the area where conflict existed to a large extent. It was argued that the OC amount received from Central Government and Council own source was not enough to meet Council needs, mostly it was used to run standing and full Council meetings. Councilors and employees were claiming for their unpaid sitting allowances for extended meetings already done. Respondents from the planning department said that development projects were not implemented as it was planned due to constraints and late release of funds from PMO – RALG. Councilors felt that the management had money but did not want to

implement projects and this created hot discussion in statutory meetings as a result conflict occurred. On the other hand, 80% of respondents claimed unpaid extra duty allowances, housing allowances, uniform allowances, subsistence allowances, disturbance allowances and acting allowances and some employees were underpaid their allowances. Also, inadequate funds for training employees created big misunderstanding between employer and employees responsible for further training, some of them postponed their studies because the capacity building grant that was released from PMO – RALG but the Management was not ready to pay them.

Some respondents said that other departments have been receiving OC including community development, planning, cooperative and internal audit. 20% of respondents from administration department observed that although these departments are supposed to be given OC, they are not given on time by Management and sometimes not given as they are supposed to be given. Also, other departments like Human resource, Finance, Trade, Land and natural resources, Legal and Procurement Management units were not receiving OC and one of the respondents from the departments that had not received OC during interview session claimed that;

“All departments and units have the same role in providing services why not given the same OC like other departments which are receiving/”.

Furthermore, findings of the study from respondents showed that inadequate infrastructure contributed to occurrence of conflict in the Council. There were inadequate furniture, computers, projectors and offices. Some offices were small compared to the available number of staff, for example cooperative office, Agriculture office, Secondary and primary departments. The situation contributed to unfavorable working condition and increased conflict between employees and Management. One of the respondents, a complaints officer, who did not have office seemed truly bothered by the situation, when interviewed he claimed that;

“Unavailability of permanent complaints office contributed ineffective handling of

customers. Some customers come with confidential issues which cannot be handled openly”.

Furthermore, inadequate human resource was identified by some respondents to contribute to the conflict due to some employees being overloaded with Council activities. Some employees were stressed and frustrated due to work overload. For example, the Council had more than 2900 employees but there were only three Human Resource officers who were not enough and able to handle employees’ issues properly. The Council had 4 engineers who sometimes failed to supervise well the implementation of development projects. The researcher also observed one IT staff in IT unit who was overloaded with activities concerning information and technology, he could not manage to perform some activities; for example, some employees claimed that council computers were not frequently repaired or maintained.

4.2.2 Procedural conflict

Procedural conflict was mentioned by 39% of respondents when they were asked about types of conflict existed in BDC and they showed that it was common for Management and employees or employee to employee to differ in methods, ways and procedures of handling Council matters including decisions and problem solving. These differences resulted in procedural conflict. Procedural conflict occurred in the Council due to differences in professional opinions. Conflict was more likely when the outcome is extremely important, when the decision being made is irreversible, or when the impact of making the wrong decision will reflect badly on those involved. When this type of conflict was left unresolved, it spoiled relationships between Management and employees.

4.2.3 Authority conflict

Authority conflict was mentioned by 39 (39%) of all respondents when they were asked about types of conflict existing in Bunda District Council. They said that authority conflict arose when individuals or groups of employee disliked one another,

or felt that their positions were being threatened. Also, tension and frustrations between employers and employees occurred because most people do not like being told what they have to do. Also, it was observed that strict managers most often had conflict with their employees. This type of conflict tends to be more about people's personalities than about "facts" or decisions being made. This result was supported by Babygeya (2002:220) who argues that some of the administrators resort to authoritarian powers in their operations. They believed that every member of the group should listen and obey orders. The subordinates of various reasons may resist these orders and the result is a clash between the administrators and the subordinates.

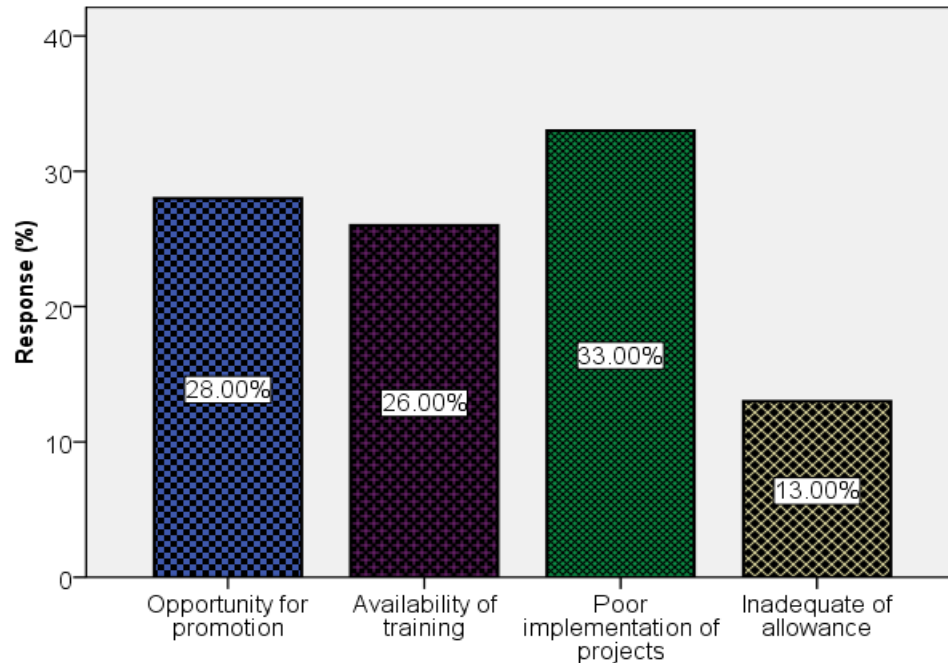
4.2.4 Goal conflict

Respondents were asked about types of conflict which existed in Bunda District Council and 4 (4%) respondents revealed that goal conflict also existed and occurred due to the fact that many Council goals are interdependent and depend on the same resources, departments and employees to be accomplished. Employees have both personal goals in the workplace and external goals that are given to them by management. Conflict occurred when the employee is given a task with a much more complex goal than their personal goals, requiring more work and a different focus than the standard that they set for themselves. Employees tend to focus on one goal and give it more attention than others at any given time. As a result, conflict can occur between employee and supervisor whose tasks are not accomplished on the time as he or she wants. When multiple goals intersect, goal conflict occurs and reduces work efficiency.

Areas of Conflict in Bunda District Council

Respondents were asked to mention the salient areas where conflict existed frequently in Bunda District council. Findings from respondents indicated that conflicts which existed in BDC are seen more in implementation of projects, promotion, training and allowances as it is shown clearly in Figure 4.3;

Figure 4.3 Main areas of conflict in Bunda District Council



Source: Field data, 2013

From the above Figure 4.3, poor implementation of projects ranked first by respondents with the frequency of (33%), opportunity for promotion (28%), availability of training (26%) and inadequate of allowances (13%). These are the major areas in which commonly conflicts tend to exist according to the sample of respondents of the study.

4.3.1 Implementation of development project

Respondents were asked about areas of conflict where conflict tend to exist, 33 respondents which are 33% of all respondents revealed that implementation of development project in the Council was the most salient area where conflict can be generated. Areas where implementation of development of project was observed to be the source of conflict are capacity for planning and budgeting, reporting, supervision

and monitoring, procurement process, contract management and political influence. Low capacity for VEOs and WEOs in planning and coordination of their development projects, sometimes community members at Village and Wards are not properly involved in the planning process or not considering priorities and plans more projects which create inefficiency in implementation. From the field interviews with 2 VEOs and 3WEOs from administration department, it was confirmed that Councilors forced implementation of projects which were not generated through O & OD by their own Village and ward plans and the Council refused to implement it. This situation contributed to conflict.

One respondent (1%) from secondary education department during interview session observed that, persistent dependency on Central Government funding, unrealistic and late of financial flows in the Council contributed to poor implementation of projects and created conflict between Councilors and Management. Also, some Government decisions on development projects in Council have been taken without regard to budget implications. For example, the decision of the Government to have Secondary schools built in every ward in the Country has resulted in unplanned budget constraints. Many buildings not completed because the allocated funds are not enough, and even if enough funds were allocated, they were released late; this hindered progress of projects. This caused complaints towards the management.

Inadequacy of close supervision, monitoring implementation and evaluation of development projects on the part of management in the Council was noted to create conflict because some development projects were of low quality. This was caused by inadequacy of funds allocated for supervision, monitoring and evaluation, transport constraints as well as technological constraints whereas the Council had 4 engineers who are not enough to supervise properly all Council development projects, sometimes technicians were used to supervise instead of engineers. Five (5) Councilors said that unrealistic project reports produced by management are not accepted by Councilors when discussed in the statutory meeting including contracts

which are not properly drafted and improper procurement process leads to conflict. Kunkuta (2003:11) supported the results of the study as he says that, Councils have been facing shortage of funds such that the Councils have even failed to invest in ward development projects leading to high tension between permanent public officials and Councilors.

4.3.2 Opportunity for promotion

Promotion means the appointment of a public servant to a higher grade with an immediate or potential increase in salary. Section 15 of the Public service Regulation of (2003) stipulates that promotion of public servant shall be based on merit, effective and efficient performance, qualification, skills and personal qualities. Respondents were asked about areas of conflict existing in Bunda District Council, 28(28%) of respondents illustrated that opportunity for promotion is another observable area for conflict between top management and employees and was not automatic as it used to be. They argued that some employees were not promoted on time leading to decline in morale of working, stress and frustration when they saw their fellow employees employed with them in the same day have been promoted. This was further argued by one of the respondents from Health department who seemed truly bothered by the situation and said;

I have 7 years now in the service but not promoted, some of newly employees employed after me in the same cadre their salaries are bigger than mine, I am likely to quit this job and be employed in private sector.

The study found out that the majority of the respondents reported that low chances of promotion after training caused conflict. Employees who attend further training expect promotion after training but the situation came differently as nobody considered them for recategorization. It was noted that about 60% of employees from different departments who completed their studies from 2009/2010 to 2012/2013 were not recategorized or promoted to their right positions in order to perform their right duties. These employees submitted their complaints to TUGHE, TALGWU and

CWT depending on their membership then these trade unions held a meeting with employer who promised to recategorise and promote them in the year of 2013/2014.

Furthermore, 7% of respondents from administration department stated that setting clear and transparent policies on promotion and improving human resource management was also identified as a problem area that can led to occurrence of conflict in relation to promotion in the Council. The findings revealed that some employees do not know the basis for employee promotion such as qualifications, experience, performance appraisal and personal qualities. There were some employees who, due to inadequate knowledge, complained to the Management about their delayed promotions while they have reached their last promotion until further studies; this was also a source of conflict caused by information gap on promotion requirements.

Respondents from primary education department about 14% during interview session claimed that they had promotion since 2011/2012 but not paid their promotion arrears and were complaining to management. This was further argued by one of the human resource officers when the researcher asked about availability of employees whose promotion arrears were not paid, he said;

Promoted employees' names have been entered into the system of Human Capital Management Information(Lawson) and the salaries of most of promoted employees have been changed accordingly. Also, the arrears following the promotion have already been processed using the system (HCMIS) and submitted to PO-PSM who approves it and then submit to the Ministry of Finance (MOF) for payments.

The researcher observed four letters from District Executive Director concerning list of employees' claims for arrears payments due to promotion submitted to PO – PSM. Also, the Government directives regarding promotion for the year 2012/2013 to be started on first april insteady of first july as known to employees created misunderstanding between management and responsible employees as they perceived that management was delaying to promote them. This situation was rectified through

holding employee meeting with trade union and employer by reading the concerned circular from Permanent Secretary (Establishments)

4.3.3 Availability of training

From the result presented in Figure 4.3, 26% of respondents when asked about areas of conflict in BDC they pointed out that availability of training was the area where conflict existed. According to regulation 103 (1&3) of the Public Service Regulation, 2003 states that every employer shall be responsible for training and development of his staff. Every employer shall on the basis of job descriptions, personnel audit, forecasts in the human resource plans and performance appraisal findings, introduce a staff development programme for the public servant.

Findings of the study from 26% respondents showed that poor implementation of training programme caused conflict in the Council due to failure in conducting effective training based on identification of training needs of employees as the essential stage in conducting systematic training. Training report was not utilized effectively and not communicated to all employees. Other problems lamented on included: using low status of trainers especially in short courses, lack of clear Council training policy, favoritisms in training opportunities and un awareness on how to conduct TNA.

Findings from respondents stipulated that there was no better moment for effective training needs assessment to be conducted in the Council as TNA was prepared without involving the staff. This means that HODs were held accountable for provision of necessary training opportunities and resources for the staff member and this caused discrimination whereby some careers could not be developed for example VEOs, WEOs and operational service employees. Some staff especially HODs and HO was seen as prioritized for training opportunities. One of the respondents during interview session explained;

The head of my department is the one who identifies individual workers who need training in a particular skills and knowledge in order to become competent in a certain important areas in our department.

Findings from respondents confirmed that the source of funds for training in the Council is still compartmentalized and the available Council's own revenues for staff training needs are limited. BDC was unable to take proactive steps to develop their Capacity development plan for their employees based on the appropriate Training needs analysis and those prepared were not developed based on solid training needs analysis of all staff including lower level authorities. The researcher found that some employees from Administration department had failed to attend their further training because the Capacity building (CBG) funds had not been released from PMO – RALG and the Council was not in a good position to fund their studies. Mullins (2005) supports the results of the study as pointed out that opportunities for career growth should be widened to ensure fairness and equality in the treatment of all staff.

4.3.4 Allowances

Allowances at prescribed rates are paid to all public servants irrespective of their terms of service, in certain circumstances. The main categories of allowances are as follows; subsistence allowance, disturbance allowance, entertainment allowance, acting allowance, outfit allowance, overtime and extra duty allowance, kilometer allowance, sitting allowance, housing allowance, uniform allowance, luggage allowances, maintenance allowance and training allowance (Standing Orders for the Public service, 2009: 227-253)

Respondents were asked about areas of conflict, 13% of respondents asserted that inadequacy of allowances was another area where conflict existed in BDC. Employment allowances paid through Council vote within OC budget were not adequate to meet employee's allowances. Also, inequality in allowance payment was the source of misunderstanding between management and employees. Sometimes it

was likely the same employees performed the same duties assigned by the supervisor but after completion of that duty the payment differed, one employee was paid more than the other employee. If employees perceived they were being underpaid their commitment for being fully productive at the work diminished, thus contributed to conflict between employees and the supervisor of that work. For example, 76% of HODs complained of not being paid housing allowance as it was stipulated in the Standing Orders for the Public Service, 2009.

4.4 Causes of Conflict in Bunda District Council

Respondents were asked about the main causes of conflict in Bunda District Council and revealed that lack of teamwork, scarce of resources, poor communications, difference in attitudes; values and perception were the causes of conflict in the council. Table 4.3 provides a clear picture on the causes of conflict;

Table 4.1 Main causes of conflict in Bunda District Council

Causes of Conflict	Frequency	Response (%)
Scarce of Resources	33	33.0
Difference in attitudes, values and perception	6	6.0
Poor communication	16	16.0
Lack of team work	45	45.0
Total	100	100.0

Source: Field data, 2013

Table 4.2 above shows that, lack of teamwork ranked 45% of respondents, followed by scarce of resources 33%, poor communication between top management and employees ranked 16%, and difference in attitudes, values and perception ranked 6% of respondents were analyzed as the core causes which play a great role in conflict existence in Bunda district council.

4.4.1 Scarce of resources

Respondents were asked about main causes of conflict in Bunda District Council and 33% of respondents showed that scarce of resources were the source of conflict in the Council of Bunda. Inadequacy of financial resources led to misunderstandings and undermined employees' capacity in managing internal conflict. Inadequate budget from Central Government allocated to Councils has not been able to adequately meet the Council needs and hence led to conflict. The OC amount is very small and is mostly used to cover costs of running the standing committees and full Council. For example, Councilors complained to the District Executive Director about unpaid extra money for extended Council meetings (sitting and per diems) and visits by national leaders.

They said council money is used to facilitate the visits. Also, some respondents said that in case the management had not released needed funds conflict occurred. Fifty per cent (50%) of respondents who were Heads of department said that sharing of one account called General Fund (GF) for other charges (OC) contributed to conflict between Finance department and other departments as they found their money used by other department without any notification from the accounting officer. Respondents from trade and administration office showed that late delivery of capacity building funds from PO-PSM was the source of conflict between top management and employees who were responsible for attending further studies. Employees complained much and during the interview, one of the administration employees showed that late release of CBG caused him not to attend his studies as he said;

I planned to complete my studies this year (2013) but due to financial constraints, I postponed my studies up to next year if my employer had paid college expenses.

The results from findings are also supported by Babyegeya (2002:220) who states that inadequate financial resources are one of the main causes of conflict. For example, there was one WEO who refused to go to his transferred station of work because the management had not paid his disturbance and subsistence allowance and was very blaming the management very much.

4.4.2 Differences in attitudes, values and perception

Respondents were asked about main causes of conflict in Bunda District Council and 6% of respondents revealed that differences in attitudes, perceptions and values are the sources of conflict in the Council. Findings from research suggested that people pay attention to several factors of their work environment including characteristics of the job, how they are treated, cooperate with their employers and colleagues, in Bunda district Council, Most of employees have very clear ideas about what they think is fair as they need flexible work routine, safe and healthy working environment, personal development and training and fair rate of pay, the way needs are met often become their expectations for the future. If it happened that the employer ignored the needs of employees or set unrealistic expectations, conflict occurred. For example, some employees have been given an office which is smaller than other offices and some employees do not have offices, when the researcher interviewed one cooperative officer and two assistant education officers they said;

They feel their workplaces are uncomfortable and not user-friendly as they complain that the management could not solve their problems

The results of the study also were supported by Khanka (2004) who argues that perception like personality, difference in perception of what motives employees have, managers usually provide what they think employees want rather than what employee's real want contribute to occurrence of conflict. The study revealed that employees had different in attitudes, values and perceptions, these differences contributed to occurrence of conflict at BDC.

4.4.3 Poor communication

Respondents were asked about main causes of conflict in Bunda District Council, 16 (16%) out of 100 respondents said that poor sharing and dissemination of information is the one of the causes of conflict in the Council. Lack of proper communication and information led to misunderstandings and even to strikes. Sometimes supervisors and employees who are ill-informed may inadvertently mislead workers who work under them. Ninety per cent (90%) of respondents argued that an ineffective open and confidential registry in Bunda District Council was the source of poor information sharing. The Council had weak record management system including filing system, movement of files and documents, proper keeping of employee's files and some of important documents not provided or never reached respective department in time.

These caused many complaints between Office supervisor, Records management assistants and other employees because of misplacing some urgent issues such as letters or documents and employee's files. Sixty eight per cent (68%) of Councilors revealed that inadequate information provided by finance department concerning with Council revenue and expenditure and project reports from various departments contributed to conflict between Management and Councilors and sometimes Councilors refused to discuss them in Finance, planning and administration meetings. Findings from the study suggested that honest communication, proper office procedures and record management should be encouraged. Suggestion box should be considered in which employees can provide suggestions in order to reduce occurrence of conflict in the Council.

4.4.4 Lack of teamwork

Respondents were asked about main causes of conflict in Bunda District Council; forty five percent (45%) of respondents revealed that lack of teamwork in the Council was the major source of conflict and was caused more by the top management's tendency of favouring some groups of employees in making decisions and rendering

unequal distribution of tasks. Hence, the marginalized employees complained when they were given activities to perform. For example, in the BDC the lower level employees claimed that they were ignored in many issues and even their right allowances were not given in time and this reduced cooperation between HOD and them. Findings suggested that conflict can put a stop to team progress and stop the creativity and participation of other team members. Learning how to diffuse workplace conflict in a team can help the team reach its goals. Employees should be assigned tasks and responsibilities to ensure an even distribution of responsibility and workload as this will help to reduce conflict stemming from feeling left out of team decisions and tasks.

4.5 Effects of conflict on Performance in Bunda District Council

Respondents were asked to indicate the effect of conflict on performance, 85% of respondents said that conflict had negative effect, 15% of respondents said that it has both negative and positive effects and no one who said that it has positive effects only. Findings from respondents showed that, both positive and negative effects of conflict were identified by respondents. Respondents who said that conflict had negative effects on performance were more than those who said that it has both positive and negative effects.

4.5.1 Positive effects of conflict

The positive effects of conflict were mentioned by 15% of respondents through interview when they were asked if conflicts have positive effects. They said that conflict provides the opportunity for exploring ideas and alternative approaches to problems and these improved the quality of decisions, stimulating involvement in the discussion and increases staff members' desire to collaborate and strengthens their commitment to work together to achieve workplace goals. One of the respondents during interview time said;

“Conflict enabled deeper and broader understanding of issues impacting on staff or project progresses”.

4.5.2 Negative effects of conflict

Respondents were asked about negative effects of conflict in Bunda District Council, and 85% of respondents asserted that they were aware of the negative effects of conflict and identified the effects of conflict in Council. Results from respondents are shown clearly in Table 4.4 below;

Table 4.1 Negative effects of conflict on performance in Bunda District Council

Negative effects	Frequency	Response (%)
Downfall of the team work	23	23.0
Reduction of morale of working	16	16.0
Increase of labor turn over	2	2.0
Lack of essential information	33	33.0
Poor productivity	25	25.0
Deliberately undermining or not cooperating with each other	1	1.0
Total	100	100.0

Source: Field data, 2013

4.5.2.1 Downfalls of teamwork

Respondents were asked about the effects of conflict in Bunda District Council and 23% of the respondents revealed that downfalls of teamwork is the effect of conflict in BDC that occurred due to unsolved conflict thus led to poor cooperation between employees and Councilors. They commented that lack of teamwork caused absence of new ideas from employees such as writing letters to donors to support Council projects and new strategies for collecting revenues that will increase income of the Council instead of depending much on general purpose grant from Central Government. Findings suggested that conflict creates hostility among employees, tension and stress to employees and makes them uncreative and not working as a team to accomplish Council goals.

4.5.2.2 Reduction of working morale

Respondents were asked about the effects of conflict in Bunda District Council and 16% of all respondents revealed that reduction of working morale was the effect of conflict resulting from unsolved conflict. This led to inefficiency and ineffectiveness to employees as it reduced the morale of working and created job dissatisfaction. Findings from respondents suggested that employees' morale went down due to unsolved conflict that happened when employees were not treated equally and not appreciated and recognized for their work done, not given their rights as stipulated in Public Service Act, 2002 and its regulations, 2003, Standing Orders for Public Service, 2009 and other circulars, lack of teamwork and poor relationship among employees.

4.5.2.3 Increased labour turnover

Respondents were asked about the effects of conflict in Bunda District Council, 2% of all respondents revealed that increased of labour turnover was a result of conflict in BDC that occurred due to unsolved conflict and argued that employees who are involved in the conflict situation have strong feelings associated with them. If they cannot control their feelings, it has a negative influence on their work performance and as they can decide not coming to work and even if they come they cannot perform the work properly because of conflict. In addition, stress at work was said by one respondent from Health department to be a reason, for instance, of work overload. In this case the stress can lead to potential conflict. The Council's employee report 2011/2012 showed that 3 employees decided to quit the job and 5 employees transferred to another Council because of unsolved conflict and as a means to void conflict.

4.5.2.4 Lack of essential information

Lack of essential information was identified to be another effects of conflict in Bunda District Council with a frequency of 33 (33%) out of 100 respondents when were asked about the effects of conflict in the Council. They commented that lack of essential information was caused by ineffective and inefficiency of record management system in the Council registry where important documents, letters, subjects and employee's files always are misplaced thus affecting the performance of employees who need those documents and files when there is an urgent issue to be handled on time.

4.5.2.5 Poor productivity

Poor productivity was mentioned by 25% of all respondents as the negative effect of conflict when the respondents were asked to identify the negative effects of conflict. They revealed that when there is conflict at workplace, employees failed to perform their tasks and attention became more focused on the conflict and not on productivity. Some respondents from Planning, works and water departments said that sometimes they do not supervise properly projects as they had inadequate supervision allowances and transport and this led to poor implementation of projects. Sometimes hardworking employees are not recognized and appreciated, employees spent overtime hours working on Council activities but were not paid extra duty allowances or per diems. The study also noted that when conflict exists between Councilors and employees, the management uses more time and financial resources to solve conflicts.

Findings suggest that poor performance to employees, low quality of projects in the Council may be the result of conflict between top management, Councilors and employees due to the fact that poorly managed conflicts generated mistrust and led to poor productivity

4.5.2.6 Poor cooperation

Poor cooperation was responded by 1% of all respondents when they were asked about effects of conflict on performance. They argued that conflict that existed in the Council led to poor relationship and cooperation among Councilors and employees. Councilors complain about Management that they misuse council funds without making critical investigation and sometimes do crash employee's qualifications and their reports tended to have inadequate information needed in the meeting and sometimes were a cause for poor project implementation in their wards. On the other hand, employees also do criticize Councilors that most of them had no education and this is seen more when reports written in English are presented in the meeting for discussion. The councilors disagree to discuss it until they are translated into Swahili. Councilors were accused of preferring to extend their statutory meetings in order to get more sitting allowances and per diems. These situations bored as it creates negative attitudes to both sides as the result poor cooperation was noted.

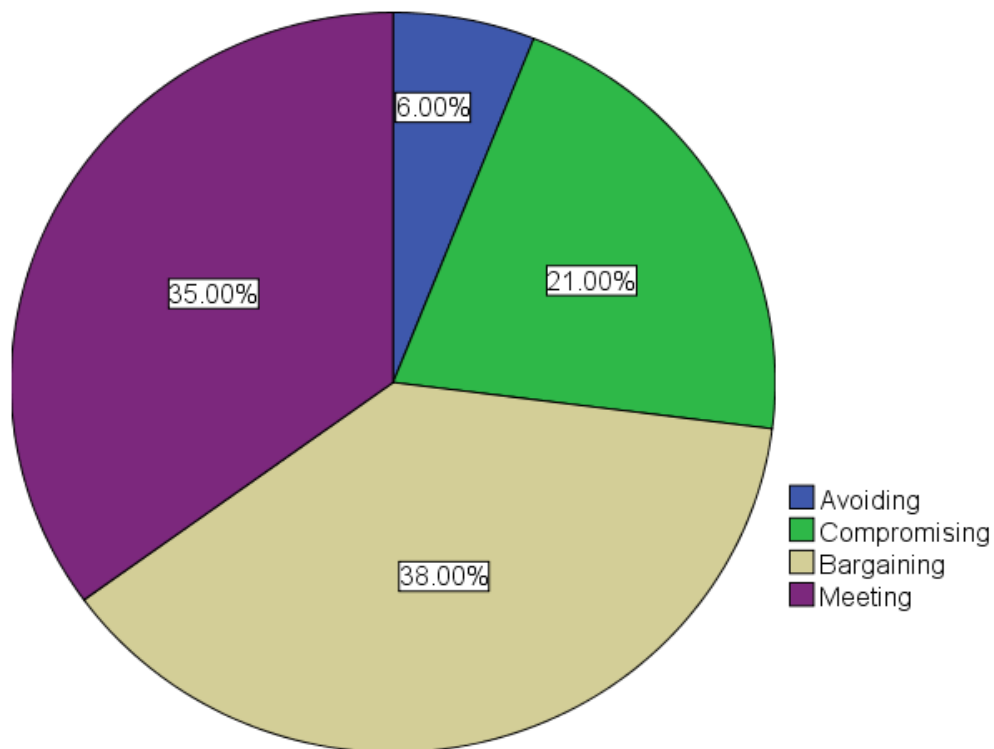
This finding was supported by Kunkuta (2003:10) who argues that conflict prevailed because most Councilors in Tanzania considered permanent public officials as stubborn, dishonest, corrupt and disrespectful while most permanent public officials regard Councilors as illiterate who hardly understood what it would take to achieve local development. Green (1999) advocates that, unresolved conflicts tends to grow into bigger conflicts, the more it grows, the greater the chance of collecting more problems. Similarly, some of these problems, which might arise due to conflict, are lack of cooperation, poor communication, wasted and contagious conflict.

Therefore, from the above results, negative effects of conflict are more than positive effects because of not managing conflict effectively. If there are many conflicts and most of them have destructive character, it is then argued that the level of productivity of employees suffers a lot and it decreases the performance of the whole Council and when conflict is successfully managed, there are few negative effects and the Council could move forward in a productive manner.

4.6 Major styles or strategies used to solve conflict in Bunda District Council

Conflict management involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects of conflict, such as through enhanced team learning and group outcomes. Conflict can significantly affect employee job satisfaction, focus, turnover, and even the risk of litigation. All of these factors in turn impact the prosperity of an organization either constructively or destructively. This can be shown clearly in Figure 4.4 that identify the major styles used in solving conflict in LGAs, particularly Bunda District council where the field study was conducted.

Figure 4.4 Major styles used to solve conflict in Bunda District Council



Source: Field data, 2013

The above Figure 4.4 shows that the major styles used in solving conflict in the council were bargaining that ranked the first with the frequency of (38%), meetings that ranked the second position (35%) and compromising (21%) that was ranked third while avoiding style (6%) is used in small extent in solving conflict.

4.6.1 Bargaining

The ILO Right to Organize and Collective Bargaining Convention (No. 98), 1949 describes collective bargaining as: "voluntary negotiation between employers or employers' organizations and workers' organizations, with a view to the regulation of terms and conditions of employment by collective agreements." Collective bargaining could also be defined as negotiations relating to terms of employment and conditions of work between an employer, a group of employers or an employers' organization on the one hand, and representative workers' organizations on the other, with a view to reaching agreement (Sriyan,1996)

From 100 questionnaires returned, 38 % of respondents showed that bargaining was the style used most by the Council in solving conflict when they were asked about styles of conflict management.

They contended that style is intergrative in solving problems which promote cooperation among employers and employees. The Council involves Councilors, employees and trade unions such as CWT, TUGHE and TALGWU to solve and improve terms and conditions of employment of employees; such participation is likely to ensure greater acceptance and better implementation of agreed objectives and Council projects hence reduce conflict. The researcher had a chance to interview few respondents to explore the extent to which the bargaining style identified was utilized in resolving conflict, one of the respondents from administration department said;

Bargaining style was used to solve conflict in the Council and contributed to mutual understanding by establishing a continuing relationship between employees and creating an attitude of attacking problems together rather than each other.

4.6.2 Meeting

Meeting means when two or more than two persons get together at one place to discuss any common issues. Respondents were asked about styles of managing conflict, 35% out of 100 respondents said that meetings are the successful style of conflict management in the Council due to the fact that employees have a time to meet with management and discuss their conflict. Respondents said that there are various types of meetings used to solve conflict in the Council, these were departmental meetings, Council management team (CMT) meeting, disciplinary committee meeting, Integrity committee meeting, Finance, planning and administration meeting and Full Council meeting. Furthermore, the Council had Complaints officer who collects complaints and submits them to the focused department and then the meeting is to be prepared for settling conflict.

The complaints officer during interview session said that if conflict happened they took action immediately to address the conflict at a team meeting. Letting the problem faster allowed the conflict to disrupt additional progress of conflict, all team members were mobilised in an effort to identify the root cause of the conflict depending on the severity of the problem. This was done at an individual level or in an open team environment. The management took steps to identify solutions that would help bring all conflicting parties together.

4.6.3 Compromising

Compromising is the style of managing conflict at workplace when each party to the conflict seeks to give up something. Sharing occurs resulting in compromised outcome. Respondents when asked about styles of managing conflict in Bunda District Council, 21% out of 100 respondents showed that one of the styles in managing conflict was compromising and was useful when the cost of conflict is higher than the cost of losing ground, when equal strength opponents are at a standstill and when there is a deadline looming.

The findings suggest that in compromising there is no clear winner or loser, there is willingness to rationalise the object of the conflict and accept a solution that provide incomplete satisfaction of both parts concerned. Violleta (2012) supported the results from findings as she states that people who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something and the compromiser also expects to relinquish something. The researcher had a chance to interview one respondent to explore the extent to which the compromising style was utilized in resolving conflict and said;

Compromising is very useful as it provides faster way of conflict management through sharing ideas and come up with a solution as it decreases the levels of tension and stress at workplace which can be a consequence of conflict.

4.6.4 Avoiding

Avoiding is a style of managing conflict at workplace and it is also known as withdrawing style. When respondents were asked about styles in managing conflict, 6 respondents (6%) out of all respondents asserted that avoiding style was used in solving conflict. The researcher was notified that in 2011/2012, the Council had a conflict between employer and employees who were a driver and Land officer as they complained about unfair treatment by employer. They were much stressed and

frustrated, to resolve this conflict; they decided to quit the job and 5 employees were transferred to other district as a means of avoiding conflict in the Council.

The results of study were supported by Victor (2012) who argues that people who fear conflict use the avoiding style to escape from conflict situations. The biggest disadvantage is that the issue is never directly addressed or resolved. This style is appropriate to use in the situation where there is no chance of winning or when disruption would be very costly.

Findings from the study suggested that avoiding style may be appropriate: when it is not the right time or place to discuss the management issues for the person who is not responsible for disseminating information, when time is needed to think and collect information in order to be prepared before dealing with the issue, when a partner is forcing aggression, a person may choose to postpone a response until he/she is in a more favorable position to push back and allow preparation time before acting.

4.7 Summary of the chapter

Under this chapter different issues about managing conflict in Bunda District Council were discussed including demographic characteristics, types, areas, causes, effects and styles used to manage conflict. The findings were obtained through questionnaires and interviews on understanding the conflict. The discussion facilitated making of conclusions and recommendations on how to manage conflict in LGAs.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS

5.1 Overview

The aim of any research is to make an investigation that will come up with findings. This chapter presents the summary, conclusion and policy implications based on objectives of the study. Different recommendations are addressed to Local Government Authorities and for later researchers.

5.2. Summary

The study was conducted with the main objective of examining the conflict management practices in Local Government Authorities particularly in Bunda District Council by looking into the types, areas, causes, effects and strategies of conflict management. The study adopted a descriptive research design, with one hundred respondents. Purposive and simple random techniques were used to select respondents where Councilors, District Executive Director, HODs, HOs and other employees were involved in the study. Questionnaire, interview, and documentary review were used as data collection methods.

The research questionnaire was divided into two parts. Part A comprised demographic information while Part B comprised closed and open ended questions like what types of conflicts, areas and causes of conflict, impact of conflicts and strategies or styles used to manage conflict and was done to get perceptions from study participants. The data was analyzed basing on the computation of various percentages and coefficients using statistical package for social scientists (SPSS). Based on the objectives, the study came out with the following results:

(a) Types of conflict existing in Bunda District Council

The findings revealed that the types of conflict existing in Bunda District Council are goal conflict, procedural conflict, scarce resource conflict and authority conflict whereby scarce resource conflict ranked first with the frequency of 46% of all respondents and the second is procedural conflict which ranked 39% of the all respondents, authority conflict is the third occupying 11% and goal conflict is the least frequent since as it occupied 4%. From the analysis provided in Table 4.3, in the light of the study, conflicts of all kinds most frequently arise in any institution; likewise, in Bunda District Council they cannot be avoided because of differences in interests, goals, perceptions, viewpoints, values and experiences.

(b) Areas of Conflict found in Bunda District Council

The areas where conflict existed most frequently in Bunda District council according to the sample of respondents of the study are implementation of projects ranked (33%), opportunity for promotion (28%), and availability of training (26%), and employees' allowances with the frequency of (1%) The results of the study show that in these areas conflict cannot be avoided because they touch every department and employees are involved directly in their implementation as shown clearly in Figure4.3

(c) Causes of conflict in Bunda District Council

The major cause of conflict in Bunda district council was lack of teamwork (45%), scarce of resources to meet employees and Council needs which account for 33%, poor communication ranked 16% while differences in attitudes, values and perception ranked lowest with the frequency of 6%). Since conflict is seemingly unavoidable, it is obviously necessary to the management in the Council to be able to recognize the causes or sources of conflict, view its constructive as well as destructive potential, learn how to manage conflict successfully, and implement conflict management techniques effectively.

(d) Effects of conflict in Bunda District Council

Conflict within an organization can affect productivity and profitability. When management does not offer conflict resolution, there could be many negative effects in Local Government Authorities. Understanding the negative effects of conflict in the organization could help to emphasize the importance of conflict management. Positive and negative effects were identified by respondents in this study. The negative effects that were identified include lack of essential information on conflict ranked highest (33%), followed by poor productivity ranked (25%), downfall of teamwork ranked (23%) increased labour turnover (2%) while poor cooperation ranked lowest (1%) Therefore, conflict in Bunda District Council has both positive and negative effects; the management should handle conflict properly in order to ensure that positive effects are maintained rather than negative effects

(e) The styles or strategies of conflict management in Bunda District Council

Conflict management involves implementing strategies to limit the negative aspects and increase the positive aspects. Findings showed that there are various styles, methods or strategies that are mainly used for managing conflict in Local Government Authorities particularly in Bunda district council where the study was conducted, these are; bargaining mechanism which ranked first with the frequency of (38%) and the second mechanism used to manage conflict is through meeting (35%) while compromising (21%) ranked the third, avoidance style (6%) ranked lowest. The intention of the study was to achieve its long-term goals of solving and managing conflict in LGAs between top management and employees.

5.3 Data presentation

In the study the researcher analyzed data by using group patterns, however the researcher grouped the patterns in categories of findings of interview, questionnaires and written documents in the form of literature review. Two methods were employed

to present data after analysis. These statistical techniques used in presenting data analyzed were frequency distribution, measure of central tendency and measure of dispersion. While in graphical presentation the researcher presented grouped data by histogram, graph and pie chart. Data analysis and organization procedures involved statistical procedures in the form of frequencies and percentages in such a way that simple comparison among variables was made. These variables included whether employees have been involved in conflict, causes of conflict, types of conflict, effects and strategies to resolve conflicts and ways to reduce conflict in LGAs.

5.4 Conclusion

The aim of this study was to achieve its objectives. Based on the objectives of study, the following conclusion is made;

Conflict in LGAs is inevitable as it was seen in Bunda District Council. Conflicts arise when people work together and if not solved, they can hinder employees' performance, productivity, profitability and prosperity of the Councils in LGAs. From the research findings, it was found that, when there is scarcity of resources, differences in attitudes, poor communications, lack of teamwork, delay in promotion, unequal opportunities of training, poor implementation of projects, inadequacy of allowances, lack of clarity in roles and responsibility, rules and regulations, vision and mission of the Council, conflict may arise. Collective bargaining, meetings, compromising and avoiding are styles or strategies used to solve conflict. The success or failure in solving any particular conflict is determined by the style used and the success of conflict management style is determined much by the types and causes of conflict. Therefore, there is no particular style that can be used to handle every conflict. The Council should facilitate and support a culture of healthy response to conflict.

5.5 Policy implications

There is a need for the LGAs to review the budget ceilings, allocation and releasing of funds for employee's capacity building and development projects timely in Councils so that Council plans including development projects can be accomplished on time. The LGAs should encourage Councils to find other sources of funds that may be used to finance various employees' training rather than depending much on funds released by Central Government that cannot meet the Council requirements. Councils should be capacitated on how to conduct sound training needs assessment (TNA) and prepare comprehensive training programmes to reduce conflicts associated with opportunities for training. Furthermore, Councils should have promotion policies that are disclosed to all employees, and employees should be promoted and receive new salaries timely.

5.5.1 Recommendations for improvement

Based on the findings from this study, Managements of District Council in LGAs in Tanzania should facilitate and support a culture of a healthy response to workplace conflict by considering the following recommendations;

5.5.1.1 Conducting meetings and discussions

The Council should conduct regular meetings between the management and employees, this will help the management to know the problems facing their employees as a result occurrence of conflict can be minimized. The integrity and disciplinary committee should be known to all employees and meet regularly so as to handle conflict when it arises. When emotions are heightened people tend not to think as clearly as they normally would, and they can be defensive or fearful in approaching people they are in conflict with. It is useful to establish some simple ground rules for meeting together to work through differences. When all parties

involved in conflict understand and commit themselves to ground rules, it provides a base of safety and increased clarity of purpose which can help people reduce conflict.

5.5.1.2 Conducting training needs assessment and preparing training programme

The Management should conduct TNA for all employees and prepare Council training programme. This will allow equal opportunities for training employees through long and short course training and this will reduce complaints. Discussions with individual staff and team can encourage reflection on strengths and difficulties experienced when working in the team. This will allow identification of relevant training courses for individuals and groups from different departments.

Also, the Government should increase the budget of CBG and release in time for BDC because the approved budget for CBG in BDC for the financial year 2012/2013 was not enough to capacitate employees supposed to go for their further training. This situation increased conflict between management and employees especially for employees who were supposed to attend further training. For example, this year CBG was not released and some employees failed to attend their studies. Also, the management should conduct orientation to new and experienced employees for the purpose of familiarizing themselves with their work and environment in order to create harmonious relationship between top management, Councilors and employees and minimize occurrence of conflict.

5.5.1.3 Fairness in promoting employees

There should be openness and well known strategies on how to promote employees. For the promoted employees, the management should ensure that changes of employees' salaries on payroll are done on time through the system of Lawson (HCMIS) and given their salary arrears claims on time. Also, the management should

reduce bureaucracy in handling promotions, salaries and employees' deductions in the system of Lawson.

5.5.1.4 Clear rules, regulations and well known vision and mission of the Council

There should be clear and well known vision and mission of the Council, clear rules and regulations, roles and responsibilities of employees in order to avoid the possibilities of rising of conflicts. Important public service statutes and other circulars should be disclosed such as the Standing Orders for Public service of 2009, Public Service Act, 2002 and its amendments of 2007 and its regulations of 2003, recruitment and employment circulars, promotion, training circulars and others. These will help employees to know their rights and increase performance. As a team building exercise it could encourage staff to discuss rules and objectives also to think of others that can be of use to them. It can be very powerful for a team to work together to develop and agree on a set of ground rules and objectives. It establishes a mutually understood framework and encourages shared responsibility for working through differences. Setting clear expectations around roles and responsibilities plays a major role in preventing unhealthy conflict and will encourage a culture of shared objectives and responsibilities articulated and reflected in job descriptions and performance plans). For example, most employees of Bunda district council do not know their vision and mission.

5.5.1.5. Good communication

Good communication is an essential ingredient to leading and building a better understanding with staff, and most importantly it establishes trust, cooperation and teamwork. The most critical communication skill is the capacity to listen. The willingness to listen and understand issues and concerns raised by staff (while not necessarily agreeing with their views or positions) can lead to increased insight, changed outlooks and the generation of solutions to problems. The simple act of bringing people together to talk makes a big difference in the course of conflict.

Management of District Councils in LGAs should encourage Councilors as well as staff to meet and talk with each other to resolve differences. The DEDs and HODs has a role in encouraging this, and can facilitate positive outcomes by providing staff with guidance on how to approach such difficult conversations.

Fisher and Shapiro (2005) recommended some basic ground rules for effective communication when resolving differences these are:

Listen without interrupting, the approach concerns as "us against the problem" not as "me against you"; You have to present concerns in a factual manner, by stating what has happened, how you feel about the situation and what you would like to happen in the future, separate the people from the problem, show a genuine desire to understand the other person's point of view, acknowledge the other person's views and opinions, seek to agree on a desired end outcome and then explore alternative options to achieve this end if emotions flare up agree to reschedule another time to talk, and if you get stuck at a point and cannot move on agree to seek assistance to resolve your concerns, track and keep their emotions in check.

5.5.1.6 Strongest of the mechanisms dealing with employees complaints

The management and mechanisms for dealing with employees' complaints in the Council should be strong. The management should have the ability to manage conflict, to deal with situations of conflict effectively when they arise and to create an environment where individuals are skilled and empowered to handle differences with co-workers in a positive and productive. For example, Trade unions such as CWT, TUGHE and TALGWU should be strong and knowledgeable enough in settling employee's conflict because if they are not knowledgeable, instead of solving conflict in a better way they can be the source of increasing conflict in the Council in LGAs. Also, the complaints officer should have an office for receiving and settling conflict in BDC.

5.5.1.7 Develop strong employee's management skills

Management should develop strong employees management skills such as motivating staff, sharing information, providing constructive feedback as BDC is doing, since they have Morning prayers (CMT meeting) every Tuesday and Friday of each week whereby HODs give out their weekly plans by Tuesday and provide feedback on how they implemented their departmental activities on Friday. Management should provide clear conflict guidelines to staff and discuss on how conflict is to be managed in the workplace. Staff will have greater commitment to healthy conflict management if the management set time for group discussion on the effects of conflict on performance and positive benefits of well managed conflict.

5.5.2 Suggestions for further research

Further research is needed on the successful mechanisms of conflict resolution so as to maintain peace and unity between Councilors and employees in Local Government Authorities. The same study should be conducted in other districts in LGAs because conflict is inevitable in any Council. This is very important because conflict management is not an easy undertaking due to existence of various problems such as scarce of resources, different attitudes, poor communication, lack of teamwork, delay in promotions, opportunities for training in LGAs. The findings should be compared from one district to another to determine the successful methods of conflict management in LGAs. Lessons that would be drawn from such studies would help to facilitate better approach on how to manage conflict in Local Government Authorities.

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APPENDICES

APPENDIX 1

QUESTIONNAIRES FOR COUNCILORS AND EMPLOYEES

TOPIC: The successful strategies for Conflict management between Top management and other staff in Local Government Authorities

Dear respondents,

The purpose of this questionnaire is to collect information on the successful conflict management strategies in Local Government Authorities

Your answer will lead me in writing my research report. You are asked not to write your name in responding to these questionnaires, you are required to put a tick (✓) in the bracket provided or select the appropriate answer and fill the blanks where the space provided.

I assure you that your opinion will be treated confidentially.

PART A: General information about Councillors and employees. Tick (✓) appropriate answer in the box

1.Department/Ward.....

2.Position.....

3. Gender: A. Male { } B. Female { }

4. Age

A. Less than 20 { } B. 21– 30 years { }

C. 31 – 40 { } D. 41 and above { }

5. Academic and professional qualifications

A. Standard seven { }

B. Certificate of Secondary education { }

- C. Advanced certificate of secondary education { }
- D. Diploma { }
- E. Advanced { }
- F. Degree { }
- G. Masters { }
- H. Others (please specify).....

6. How long have you been employed in Public service?

- A. Less than 4 years { } B. 5 years - 10 years { }
- C. 11 years – 15 years { } D. 16 years – 20 years { }
- E. 21 years and above { }

PART: B Concept of conflict and successful methods/ strategies of conflict management. Tick (✓) appropriate answer in the box

7. The common types of conflict exist at Bunda district Council are:

- A. Goal conflict { }
- B. Scarce resource conflict { }
- C. Authority conflict { }
- D. Procedural conflict { }
- E. Others.....

8. The main areas of conflict between top management and staff in Bunda District Council are;

- A. Opportunity for promotion { }
- B. Availability of training { }
- C. Poor implementation of projects { }

D. Inadequate of allowance { }

E. Others.....

9. The main causes of conflict between top management and staff in Bunda District Council are:

A. Scarce of resources { }

B. Different of attitudes { }

C. Poor communication { }

D. Lack of team work { }

E. Others.....

10. What are the major styles used to solve conflict in Bunda District Council?

A. Avoiding { }

B. Compromising { }

C. Bargaining { }

D. Meeting { }

E. Others.....

11. The strategies or mechanisms used most to solve conflict between Top management and staff that arises in your Council are:

A. Yielding/accommodating conflict style { }

B. Avoidance conflict style { }

C. Competitive conflict style { }

D. Cooperation conflict style { }

E. Conciliation/compromising conflict style { }

F. Meeting { }

G. Bargaining { }

H. Others.....

12. What are the negative effects of conflict in your Council?

A. Downfall of the team work { }

B. Reduction of morale of working { }

C. Increase of Labour turn over { }

D. Lack of essential information { }

E. Poor productivity { }

F. deliberately undermining or not co-operating with each other{ }

G. Others

13. From your experience of conflict management, what actions should be taken in order to reduce Conflict in Local Government Authorities in Tanzania?

A. Collective bargaining { }

B. Conciliation { }

C. Regular meeting { }

D. Clear rules and regulation { }

E. Clear organization structure { }

F. Clear vision and Mission of the Organization { }

G. Clear job description { }

H. Accountability { }

I. Team working { }

J. Chain of command and Sharing of information { }

APPENDIX II

DODOSO KWA MADIWANI NA WATUMISHI

Dodoso hili linakusudia kukusanya taarifa zinazohusu njia mbalimbali zinazoweza kuleta mafanikio zaidi katika utatuzi wa Migogoro kati ya Viongozi na Watumishi

SEHEMUA: Maelezo mbalimbali kuhusu Viongozi na watumishi katika Halmashauri ya Wilaya ya Bunda

- (i) Idara / Kata.....
- (ii) Cheo.....
- (iii) Jinsi
 - A. Mume { }
 - B. Mke { }
- (iv) Umri ulio nao
 - A. Chini ya miaka 20 { }
 - B. Miaka 21 hadi 30 { }
 - C. Miaka 31 hadi 40 { }
 - D. Miaka 41 na kuendelea { }
- (v) Elimu uliyonayo
 - A. Darasa la saba { }
 - B. Kidato cha nne { }
 - C. Kidato cha Sita { }
 - D. Cheti { }
 - E. Stashahada { }
 - F. Stashahada ya juu { }
 - G. Nyingine (Taja tafadhali)

SEHEMU B: Ufafanuzi zaidi kuhusu Migogoro na njia mbalimbali zitumikazo kutatua

Migogoro

1. Katika sehemu yeyote ambayo kuna watu au maeneo ya kazi migogoro haiepukiki je ni aina gani ya migogoro inayotokea katika Halmashauri ya Wilaya ya Bunda?

- A. Kugombania Madaraka { }
- B. Upungufu wa vitendea kazi { }
- C. Kutokuelewa sheria, kanuni na miongozo mbalimbal { }
- D. Kutokuwa na malengo { }
- E. Mengineyo (taja).....
1. Ni maeneo yapi hasa ambayo migogoro imeweza kujitokeza katika Halmashauri ya Wilaya ya Bunda?
- A. Nafasi za kupandishwa vyeo { }
- B. Nafasi za mafunzo { }
- C. Utekelezaji mbovu wa Miradi mbalimbali { }
- D. Utofauti wa malipo { }
- E. Mengineyo (taja).....
2. Nini chanzo cha migogoro inayotokea katika Halmashauri ya Wilaya ya Bunda?
- A. Mawasiliano mabovu { }
- B. Kutokuwa na ushirikiano wa kikazi { }
- C. Utofauti wa Maslahi { }
- D. Ukosefu / upungufu wa vitendea kazi { }
- E. Mengineyo (taja).....
3. Ni njia zipi ambazo zinazotumika kutatua migogoro hiyo pindi inapotokea katika Halmashauri ya Wilaya ya Bunda?
- A. Mikutano { }
- B. Kujiiepusha { }
- C. Majadiliano { }

- D. Usuluhishi { }
- E. Maafikiano { }
- F. Mengineyo (taja).....
4. Nini athari ya migogoro kwa wafanyakazi pindi inapotokea katika Halmashauri ya Wilaya ya Bunda?
- A. Ushirikiano duni { }
- B. Kukata tama { }
- C. Utoro mahala pa kazi { }
- D. Kukosekana kwa taarifa muhimu { }
- E. Utekelezaji mbovu wa Miradi { }
- F. Kushuka kwa uzalishaji { }
- G. Mengineyo (taja).....
5. Kutokana na uzoefu uliopo kuhusu utatuzi wa migogoro nini kifanyike ili kupunguza migogoro hiyo katika Serikali za Mitaa nchini Tanzania?
- A. Uwazi na usahihi wa Sheria, Kanuni, taratibu na miongozo { }
- B. Kuwepo kwa Dira na malengo { }
- C. Mgawanyo wa majukumu unaoeleweka { }
- D. Uwajibikaji na uwazi { }
- E. Ushirikiano { }
- F. Mikutano ya mara kwa mara { }
- G. Mengineyo (taja).....

APPENDIX III

INTERVIEW GUIDE

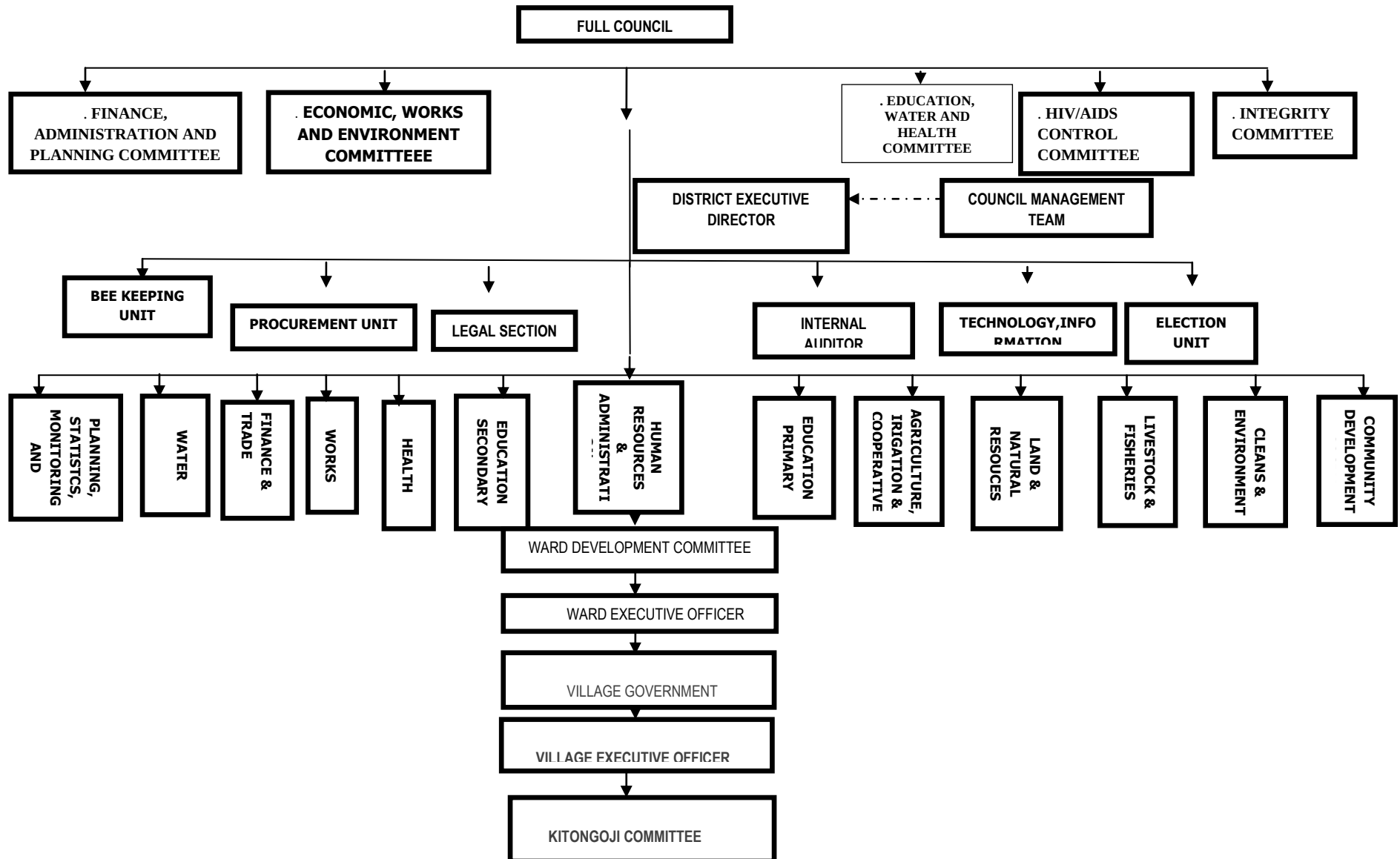
Dear Respondent,

Provide below is a set of questions which kindly i request your response, they are designed to meet academic objectives;

- (a) How long have been employed / transferred in Bunda District Council?
- (b) What do you understand about conflict?
- (c) Does it occur at BDC?
- (d) What are the main areas of conflict in Bunda District Council?
- (e) What are the types of conflict exist at Bunda District Council?
- (f) What are the causes of Conflict at Bunda District Council?
- (g) What are the styles or strategies of conflict management at your District?
- (h) What are the challenges encountered in the process of solving conflict?
- (i) What things you think should be done in order to reduce the problem of conflict in LGAs?

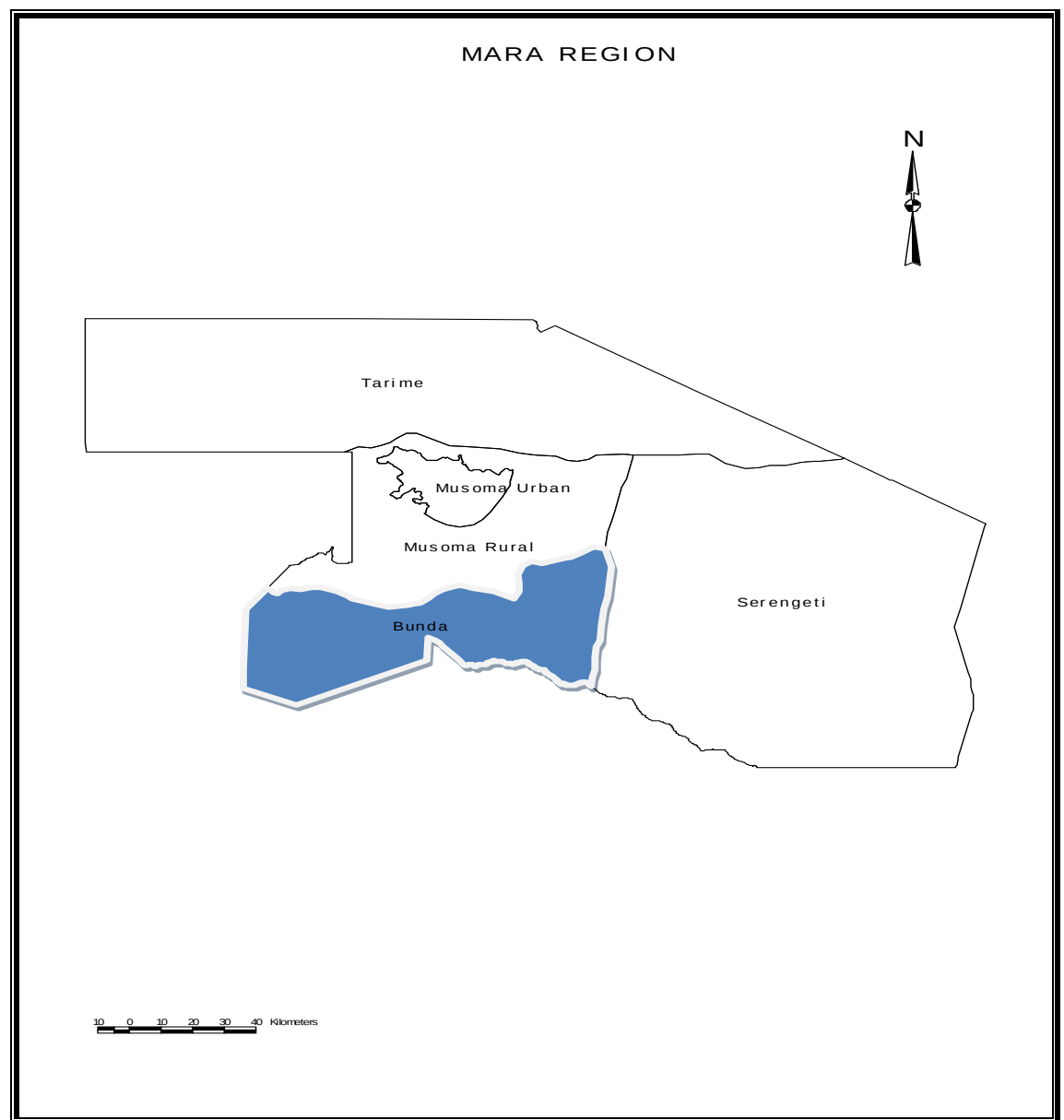
APPENDIX IV

BUNDA DISTRICT COUNCIL STRUCTURE



APPENDIX V

A MAP OF A REGION SHOWING WHERE BUNDA DISTRICT COUNCIL
LOCATED



Source: National Bureau of Statistics – Cartographic Section, Field Operations
Department, 2008