

**IMPACT OF DYSFUNCTIONAL CONFLICT IN PUBLIC
ORGANIZATION
A CASE STUDY OF COASCO**

By

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**A Dissertation Submitted in Fulfillment of the Requirements for Award of the
Master Degree of Business Administration (MBA-CM) of Mzumbe University**

2013

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ACKNOWLEDGEMENT

Without his Almighty's willingness and grace this work would have not come to be. I am sincerely grateful for the health, wisdom and patience that GOD bestowed on me during this endeavour. On earth, there are many that I am indebted to.

First and foremost I am highly indebted to my supervisor Dr. S. M. Kinemo whose guidance and advices are the cornerstone of this work. Your constructive criticism has yielded this wonderful work.

Secondly, I would not do justice if I forget to acknowledge the assistance and support I received from late Acting Director General, Mr. Yusuf M. Kidayi and staffs of COASCO from six regions. With open arms they accepted my questionnaires and made a close follow up on them during the data collection phase.

Thirdly, I wholeheartedly extend my thanks to my beloved wife Mary David for her financial and moral support, prayers and encouragement throughout my MBA studies. She all through her life, in every possible ways has tried to make me happy.

Fourthly, my heartfelt gratitude should go to my Father (M. B. Mbwana), my mother (Saada O. Mkilema), my cousin (Ahmed Nyaki), my daughters (Sada & Sabeth) and other family members for their constant prayer and moral support.

Fifthly, I extend my appreciation to my fellow students of MBA-CM, Full time programme 2011/2013 for their light moment and cooperation we shared during the 2 years of studies. Msele L., Leonora M., Grace M., Saimon K. and Mustafa M, I am sincerely grateful to you all.

Lastly, it is not easy task to mention all those who have contributed in any way or another to this work. However, I alone bear the responsibility for expressed views and shortcomings in this study.

DEDICATION

To Almighty God, you have answered my prayers, let praise be yours.

I dedicate this work to my beloved parents Mr and Mrs Mbwana for their inspiration. Also, my special dedication goes to my beloved wife Mary David and my kids Sada and Sabeth who had been tolerant and missed my love during the entire period of attending the course, to my sister Farida Mbwana for their prayers and support.

ABBREVIATIONS

ACOME	Anti-corruption Memorandum
COASCO	Co-operative Audit and Supervision Corporation
ISA	International Standards on Auditing
MBA-CM	Masters of Business Administration in Corporate Management
REDET	Research and Education Development in Tanzania
SPSS	Statistic Package for Social Scientists
URT	United Republic of Tanzania

ABSTRACT

Conflict is an ever-present process in human relations. As people are organized into groups to seek a common goal, the probability of conflict greatly increases. All conflicts are not the same, they are different levels. Conflicts occur within family, friends, and co-workers. The purpose of this study is to investigate and study the impact of dysfunction conflict on auditing performance in public organisation. Again it examines some of strategies for resolving conflict at COASCO. Along with this, the study discusses the effects and influence of conflict on the performance at workplace. However, this study analyse the effects of conflict on the organizational goals and auditing performance.

Questionnaires were done by using structured questions and distributed to 25 auditors and 15 supporting staff from six (6) regions of COASCO through a simple random sampling. Collected data was analyzed through frequency table in descriptive statistics and multiple responses in order to get the percentage of population engaged in the conflicts, the extent of conflict effects on organization and other findings.

The study shows that the organizational and authority conflicts occurred mostly as level and type of dysfunctional conflict respectively. This was happen because there are poor lines of communication, lack of effective leadership and conflicting priorities especially in a resources allocation. The causes of conflict which are frequently occurring are poor organisation system and lack of effective leadership. This is because the organisation system and leaders is not friendly to employees which create ambiguity at work. The majority of auditors said that conflict affects the auditing work through employee's performance. The mostly strategies used by directors to resolving conflict at COASCO were through mediation and arbitration, due to reason that, the directors were not willing to fulfill the needs of the employees at expenses of the organizations. The research indicates there are two outcomes includes; positive and negative from conflict that is improvement of performance and productivity loss respectively.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, because of different sociology, technology, economic, political and cultural innovation conflict seeming in differently. Here has been continuous change in the organizations as well as individuals' life working in such organisations (Karatepe, et al., 2006). Meeting all these changes has been difficult for both employees and organisations; therefore there is an increasing concern for both employees and organizations to reconcile with such matters. The changes create conflicts in a work-place that have implication for both employees and organisation. Work place conflict spillover creates disturbance in both domains (work and employee). So if the organisation and its employee are disturbed or if these employees have conflicting roles to be performed, then ultimate performance of the employee and organization is affected (Aslam, et al, 2011).

The study carried out in developed countries observed the effects of conflict between two employees at workplace reduces the productivity level and morale of doing the work. Thus, leading to the poor organizational performance in terms of effectiveness and efficiency on production (Jennifer, 2010). Another study was conducted by Lebedun (1998) in Virginia investigates on managing conflicts at workplace, and concluded that, when properly managed, conflicts provides chance for employees and organisation to learn from each other, to improve work methods and to build team solidarity.

Again, a research conducted in African countries by (Boniphase, Undated) from inter-universities of Nigeria, studied the work-family conflicts, job satisfaction, and labour turnover intentions among the state of university lecturers. The results report that, there was a statistically significant influence of work-family conflicts, and job satisfaction on

labour turnover intentions among lecturers (Oredein and Alao, 2004). In South Africa a research investigated on the causes and consequences of conflict in workplace of both public and private organization. Researcher indicated that, source of conflict is not a management but management is liable to act in a racially informed manner, and which manifests in managerial practices that are perceived as abuses of power that appears as a source of conflict (Havenga, 2002). Similarly, it is not rationalization or staff layoffs that are considered a source of conflict, but rationalization/staff layoffs that are perceived as an abuse of managerial power (Tonder, 2000). Again the exploratory cluster on the study suggested that, the employees from both public and private organization experience the impact of conflict at workplace (Havenga, 2002).

Research and Education Development in Tanzania (REDET, 2003) conducted a research on conflict management to different practitioners includes staff officials, religious leaders, administrators, employers, workers and community. REDET suggested that, conflict management should emphasize on prevention of conflicts from erupting. (Bruce, 2006) supported that, manage crisis situations in terms of de-escalating situations of violent confrontations or extreme tensions, and mediate disputes to facilitate parties reaching a mutually agreeable solution.

However, majority of studies (Baron, 1991; Friedman, et al.,2000; Netemeyer, et al., 2005; Karatepe and Tekinkus, 2006; and Ilies, et al., 2007) were discussing on effects of conflict and the influence of conflict on the performance at workplace. Furthermore, they were analyzing on the conflicts management. This study identifies the potential levels and types of conflict at workplace. Again analyses the causes of conflict and their effects on the organizational goals and auditing performance. Also the study not put behind on examining the strategies used by management to resolve conflict. Moreover the study was explaining the impacts of conflict at public organisation that were different regions socially, economically and cultural by previous researchers.

In organisations, conflict arises when the behaviour or action of a person, group, or department contradicts the rules, regulations, or even social norms of part of the organisation, the organisation as a whole, or external entities such as regulatory agencies. Typical organisational issues also breed conflict, such as poor lines of communication, lack of effective leadership, and conflicting priorities (Starks, 2006). At organisation conflict has three forms include functional conflict, dysfunctional conflict and disfunctional conflict (Kinemo, 2012). Functional conflict has no any effects to both organisational goals and organisational performance. Disfunctional conflict hampers organisational performance and not organisational goals. Dysfunctional conflict hampers both organisational performance as well as organisational goals (Kinemo, 2012). By definition Dysfunctional conflict is conflict that leads to a decline in communication or the performance of a group, results on the organisational performance to be low. It can be an overabundance of conflict or a lack of sufficient motivating conflict. Dysfunctional conflict can occur at home, workplace, friends and on global scale between countries. The study will focus on the impact of dysfunctional conflict at workplace in public organisation.

Some of the authors discussing various types of conflict (Van De Vliert, 1997; and Nicole, 2003). Nicole (2003) explained three basic types of conflicts including: task conflict, interpersonal conflict, and procedural conflict. (Van De Vliert, 1997) describe types of conflict such as interpersonal, intergroup, intragroup and interorganisatons conflicts. Study such as that of (Deutch, 1991) concluded that the conflict can not occur without two parties. For instance Deutch, (1991) said in his theory the determinants of conflict are valid when there are two parties that is employee-employer relationship. This study anlysed parties on conflict involved frequently at workplace namely: employee and management, employee and surbonate, and between colleagues.

There are a number of organisational sources of conflict. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict (Donais, 2006). Also there can be work style clashes, seniority/juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability (Ibid). The study discussed the sources and ranking to know which are the most causes of conflict at workplace.

Conflict has impact (negative and positive effects) on employees and organisation as well. The study by Nicole (2003) points out that, conflict is a common problem among employees and management. It is a desirable situation that negatively affects quite a number of most areas including: an increase in prolonged fatigue, high level of absenteeism at work, and labour turnover intentions. The most common outcomes associated with work-family conflict are higher instances of job and family distress, poor health outcomes, and decreased job and life satisfaction (Warner, 2005). The study discusses the effects into negative and positive aspects. This study therefore, aims at conducting an investigation on the impact of dysfunctional conflict taking place in public organizations with a specific focus on COASCO as a case of the study.

1.2 Analysis of the Study

1.2.1 Introduction on Analysis

Organisation is a social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. All organisations have a management structure that determines relationships between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks (Oxford, 2001). Public organisation is an organisation that is owned by the government and that provides a national social service (Oxford, 2006). This study was

conducted at Cooperative Audit and Supervision Corporation (COASCO) which is a public organisation under the Ministry of Agriculture Food Security and Cooperative.

1.2.2 Background Information of COASCO

The Cooperative Audit and Supervision Corporation (COASCO) was established by Act of Parliament, No. 15 of 1982 which became operational in 1985. The Corporation's primary objective was to provide audit, supervision, research and consultancy services to Cooperative Societies in Tanzania. This Act was amended in April 2005 and assented by the President of the United Republic of Tanzania on 6th June 2005. Among the amendments, was a provision which empowers the Corporation to provide audit, supervision, research and consultancy services to cooperatives as well as to non-cooperative entities in Tanzania (COASCO, 2009).

Functions of the Corporation as per its Establishment Act

The following are functions of COASCO as set from the establishment Act, section 4 (1): To provide audit services to pre-cooperative groups, cooperative societies, private or public companies and other organizations; provide supervision services to pre-cooperative groups and cooperative societies; formulate audit and accounting policies for adoption by the cooperative societies; carry out research and provide consultancy services; to monitor other audit firms, those which shall conduct auditing services to pre-cooperative groups and cooperative societies; and perform any other activity that may facilitate effective execution of the Corporation's functions.

Strategic Objective of the COASCO

Overall Objective - The overall strategic objective was to transform the corporation into a professionally competent entity that provides auditing and consultancy services commercially to the cooperative movement and related entities in the associative economy.

Specific Objectives - In order to achieve general objective the corporate developed four specific objectives as follows:- To design professional and commercial performance criteria for guiding operations of the organization; reorganize, strengthen and widen service delivery capacity to clients; enhance the capacity for establishing institutional needs of the current and potential clients of the organization and design demand driven marketable services; establish strategic alliances with other audit, research and consultancy service providers for stimulating good governance, accountability and transparency in the Cooperative movement and related sectors in the associative economy.

1.3 Impact Assessment

By definition impact is a measure of the tangible and intangible effects (consequences) of one thing's or entity's action, or influence upon another (Oxford, 2001). Impact has positive and negative effects or outcomes to the action. In order to identify the positive or/and negative impacts, the researcher must assess the future consequences of a current or proposed action. Also it was used to measure the extent to which the organisation's goals were attained. It was used to ensure that projects, programmes, researches and policies are economically viable, socially equitable and environmentally sustainable (Clive, undated). Our study was assessed the consequence of dysfunctional conflict on public organization.

1.4 Statement of the Problem

Although the Government of Tanzania has been emphasizing on the maintenance of good working conditions in governmental and non-governmental organisation and institutions, its implementation has been different (URT, 2009). Observation has revealed that, because of different perceptions on accountability and responsibilities of employees in work organisation. Conflicts have been erupting and ultimately end up reducing the efficiency and effectiveness of organizational workers. Quite a number of

questions remain unanswered as for example; the causes of conflicts in workplaces, the effects of conflicts in auditing. As well, the study investigates various strategies used in management and resolution of such conflicts.

There has been an enormous number of literature on the ground addressing problems of conflicts in work organisation, for example Havenga, (2002) indicated that, source of conflict is not a management but management is liable to act in a racially informed manner and which manifests in managerial practices that are perceived as abuses of power that appears as a source of conflict. Tonder, (2002) concluded that, it is not rationalization or staff layoffs that are considered as a source of conflict, but the rationalization/ staff layoffs that are perceived as an abuse of managerial power. Oredein; (2004) concluded that, there was a statistically significant influence of work-family conflicts and job satisfaction on labour turnover intentions among lecturers. Bruce, (2006) supported that, manage crisis situations in terms of de-escalating situations of violent confrontations or extreme tensions and mediate disputes to facilitate parties reaching a mutually agreeable solutions. Jennifer, (2010) observed that, conflicts between two employees at work places reduces the productivity level and morale of doing the work. REDET, undated conducted a research on conflict management of different practitioners includes staff officials, religious leaders, administrators, employers, workers and community on which they suggested that conflict management should emphasize on prevention of conflicts from erupting. URT, (2012). However, little has been done to assess impact of dysfunctional conflict in public organisation, COASCO in particular. This study is hereby intended to conduct through assessment of the impact of dysfunctional conflict in public organisation.

1.5 Objectives of the Study

General Objective

The main objective of the research will to investigate and study the impact of dysfunction conflict at workplace.

Specific Objectives

As per the broad research objective stated above, its translation leads to the following specific objectives focusing COASCO as a case of this study:

- i. To identify and examine levels, types, parties and causes of conflict at work place.
- ii. To measure effects of conflict on performance at workplace.
- iii. To find out strategies used by management to resolve conflict
- iv. To analyze the outcomes of conflicts at workplace.

1.6 Research Questions

In order to fulfill the above mentioned objectives the following questions were posed:

- i. What are the levels, types, parties and causes of conflict at workplace?
- ii. Does conflict at workplace affect employee performance?
- iii. Are there any approaches used by management to resolve conflict at workplace?
- iv. What are the outcomes of workplace conflict.

1.7 Significance of the Study

The study has significance to the managerial application as organizations may use the result to formulate good employees and management relationship. The study provides implication on reminding the management at the public organisations, every employee at the office is a part of one big family working together towards achieving organisational goal and performance (Tom, 2002). The study helps practitioners on the organisation to sit together for effective conflict negotiation those results to conflict resolution which

would improve organisation's performance. This is because workplace conflict can either weaken organisation teamwork or make the organisation stronger. The study also adds to literature reviews for further researchers.

The study would inform policy makers to develop policies which emphasizes on transparency and maintenance of peace in work organisation by the managers responsible for different public work organizations.

1.8 Limitations of the study

Difficulties in the Availability of Sample Respondents and Data

The methodology of the study suggested that to collect data from the sample size of 50 respondents necessary for this study especially from selected six regions, whereas 20 respondents were from Dodoma which is headquarter of the Corporation and other 30 respondents from other regions. The 4 respondents from directors, 6 respondents from regional auditors, 25 respondents from auditors and 15 respondents from supporting staff were selected randomly from a case study. However, due to lack of cooperation from directors and regional auditors, we failed to conduct interview to 10 respondents.

Financial and Time Constraints

Furthermore; there were financial constraints for assisting researcher for data collection from six regions through payment of transport fees, accommodation allowance and stationeries allowance. As well, permission letter from employer to allow researcher to collect data from organisation replied very late.

1.9 Operational Definition of Key Terms

Conflict is an inevitable part of the human relatedness process. Conflict is “the interaction of interdependent people who perceive opposition of goals, aims, and values, and who see the other party as potentially interfering with the realisation of these goals

as incompatible” (Ting-Toomey, 2011). The definition of conflict comprises two sides; they may be two individuals or two groups. At the workplace, conflicts often involves two shifts, two departments, two regional divisions, or just faction that have drawn a battle line around a particular issue (Lebedun, 1998). The study of the conflict at work place happens mostly between two individual employees, management and employees, as well as among directors.

Conflict can be defined as a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralize, injure, or eliminate their rivals (Erin, undated). In many cases, conflict in the workplace just seems to be a fact of life. We've all seen situations where different people with different goals and needs have come into conflict (James and Carlson, 1996). The potential for conflict depends on the degree to which needed resources must be shared, the amount of dependence among individuals and groups, and differences over goals. The concept of conflict has theory which helps on elaborating the aspect in kin.

1.10 Organisation of the Report

The report is organised into five main chapters; with chapter one presenting the introduction and background information to the study. Chapter two presents both theoretical and empirical literature review. Chapter three covers the methodology used in terms of sample to be used, model for analysis and the overall research design. Chapter four present the research findings, analysis conducted and summary of the results while chapter five presents the conclusion of the study, various recommendations proposed and areas for further research work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter attempts to review areas and various literature related to dysfunctional conflict at workplace. It has two parts: Theoretical Literature Review and Conceptual Frame work. The former has meaning, causes (sources), levels, types, outcomes of conflicts and strategies for resolving conflicts. The later has a figure which reveals a model of conflicts at work place.

2.2.0 Theoretical Literature Review

2.2.1 Theory Underpinnings of the Study

This theory of Deutch developed in (1991) by Deutch, discusses three determinants of conflicts by involving two parties which are individuals or groups. The parties in Deutch theory are employee-employer relationship. The determinants include: contact and visibility of differences, Perceived incompatibility, and perceived utility of the conflict. He argued that, the presence of parties and determinants must face the obstacles at workplace (employee-employer perceived different opinions at the work). Contact is important because people need to interact to have conflicts. For conflicts to emerge, visibility of differences is necessary, because you need the perception of differences between self and others. These two characteristics are necessary conditions for conflicts, but are not sufficient to give rise to a conflict.

Deutch (1991) emphasizes that, the differences only give rise to conflicts when they are perceived as incompatible. It is not the objective incompatibilities which give rise to conflicts, but the perceived incompatibilities (subjective). These differences only lead to conflicts if a party perceives utility of the conflict. When an employer is having no co-operation with the employee, it means has perceived the utility of the conflict. Deutch concluded that, not all determinants may lead to conflict, some determinants gives an

indication about perceived incompatibilities, but not about perceived utility. Deutch theory is justified because the conflict related determinants are evidenced in a number of ways. Examples are: employee frustration, deteriorating interpersonal relationships, low morale, poor performance, disciplinary problems, increased employee absenteeism, withdrawal of employee goodwill and resistance to change.

The resemblance between the determinants of Deutch study and the conflict related effects in this study is striking. But Deutch study discusses their determinants associated with negative effects of this study. This, research discusses the two effects of workplace conflicts as determinants of Deutch in his theory. Those negative effects namely: presenteeism, loss of productivity, litigation and grievances, violence, and employee turnover. Positive effects includes: improvement of decision making, building group cohesion and readjustment of values and norms.

2.2.2 Model of the Study

A part of the Deutch theory, there is a model which discusses the factors that relating with this study causes. Theoretical model written by Punyasiri (2009) explained that, work-family conflict arises from three factors that relate to time, organizational and personal domains were introduced. The model proposes that time related factors, organisation-related factors and personal-related factors contribute to work-family conflict and reflect on the well-being of managers on improving performance. Time sub-factors have been developed to measure how insufficient time can contribute to work and family conflict. Organisational-related-factors involve organisation initiatives which appear to be motivated by work/family considerations.

The supportive behaviour of family members can help to buffer work-family conflict experienced by employees. The support can be either or all of the following: attitudinal, emotional or instrumental. These supportive behaviours are personal related factors. The

level of work and family conflict is employed to indicate the total impact of all three antecedents to the work and family conflict. The highest mean from each sub-factor will show the most important factor which influenced the work and family conflict of managers. In addition, sub-factors of the sources will explain how these factors affected managers in the business (ibid).

Punyasiri discussed the model by considering three factors affecting work-family conflict. This study has therefore proposed model to involve two causes of conflict that influencing workplace performance. The model proposes that conflict at workplace caused by organisational and personal that imitates on the well-being of managers and employees on improving performance. The causes of conflict related to organisational included: goal incompatibility, task interdependence, undefined areas of responsibilities, poor organisation system, and workload. The organisational cause of conflict can be hampered by aligning the objectives of employees with those of organisation. Conflict causes related with personal is another aspect on model of this study. The personal related cause included: lack of information and communication, discrimination of employees, misuse of power, differing perceptions, and stress. The well managed personal cause can help people at organisation to avoid the occurrences of conflict at workplace. These two causes if not resolved strategically can lead to serious effects of conflict at workplace. The effects can either be negative, positive or both depending on the way management resolve that conflict. Negative outcomes hurt work relationship between employees or groups at organisation while positive could be productive to the organisation (Netemeyer, et al., 2005).

2.2.3 Perspectives on Categories and Levels of Conflicts

A study by Thomas (1999) discerns different categories of conflicts and insists that they have impacts in all dimensions of life. He points out that, organizational conflicts can be authoritative, affective, procedural interpersonal or task conflict. Authority in general refers to ones power, privilege, or influence over another of inferior rank, stature, age,

physical powers, position, experience, mental health, gender, ability, etc. therefore "authority" as power which is so institutionalised that, it is largely unquestioned, that results to conflict in an organization (Austin, 2008). Managers in an organization misuse their authority which results to conflict at an organization. At the end authority conflict causes the deterioration to employee's morale and performance of the organization.

On the other hand, Affective conflict, which deals with interpersonal disagreements, is said to be nearly always disruptive to collaborative decision-making. For example, when collaborators disagree because of personal prejudices (e.g. prejudices stemming from strong social, political, economic, racial, religious, ethnic, philosophical, or interpersonal biases) they are said to seldom be able to focus and concentrate on the task (Burnett, 1993).

Netemeyer, et al., (2005) and Griffin, (2006) said that procedural conflict exists when group members disagree about the procedures to be followed in accomplishing the group goal. New procedures may be formulated and a new agenda suggested. Even the group goal may be modified. Procedural conflict, may be productive conflicts and may be well resolved or managed. Examples of procedural conflicts may include disagreements about factors such as meeting dates and times, individual task assignments, group organization and leadership, and, curiously, methods of resolving disagreements (James and Carlson, 1996).

Another category is goal conflict that occurs when the activity of a subsystem is not consistent with another subsystem or with the larger (basic) system (Thomas, 1999). Goal conflict occurs when employees are burdened with multiple goals. It is a business term that typically refers to either strategy or data plans that are made but cannot be effectively completed because of inherent differences and problems between goals. Gareth and Jennifer, (2008) assert that, some goals are independent and do not affect each other at all, but many goals are interdependent and depend on the same resources,

systems or workers to be accomplished. When multiple goals intersect, goal conflict can occur and reduce work efficiency.

Another category of conflict is the interpersonal relationships within the organization, sometimes can be called emotional conflict. It takes place on an emotional or personal level between employees. This conflict results from team members' disagreeing with one another and thus viewing themselves as opposed to one another. The term interpersonal conflict is used to indicate the disagreement that most people call a "personality clash." This "clash" may take the form of antagonistic remarks that relate to the personal characteristics of a group member or disregard any organizational goals to antagonize a particular group member. Interpersonal conflict may be inevitable and must be managed for optimal group maintenance (Mesmer-Magnus and Viswesvaran, 2005). Interpersonal conflict results in considerably more stress between employees and can be more difficult to manage.

It is asserted that, task conflict, also called task-led conflict, occurs when employees disagree over their understanding of their goals and tasks. It is a disagreement between two people or in a group of people over the decisions they should make. Team members will have different perceptions of their goals, different solutions and opinions about the issue. Task conflict is normal in the workplace and doesn't need to be managed as assertively as relationship conflict (Gareth and Jennifer, 2008).

On the other hand, although on average all organisations encounter almost all categories of conflicts Gareth and Jennifer (2008) believes, organisations and individuals suffer at different levels. Such levels may be individual, group, intra group, organisational, structural as well as value conflicts. The potential for conflict exists whenever and wherever people have contact. As people are organized into groups to seek a common goal, the probability of conflict greatly increases. Since only the most serious conflicts

make headlines, conflict has a negative connotation for many people. All conflicts are not the same. We face conflicts on all levels (Kinemo, 2012).

Blaine (2006) state individual Conflict as the conflict between individuals of the organization. Individual conflict is the most apparent form of conflict for workplace participants. It is easy enough to observe the results of office politics, gossip, and rumours. Also language and personality styles often clash, creating a great deal of conflict in the workplace. In many workplaces, he asserts, there are strong ethno-cultural and racial sources of conflict as well as gender conflict. This may lead to charges of harassment and discrimination or at least the feeling that such things exist. People often bring their stresses from home into the office leading to further conflict. An additional source of workplace conflict can be found in varying ideas about personal success. The strong drive asserted by Blaine (2006) for work related achievement in some participants can clash with participants who do not emphasize work-related success in their lives

Thomas (1999) insists that, hostilities between different groups, is a pervasive feature common to all levels of social organisations (e.g., sports team, ethnic groups, nations, religions, gangs). Although group conflict is one of the most complex phenomena studied by social scientists, the history of the human race evidences a series of group-level conflicts that have gained notoriety over years. Group conflict can be separated into two sub-categories of conflict: inter-group conflict, and intra-group conflict. Although both forms of conflict have the ability to spiral upward in severity, it has been noted that, conflict present at the group level (i.e., inter-group rivalries) is generally considered to be more powerful than conflict present at an individual level. The following are discussion about categories of group conflict (Havenga, 2002). Thus, when different groups are pitted against each other, this is an example of an intergroup conflict (Shyam, 1999). It can cause a production standstill within a corporation. This conflict occurs at the social level between different racial groups or religious groups, at

the business level between departments or at the organizational level between businesses. Conflict arises when the values, goals and opinions of those groups are at odds. Groups can work through their differences and progress or the differences can bring an end to their associations (Shyam, 1999). Conflict can occur within groups (intra-group conflict) (Havenga, 2002). Intra-group conflict is the conflict within an internal group, team or department. These are conflicts that typically involve more than one person within a group (Shyam, 1999).

Starks (2006) argues that, in organisations, conflict also may arise when the behaviour or action of a person, group, or department contradicts the rules, regulations, or even social norms of part of the organization, the organization as a whole, or external entities such as regulatory agencies. Typical organizational issues also breed conflict, such as poor lines of communication, lack of effective leadership, and conflicting priorities. There are a number of organizational sources of conflict. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict. Also there can be work style clashes, seniority/juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability. In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees (Franken, 2009).

Regina (2012) points out that, there can be structural conflict, conflicts between groups or units in organizations. These can be as discerned by Madeleine (1991) horizontal, between line and staff, different line organizations such as sales and production or it may be vertical, labour versus management or central headquarters versus field organizations. Structural conflicts are caused by forces external to the people in dispute. Limited physical resources or authority, geographic constraints, time (too little or too much),

organizational changes, and so forth can make structural conflict seem like a crisis. Values explain what is good or bad, right or wrong, just or unjust. Differing values need not cause conflict. People can live together in harmony with different value systems. Value disputes arise only when people attempt to force one set of values on others or lay claim to exclusive value systems that do not allow for divergent beliefs (Madeleine, 1991).

2.2.4 Potential Causes and Sources of Conflicts in Work Organisations

One of the primary causes of conflict in public organizations is the frequently changing, often uncertain environment in which they operate (Starks, 2006). Aycan (2010) and Shyman (1999) point out different causes of conflict that can be personal and organizational related conflicts. Shyman points out that, lack of information is like to fuel problems in the workplace. Groups that are interdependent on one another to achieve goals must communicate to meet those goals. Information sharing and task coordination is essential. (ibid) adds that, miscommunication creates conflict even when there are no differences in goals or values. Important information that doesn't get to every employee in a company can lead to serious conflict. Managers should therefore hold meetings to go over memos or reports so that every word and idea is clearly understood by all employees (Starks, 2006). Amstrong (2006) observes that, discrimination in employment and occupation takes many forms, and occurs in all kinds of work settings. It entails treating people differently because of certain characteristics, such as race, colour or sex, which results in the impairment of equality of opportunity and treatment. In other words, discrimination results in, and reinforces, inequalities. With discrimination the freedom of human beings to develop their capabilities and to choose and pursue their professional and personal aspirations is restricted without regard for ability.

Studies (Sengati, 2012) reveal that, power is a measure of an individual's potential to get others to do what he or she wants them to do, as well as to avoid being forced by others to do what he or she does not want to do. It thus observed managers regularly acquire and use power (Amstrong, 2006). Managers can use their power sparingly and wisely, allowing others to have some influence over what happens to them and to their organization. Other managers misuse their power by insisting that all decisions are made by them and them alone (Allan, 2006). The misuse of power adversely affects subordinates, groups, organisations and the managers themselves. Power-needy managers and themselves report a higher incidence of stress, poor physical and psychological health, deteriorating interpersonal relations and lowered effectiveness at decision-making. Organizations that have a power culture receive reports of inconsistent or poor quality service and /or products (Allan, 2006).

Employees can sometimes view incidents with differing perceptions. For instance, different departments can get the perception that they are more useful than others. Even performance reviews, memos or office rumours can be looked at with differing perspectives and in a negative light (Griffen, 2006). Some conflict in the workplace is the result of employees or managers not having good skills related to conflict management. For instance, they may not be able to speak in "I" statements or analyze objectively. Without these skills, it is harder to diffuse problems (Richard, 1996). Stress is normal in the workplace; however, employees also have to deal with the stress of their personal lives. Sometimes these combined stresses simply are too much and employees vent their frustration on the job (Netemeyer, et al., 2005)

Aycan (2010) argues that, when the goals of one group don't agree with those of another, conflicts will often arise. The goals of each department reflect the specific objectives members are trying to achieve. The achievement of one department's goals often interferes with another department's goals, leading to conflict. This is a set of rules and

requirements to determine how information, materials and expertise are shared between team members assigned to interdependent tasks (Christina, 2006). When specifying interdependence of certain tasks, there is an increased chance of conflicts between the tasks because the overall structure of work becomes more and more complicated, with multiple levels and sub-levels (Aycan, 2010). An employee not knowing what his responsibility is can lead to conflicts among staff. Comprehensive training for every employee is essential so employees don't flounder or complain in the process of not knowing exactly what they're supposed to do (Johnson, 2008).

Another organizational related source of conflict is poor organisational systems may place unnecessary stress and conflict on employees. For example, employees may become frustrated at the diminished productivity that results from having to go through a lengthy chain of command. Managers can reduce this problem by setting up their organisation in such a way that, they always receive some feedback from employees (Brian, 2003). Conflict in the workplace may arise when the vision or goals of a company are not clear. The issue here is that employees and managers, without clear goals, have no ability to give or receive precise directions, and employees may not be sure what managers expect of them. With everyone interpreting what the goals and needs of the company are individually, there is no consistency within the company (Johnson, 2008). Conflict may arise in the workplace due to the amount or type of work that the employees are required to perform. At some point, employees either will feel underappreciated or overworked, or they will burn out, both situations create an environment in which the employees may clash with managers and one another (Christina, 2006).

2.2.5 Potential Effects of Conflicts on Workplace

Organisational conflict can have negative or positive consequences. Conflict could be productive and could have positive effects on groups (Slaikev and Hasson, 1998; Baddar, et al., 2006; and Franken, 2009). On the side of positive aspects (Slaikev and Hasson, 1998) argue that, not all conflict is bad and not all cooperation is good, conflict can be harmful to groups but may also serve some potentially positive functions, depending upon the types of groups within and among which it occurs. Not every type of conflict may benefit groups, and conflict may not serve such functions for all groups (Franken, 2009). Internal social conflicts which concern goals, values or interests that do not contradict the basic assumptions upon which the relationship is founded tend to be positively functional for the social structure. Such conflicts tend to make possible the readjustment of norms and power relations within groups in accordance with the felt needs of its individual members or sub-groups (Burnett, 1993).

On other of negative effects, conflicts in which the contending parties no longer share the basic values upon which the legitimacy of the social system rests threaten to disrupt the structure (Baddar, et al., 2006). One of the most obvious side effects of conflict is excitement, although some of the feelings generated by conflict may be negative, they are evidence of involvement. That is, a group member may be angry but at least he or she is involved in the group discussion. Thus, a good argument may be an effective antidote to apathy. Individual involvement helps groups become more cohesive (Burnett, 1993). Conflict often helps gain recognition for the groups involved. However, conflict may increase bitterness, alienation, and divisiveness within or among groups and may have long-lasting effects upon future cooperation among individuals and groups holding opposite views. Conflict within a group can allow dissatisfied members to voice their complaints. And, the group may restructure itself to deal with internal dissension and dissatisfaction. However, conflict within a group often leads to internal tension and disruption. Member's attention may be diverted from the goals of the group to focus on

the conflict (Burnett, 1993). it may become violent and in extreme cases, lead to destruction and bloodshed. Conflict does not necessarily imply or lead to violence; conflict becomes violence when the process turns to overt hostility and involves destructive behaviour (Griffin, 2006). Conflict may also lead to violence when a group is forced to change because its rights and privileges have been threatened or usurped (Tom, 2002). Unresolved conflict as stated by Slaikev and Hasson (1998), have much greater risks to the employees physical and mental well being. The number of employees seeking help for work-related conflict has increased from 23 percent in 1999 to close to 30 percent in 2001. Majority of managers are suffering from work-related stress, failure to manage conflict heightens stress at workplace. In the case of harassment, the number of employees seeking help from court to claim for their right have been increased yearly. A study by Carl (2008) asserts that, complaint that escalates to a lawsuit can easily cost increasing and take time to settle that is grievances. Another set of problems as set out by Jennifer (2010). may occur when employees with high intent to turnover do not leave the organization. Such employees tend to have lower commitment, be more dissatisfied with their jobs and reduce morale in the area in which they work.

Chronic unresolved conflict acts as a decisive factor on increasing the employees to leave the organization. Conflict leads to many involuntary departures, with the possible exception of staff reductions due to downsizing and restructuring. No matter what the cause, turnover has a number of undesirable implications for organizations, including the costs of losing an experienced worker, recruiting and retraining a successor, the lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates (Shyam, 1999). Johnson (2008) points out that, tension and stress on conflict reduce motivation and disturb concentration. A loss of simple productivity occurs due to discussing the dispute, playing computer games, finding reasons to get out of the area, reduces an average work week ,incremental of a manager's time is spent and energy addressing conflict in the workplace.

Employees conflict leads to the amount of damage and theft of inventory and equipment of the organization. This usually occurs when employees are angry at their employer that cause the loss and sabotage to the organization(Christina, 2006). Conflict is a good example of how harm can be produced in the workplace and of how this harm spills over into families and communities. Such harm includes both inner-directed harm and outer-directed expressions(Aycan, 2010).

2.2.6 Employees and Organisational Performance

Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action Amstrong (2006). It focuses people on doing the right things by clarifying their goals. Not just the instruments for results, behaviours are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results. Amstrong (2006) discussed that, manager is responsible for improving organisational performance by developing the performance of individuals and teams at workplace.

Organisational performance is not a precisely defined concept. Intuitively, and in practice, the performance of an organisation is related to its capacity to deliver basic goods and services, and to provide a suitable policy and regulatory environment for development to take place (Therkildsen, and Tidemand, 2007). Thus, there is a direct link between organisational capacity and its performance. Staff – its merits, motivation and the ways it is managed in a specific organizational context - is crucial in that linkage (ibid). Regarding the current study, conflict can interfere organisation capacity that results to poor performance in both organisation and employees. It hampers organisation capacity through poor leadership style (employee's discrimination, misuse of power,), scarcity of resource, work overload or under-load, task interdependence and goal incompatibility. Employee performance can be measured when producing right output but this depends on good work environment.

2.2.7 Strategies for Resolving Conflict in Work Organisation

Managers in every type of organization have to deal with conflict, but those in public organisations are subject to more of it than their counterparts in private and nonprofit organisations. Being able to recognize, tackle, and resolve conflicts need critical managerial skills (Shyam, 1999; Therkildsen and Tidemand, 2007). However, managing conflict effectively requires that all parties understand the nature of conflict in the workplace. Organisations in any industry have to deal with conflict, but not every organisation views or addresses conflict in the same way. Some see it as an absolute negative, with the goal of preventing and eliminating it at all costs. This perspective implicitly assumes that conflict is detrimental to organisational efficiency and therefore should be minimised in organisations (Rahim 2001). The strategies that can be used in resolving or managing conflict within the organisation included:

When it comes to compromising, parties must learn to be vocal about what they need from other parties, rather than drawing expectations from them. Recognizing conflict way of compromising will make disagreements easier to resolve. Compromising helps people see things eye to eye, or they can agree to disagree. Both situations are healthier for the relationship (Therkildsen and Tidemand, 2007). Compromise involves adjustments and modifications with regard to the territories, values, goals, and/or policies of the involved parties Constantino and Merchant, 1996).

Those who see conflict as a competition fight hard to get what they want. The opposite of accommodating, competing individuals are highly assertive and uncooperative. This approach works best for taking quick action, making unpopular decisions, and discussing issues of critical importance when you know for certain that your position is correct. Over use of competition can damage long-term relationships. A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people. If you're the boss and your people fight you openly when they think that you are wrong - that's healthy (Ting-Toomey, 2011).

In collaborative strategies, people tending towards a collaborative strategy try to meet the needs of all people involved in conflicts (Starks, 2006). When approaching conflict their goal is to work with the other person to find a win-win solution. This method is very useful when integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships. These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important (Austin, 2008). There are two difficulties with collaboration. First, it requires trust and communication, which is not always present. Second, it is time consuming, with even simple decisions often taking longer than is necessary.

Accommodation strategy indicates a willingness to meet the needs of others at the expense of the person's own needs (Slaikev and Hasson, 1998). The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted. This method is useful for showing reasonableness, developing performance, creating good will, and dealing with issues of low importance. This person is not assertive but is highly cooperative (Austin, 2008). People tending towards this strategy seek to evade the conflict entirely. Avoiding conflict will rarely lead to a satisfying conclusion. However, avoiding conflict can be useful when dealing with issues of little importance, when tensions need to be reduced, or when it is necessary to buy time. This strategy is typified by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings (Carl, 2008).

Strategy featuring a thorough and frank discussion of the sources and types of conflict and achieving a resolution that is in the best interest of the group, but confrontation may be at the expense of one or all of the conflicting parties (Tom, 2002). When conflicts are not addressed effectively, employees suffer. This in turn hurts employee and organisation performance. For instance some of the employees leave an organization as a result of conflict, and some fired because of it. While all of these departures are not

unwanted, the disruption generated by conflict can lead to long-term problems (Barry, et al., 2009).

2.3 Conceptual Framework

The conceptual model shows where dysfunctional conflict at work place arises from two sources. The first sources relate to the organizational and the second sources relate to the personal that will be introduced at figure 2.1. The study will examine the two causes of conflicts at work place as well will measure the effects of conflicts on performance of the organisation. Regarding to the model modified from Kim and Ling (2001), one variable causes another variable to suffer due to the conflict at work place. For instance, causes of dysfunctional conflict in work place such as organizational or personal have impact on organizational and its employee performance. These effects can either be negative or positive, but all have positive relationship with employees and organizational performance.

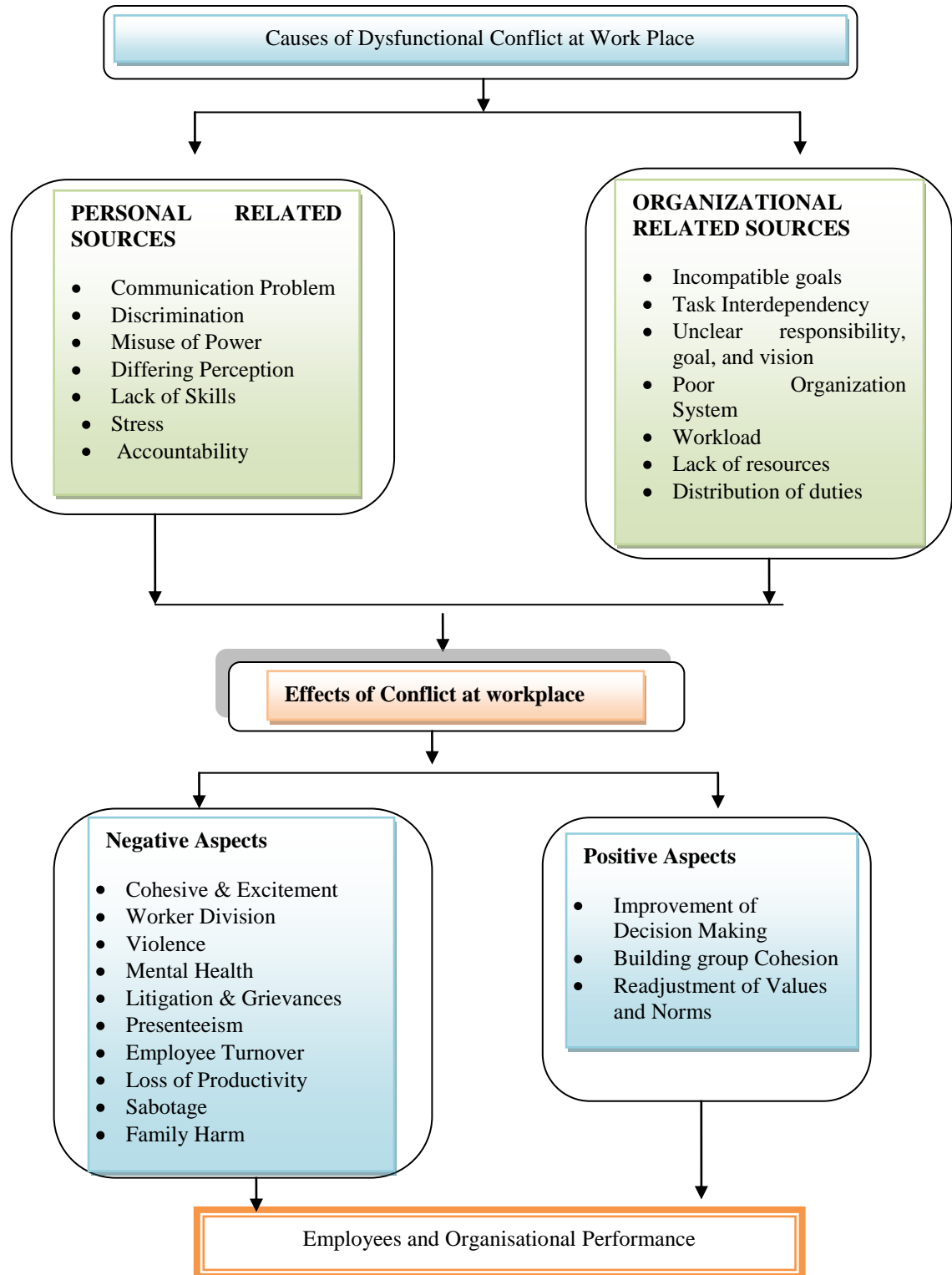


Figure 2.1: Conceptual Model of Conflicts at Work Place

Sources: Modified from Kim & Ling (2001) model

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes how the study was carried out. It comprised of; research design, research approach, sampling technique, data collection methods, the data collection instruments and the analytical tools for data analysis.

3.2 Research Design

A research design is a logical and systematic plan prepared for directing a research study. It involved organising the collection of data and analysis of data to provide information which was sought (Kothari, 2005). This research employed cross sectional survey a research design. Cross sectional research design is a type of research design in which data is collected at one point in time (Babbie, 2005). This was done using different cases of COASCO as a case study. Therefore, more than one design was employed. Surveys are used for descriptive, explanatory and exploratory purposes. The survey is the best method of collecting original data for describing a population which is too large to observe directly. Surveys are also appropriate for collecting information or data required at one point in time for a researcher who is facing financial and time constraints (Neuman, 2003 and Babbie, 2005). Taylor (2006) adds that, cross sectional surveys are excellent vehicles for measuring perceptions and orientations in large population by selecting and studying samples. In order to discover facts, opinions, figures, incidences and interrelation of variable the cross sectional is greatest methods (Cresswell, 1998).

3.3 Research Approach

Since both qualitative and quantitative data were collected for this study. Qualitative and quantitative paradigms were employed. Qualitative paradigm was used in order to obtain

information for discovering facts, opinions, views and feelings about the study phenomenon. This kind of information shall be collected using interviews. Quantitative paradigm was employed in order to test how variables influence each.

3.4 Research Variables of the Study

This study has the following variables that can assist on analysis of the research: dependent variable is dysfunctional conflict and independent variables that are incompatible goals within the organization, tasks interdependency between employees, communication problem, inequitable treatment at work, and misuse of power by management. Thus was discussed in deep on chapter four, how the independent variables affect the dependent variable at the public organization like COASCO.

3.5 Area of Study

The study was conducted in COASCO located at following regions: Dodoma, Arusha, Kilimanjaro, Dar-es Salaam, Tanga and Morogoro. The regions was chosen because are cities which are growing faster in terms of knowledge, infrastructure and economic activities. The choice of COASCO comes due to this is public organization. Public organizations are significant because they are very transparent. Their work is easily and often heavily scrutinized to ensure maximum productivity and high standards.

3.6 Sampling Techniques and Sample Size

3.6.1 Sampling Techniques

The study employed simple random sampling technique in order to obtain the estimated sample size. Simple random sampling is simple technique which allows respondents to have equal chance of being selected. It is a non biased sampling technique and hence is likely to be efficient, reliable and flexible (Kothari, 2005). To accomplish this, the respondent from the selected regions had equal chance of being selected in successive drawings.

3.6.2 Sample Size

The sample size was 50 respondents from selected six regions, whereas 20 respondents out of 43 from Dodoma which is headquarter of the Corporation and other 30 out of 47 respondents from other regions. The 4 respondents from directors, 6 respondents from regional auditors, 25 respondents from auditors and 15 respondents from supporting staff where was selected randomly from a case study. The number of 50 respondents was suitable for producing the relevant data, which were going to be analyzed in SPSS program.

3.7 Data Collection Methods

In order to achieve the objectives of the research study, both qualitative and quantitative data was collected which constituted primary and secondary data as a source of the data. Primary data included information gathered from the field whereby information from corporation was obtained. Secondary data from different reports, journals and statutes was obtained regarding history of COASCO, provisions of services and records of past performance on audit work.

The study employed interviews, and questionnaire methods of collecting data. Interviews and provision of questionnaires were done at the COASCO offices of selected regions because it wouldn't have been easier to meet staffs from all fourteen branches of the corporation due to time and financial constraints.

3.7.1 Interviews

The interview method of collecting data involves presentation of oral verbal stimuli and reply in terms of oral verbal responses (Kothari, 2005). This study used direct communication with respondents. Interview was involve directors from headquarter and regional auditors from each region that helped to have a rich in information about their corporation. Interviews were conducted by using interview guides which was prepared

by researcher. Interviews were used to get views, comments and opinions on causes and effects of conflict at workplace, performance and other research issues.

3.7.2 Questionnaires

This method of data collection is quite popular and it is very useful by many researchers during data collection (Kothari, 2005). The questionnaires were designed in such a way that they could catch the relevant information from the field in order to help the researcher in the process of data analysis. Questionnaires were done by using structured questions and distributed to auditors and supporting staff in each region. The respondents had reasonable time to answer the questions and to express their views freely. The questionnaire method was chosen over other methods because; it is free from bias, low cost, and the respondent has adequate time to respond.

3.8 Data Analysis Procedures

Analysis of collected data was done qualitatively and quantitatively by using content analysis and Statistic Package for Social Scientists (SPSS) respectively. Before analyzing, data from questionnaire and interview was coded and subjected to analysis package for the quantitative data. SPSS is very special to this research as it has advantages of providing analytical instruction and making critical decisions on multiple responses. The content analysis adds information from interview guide to discussion of the study.

Moreover, data was analyzed through frequency table in descriptive statistics and multiple responses in order to get the percentage of population engaged in the conflicts, the extent of effect on performance of organization and other findings. This information was help to add up the content during discussing the study.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the various findings of the research. The chapter begins by discussing how the reliability and validity of the research is measured, analysis of collected data and the discussion of findings in order to obtain answers for the research questions of this study.

4.2 Respondents Characteristics

Individual characteristics in terms of age, sex, occupation, education level, and marital status were analysed descriptively and presented in frequency table and pie chart

4.2.1 Employees' Age categories

Age category is respondents' characteristic that was asserted to be influencing dysfunctional conflict on workplace at COASCO. The results of age level of employees' ranking are shown in Table 4.1.

Table 4.1: Age of Respondents

Age in Year	Frequency	Percent
26-35	12	30
36-45	10	25
46-55	15	37.5
56+	3	7.5
Total	40	100

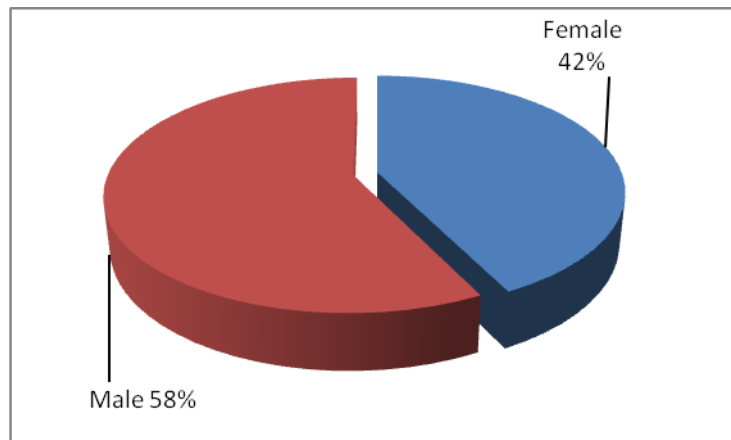
Source: Data from field survey, 2013

The finding reveals the employees' age level in different regions of COASCO. The results indicate that the highest percent (37.5%) of employees ranged between 46 and 55 years of age. 30 percent of employees were between 26 and 35 years of age, 25 percent of employees were between 36 and 45 years and 7.5 percent of employees were 56 and

above years. This means that 56 percent and above years were to about retire from the work organisation compared to other ages. Aged people not involved in the conflict, first they are few in the organisation compared to other ages. Also they avoid conflict with employer so as to maintain their employment and not to be fired by employer at a time of retirement. For the 37.5 percent results indicate that these they work for the organisation for long time and have enough experience with their job. So they expect promotions and recognitions for better future retirement. The findings concur with that of Baddar, et al., (2006) and Avery, et al. (2007) who concluded that, demographic variables such as age has significance influence on employee performance if conflict occur at workplace. The study concluded that aged employees (above 56 years) who are about to retire, do not engage in conflict at workplace compared to other age rate as analysed.

4.2.2 Gender of Respondents

Gender is another respondent's characteristic that was declared to be influencing dysfunctional conflict at COASCO. The results of gender of employees' evaluation are shown in figure 4.1.



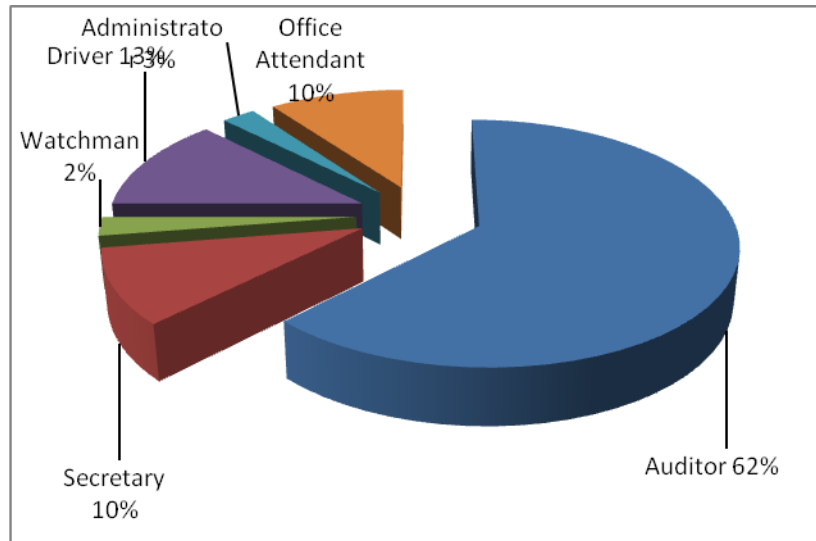
Source: Data from field survey, 2013

Figure 4.1: Respondent's Sex

The results from figure 4.1 show that, 58% of employees were male and 42% of employees were female. This implies that males were more employed in the COASCO than female. If there is any dysfunctional conflict at workplace may be due to the fact that males have confidence against misconduct of rules and regulations of labour. This result conforms to the study by Punyasiri (2003) in Thailand who argues that females in developing countries are weaker in economic, political and social position relative to males. Consequently women employee suffered as they tried to balance their home and working commitments, rather than concentrating on their occupation. They expect their organization to be concerned about their quality of lives. Griffin (2006) argues that gender has significance influence on conflict; she said that, there were few differences between male and female employees imposing workplace conflicts. The study by Griffin (2006) slightly contradicted with this study of examining the impact of dysfunctional conflict in organisation. Mark and William (2005) the findings also suggest that the relationship between individual initiative and work conflict is moderated by gender, such that the relationship is stronger among women than among men. Again the study by Mark and William not match with this study.

4.2.3 Profession of Respondents

The funding shows the occupation of employees deal with during their daily responsibilities. The results of employees' profession summarised on figure 4.2



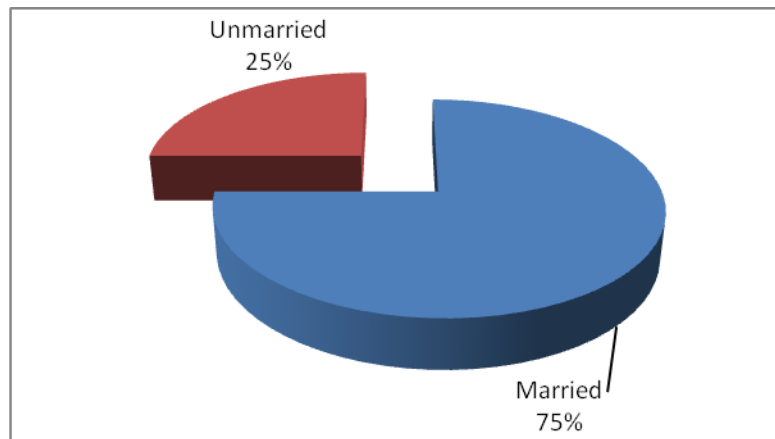
Source: Data from field survey, 2013

Figure 4.2: Respondent's Profession

The results indicate that, the majority of respondents (62%) of employees were auditors. 13% of employees were drivers, 10% of employees were secretaries and office attendants and 3% of employees were administrator and 2% watchman. Auditors were highly responding on the questionnaire because they are the main resources of the organisation. Also they mostly face conflicts with the management and a colleague due to the fact that they play core function of the organisation. Low percent (3%) of administrators is due to reasons that, they are only located at headquarter. The least category is that of watchmen is due to reason that, they are outsourcing by organisation. The finding concur with that of (Michael, et al., and Karatepe, 2007) who concluded that, position of occupation in organisation has significance influence on conflict if that employees not satisfied with their job. The studies concluded that occupation of core function has positive impact on conflict.

4.2.4 Analysis of Marital Status of Employees

Marital status is another biodata that was asserted to be influencing dysfunctional conflict at the workplace. The results of employees' rating are indicated in figure 4.3.



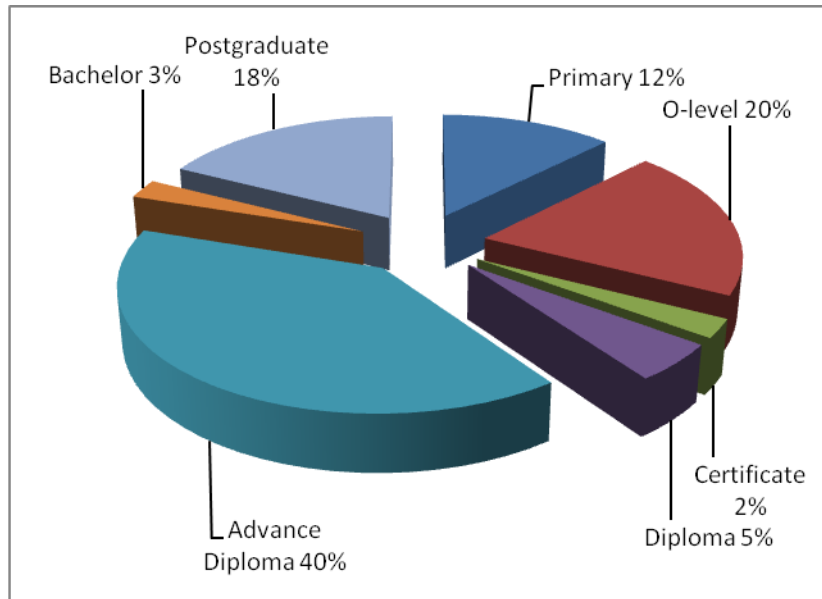
Source: Data from field survey, 2013

Figure 4.3: Marital Status of Respondent

The findings from figure 4.3 show that, 75 % and 25 % of employees were married and unmarried respectively. This implies that the corporation has more married employees than unmarried one. When the corporation faces dysfunctional conflict it means that, married couples were more engaged in the dysfunctional conflict. This is likely to bring marital conflict into workplace and lastly affect the performance of the work. Punyasiri (2003) indicates in his findings that, marital status, demographic groups differ among married and unmarried. He argued that if the conflict happened at the organisation it may be influenced mostly by married employees.

4.2.5 Analysis of Education Level

It seems that education level is very important to employees. When the level of education is very high level it leads to dysfunctional conflict because they know their rights and responsibilities of their job.



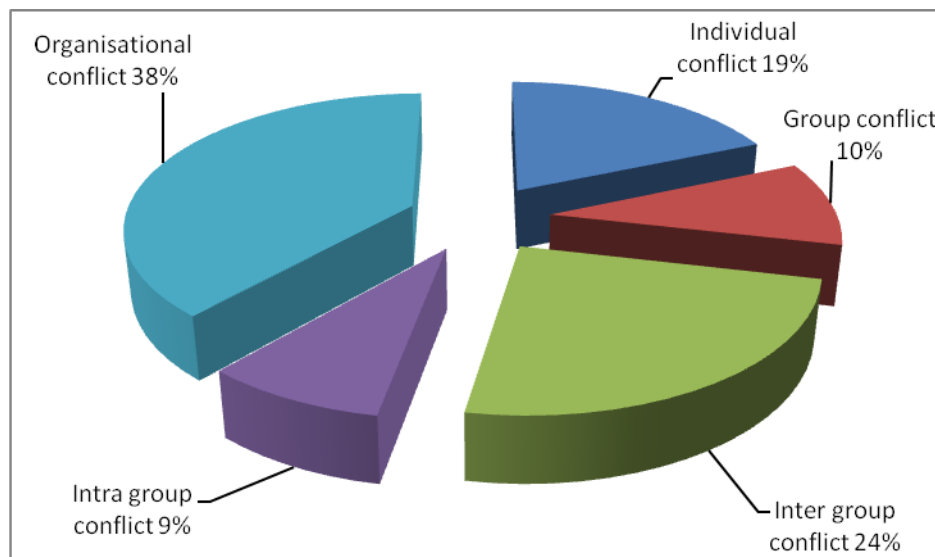
Source: Data from field survey, 2013

Figure 4.4: Respondent Education Level

Results from figure 4.4 above shows that, 40% of the employees had advanced diploma, 20% of the employees had an ordinary secondary school level, and 18 % of the employees had postgraduate degree. Also 12% of the employees had primary level, 5% had diploma, and 3 % had bachelor degree. These findings imply that high percentages of education level of employees are into advanced diploma category. Most of the workers at COASCO were auditors and fall to that education level. It is evident that, education level has an influence on the job satisfaction and employee performance. When employee has improved their education levels they become more aware of the job responsibilities as well as, their rights at work (Baddar, et al., 2006). He insists that, conflict can occur to higher educated employees in their organisation because, they know and understand their rights when management misuse their power. The findings concur with that of (De Dreu and Beersma, (2005); Cynthia and David, (2006) who argues that, the worker who had high education level are stronger in fighting their rights compared to those who had moderate or low level of education. They conclude that education in the organisational has influence on conflict occurrences.

4.3 Levels of conflict at workplace

Respondents were asked to respond to different levels of conflicts which occur in COASCO organisation. Through analyses the appropriate directions towards managing and resolving dysfunctional conflict in Tanzania were determined. Presentation of the findings is summarized in the pie chart below. Figure 4.5 presents findings of the levels of conflict.



Source: Data from field survey, 2013

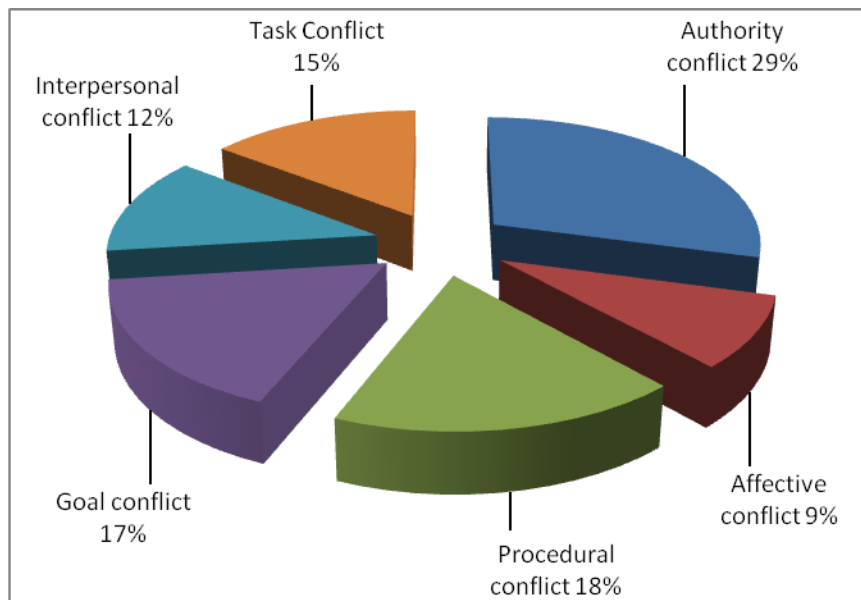
Figure 4.5: Level of Dysfunctional Conflict at workplace

Findings show that, 38% of the response reported organizational conflict, 24% were inter group conflict, 19% were individual conflict, 10% were group conflicts and only 9% were intra group conflicts. The study show that the organizational conflict occurred mostly. This seems to happen because employees in the organizations do not abide to the rules and regulations of COASCO. 24% reported intergroup conflict which revealed that departments were pitted against each other especially auditing and finance departments because the nature of their work are interchangeable in case of responsibilities and duties. These findings concur with the findings by Starks, (2006); and Gareth &

Jennifer, (2008) who argues that, the most level frequently occurring of conflict that breaks at workplace is organizational conflict. Blaine, (2006) concluded that, individual conflict as level of conflict is mostly occurred in the organisation that is not match direct with the study.

4.4 Types of conflict exist in the COASCO

The study examine on the types of conflict exists at the workplace. This help to understand the effects and the resolution of the each type.



Source: Data from field survey, 2013

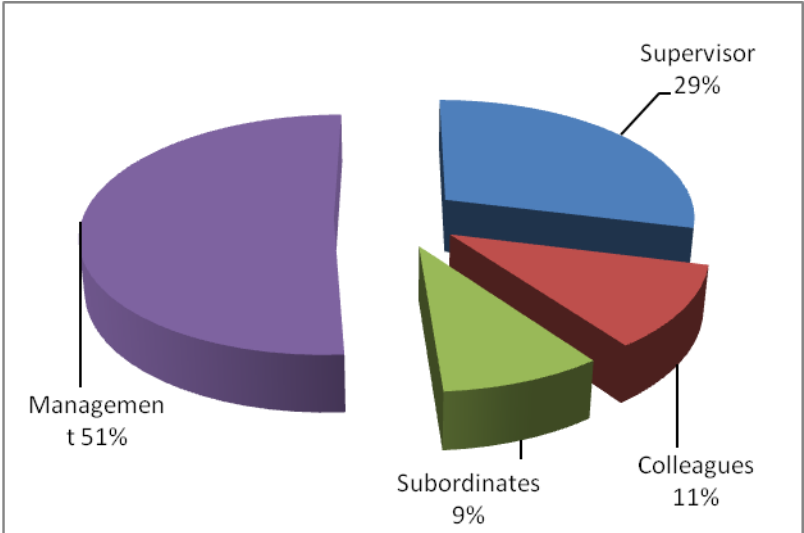
Figure 4.6: Types of Conflict

Result shows that, all types of conflict 29% were authority conflicts, 18% were procedural conflicts, 17 % were goal conflict, 15 % were task conflict, 12% were interpersonal conflict, and only 9 % were affective conflict. Authority conflict is seen to takes high percentage as compared to other types. This is because, general director of COASCO use their position in bad manner, rises conflict at workplace against him. The second type of conflict is procedural, this is because work procedure at COASCO are

seen to be not well organised this results to conflict at workplace. For example, work schedule of working outside employees station were quite different against payments, which employees are suppose to receive. Affective conflict seemed to occur less frequently due to low personal prejudice. The study by (Austin, 2008) points out that, authority results to conflict at workplace. He said that, authority causes deterioration to employee’s morale, as well as the performance of the organisation. This is because, those who have authority, own power privilege and influence over another of inferior ranking or position. But the Knutson and Kowitz (1999) argues that in any system there is continuously changing, the employees at workplace can experiences different levels of conflict due to reasons of difficulty working condition employees face. Therefore, the findings of the Austin (2008) and Knutson and Kowitz (1999) concur with the study.

4.5 Parties involved with conflict frequently

The field survey intended to assess the parties involved with conflict frequently at COASCO. The results of the parties involved with conflict are summarised on figure 4.7



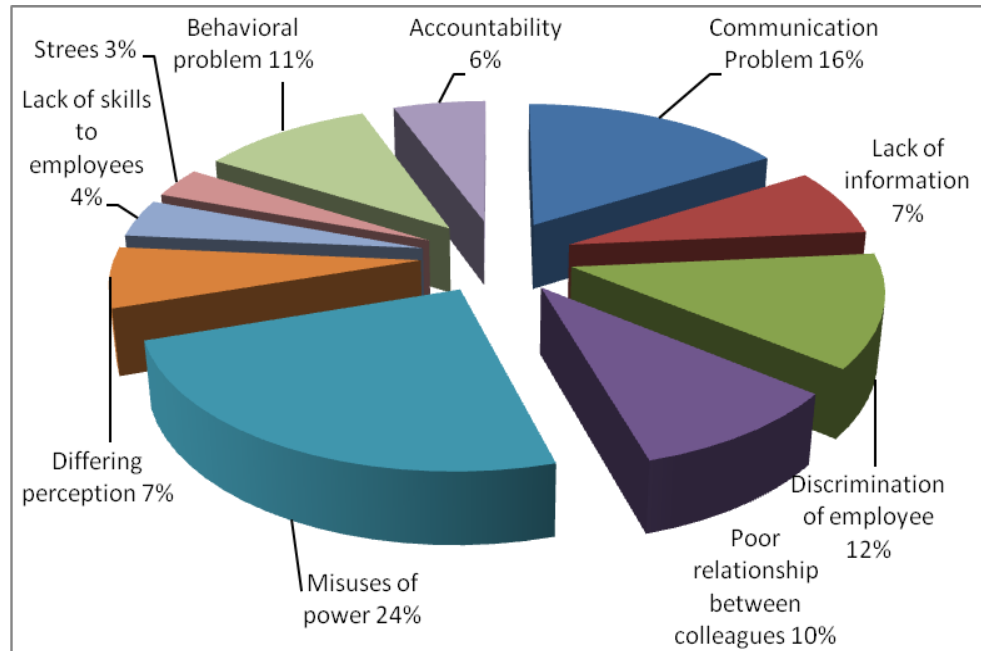
Source: Data from filed survey, 2013

Figure 4.7: Parties involved in Conflict

The result shows that 51 percent conflict appeared between management and employees, 29 percent between supervisor and employees, 11 percent between colleagues and employees, and only 9 percent were subordinates and employees. Conflict occurs mostly among management and employees rather than supervisor and employees as well as subordinates with employees. This is because; management misuses their power on managing, controlling and directing the employees. Conflict which occurs mostly was between supervisor and employees; this is believed to be due to immediate interaction among them. Deutch theory revealed that, for the conflict to transpire there must be two parties involved especially employee-employer relationship. His findings conformed to findings of this study that management as employer proved to be more engaged on conflict at COASCO. According to Piek et al. (2008) found that for conflict to occur there must be contact between two people, that is, visibility of differences in contact is necessary. But Piek, et al (2008) fail to reveal which part involved at conflict at workplace. Study of Karatepe and Kilic (2007) argue that, sometimes supervisor support alleviates employees' conflict in the workplace, hence increases their job satisfaction. The studies by Piek, et al and of Karatepe and Kilic study not confirms to the findings of this study.

4.6 Causes of Conflict at workplace**Personal causes of conflict**

The issue of conflict causes related to personal is controversial (Franken, 2009; Baron, 1991). This causes of conflict happed when employee's ideas, decisions or actions, discrimination of employees, misuse of power and miscommunication relating directly to the job are in opposition. As well, personal cause of conflict occurred when two parties just don't get along (Franken, 2009).



Source: Data from filed survey, 2013

Figure 4.8: Personal Causes of Conflict

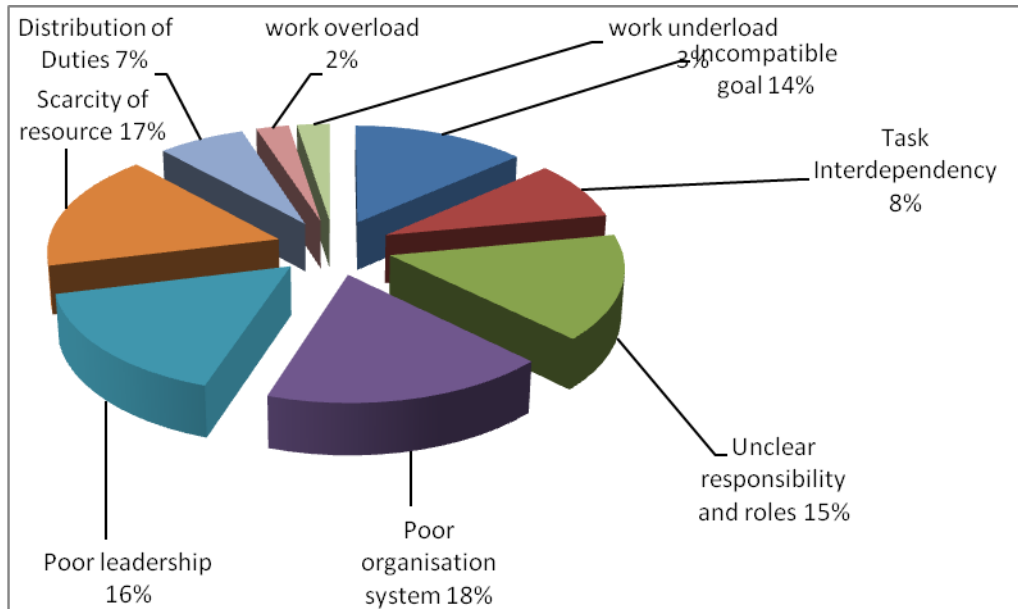
The findings depict that, personal conflicts are indicated by misuse of power (24%), communication problem (16%), and discrimination of employees (12%). It also shows behavioral problem (11%), poor relationship between colleagues (10%), lack of information and differing perception (7%). The least mentioned conflict is lack of skills (4%), and stresses (3%). Takes significantly larger portion of personal causes of conflict is due to the fact that, like in any other organisation power must be exercised. These have adverse effect to subordinates, groups, organisation, customers and sometimes directors themselves. Organisation whose directors exercise the culture of misuse of power reports inconsistent or poor quality service. For example, through interview it was reported that, director may decide not to allow any auditor to go to the client for auditing, without any reasons. This raises the customers (SACCOS) complaints as they become unaudited on time. As such the audit report seem have no value for decision making. Communication problem seems to have significant portion too as it ranks the second. This is due to the reasons that employees may fail to get the information on the

changes on the salary scheme. Stress though not significantly indicated, may result into employees' unrest and low morale which may finally hamper organizations performance.

The ratings of causes of conflict are varied from one study to another but the aspects of causes of conflict are common (Warner, 2005; and Piek, et al., 2008). This depends on nature and circumstance of the organisation. Barry, et al., (2009) concluded that, the high percentage of causes of conflict were personality clashes and communication problem. This agrees with findings of this study where the most frequently were misuses of power, communication problem and discrimination of employees.

Organisational Causes of Conflict

There are a number of organizational sources of conflict. Those relating to hierarchy and the inability to conduct task on employees are quite predominant in most workplaces (Piek et al., 2008). Organizational causes of Conflict can arise over resource allocation, goal incompatibility, the distribution of duties, workload and benefits, and varying views on accountability. In addition, causes of conflict related to organizational can arise where there are perceived or actual differences in treatment between departments or groups of employees (Walton and McKersie, 1965; Friedman, et al., 2000)



Source: Data from filed survey, 2013

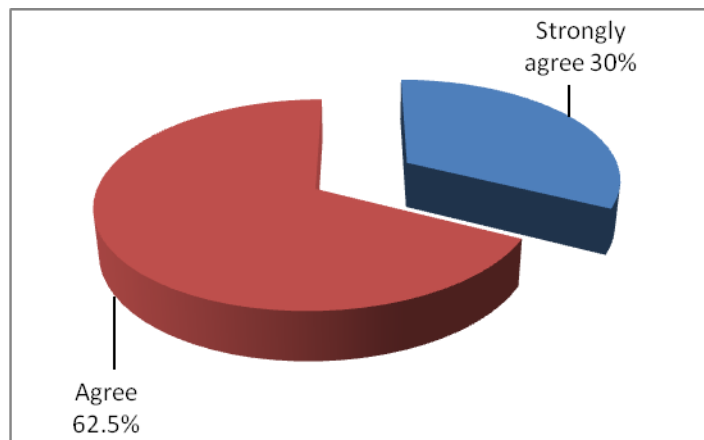
Figure 4.9: Organisational Causes of Conflict

Result from figure 4.9 show that, 18% was depicted as poor organisation system, 17% indicates scarcity of resource, 16% poor leadership, 15% unclear responsibilities and roles. The least mentioned category was heavy workload which indicates 2%. Poor organisation system occurred mostly as organizational causes of conflict. This is because the organisation system of different organizations may not friendly to employees this situation creates ambiguity at work. In the case of COASCO, as reported by workers questionnaire responses, auditing exercise may be accomplished within time, but it might not be clear who is supposed to sign the audited work. As such clients may become and disturbed the auditor too. Barry, et al. (2009) argues that, the main causes of conflict at workplace are poor leadership and poor work environment. Ilies, et al., (2007) Found that, Intra individual analyses revealed that employees' perceptions of workload predicted work conflict over time, even when controlling for the number of hours spent at work. Workload also influenced affect at work, which in turn influenced affect at home. The findings by Barry, et al., (2009) conforms with the results of this study while

the study by Ilies, et al., (2007) concur with the findings of this but they looked the effects of workload at work and home as well.

4.7 Effect of Conflict on employee performance

The field survey intended to assess and analyses the effect of conflict on employee performance at workplace. The results can help to improve employees' performance as well, organisational performance through minimizing negative effects of conflict at workplace. The results of this objective are summarised on figure 4.10 below.



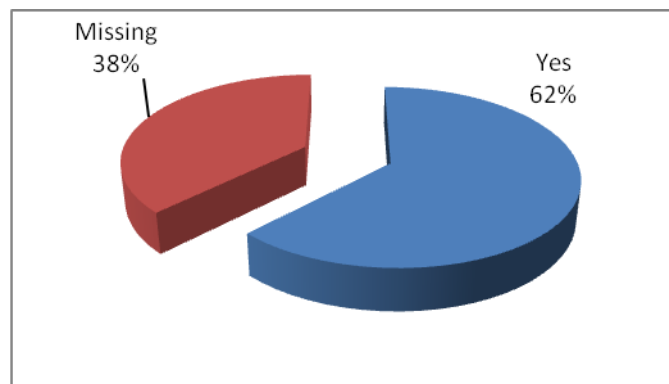
Source: Data from filed survey, 2013

Figure 4.10: Effects of Conflict on Performance level

Finding shows that, 62.5% of respondents agree that conflict affects performance level of the employee. 30% of respondents strong agreed that conflict affects performance level of the employee. 7.5 % of respondent were not sure of this questions. That means the results conclude that conflict at workplace affects the employee performance level during achieving organisational and personal goals. Karatepe and Kilic, (2007) demonstrated that, conflict influences job performance strongly. That means work conflict has significantly effect the organisation in daily operation. The study by Knutson and Kowitz concur with the findings of this study that, the conflict may affect organisation although might be in small group at workplace.

4.7.1 Auditing work performance

Dysfunctional conflict is an inter role conflict that arises due to personal and organizational conflict at workplace. This issue is of great importance as far as employee's performance and ultimately organizational performance is concerned. Sometimes severe contradictory conflict results in negative effects on employee's performance, this leads to poor audit work performance at the organisation like COASCO.



Source: Data from field survey, 2013

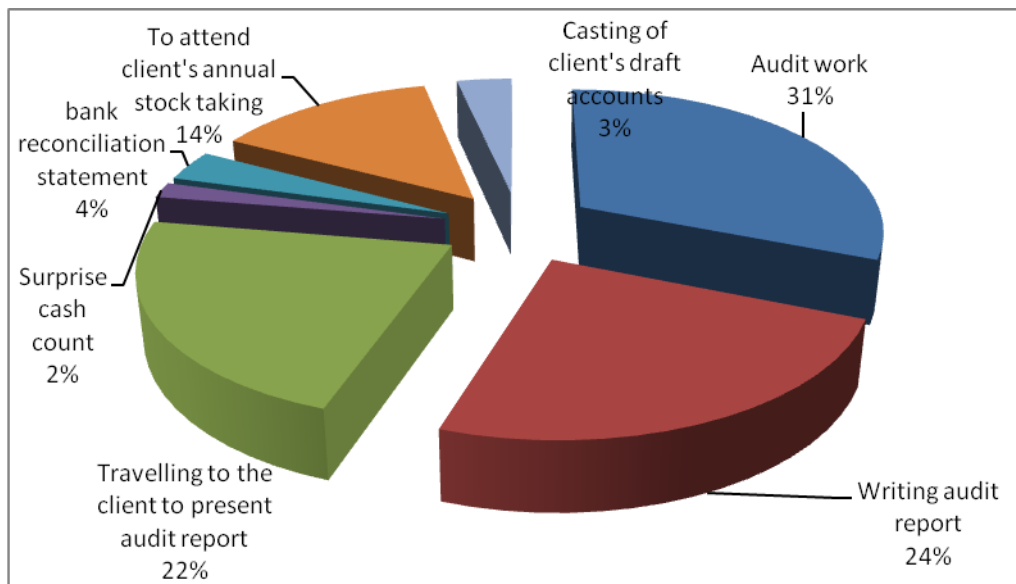
Figure 4.11: Performance of auditing work

Results show that, 62% were auditors and 38 % were supporting staff at COASCO as depicts on figure 4.11. Most of auditors reported that, the dysfunctional conflict affects the auditing work through employee's performance that results to poor organisational performance. These findings are supported by Amstrong (2006) findings. He discussed that, performance is as symmetry for improving organisational performance by developing the performance of individuals at workplace. In this study performance focuses employee on doing the right auditing work toward achieving organisational goals. Work performance particularly auditing work is owned and driven by Directors (Director of Audit and Director General) at COASCO. Karatepe and Tekinkus, (2006) argue that, Work conflict and emotional exhaustion did not have any significant effects on job performance and affective organizational performance. They are study does not

support the findings of this study of examining the impact of the conflict in public organisation.

4.7.2 Auditing Area Affected by Conflict

Auditing area is another objective affected that was asserted to be influencing by dysfunctional conflict at the workplace. The results of auditing area affected by conflict rating are indicated in figure 4.12



Source: Data from field survey, 2013

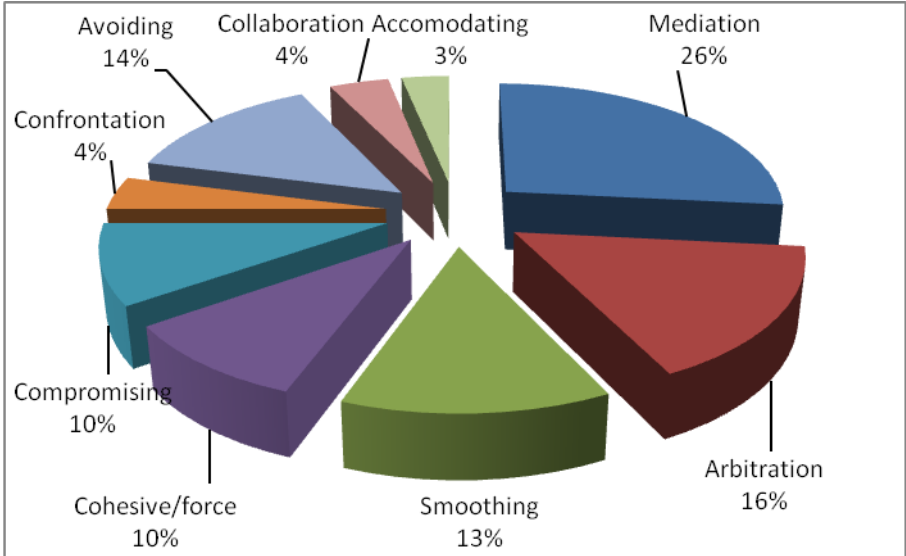
Figure 4.12: Auditing Area Affected by Conflict

Results indicates that, the most significantly affected section by conflicts, is auditing work by 31% followed by writing reports of audited work by 24%. The least affected areas however, are surprise cash count 2% and casting of clients drafts accounts 3%. Therefore, the auditing area which was mostly affected by conflict at COASCO than other areas was auditing work. This is because the area requires more time and financial resources to be achieved. Hence the management is not flexible to provide enough resources to the employees may be , probably due to limited budget of the organisation.

The auditing area which was least affected by conflict at COASCO was surprise cash count. The reason was may due to the fact that, surprise cash count is the exercise involving auditor and client. Thus, most of clients try to make the exercise to be performed well. According to ISA 700 issued by International Audit and Assurance Standards Board (2012), argue that the auditor should write auditing report on financial statement under audit, in order to form auditing opinion.

4.8 Conflict Resolution Strategies

Management and employees there are benefits that can be realized from conflicts that are dealt with effectively (Costantino and Merchant, 1996). What is important is finding ways to deal with conflict that lead to positive outcomes while minimizing the negative effects on employee. Since we have seen that, workplace conflict varies tremendously, it only makes sense that how we deal with conflict should change depending on the situation. The research dealt with conflict resolution in different way of combining various conflict resolutions at workplace.



Source: Data from field survey, 2013

Figure 4.13: Strategies for Resolving Conflict at COASCO

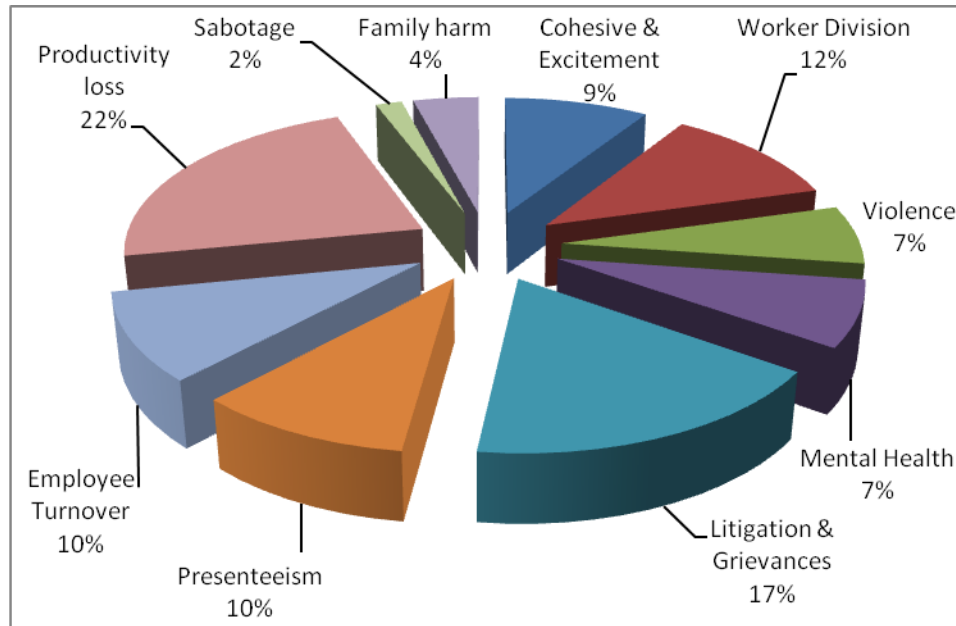
Results from figure above indicates that, the most significant conflict resolution strategy employed at COASCO is mediation (26%) followed by arbitration (16%). However, the least employed strategies were collaboration and confrontation (4%), and accommodation (3%). This is because as reported through responses from questionnaire, the directors were not willing to fulfill the needs of the employees at expenses of the organisations, even if through using this strategy it would improve organisation performance. The findings concur with the findings by Barry, et al., (2009) who found that, it appears that many leaders are falling short in resolving conflict. Williams (2011) found that, 5% of respondents had used mediation in the past, 60 % had heard of mediation but not practiced it, and 36% had not heard of mediation elsewhere. Use of mediation increases with the size of the organisation, and organizations with formal grievance and disciplinary procedures were much more likely to have used mediation than those without formal procedures. Again the finding of the Williams study conforms to the finding of the study.

4.9 Outcomes of workplace conflict

This study identified outcomes that result from workplace conflict. However, we are not convinced that workplace conflict is always damaging, and that it should be avoided or solved as quickly as possible (Netemeyer, et al., 2005, Karatepe, et al., 2006). The research indicates that organisations can find significant two outcomes include positive and negative from disagreements and differing opinions.

Negative outcome of workplace conflict

This study shows that conflict can result in negative outcomes. Include: loss of employee, cohesive and excitement, poor performance on work, mental stress, violence and work division. This makes sense that, reducing the negative effect of workplace conflict was desirable in the organisation that has conflict.



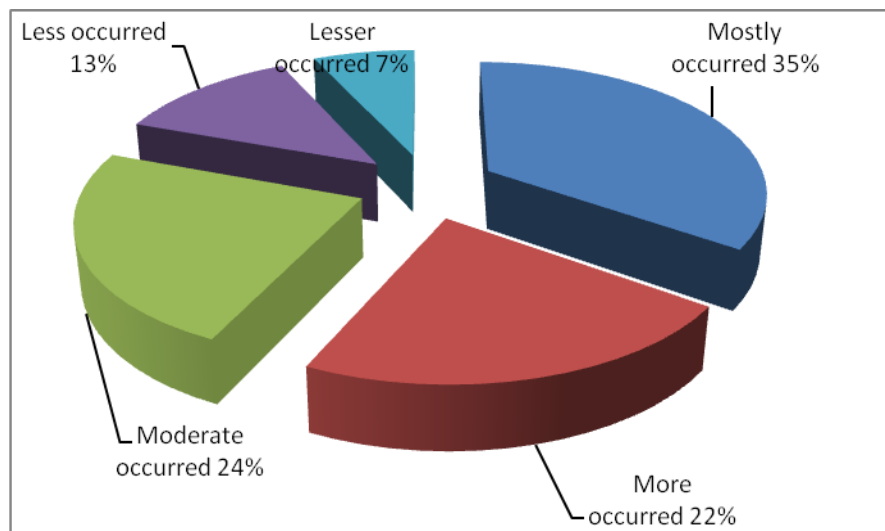
Source: Data from field survey, 2013

Figure 4.14: Negative outcome of conflict at COASCO

It is evident from figure 4.13 above that, the highest negative impact of conflict mentioned at COASCO is loss of productivity (22%) followed by litigation and grievances which reports (17%). It was however found that, the least mentioned negative outcome at COASCO are family harm (4%), and sabotage (2%). From the findings, it was reported by the interviewee that, there was a time due to conflict between management and auditors, most of the auditors were idle because the management did not assign them any task to do as such auditors lost morale and their performance dropped. Another reason of high percentage of loss of productivity as reported by respondent was that, the directors and employees spent more time and energy in addressing conflict at workplace instead of doing their daily task. (De Dreu and Beersma 2005; Karatepe and Tekinkus ,2006; Karatepe and Kilic, 2007) found that, the conflict has significantly effects on the work place. That means their findings concur with this study.

Positive outcomes of workplace conflict

The disagreements between employees or employees and management at work can lead to better solutions, improve decision making, building group cohesion and increased performance. Like King Solomon wrote: “As iron sharpens iron, so one person sharpens another.” By maximizing the positive outcomes of conflict, managers can bring direct enhance employee performance to both auditors and support staff, that results to financial benefits to the organization.



Source: Data from field survey, 2013

Figure 4.15: Positive outcomes of conflict at workplace

Not at all conflict is horrific to an organisation but can be harmful or un-harmful depends on the types and levels of conflicts, also with type and system of the organisation. Findings from figure 4.15 revealed that, 35% of the respondents said positive outcomes of conflicts occurs most frequently. Only 7% reported conflicts to have lesser positive outcomes. Most employees responded that, positive outcome of conflict were mostly occurring. This is because higher authority like Board of Directors and Ministry of Agriculture, Cooperative and Food Security paid attention on COASCO when conflict rose, this helped employees to be listened to their complaints. For instance

the Director General had been suspended so as to give chance for commission from the Ministry to investigate claims against him. According to this, previous research indicates that organisations can find significant benefits from disagreements and differing opinions (Barry, et al., 2009). Barry, et al., conforms to this study on findings of positive effects. Their findings show that, there are significant positive relation between conflict and positive outcomes.

4.10 Content Analysis

Interview method was used because management were given an opportunity to reflect on events without needing to write anything down (Saunders et al, 2000). Interviews were proposed to be conducted with directors and region auditors in order to study sources, and outcomes of conflict but not only that also to know the effective strategies used by management on resolving conflict countenanced at COASCO. The interview methodology chosen was proposed to employ semi-structured questions. An interview response was 1 respondent from headquarter office. Thus, response rate was 10%. Therefore in order to circumvent invalid and unreliable results, interview response was not considered in the data analysis. The interview guide considered as useless in this study hence discarded. However, the study was a combination of questionnaires and interview guides. Where as 100% questionnaires have been obtained from headquarter and corporation regions, on which data analysis has done and used to get more information of the study.

CHAPTER FIVE

CONCLUSION, RECOMMENDATIONS AND AREAS FOR FURTHER STUDIES

5.1 Introduction

This chapter presents the general research conclusion, recommendations and areas where further research work could be done based on the research findings. It begins by first presenting the general conclusion drawn from the research findings. Then recommendations are presented, which are based on the research findings and conclusion. Lastly, areas for further research are suggested based on the findings, the model used, time frame, financial resources nature and scope of the study.

5.2 Conclusion

From the research findings presented on chapter four; it can be concluded that at COASCO every employee experienced and faced challenges on conflict. Majority of employees responded that there had been conflicts at workplace. In addition most of employees faced conflict with management (51% of employees responded that they faced conflict with management as depicted from figure 4.7). This implies that management at public organizations was the source of conflict because of their decision power entrusted to them.

Furthermore the results from analysis showed 38 % of organizational conflict as the levels of conflict which arise at COASCO. This implied that most of the public organisation breeds conflict that arises due to poor flow of information, lack of effective management or leadership, and conflict priorities against employees. In addition to that analysis revealed 29% of employees responded that, there was authority conflict as the types of conflict at COASCO. This means that managers and directors in public organisations misuse their authority which results to conflict.

A part from levels and types of the conflict at the public organisations, also the causes of conflict related with personal or organisational were analysed from figure 4.8 and 4.9 respectively. Generally, based on the results of the study it can be concluded that conflicts at workplace depends on the nature, values and norms of the organisation in which it operates. Conflict always has, and always will be a reality of the workplace. Whenever people work together the difference of opinions and ideas will result in conflict. Seeking to eliminate conflict is therefore impossible. Organizations' goal should be to manage conflict, not eliminate it.

The results also reflected that conflict have negative and positive effects on work performance of employees, as well as on auditing work as depicted on figures 4.10, 4.11, and 4.12. This study shows that conflict can result in negative outcomes. The productivity loss, loss of staff, litigation and grievance, and presenteeism come with real costs to an organization. This makes reducing the negative effect of workplace conflict desirable in improving employees and organizational performance. Furthermore, there is positive benefits can results from conflict. That means, the disagreements between people at work can lead to better solutions, new ideas, and increased performance. Barry, et al., (2009) said that Like King Solomon wrote: "As iron sharpens iron, so one person sharpens another." By maximizing the positive outcomes of conflict, managers can bring direct financial benefits to the organization through improvement of performance.

Furthermore the results showed that the strategies used by COASCO on resolving conflict were investigated and analysed. Based on the categories of strategies/approaches proposed by Shyam (1999), eight categories of approaches were investigated and ranked according to the findings. The ranking of these categories depicted at Table 5:

Table 5.1: Categories of Strategies of Resolving Conflict

<i>Strategies of Resolving Conflict</i>	
<i>Percentage</i>	
Mediation	26
Arbitration	16
Avoiding	14
Smoothing	13
Comprised and cohesive	10
Collaboration and confrontation	4
Accommodation	3

Source: Data from field survey, 2003

Therefore, successful resolving of conflicts at workplace there are strategies that need to be addressed thoroughly. They range from mediation to accommodation strategies of organisation styles used on resolving conflict. In order for organisation to perform well in the competitive advantage, conflicts resolution needs to be integrated and transformed to the organisation.

5.3 Recommendations

Based on the research findings and conclusions drawn several recommendations are put forward as follows:

At the workplace conflict can not be avoided, but the good way is to advise the board of directors of public organisations to come and listen to the employees so as to know the various problems prevailing in the organisation, instead-of meeting with management only which in most cases defends its own interests.

Regulatory authority is responsible for creation of favourable environment for the public organisations and other organisations in general to operate smoothly without dysfunctional conflict at workplace.

To have successful resolution of conflict, public organisations should recognise and implement the strategies for resolving conflict. Management should minimize the extent of dysfunctional conflict occurrence at workplace. The minimization of conflict saves time and energy on to managers and employees in dealing with it.

5.4 Areas for further study

A number of areas were identified where further exploration could be done. Firstly conducting the research in private organisation may yield a different evaluation rate of levels, types, causes and effects of conflicts in Tanzania. This may be so due to the difference in developments between organisations, hence it does influence the implementation and the success of the policy of conflict.

Secondly, the use of a different analytical model in analysing the levels, types, causes, effects and strategies for resolving conflict, instead of a descriptive in multiple responded in the study may reveal different results.

Lastly, a study on challenges management faced on resolving conflict at workplace provides another interesting research area.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

Introduction

Dear sir/Madame

This questionnaire is a guide the study, 'Titled: **“IMPACT OF DYSFUNCTIONAL CONFLICT IN PUBLIC ORGANIZATION: A CASE STUDY OF COASCO”**. You are humbly asked to spend a few minutes of your valuable time to answer the questions provided in this sheet. You are hereby informed that the answers will be treated confidentiality and only used for academic purpose. The following are the questions:

BACKGROUND OF RESPONDENT:

1. Region/town for COASCO located.....
2. Name of employee.....
3. Occupation (e.g., Auditor)

4. Age: 26 – 35 36 – 45
46 – 55 56 above

5. Marital status: Married
Unmarried

6. What is your education level? Tick the relevant answer (✓)

- a/. Primary
- b/. Ordinary Certificate Secondary Education
- c/. Advanced Certificate Secondary Education
- d/. Certificate
- e/.Diploma
- f/. Advanced Diploma
- g/. Bachelor
- h/. Postgraduate /Masters
- i/. Phd

SOURCES OF CONFLICTS:

7. Do you experience conflict at workplace? Tick the relevant answer (√)

Yes..... No.....

8. What are the main causes of conflict related with personal? Tick the relevant answer(s) (√)

- (a)Communication Problem
- (b)Scarcity of resources
- (c)Poor leadership
- (d)Poor relationship between colleagues
- (e)Unclear roles and responsibility
- (f) Goal incompatibility

(g) Work overload

(h) Work under load

(i) Task interdependence

(j) Behavioral problem

(k) Accountability

Other(s).....
.....
.....

(10) What are the main causes of conflict related to organization? Tick the relevant answer(s) (✓)

(a) Incompatible goals

(b) Task Interdependency

(c) Unclear responsibility, goal, and vision

(d) Poor Organization System

(e) Workload

(f) Lack of resource

(g) Distribution of Duties

(h) Other(s).....
.....

(11) With whom do you have conflict frequently? Tick the relevant answer (✓)
Supervisor

Colleagues

(a) Others.....
.....

TYPES OF CONFLICTS

(12) What types of conflict exist in your organization? Tick the relevant answer (s) (✓)

(a) Authority conflict

(b) Affective conflict

(c) Procedural conflict

(d) Goal conflict

(e) Interpersonal conflict

(f) Task conflict

LEVELS OF CONFLICTS

(13) What are levels of conflict arise in your organization? Tick the relevant answer (s) (✓)

(g) Individual conflict

(h) Group conflict

(i) Inter group conflict

(j) Intra group conflict

(k) Organizational conflict

IMPACT OF CONFLICTS ON PERFORMANCE

(14) Does conflict at work place affect your performance? Tick the relevant answer (√)

- Yes
- No

(15) Your performance at work is affected by conflict : Tick the relevant answer (√)

- (a) Strongly agree
- (b) Agree
- (c) Neither agree
- (d) No disagree
- (e) Disagree
- (f) Strongly disagree

Explain your answer.....
.....
.....

(16) What negative outcomes of workplace conflict have you witnessed? Tick the relevant answer (s) (√)

- a. Cohesive & Excitement
- b. Worker Division
- c. Violence

- d. Mental Health
- e. Litigation & Grievances
- f. Presenteeism
- g. Employee Turnover
- h. Loss of Productivity
- i. Sabotage
- j. Family Harm
- k. Other(s).....
.....
.....

(17) What positive outcomes of workplace conflict have you witnessed Tick the relevant answer (√)

- i. Improvement of Decision Making
- ii. Building group Cohesion
- iii. Readjustment of Values and Norms
- iv. Other(s).....
.....
.....

(18) How does conflict affect performance at workplace?

.....
.....
.....

APPROACHES USED ON RESOLVING CONFLICTS

(19) What are approaches used by management on resolving conflict? Tick the relevant answer(s) (√)

- (a) Mediation
- (b) Arbitration
- (c) Smoothing
- (d) Cohesive
- (e) Compromising
- (f) Confrontation
- (g) Avoiding
- (h) Collaboration
- (i) Accommodating

Other (s)
.....
.....

(20) Does management solves conflict effectively at work place. Tick the relevant answer (√)

- (a) Agree
- (b) Disagree

Explain.....
.....
.....

FREQUENCY OF CONFLICTS AT WORK PLACE:

(21) How frequently have you been involved in workplace conflict? Tick the relevant answer (s) (√)

- 1-2 times in a year
- 1-3 times months
- 4-6 times months
- 7-9 times months
- 10-12 times months
- Several times a week
- Never face conflict at work place

Other(s).....
.....
.....

(22) What are parties involved on conflict on many times. Tick the relevant answer (√)

- Between management and management
- Between management and employees
- Between employees and employees

Other(s).....
.....
.....

INTERVIEW GUIDE FOR MANAGEMENT

Introduction

Dear sir/Madame

This interview is a guide the study, ‘Titled: **“IMPACT OF DYSFUNCTIONAL CONFLICT IN PUBLIC ORGANIZATION: A CASE STUDY OF COASCO”**. You are humbly asked to spend a few minutes of your valuable time to answer the questions provided in this sheet. You are hereby informed that the answers will be treated confidentiality and only used for academic purpose. The following are the questions:

BACKGROUND OF RESPONDENT:

9. Region/town for COASCO located.....

10. Occupation (e.g Accountant)

11. Age:

29 – 34	<input type="text"/>	46 – 50	<input type="text"/>
35 – 40	<input type="text"/>	51 - 55	<input type="text"/>
41 – 45	<input type="text"/>	56 and above	<input type="text"/>

12. Marital status:

Married

Unmarried

13. What is your education level? Tick the relevant answer (√)

a/. Primary

b/. Ordinary Certificate Secondary Education

- c/. Advanced Certificate Secondary Education
- d/. Certificate
- e/.Diploma
- f/. Advanced Diploma
- g/. Bachelor
- h/. Postgraduate /Masters
- i/. Phd

SOURCES OF CONFLICTS:

14. Do you experience conflict at workplace? Tick the relevant answer (√)

Yes..... No.....

15. With whom do you have conflict frequently? Tick the relevant answer (√)

Supervisor

Colleagues

Others.....

16. What are the main causes of conflict related with personal? Tick the relevant answer (s) (√)

(l) Communication Problem

- (m) Scarcity of resources
- (n) Poor leadership
- (o) Poor relationship between colleagues
- (p) Unclear roles and responsibility
- (q) Goal incompatibility
- (r) Work overload
- (s) Work under load
- (t) Task interdependence
- (u) Behavioral problem
- (v) Accountability
- Other(s).....
.....
.....

17. What are the main causes of conflict related to organization? Tick the relevant answer(s) (✓)

- (i) Incompatible goals
- (j) Task Interdependency
- (k) Unclear responsibility, goal, and vision
- (l) Poor Organization System
- (m) Workload

Lack of resource

(n) Distribution of Duties

(o) Other(s).....
.....
.....

18. What your views, opinions and any comments on the sources of conflict occur at your organisation.

.....
.....
.....
.....

TYPES OF CONFLICTS

19. What types of conflict exist in your organization? Tick the relevant answer(s) (√)

(l) Authority conflict

(m) Affective conflict

(n) Procedural conflict

(o) Goal conflict

(p) Interpersonal conflict

(q) Task conflict

LEVELS OF CONFLICTS

20. What are levels of conflict arise in your organization? Tick the relevant answer(s)
(√)

(r) Individual conflict

(s) Group conflict

(t) Inter group conflict

(u) Intra group conflict

(v) Organizational conflict

IMPACT OF CONFLICTS ON PERFORMANCE

21. Does conflict at work place affect your performance? Tick the relevant answer (√)

• Yes

• No

22. Do your performance at work is affected by conflict. Tick the relevant answer (√)

(g) Strongly agree

(h) Agree

(i) Neither agree

(j) No disagree

(k) Disagree

(l) Strongly disagree

Explain your answer.....

.....
.....
.....

23. What your views, opinions and any comments on the performance of employees on conflict at workplace?

.....
.....

24. What negative outcomes of workplace conflict have you witnessed? Tick the relevant answer (s) (✓)

l. Cohesive & Excitement

m. Worker Division

n. Violence

o. Mental Health

p. Litigation & Grievances

q. Presenteeism

r. Employee Turnover

s. Loss of Productivity

t. Sabotage

u. Family Harm

v. Other(s).....
.....
.....

25. What positive outcomes of workplace conflict have you witnessed?, tick the more frequent positive outcomes of workplace conflict(√)

v. Improvement of Decision Making

vi. Building group Cohesion

Readjustment of Values and Norms

vii. Other(s).....
.....

26. How does conflict affect performance at workplace?

.....
.....
.....

APPROACHES USED ON RESOLVING CONFLICTS

27. What are approaches used by management on resolving conflict? Tick the relevant answer (s) (√)

(j) Mediation

(k) Arbitration

(l) Smoothing

(m) Cohesive

(n) Compromising

(o) Confrontation

(p) Avoiding

(q) Collaboration

(r) Accommodating

Other (s)

.....
.....

28. Does management solves conflict effectively at work place. Tick the relevant answer (√)

(c) Agree

(d) Disagree

Explain your answer.....

.....
.....
.....

29. Who is responsible to ensure conflict is managed more effectively? Mention

.....
.....
.....

FREQUENCY OF CONFLICTS AT WORK PLACE:

30. How frequently have you been involved in workplace conflict? Tick the relevant answer(s) (√)

- 1-2 times in a year
- 1-3 times months
- 4-6 times months

- 7-9 times months
- 10-12 times months
- Several times a week
- Never face conflict at work place

Other (s)

.....

.....

31. What are parties involved on conflict in many times. Tick the relevant answer (√)

- Between management and management
- Between management and employees
- Between employees and employees

Other(s).....

.....

32. What are the perceived sources of work place conflicts? Mention

.....

.....

33. How do you deal with co-workers who create conflict?

.....

.....

34. How do you handle conflict at your work place?

.....

.....

.....
.....

35. What type of conflict company experience at work place?

.....
.....

36. What are the levels of conflict at your work place?

.....
.....
.....
.....

37. Does conflict at your work place affect worker's performance? Tick the relevant answer (√)

- Yes
- No

38. What your views, opinions and any comments on approaches of resolving conflict management used?

.....
.....
.....
.....
.....