Chapter 1

1.0 Introduction

Zimbabwean Urban Local Authorities are established in terms of the Urban Councils Act Chapter 29:15 Section 4 (1) (a – d). The Central government formed urban councils as the government that is closer to the people at grass roots level in which these local bodies have been delegated both legislative and fiscal authority. Urban Local authorities are a diverse community where different people from all walks of life acquire different types of services and goods. They follow rules and procedures that govern them on their day to day business. In addition there is day to day interaction of people with diverse perspectives, behavior, attitudes among other differences that cause workplace conflict unavoidable. The purpose of this research is to assess the management of workplace conflict at Masvingo City Council, looking at the background of the study, statement of the problem in the management of workplace place at Masvingo City Council, objectives of the study, research questions, significance of the study, literature review, research methodology and other subtopics that the researcher is going to cover.

1.1 Background of The Study

Local authorities are organizations that consist of different types of people coming to and from work it is natural for conflict to take place in such an environment. Workplace conflict/ organizational conflict refer to a state of dissonance caused by the actual or perceived opposition of needs, values and interest between people working or socializing together. Managing conflict is a key management skill that all employers and employees should study and practice effectively to conserve a positive and healthy working atmosphere in which they can yield good results. According to Kreiter and Kinik (2011) they lay down that the evolution of conflict resolution and management can be traced back to the 20th century and urges that it is about active management of both functional and dysfunctional conflict. Workplace conflict in local authorities maybe large or small, functional or dysfunctional and these can be caused by differences in power distribution, late salary payments, religious and ethnic differences, job rotations among other issues. This shows that management of conflict is very vital in any organization especially those such as public institutions that have a lot of people to ensure that the core mandate of the organization is achieved. According to Robbins (2001) Functional conflict has a progressive

side that improves the quality of decisions that are made in an organization; it also stimulates creativity and innovation that leads to the improvement of service delivery. Local authorities are formal organizations that follow rules, procedures and protocols, these causes conflict because some of the rules that are supposed to be followed are controverting with the personal interest of the employees for example the revenue collected in local authorities is supposed to cater for the service delivery and the salaries of the people, however because of the economic meltdown in Zimbabwe they have been facing challenges and their revenue generation has been dwindling affecting their employee wage bill to spring up causing late salary payments. For example, the conflict will be drawn from late salary payments since year 2008 at Masvingo city council, they have salary backlog of two months and on the other hand service delivery is poor because most of the money is being channeled toward fulfilling the council wage bill which seems impossible to clear because of the arrears that are present. To add on, due to these challenges they have been facing local authorities have embarked on conflict management at the workplace to try to minimize the negative effects and maximize on the positive side of conflict that will have a good impression on the overall goal of the organization that is effective and efficient service delivery. Conflict management was implemented to attempt by all means to create peace in and around the organization. It involves a number of strategies that are followed to establish a common ground of understanding each other when it comes to working together around the work place. In Urban local authorities they have established the disciplinary board or hearing committee in which they settle their disputes and discipline bad behavior that is how they try to manage conflict. Furthermore, the local authorities have formed workers and works committee according to the Labour Act Chapter 28.01 of 2002 subsection 1 states that subject to this Act and any regulations, employees employed by any one employer may appoint or elect a workers committee to represent their interests: Provided that no managerial employee shall be appointed or elected to a workers committee, nor shall a workers committee represent the interests of managerial employees, unless such workers committee is composed solely of managerial employees appointed or elected to represent their interests. This was done to try and manage conflict in local authorities since interest of both parties will be represented for.

Furthermore, the tenacity of this study is to assess the management of workplace conflict at Masvingo City Council, to be able to see if they are effectively and efficiently managing conflict within the organization. Also to analyze the strategies they have employed as to whether they are

making a difference in minimizing and solving conflict. The study will also look at the loopholes or challenges they are facing in managing conflict and the possible solutions they can adopt to effectively and efficiently run the organization successfully.

1.3 Statement of the Problem

It is a role of the management and the employees to work together and fulfill the goals of the organization in local authorities. They have tried to manage Conflict, in some way they are loopholes that are making it problematic to successfully deal with workplace conflict. One of the reasons is that they are failing to prioritize the issues of conflict, they do not observe it as a major management issues that can cause an organization to be unsuccessful. They are failing to assess the root causes of conflict they are focusing on resolving conflict than to find the root cause of conflict rather than treating the surface without addressing the main cause. Furthermore, both the managers and the employees they lack awareness from the basics of what is conflict, causes and management yet they just blindly practice it without proper knowledge of it. From the above statement, the researcher was drawn to assess the conflict management practices at Masvingo city council and what is the missing link and how can it be addressed.

1.4 Purpose of the study

The study aims to assess the management of conflict at Masvingo City Council. Looking at how to they manage conflict, what mechanisms or styles of managing conflict, why they are failing to curb conflict and to bring out the loopholes that are hindering them to successfully manage conflict at workplace. The purpose of this study is to also asses the strategies they use and come out with their weaknesses and strength, and then take advantage of the weakness to make then strengths to address the rise of conflict at a workplace.

1.5 Objectives of the Study

• To identify types/ forms of conflict that is found at MCC

• To examine the causes and effects of workplace conflict

• To identify styles of managing conflict they use at MCC

• To evaluate the conflict management processes and procedures at MCC

•   To recommend effective strategies that promotes successful management of workplace conflict.

1.6 Research Questions

i.   What are the types of conflict that exist at MCC?

ii.   What are the causes of conflict at MCC?

iii.   What is causing conflict management to fail at Masvingo City Council?

iv.   What are the styles and strategies they use for conflict management at MCC?

v.   How can Masvingo City Council convert weakness to strength in conflict management?

vii.   Do they have sufficient resources to successfully manage conflict?

viii.   What are the strategies that can be put in place to effectively manage and resolve conflict?

1.7 Significance of the study

The study of assessing the management of workplace conflict can be a learning paradigm in various institutions, organizations and it also adds to the body of knowledge in the further study of conflict management. In the case of organizations such as Masvingo City Council it will aid them to identify the loopholes in their management of conflict. It will help them come up or adopt a different angle to deal with conflict or minimize it for the betterment of the organization. This study will give then knowledge about what other organizations or local authorities are doing to successfully manage conflict.

1.8 Assumptions

If Masvingo City Council prioritizes Conflict management and resolution, provide proper training to make known the effects of Conflicts at a workplace to the employees by now conflict wouldn't be growing at a higher rate.

1.9 Delimitations of the study

The researcher will base this research within the experiences within Masvingo city council.

1.10 Definition of key time

ASSESSMENT - The process of making a judgment or forming an opinion, after considering something or someone carefully.

CONFLICT- It can be described as a disagreement among groups or individuals characterized by antagonism and hostility. This is usually fueled by the opposition of one party to another, in an attempt to reach an objective different from that of the other party.

CONFLICT MANAGEMENT- is the practice of being able to identify and handle conflicts sensibly, fairly and efficiently.

WORKPLACE- Are places where employees provide work for the employer in exchange for remuneration.

LOCAL AUTHORITY- a local authority is a third tier of government whose core mandate is to provide service to the people at grassroots levels.

CHAPTER TWO

1.11 LITERATURE REVIEW

According to Bless and Smith (1995) they defined literature review as a process of reading and examining what other researchers have researched findings and published information which is of relevant to the topic under study. In this section the researcher is going to be examining what other scholars and researchers discuss about workplace conflict looking at the causes and nature, types and forms of conflict, views on conflict, effects, theories and schools of thought that underpins conflict management, strategies that are being used to manage conflict and how effective they are in practice in different institutions, the researcher is also going to discuss about the gaps that exist in the practice of conflict management. Literature review involves the theoretical evidence, conceptual framework and the gap in the management of workplace conflict. Furthermore it presents the works of other researchers that compliment this study. Shuttleworth and Martyn (2009) asserts that literature review is a critical and in depth assessment of previous research and that it is a summary and synopsis of a particular area of a research, which allows anyone reading the paper to establish why one pursued in that particular research.

1.12CONCEPT OF CONFLICT AND CONFLICT MANAGEMENT

In the study of the concept of conflict and conflict management, researchers have come up with different explanations or definition of conflict. In order for one to be able to understand conflict management one has to know the basics of what is conflict in general before trying to manage conflict without knowing the roots of why people and in organization embarked on conflict management. According to Warioba (2008)The commonly accepted definition of conflict is that it is a disagreement of ideas or interest, values and beliefs that occur between one individual and another, one group or another or even one institution or another. Furthermore, Terry (1983) support the definition by Warioba (2008), he defines conflict as the existence of opposition or dispute between persons, groups or institutions for example at Zimbabwean local authorities conflicting over who is going to be collecting the revenue for roads because when the power to control the road was handed over to ZINARA by the government the was overlapping of responsibilities since it was a responsibility of the local authority since it was part of their revenue base.

Furthermore, according to Babyegeya (2002) he defines conflict as a breakdown of communication between members of an institution or a situation where decisions are not well understood, hence causing difficulty in selection an alternative action. Unlike other scholars Babyegeya pursues conflict as communication breakdown for example at Masvingo city council an exercise of job rotation was implemented from the HR department approved by the Town Clerk. The Human Resources department did not inform the employees well on the subject, they did not inform them the reason behind the job rotation and for how long it was going to last before the employees take back their substantiate post. This act caused conflict to escalate as some of the employees refused to rotate some of their reasons being afraid to lose their jobs when they fail to perform better on their new post, some thought that it was a way to try to retrench them, some thought that is was a way being used by the management to try and cut their salaries. The logical reason behind job rotation was to try to eliminate corruption and theft.

To add on, Corwin (1969) conceptualized conflict as some form of interpersonal or intergroup strain, or as actions which violates the norms of cooperation within the organization, supported by Putnam and Poole (1987) argued that the description of conflict essentially needs to be viewed from the perspective of interpersonal interaction. The individuals or groups are incompatible however the work requirements propel them to coordinate with each other, thus illustrating the presence of interdependence. Their definitions shows that interactions between individuals causes conflict to occur since at a workplace there is a diversity of people with different values, opinions, characters attitudes, background, emotions among other differences. This shows that conflict is unavoidable in an organization.

Furthermore, Darling and Walker (2001) they also view conflict as a situation in which it becomes impossible for two or more individuals operating within a unit to exist together. Their definition supports the view that conflict is dysfunction totally because when two or more people cannot work together in an organization, the goals of the organization will not be met because these parties will note be operation in the same direction that has got a negative impact on service delivery.

According to Merriam Webster (2014) Conflict management refers to an affirmative and effective approach to managing differences or disagreements. Tanner (2008) Conflict management is a theoretical concept focusing on the limitation, mitigation and or containment of

a conflict without necessary solving it. Shetach (2012) theories that conflict management or handling has been a fundamental component of human society and the successful management of conflict situations has determined the outcomes in human existence that is seen today. Furthermore, conflict management is the practice of being able to identify and handle conflicts sensibly, fairly and efficiently. According to C.R Mitchel (1981) it is the principle that all conflicts cannot necessarily be resolved but learning to manage conflict since it can decrease the odds of unproductiveness. For one to successfully manage conflict one has to acquire skills related to conflict resolution, self-awareness about conflict modes, conflict communication and skills and establishing structure for the management of conflict in an environment.

1.13 VIEWS AND EFFECTS OF CONFLICT

Researchers have come up with views to classify conflict and to explain conflict. Robins (2005) and Judge and Robbins (2009) came up with three views of conflict these are the Traditional view of conflict, Human relation view and the Interactionist school of thought.

1.14 Traditional view of conflict

According to Robbins (2005) and Judge and Robbins (2009) vies conflict and asserts that conflict must be avoided as it reflects malfunctions within an organization. This view associates conflict with negativity and a cause for distraction. They further states that conflict is a sign of poor communication an lack of trust they agree with Babyegeya (2002) who also views conflict as breakdown of communication channel in an organization. The traditional view of conflict articulates that conflict that conflict can only be resolved at high levels of management and the perception comes from the identification that managers are responsible for the lack of harmony in the organization because there are ones that are tasked to respond positively to the needs of employees. They strongly assert that there is active need to the employers to pay attention to the causes of conflict and address them so that they will not grow to become bigger problems for the organization.

However, this view burdens the management with the task of controlling conflict in an organization. The missing link is that an organization is big and that the people working around the organization are of different backgrounds, perspectives, emotions, values e.t.c for it is difficult for the managers to control the occurrence of conflict. There is a strong need for

everybody in the organization to personally engage themselves in controlling occurrence of conflict so that the organization can perform better and work together for the attainment of organizational goals.

1.15 HUMAN RELATIONS VIEW OF CONFLICT

While the traditional view relates the conflicts as the catalyst for destruction, bears a negative impact on organizational performance and tries to ensure the removal of conflict, the human relations view recognizes the existence of conflict in an organization and views conflict as natural between groups. Bacal (2004) A conflict has the potential to have a positive impact on the performance of an organization. They stipulate that conflict in most cases is unavoidable as people have different attitudes towards daily issues, disputes happen daily so there is no need to put much effort avoiding and preventing conflict. According to Leung (2010) argues that concentrating on larger or critical conflict allows people to resolve conflict and more effective way. Oseremen and Osemeke (2015) states that the managers should accept the conflict and should try to manage it effectively instead of suppressing or totally eliminating it. He further postulates that they should not allow the conflict to increase more than a certain level and they should also not leave the conflict unresolved for this may lead toward the decrease in performance. Furthermore the view by the human relation is acceptable since they acknowledge that conflict is unavoidable because in organizations exist a diverse economy and it is futile to try and resolve conflict all the time. The human relation view is conflict averse they do not run away from conflict but they face it and they manage is so that it will not be an obstacle in conducting day to day business.

1.16 INTERACTIONIST VIEW OR SCHOOL OF THOUGHT OF CONFLICT

According to Robbins (2005) and Judge and Robbins (2009) states that this view encourages conflict with the understanding that conflict could lead to changes and innovation in an organization. Interactionist argues that workplace conflict ranges from task related, relationship conflict and process conflict. The school of thought argues that low level of conflict will not be harmful or cause disruption to daily operations but will help create smooth functioning by better understanding the existing issues. Nel and welmer (2014) supports the interactionist and asserts

that lack of conflict can result in low performance when there is too much conformity that does not allow new perspectives in an organization

The best view that is constructive in nature that organization can adopt is the interactionist view or the human relations point of view. The reason why organizations should adopt the interactionist view is that the is need for conflict in organization for example in a budget meeting people conflict in order to come up with good results because if everyone would just agree to the things that are written down by a committee it will be disastrous for the entire organization and the surrounding community.

1.17FUNCTIONAL OR CONSTRUCTIVE CONFLICT

According to Robbins (2001) defines functional conflict as the conflict that supports the goals of the group and which improves the group`s performance. Functional conflict brings about negative changes in an organization. It is supported by the human relations point of view who views conflict as constructive

1.18DYSFUNCTIONAL CONFLICT

The destructive consequences of conflict upon an organization's performance are poor communication and reductions in group cohesiveness. At the extreme, conflict can bring groups working together to stop functioning well and potentially threaten the survival of the group. According to Wood et all (2003) discusses dysfunctional conflict as a relationship conflict or socio-emotional conflict due to the fact that it is a conflict based on interpersonal relationships. He further states that this type of conflict distracts people, drain their energies of performing better challenging them to fighting with each other. Supported by McShane et al(2003) he wrote that it appears that the friction and hostilities are inherent in relationships, it increases personality clashes and decreases mutual understanding thereby derailing the attainment of organizational goals.

1.19LEVELS OF CONFLICT

In an organization where people work together every day conflict is unavoidable due to difference in personalities, attitudes, views and perceptions. In the study of conflict researchers

has come up with four levels of organizational or workplace conflict. These include interpersonal conflict, intragroup conflict, intergroup conflict and lastly inter organizational conflict.

1.9.1 INTERPERSONAL CONFLICT

Wood et al (2003) states that interpersonal conflict refers to conflict that occurs within the individuals as a result of actual or perceived pressures from incompatible goals or expectations. The result of this conflict is commonly in the form of tensions and frustrations which ultimately affect the individual performance. According to Gareth and Jennifer (2008) the sources of this conflict may be personal dislikes or personality differences. Misenyi (2006) and Mwanakatwe (2006) say interpersonal conflict also leads to stress reactions, oppressions and hostility, withdrawal behaviors such as absenteeism from work among other issues. Interpersonal conflict when it is left uncontrolled or managed it is very detrimental to the performance of the organization and goals will not be met.

1.9.2 INTRA-GROUP CONFLICT

Gareth and Jennifer (2008) views intragroup conflict as the conflict that occurs within an internal group, team or department. This type of conflict involves more than one person within a group. As we all know that mutual understanding is a requirement when people are working together as a team to maintain productivity and workplace morale. For example in a local authority set up, in the housing department the worker/ employees in that department starts conflicting over valuation of council houses to choose which ones to sell for the people and they fail to understand each other, hostile environment will be created amongst them which will make it impossible for them to exist together unless they resolve the matter.

1.9.3 INTERGROUP CONFLICT

It refers to the clashes of groups for example usually in a local authority set up unions and the management always experience clashes of interest. According to Green (2012) Intergroup conflict usually leads to miscommunication, affecting an organization`s ability to function better, for example at Masvingo city council the management and ZRCWU has clash were the union representatives were protesting against backlog salary payments of three months but the management were sticking to the fact that the organization has no money so they cannot cover

the backlog as of yet, and up until now the matter has been presented to the Courts of law since 2015 and some of the council properties have been confiscated until they pay up debt. This type of conflict impacts negatively to the organizational goals since there will be shortage of equipment for service delivery and the employees are not well motivated.

1.9.3 INTER-ORGANIZATIONAL CONFLICT

Jones and George (2008) defines inter organizational conflict is the conflict between different organizations. Conflict between organizations or institutions occurs when the goals and objectives of the institutions are incompatible with the social values and standards of the society. For example NGOs come preaching the gospel that water is a right for everyone in Masvingo and other areas. Masvingo City council conflicted with that curtain organization because residence were now being reluctant to pay their water bills citing that is was mentioned in the Constitution of Zimbabwe Amendment N.o 20 of 2013 section 77 (a) which states that every person has the right to safe, clean and portable water, but yet again the constitution does not mention that the water must be given freely because it cost to provide clean treated water so people have to pay for it.

2.0 TYPES FORMS OF CONFLICT THAT EXIST IN AN ORGANIZATION/WORKPLACE

2.0.1SCARCE RESOURCE CONFLICT

Babyegeya (2002) classifies conflict according to resources. It takes place where there are not enough resources in an organization to fulfill the objectives and goals of the organization. This usually occurs when the other department's starts complaining that other departments are being favored and that they are given more excess to the resources than the other departments. The resources that can cause commotion at workplace when in short supply includes equipment's such as computers, printers, grass cutters, vehicles, stationery among other things. For example at Masvingo City Council there are constant disputes over who is using council vehicle today for running different tasks because there is shortage of vehicles since most of them have been withheld by the court. Furthermore the is also the issue of finances at MCC the Chamber secretary department is always requesting for monies and arrangements are made quickly to give them the monies they require but for other departments it's a different case they have to wait for some days.

2.0.2 COGNITIVE CONFLICT

According to Galabawa (2002) states that it is the most common form of conflict it occurs when there is incompatibility of thoughts within an individual or individuals. It can also be referred to as inter- individual conflict where two individuals having two different views on how to make a decision.

2.0.3 AUTHORITY CONFLICT

According to Babyegeya (2002) in Getruda Maduhu Gisema (2013) he defines authority conflict as a conflict which emanates from improper use of authority by the administration, or the subordinates question the appropriateness of the authority. Some of the administrators resort to the authoritarian powers in their operations. They believe that every member of the group should listen and obey orders. The subordinates for various reasons may resist these orders and a result is a clash between the administrators and the subordinators. On the other hand, subordinates may challenge the administrator or the authority, not because they do not believe that the institution should have a manager, but because the manager may be considered incapable or unfit for the position. Offensive and defensive behaviors become the order of the day between the manager and the staff.

2.0.3PROCEEDURAL CONFLICT

According to Gisema (2013) states that procedural conflict is very common in organizations where the managers and the employees may differ in the methods, ways and means of making decision, solving problems or completing a certain task. Where the employees or other people differ over the process of resolving matters or performing certain duties it is coined as procedural conflict. The most common procedural conflict occurs in negotiations between trade unions and management and their actions leading to disruptions of the day to day activities. For example at MCC they wanted to carry out a property survey in Masvingo Urban area. Instead of carrying out the survey the traditional way using paper questionnaire two employees proffered a solution to conduct instead what we call E-Survey to cut down the cost and also it uses digital means which is faster in capturing data. The supervisors did not understand the process because they lacked information and knowledge about e-governance, they started suspecting that the subordinates wanted to steal from the company and they also felt inferior because someone from the lower

grade had proffered such an ideal means that was encompassed in the concept of IRBM UNDER e-governance. However either way they were going to perform the property survey but adopting the digital way would have been faster and it produces reliable data.

2.1EFFECTS OF CONFLICT IN AN ORGANIZATION OR WORKPLACE

There are different causes of conflict in an organization since conflict takes many forms. Researchers have come up with different causes of conflict at a workplace and their findings proved that effects of conflict are not all destructive to the organization. Heellriegel, Slocum and Woodman (1995) prove that conflict in organization or workplace is both positive and negative depending on their magnitude. Unlike other scholars who perceive conflict as destructive in an organization Coser (1956) come up with the following positive aspects of conflict these includes

- Conflict helps to establish one`s identity and independence. He says conflict at the earlier stages of one`s life help assert personal identity as separate from the aspirations, beliefs and behaviors of those around you.
- Conflict can build new relationships. At times, conflict brings together people who did not have previous relationship. During the process of conflict and its resolution people may find out they actually have a lot in common and they will work together to maintain an on-going relationship amongst them.
- Conflict can create a coalition. For example trade unions in local authorities they unite people with common interest to form a group and choose representative who will stand for their rights and interest.
- Conflict creates or modifies rules, norms and laws in an organization and helps the organization to move from the status quo to something new that ,can move the organization to performing better.

Supported by Rico (1964) has noted, an organization devoid of conflict"... may indicate autocracy, uniformity, stagnation and mental fixity." Which proves that certain organization is not progressing and there is no flexibility so change in such kind of organization hardly takes place since it is fixated on the rules and produres, so conflict is necessary in an organization.

<u>2.2NEGATIVE EFFECTS OF CONFLICT</u>

However, although some scholars views conflict providing positive impacts there are other scholars such as McShane (2003) perceives that conflict can be competitive in nature and it can prove to be dysfunctional. Gupta (2001) in Gisema (2013) provides the following negative effects of conflict in the organizational performance these includes:

<u>2.2.1Disequilibrium</u>

Conflict disturbs the equilibrium in the organization. The constructions of individuals do not match their inducements because of some disequilibrium that prevails for long time. It will try to bring equilibrium either by increasing the contributions or getting rid of individuals whose contributions are low. Groups become antagonistic towards each other, tension and stress. Conflict affects the physical and mental health of people by creating tension and stress. Intensive conflict generates feelings of anxiety, guilt, frustration and hostility. Cooperation and coordination between individual and group become difficult due to climate of suspicion and distrust. Conflict may be a source of dissatisfaction to the losing party.

<u>2.2.2Diversion of energy</u>

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

<u>2.2.3 Rigidity</u>

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

<u>2.3 CONFLICT PROCESS</u>

According to Robbins (2001) argues that conflict can be seen as comprising five stages. These five stages show how conflict begins, grows, and unfolds among individuals, groups with different goals, interests or values of the organization. These five stages are potential opposition or incompatibility, cognition and personalization, intentions, behaviors and outcomes. The stages are illustrated in the diagram below.

Fig 1. Conflict Process

Source: Robbins (2001)
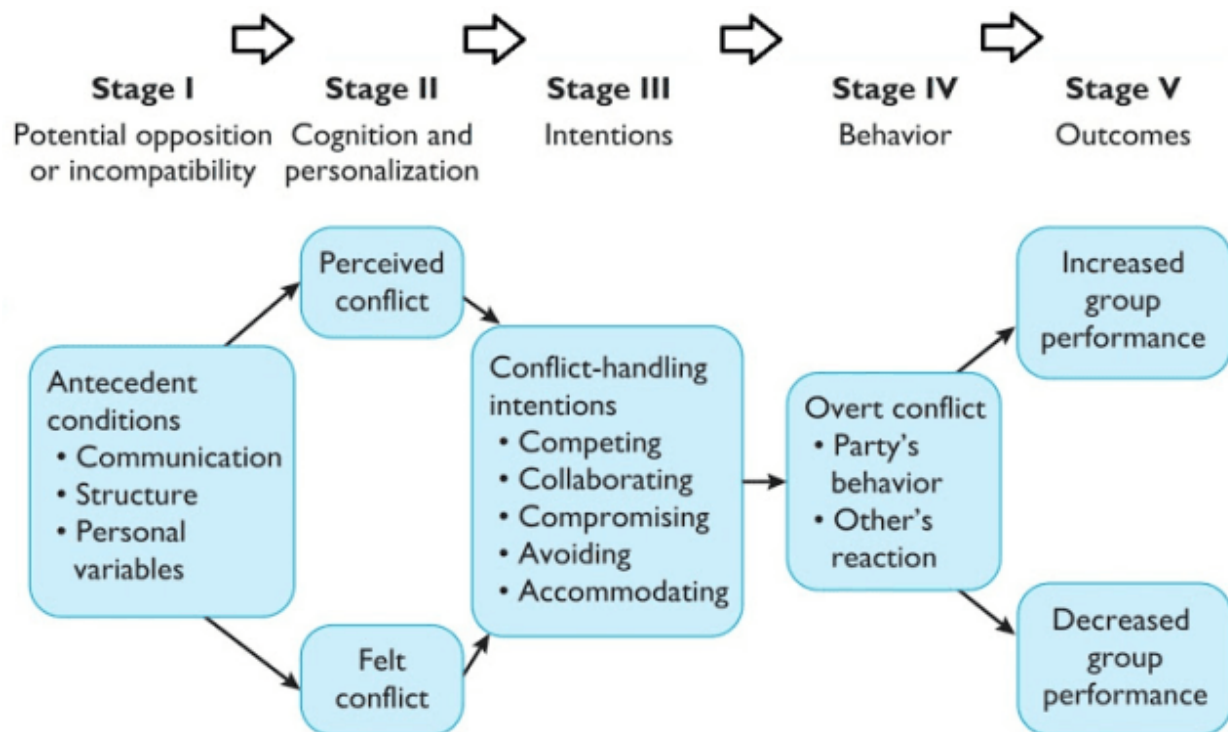
2.3.1 POTENTIAL OPPOSITION OR INCOMPATIBILITY

This is the first step in the conflict process and it consists of conditions that create opportunities for conflict to begin. These conditions include communication, structure and personal variables. Communication is the life blood of the organization, so less communication in the organization or workplace can lead to escalation of conflict and on the other hand too much of communication can also lead to conflict in the sense that the manager will seem like a dominating person who

does not give room to other to accommodating new ideas. Furthermore structure, the term is used to include variables such as size, the degree of specialization in the tasks assigned to group members, goal compatibility, leadership styles, reward systems and the degree of dependence between groups. Lastly personal variables these include certain personality types for example individuals with authoritarian and possessive personalities leads to potential conflict.

2.3.2 STAGE TWO: COGNITION AND PERSONALIZATION

According to Robbins(2001) in Gisema (2013)The antecedent conditions in stage one can only lead to conflict when one or more of the parties are affected by and aware of the conflict. As noted in definition of conflict perception is required therefore, one or more of the parties must be aware of the existence of the antecedent conditions which are communication, structure and personal variables. However, because a conflict is perceived does not mean that it is personalized. In other words, "A may be aware that B and A are in serious disagreement but it may not make A tense or anxious, and it may have no effect whatsoever on A's affection toward B. It is at the felt level, when individuals become emotionally involved, that parties experience anxiety, tension, frustration or hostility.

2.3.3STAGE THREE: INTENTIONS

Intentions intervene between people's opinions, emotions and their unconcealed behavior. These intentions are decisions to act in a given way. Why are intentions separated out as a distinct stage? You have to infer the other's intent in order to know how to respond to that other's behavior. A lot of conflicts are generated merely by one party attributing the wrong intentions to the other party. Additionally, there is typically a great deal of slippage between intentions and behavior, so that behavior does not always accurately reflect a person's intentions. Two dimensions of conflict handling intentions are by using cooperativeness, assertiveness. Five conflict-handling intentions can be identified: competing, collaborating, avoiding, accommodating and compromising.

2..3.4 STAGE FOUR: BEHAVIOR

This is the stage where conflict becomes visible. The behavior stage includes the statements, actions, and reactions made by the conflicting parties. These conflict behaviors are usually overt

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

2.3.5 STAGE FIVE: OUTCOMES

These outcomes may be functional in that the conflict results in an improvement in the group's performance, or dysfunctional in that it hinders group performance. Conflict is constructive when it improves the quality of decisions stimulates creativity and innovations encourage interest and curiosity among group members provide the medium through which problems can be aired and tensions released and foster an environment of self-evaluation and change. Conflict is dysfunctional when uncontrolled opposition breeds discontent, which acts to dissolve common ties and eventually leads to the destruction of the group.

2.4 CONFLICT IN ZIMABWEAN URBAN LOCAL AUTHORITIES

In Zimbabwe urban local authority's conflict is mainly caused by external factors such as economic and political issues although there are other internal factors that may lead to the escalation of conflict within the organization. External forces such as political factors that involve elected officials and the central government interfering day to day business of council causes conflict to be generated. Councilors are elected officials that are voted into power through the Urban councils act chapter 29.15 by the general public to represent the interest of the people. Their functions are spelled out in Part Vii of the urban councils Act, however they end up overshadowing the functions of the council employees making those functions theirs thus when overlapping of functions will occur and conflict between managers and the councilors is very common in local authorities especially in urban areas. For example at MCC councilors usually try by all means to take over the recruitment and selection process twisting the hands of the Human resource department to employees their relatives or church mates into the organization despite lacking qualifications promoting corruption. Therefor conflict arises since there will be differences of interest that are being pursued. Furthermore, what causes conflict between councilors is that they tend to over use their power causing tension with the managerial for example when they use council vehicles for personal use and also take properties of council unlawfully for example according to Masvingo Star published a story in 2017 of a councilors

who registered in his name over 10 stands where as the Council is claiming that the are no stands available to the residents.

Total Government controls over the local authorizes has caused conflict to awaken in local authorities and they have make it difficult for the local authorities to manage it successfully. The Central government talks about decentralization of activities to the grass roots level but through the Minister shall concept they are still controlling to a greater extant this has caused local authorities to fail to perform on their own and partake development initiatives because they are forced to follow rules and procedures as provided for in the Constitution of Zimbabwe amendment No. of 2013. Conflict arises because some of the rules regulations and policies they are bound to follow they are outdated and no longer applicable but they are forced to abide thus why most local authorities' especially urban local authorities are failing and not performing well in service delivery.

Furthermore, economic factors are causing conflict to be rampant in urban local areas and also Rural local authorities. Economic factors has caused urban local authorities to choke because when the economy catches a cold they also respond, issues such as cash crises (liquidity crunch), devaluation of our currency, sanctions among other issues as caused conflict rates to increase for example conflict between employees and employers and also conflict with the residents. At masvingo city council late salary payment with two months backlog has been the order of the day and day in and out trade unions and the management have got sour relations and it is affecting service delivery. Furthermore, according to the Herald 2016 Harare city council due to the economic hardships has been failing to provide services for example illegal dumpsite areas near residents, air or untreated water coming out of the taps, residents are demonstrating and they are boycotting to pay their rate and conflict of that nature is difficult to address unless they address the grievances of the people.

To add on, internal factors such as changing day to day operation of council causes conflict in local authorities. The introduction of Integrated Results Based Management came with the concept of e-governance that brought change. According to Jeong (2007) Electronic Government essentially refers to the utilization of IT, ICTs, and other web-based telecommunication technologies to improve and enhance on the efficiency and effectiveness of service delivery in the public sector. Conflict arose from the idea of changing from old ways to new ways of doing

business a lot of employees felt threatened by the introduction of IRBM they feared to lose their jobs even up to date they do not really understand what it is all about .

Lastly, the issue of employing relative and church mates in an organization, this is causing conflict to continue sky rocketing and difficult to manage because people will be treating each other in grouping disregarding the professional side of the job. For example if one does not belong to a certain church they will not treat him/her as part of the organization thus defiling the principles of team work and working towards the common goal. Furthermore, when relatives constitute the better part of the organization the organization will not perform better because their will not work efficiently and effectively because they will be treating a private sector as a family business and that will impact negatively on the service delivery.

The points above shows that conflict needs to be managed effectively and efficiently because if not controlled it will get out of hand and it will be detrimental to the organization.

2.5 <u>CONFLICT MANAGEMENT STYLES AND STRATEGIES THAT CAN BE USED IN AN ORGANIZATION OR AT A WORKPLACE.</u>

It is a principle that researchers came up with that all conflict cannot be necessarily be resolved, as Robinson and Clifford (1974) advocates "managing conflict toward constructive action since a conflict can seldom be completely resolved. Learning to manage conflict is essential since it can decrease the probabilities of unproductiveness in the organization or workplace. Parker (1974) notes that conflict not managed will bring about delays, disinterest, lack of action and in extreme cases a complete breakdown of the group. Conflict management involve acquiring skills related to conflict resolution, self- awareness about conflict modes, conflict communication skills and establishing a structure for the management of conflict in the organization or workplace. According to Thomas kilmann (2007) in his Thomas kilman Conflict Mode Instrument he came up with five modes or styles of managing conflict. These styles includes avoiding, competing,, compromising , accommodating and collaborating and these styles are characterized by two scales assertiveness and co-operation.

Fig .2
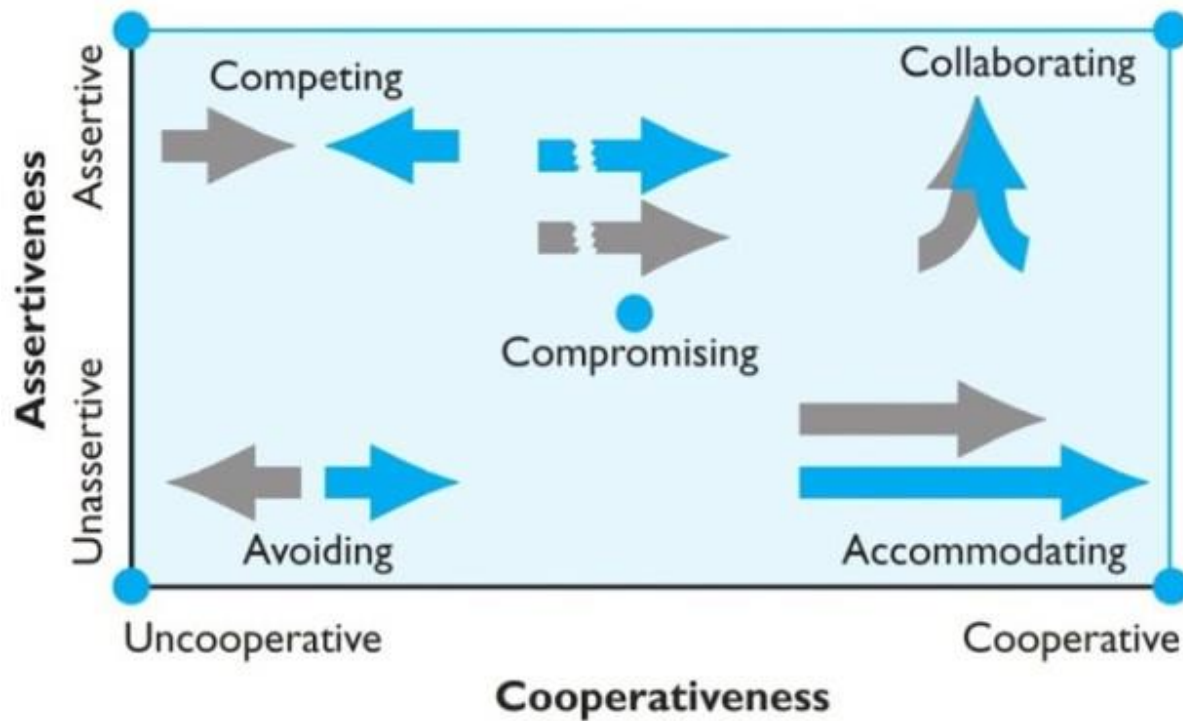
2.5.1 COMPETING

Competing is a conflict management style that has got high assertiveness and low cooperation. This type of management style is usually done when quick actions are needed to be taken or when vital issues need to be addressed. Competing is usually a power-oriented mode in which a manager uses the power that he possess that seems appropriate to deal with a situation at hand – for example his/her ability to argue, rank etc. – for self-aggrandizement. It relies on an aggressive style of communication, low regard for future relationships, and the exercise of coercive power. Managers that use this style have a tendency to seek control over a situation in both substance and ground rules. They are concerned that loss of such control will result in solutions that fail to meet their needs.

2.5.2 AVOIDING

It has got high assertiveness and low cooperation. This style is very vital when you are in a lower position than the person you are engaged in an argument with. This is done to reduce tension at a workplace for example in a local authority set up a lower grade employee engaging in a conflict with a supervisor about how an activity can be done efficiently but the supervisor wants things to

be done the other way instead the subordinate can just avoid the argument but simply following what the supervisor wants him /her to do. However this style can be able to solve a problem at for a short period of time but in the long run, this technic of avoiding situation will cause tension and bitterness between people they will not be able to exist together at a workplace and that will have a negative impact on the service delivery of the organization.

2.5.3 ACCOMODATING

Accommodating it is mode of low assertiveness and high cooperation. It is done to create good will and peace in an organization so that people will be able to exist together. Usually this mode is mostly used when the issue is of low importance it works well and it only becomes problematic when a certain individual has to keep on accommodating someone waiting for them to realize their mistakes but that certain individual fail to recognize it. For example two secretaries' work together the other one is always late and absent at work and the other has to accommodate and cover her job until she is available. This will cause tension to rise because the other will be doing more work.

2.5.4COMPROMISING

It is a center approach between competing and accommodating style, the compromising style of conflict management is characterized by both assertiveness and cooperativeness on moderate level. The main objective is to find an equally suitable solution that satisfies both the opposing parties. This style enables managers to address an issue more directly than avoiding. This style is the most appropriate among the others because it gives everyone a chance to be heard because need of the conflicting parties will be met.

2.5.5 COLLABORATING

The mode is comprised of high assertiveness and high cooperation. Collaboration is the best solution when dealing with conflict. According to the foundation coalition (ND) it is defined as a creative solution to the conflict that would not have been generated by a single individual. Due to the positive outcome that is generated though collaboration; managers acknowledge that the collaboration mode is the best conflict mode to use in conjunction with the compromising mode. However, it takes a great deal of time and energy. Therefore, the collaborating mode should be

used when the conflict permits the time and energy. The collaborative mode is suitable when the conflict is essential to the people when merging perspectives, gaining commitment, improving relationships and when learning. Collaboration skills include active listening, nonthreatening confrontation, identifying concerns and analyzing input.

However, according to Thomas Killman (2013) he points out that it is always not easy to categorize styles as either indicative of assertiveness or cooperativeness due to the complex and contemporary conflict situations that can lead to an individual moving from one mode to another within a short space of times.

2.6CONFLICT MANAGEMENT STRATEGIES

There are different strategies of conflict management that local authorities and other organization. These include negotiation, mediation, arbitration and litigation these strategies are employed in order to maintain peace and harmony at a workplace. These strategies help a lot in dealing with conflict situation when dealt with appropriately and applied at the right situation at hand.

2.6.1 NEGOTIATION

According to Thomas and Killman (2007) describes negotiation as a method by which two parties in conflict attempt to settle their differences through collaboration and compromise in an attempt to reach a common ground that can be acceptable to both parties for example through collective bargaining. Collective bargaining occurs during the process of negotiation. According to Salamon (1957) is a method of determining terms and conditions of employment, which utilizes the process of negotiation and agreement between representatives of management and employees. It makes available a formal channel through which the differing interests of the employer and employees may be resolved on a collective basis. Furthermore According to International Labor Organization (ILO) Convention No. 98, by Nyman C (1981 p.4) collective bargaining is seen as a voluntary negotiation between employers' organizations and workers' organizations with a view to regulating terms and conditions of employment by collective agreements. According to Fowler (1986) he identifies some of the basic conditions that are necessary for negotiations to take place. These includes

• Negotiation should involve two or more parties.

• The parties need each other's involvement in achieving some jointly desired documents.

• The parties must consider negotiation as the preferred way of resolving differences.

• Each party must retain hope of an acceptable outcome and some concept of what that outcome might be,

• Each party must have some degree of power or influence over the others' ability to act.

• The negotiation process itself is so essential for the interaction of the parties that aim to resolve their differences.

To add on, the basics that fowler (1986) stated are very important in order to have a smooth flow of the negotiation process. These conditions are necessary because if one or the other is failed to be met the result will not be reliable.

During the negotiation process that occurs for example in a local authority set up they have trade unions and workers committees that represent their interest in the organization. The workers committee is established through the Labor Act Chapter 28.01ammendment of 2005 support the establishment of a workers committee where less than 50% of workers are unionized, these committees are supposed to work together with the representatives from the management to discuss workplace issues in a works council. When an agreement is reached as an outcome of collective bargaining it is binding on parties to the agreement. Collective bargaining legislation enforces requirements on the parties to adhere to the terms of an' agreement. In Zimbabwe, agreements are required to be registered by the Registrar of Code of Conduct to provide legal protection to the parties. For example at Masvingo city council there exist unions named ZURCW and ZUFCW, there are the ones that partakes the negotiation process at the council. They negotiate and reach an agreement on industrial relations matters through direct negotiations, to resolve disputes and or to determine the ground rule for the conduct of the employment relationships. These includes union leaders, who usually are company employees, help make decisions regarding pay rates, seniority rules, pension plans, order of layoff, vacations, holidays, grievance procedures, benefit plans and hours of work. Negotiation is a vital

strategy is adopted in an organization to make sure that the organization and its employees are working together to achieve the core mandate of the organization.

However the outcomes of the process of Negotiation through collective bargaining is not predictable it is a contradictory process involving argumentative role, compromises and accommodation will depend upon a number of factors such as external environmental factors including the state of the economy, the nature of the good or service market and the prior history of relationships between the parties so it will not be able to predict the results whether negative or positive.

2.6.2MEDIATION

According to Pearl (2011) view mediation as a consensual form of dispute resolution or prevention in which typically a third party, the mediator assist two conflicting parties to reach a common ground it is typically a private or confidential lowering the risk of participants being afraid to disclose information and encouraging participants to speak freely. The mediation process treats the conflicting parties as collaborating in their way to reach an agreement. In Zimbabwe mediation is treated as a bridge to arbitration. According to Grogan (2000) at an ILO labor law reform held at Monte Claire, Nyanga 11-13 May 2010, Dr Madhuku presented the ILO commissioned audit which was conducted on dispute/ conflict resolution and management in Zimbabwe. However although mediation is taken as a strategy that is effective most organization has been failing to implement it successfully, studies have shown that deficiencies that are affection mediation processes to be successful involves lack of enforcement of mediation agreements, lack of guidelines for the mediation process and the issue that pulls mediation process down is that in Zimbabwe the outcome of the mediation process is not enforceable and this is proving to be problematic. For example in a local authority set up when an employee is being charged with misconduct at workplace he/ she is summoned to a hearing the employee will attend the hearing with the representative from his union to represent him.

 2.6.3ABITRATION

NASBP (2014) vies arbitration as form of adjudication that involves a neutral third party to whom disputing parties present their cause for examination and decision making the decision that is made is usually binding. However it can be non -binding again, non -binding arbitration is

similar to mediation where decisions cannot be imposed upon parties. The process of arbitration follows the procedure that the parties present their cases for consideration by the arbitrator, the arbitrator decides the solution having considered to the material presented and the objects of the legislation under which arbitration is established, the decision taken by the arbitrator is binding upon the parties and lastly the here there are penalties for non-compliance with the arbitrator's decision. Furthermore arbitration follows the failure of mediation. Arbitration is a strategy that is adopted when the conflict situation has gotten out of hand and that they have failed to handle conflict internally. It is very costly and time consuming to take the arbitration route that is why most companies or organization try by all means to avoid using this strategy. For example at Masvingo City Council the used this strategy when the management was taken to court because of the issue of salary backlog in 2015, the court attached a lot of council resources such as council beer halls, council vehicles e.t.c until they cover the backlog. A lot of money was wasted when the management was appealing in court to reverse the judgment passed by the arbitrator but to no avail. Currently they have paid up their wage and only left with one month backlog. However, this shows that this strategy proved to be effective but place service delivery at stack since most of the resources were sold to cover the debt.

2.6.4 LITIGATION

NASBP (2014) views litigation as a formal way of resolving conflict through the court system of the country when all the other three strategies have failed. The matter is presented to the judges to provide legal solution that would be binding to all parties. it could be very detrimental to the survival of the organization since it is very costly. Furthermore Saunders and Weberly (2014) notes that this strategy is most feared by many managers because they could be held liable if they do not follow the correct procedures when handing conflict situations.

2.7 KNOWLEDGE GAP

Knowledge gap refers to the disparity in the levels of knowledge. The above reviewed literature of this study of assessment of conflict management have revealed various views, methods and strategies that are used in the management of conflict, although these strategies are present and are being practiced there are still loop holes leading to challenges in managing conflict in local authorities. They are lacking proper assessment of the root cause of conflict, proper assessment

of which method to use for effective application since they treat conflict apart from other management issues.

CHAPTER 3

<u>RESEARCH METHODOLOGY</u>

<u>Introduction.</u>

According to Saunders et all (2007) refers to research methodology as the analysis and rationale of using a particular method for a particular research. In this chapter, the researcher will bring out the research design, research instruments, data collection procedures, data presentation and analysis plans and the chapter summary. The instruments that are going to be used include Questionnaires and interview guides are going to be both structured interviews. both to gather information from different departments of Masvingo City Council. This chapter also reveals the population sample and the sampling procedures or technics that are going to be used.

<u>RESEARCH DESIGN</u>

According to Saunders et al (2009) states that research design are a detailed guideline that indicates how the research was conducted. Furthermore, Frankael and Wallan (1996) define research design as a strategy of the research and the logic behind which makes it possible and valid to draw overall conclusions from it. This points out that these are a set of plans that need to be followed so as to reduce errors. Sekaran (2000:53) described research design as that which involves the planning of the actual study, dealing with such aspects as the location of the study, how to select the sample and collect data and how to analyze the data. The research design helps to identify the target population and the population sample and it assists in choosing the research methods that is most appropriate for data collection for a study. There are two types of research designs these are Qualitative and quantitative research design and Qualitative research design and the researcher will use both qualitative and quantitative research designs.

<u>Qualitative Research design</u>

According to Borrego (2009) Qualitative research involves the preparation of research design that includes all the aspects of the study, from the questions of research to analysis. Furthermore, Qualitative research design involves technics such as interviews, focus groups, surveys and observations that can be used to gather information and for the analysis of textual data. Tewksbury (2009) also argued that the reason for using Qualitative research design is that it

provides insight to a topic under study. To add on, Information that is gathered through qualitative research is educational and it offers better understanding as compared to the one that can be obtained through quantitative research. This is supported by Lyingberg and Douglas (2008) who have noted that qualitative research is considered to be an easy way and is not complicated as to quantitative. Bradshaw (2000) the major advantage of the qualitative research design is the depth to which explorations are conducted and descriptions written usually resulting in sufficient detail for the reader to grasp idiosyncrasies of the situation.

Quantitative Research Design

According to Creswell (2008) noted that quantitative research design is a way of examine and investigative the relations between variables. Tewksbury (2009) views Quantitative research design as regarded to be a more technical and scientific approach for data collection. Furthermore, Saunders et al (2009) as cited in Murimoga (2007) highlighted that quantitative analysis techniques such as graphs, charts and statistics allow researchers to do that, helping researchers to explore, present, describe and examine relationships and trends within the given data. The researcher will use quantitative analysis techniques such as questionnaires, graphs, charts and statistics. The quantitative research design is very important in research especially in presenting findings clearly and precisely using graphs, tables, and pie charts.

Target Population

There are a number of definitions for population that are given by many scholars. Tsvere (2008) defined a target population as an intended group one desires to know more about. According to Walliman (2005) a target population is the overall number of cases which are the subjects of the study and he further propound that a population may include objects (things), people (respondents) and even events. Furthermore , Alvi (2016) also noted that target population refers to all members who meet the particular criterion specified for a research investigation In this research, the researcher is investigating on the management of workplace conflict in urban local authorities specifically Masvingo City Council, so the target population that includes managers, supervisors, head of departments and other lower grades employees and councilors will supply the researcher with vital information.

SAMPLING PROCEDURES

According to Trochim (2006) Sampling refers to the practice of picking units (e.g. people, organizations) from a population of interest such that we may fairly generalize the outcomes to the population from which they were chosen. Therefore, a sample can be defined as a small portion selected to accurately represent the relevant attributes of the whole set. If sampling is done properly, conclusions that are likely to be correct about the entire target population are obtained. Sampling methods can be divided into two that is probability and non-probability sampling. The advantage of using sampling is that it saves time and data collection is more manageable as fewer people are involved. More so dealing with a sample leads to higher overall accuracy than the whole population. Probability sampling enables all units in the population to have a chance which is more than zero to be selected in the sample, and can be accurately determined. Mago (2010) noted that probability sampling method include cluster sampling, simple random sampling, systematic sampling and stratified sampling.

Furthermore, Non-probability sampling refers to every sampling method in which other elements of the population fails to have a chance to be selected or where other elements are out of coverage, it encompasses the collection of elements basing on the assumptions regarding the targeted population. Non-probability sampling comprises of judgmental, purposive sampling, convenience, quota, snowball, and expert sampling. In this research, the researcher used probability sampling technique because it makes all members of the target population have an equal chance of being chosen in the sample thus removing bias and bring out precise results.

In the process of sampling, not all of the elements are involved but only a small fraction is investigated and it will represent the total population. It is done in order to obtain results with maximum precision and this will pave way for reliable recommendations in the future of the topic under study. For the principle of this research, the researcher will involve 25 respondents from each department. Random sampling was used to select Masvingo city council workers; from all the departments that are available these are the HR department, Housing and community service department, Engineering department, Treasury department and the councilors.

SAMPLING TECHNICS

Stratified Random Sampling

The researcher will firstly use stratified random sampling to divide the population into 6 different subgroups. The subgroups will consist of the 5 managers, 5 head of departments, 5supervisors, 2 representatives from the trade unions that exist at MCC, 3 Councilors and the employees from 5 representatives from the lower grades. Stratified random sampling helps the researcher to ensure that important subgroups within the population are fairly represented and not left out. Stratified random sampling is also a form of probability sampling which means to stratify is to classify or to separate people into groups according to characteristics such as position, education and sex among other characteristics. The researcher will randomly select participants for the research from each group that I have mentioned above. These five people for each group three people will be given questionnaires to fill in and the remaining two per each group will be interviewed. The researcher will use stratified random sampling method as well as the simple random sampling method. The judgmental sampling technique will also be employed where people who are well versed with information will be picked and these are the HR practitioners in the organization and the chairpersons of the Trade Unions.

Judgmental Sampling

According to Westfall (2009) asserted that in judgmental sampling, the person doing the sample uses his or her knowledge to select the items to be sampled. Kumar (2011:207) defined judgmental sampling as your judgment as to who can provide the best information to achieve the objectives of the study. Using judgmental sampling is helpful when you want relevant information or if you want to improve something which only little is known. In this situation the researcher is going to conduct the MCC long service employees at some point because they were the ones with vital specific information needed that would not be known by the rest of the employees.

DATA COLLECTION TECHNICS/ INSTRUMENTS

According to Pinday (2015) inscribed that a researcher requires many data, gathering tools or techniques. Each tool is suitable for the collection of certain type of information. In this study the researcher will be using interviews, questionnaires and observations for data collection.

Questionnaires

The researcher used both open-ended questions and close-ended questions to get relevant information about conflict management at MCC. For open-ended questionnaire, employees were given freedom to express their thoughts on the questions while for the closed ended questions the researcher intended to acquire specific answers to the questions. According to Moore (2012) states that questionnaires permits wide coverage of information at a minimum expense both in terms of cost and effort.

Advantages of Questionnaires

- No dialogue between the researcher and respondents there by saving time.
- Questionnaires will be cheaper as the researcher does not incur high expenses on travel and accommodation.
- Can be credited more since it encourages honesty as they give room for anonymity and confidentiality which leads to honest answering without fear of being recognized and exposed.
- Questionnaires are crucial because when the data has been quantified, it may be used as a comparison to other researches and as well can be used to determine change, they also considers that quantitative data may be used to construct new theories or examine the existing hypothesis.

Disadvantages of using Questionnaires

- Respondents may at times fail to clearly interpret some questions and thus they answers to their interpretations which gives false results.
- Questionnaires are also biased because the respondent can be absent minded and will not be thinking in the full context of the situation

Interview Guides

According to World Bank (2007) the purpose of an interview is to collect information from a single person through a systematic and structured format. Interview is an important data gathering technique involving verbal communication between the researcher and the respondent.

There are four types of interviews these include structured interviews, semi-structured interviews, in-depth interview and focused group discussion. The researcher will carry out face to face interviews so that she will get the pertinent information that would give considerations to the improvement of conflict management at MCC. Their responses that are going to be obtained from the interview questions will serve as recommendations to regulate personal perceptions of conflict management styles and strategies and to find out how the interview participants approached conflict in diverse situations and their views about presented methods when it comes to making conflict management more effective at MCC.

Advantages of using Interview Guides

- Essential data is gathered quickly by the researcher in a short period of time.
- Less time consuming and they are easy to carry out.
- Helps the investigator to collect information with greater understanding.
- There is a room for an interviewer to expand, clarify and simplify the demands of the interview process when the interviewee is not clear.

Disadvantages of using Interview Guides

- During interview process there are chances of showing bias that is when the interviewer shows approval or disapproval of responses.
- Interviews consume more resources as the researcher had to call to confirm whether the council officials were available or not.

Ethical Considerations

Ethics refers to the expected behavior of a certain individual or a group. According to Anon (2004) as cited by Murimoga (2015) posits that although all researchers are well intentioned, there is a possibility that interaction. A number of ethical issues arise in the process of data collection as was noted by Creswell (2003) in Parwaringira (2015) in order to overcome these ethical issues, he further gives various ideas on points which must be well attended to prior and after data collection in the field. His ideas offer a vital parameter for wholesome data collection process. During data collection, all the participants must be risk free and there must be tolerance

of various groups of the population especially the vulnerable i.e. the elderly, poor, sick, illiterate, children, disabled and women. The researcher made sure that all the information he acquired was not to be demanded or forced from the respondents but he asked for it politely according to one`s will. With the participants may unintentionally harm them physically, financially or socially.

CHAPTER SUMMARY

This chapter managed to explain the research design which is the general strategy chosen to incorporate different components of the study in a rational and coherent manner ensuring the address of the research problem effectively. The research design used in this research is a descriptive type. Target population was also addressed in this research and this involves the entire population of MCC which the researcher will simplify the results and it comprised of varying characteristics. This chapter also managed to highlight the sampling procedure which is the manner in which the researcher acquires generalized data from the target population generally using a sample and in this case the researcher will use stratified random sampling, purposive and judgmental sampling methods to come up with a sample. Data collection instruments refer to the different devices which the researcher is going to use to collect the required information are questionnaires, interviews. This chapter also highlighted the advantages and disadvantages of the research instruments. The following chapter will about date representation and analysis and the data collected will be represented in form of graphs, pie charts and tables.

CHAPTER FOUR

DATA ANALYSIS AND REPRESANTATION

Introduction

 This chapter presents discussions, findings and analysis of the findings that was acquired during data collection from the respondents through questionnaires, interviews and other secondary sources. The aim of the study was to assess conflict management in Zimbabwean local

authorities looking specifically at M.C.C. The findings that the researcher obtained were based on the research objectives. The methods of data representation used include tables, graphs as well as charts to present the acquired data.

Response Rate

The response rate refers to the percentage of people who responds to your survey. The response rate is calculated as the number of the responses to your survey divided by the total number of people you sent surveys to multiply by 100. It permits the researcher to evaluate the soundness of the research outcomes and ensure that percentages of respondents who managed to respond are sufficient to facilitate important clarification of the investigation. Kumar (1999) argues that, more reliable results are achieved from a higher response rate The response rate that was obtained in this research was 80%, which was obtained through questionnaires and interviews due to the aptitude of the researcher to hand out and collect them, as well as the researcher's skill to conduct prolific interviews. The researcher interprets and analyses data collected from the field. Table 4.1 below shows the response rate of the total sample.

Population	Sample	Respondents	Percentage of Respondents	Non Respondents	Percentage of Non-Respondents
Managers	5	3	60%	2	40%
Councillors	3	2	67%	1	0%
H.O.Ds	5	4	80%	1	20%
MCC Employees	5	4	80%	1	20%
Supervisors	5	4	80%	1	20%
Rep from T.U	2	2	100%	0	0
TOTAL	25	19	76%	6	24%

When the researcher realized that the causes of non- response was mainly due to non- conduct with the members of the sample that was chosen in the survey. In this research the researcher found out that the group that did not respond much was that of the managers of the organization due to the issue of non- conduct and absenteeism at work for the number of days that the research was conducted. The other factor was that of limited time frame to conduct the research and there was limited time to go back to interview and collect the questionnaires in case they managed to attend to them.

Response Percentage

Percentage Respondents
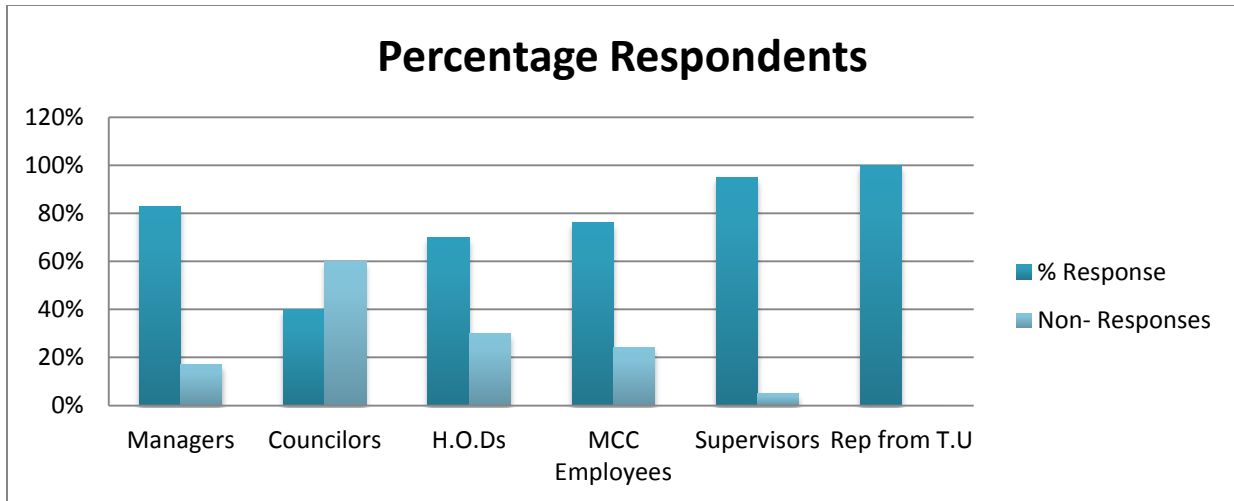
Most of the respondents were aged 26-50 years and they amount to 80% of the population that was chosen Fig 4.2below shows the ages of the respondents in form of a histogram.

Fig 4.2 Age groups of the respondents

Ages of Respondents

	Age Distribution
■ Below 18yrs	0
■ 19-25yrs	1
■ 26-50yrs	21
■ Above 51yrs	4
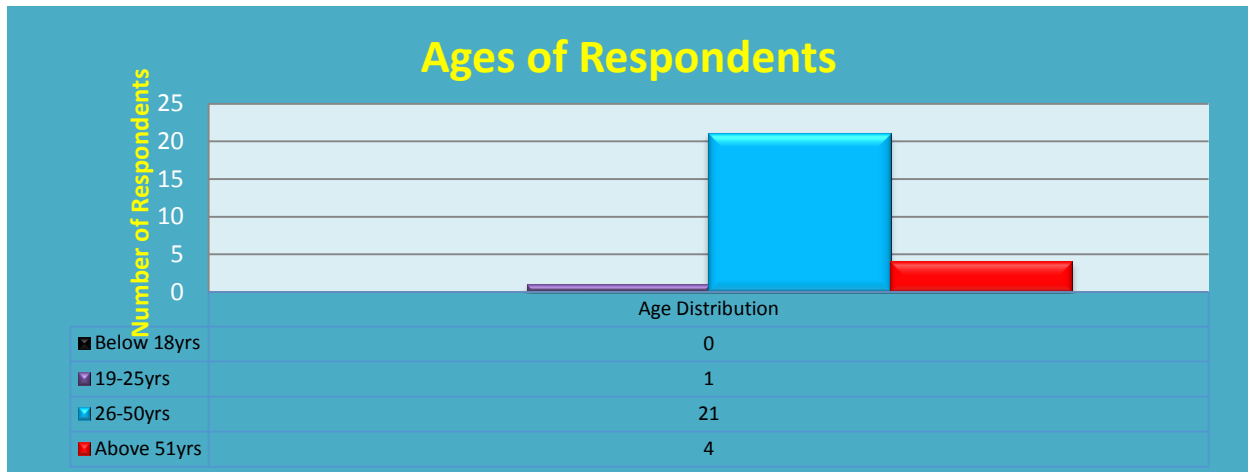
Sex of the respondents

The study involved different groups of people from different departments. The study was conducted taking note of gender balance so as to present equal chances to respondents to participate in the study. The study involved both males and females , however as much as the researcher wanted to establish gender balance in the study it was noted that at M.C.C there are fewer women in the top management sector even in the lower grade employees and councilors.

Those positions are occupied by male figures only. In this research males were 19 which constituted 76% of the population chosen and the females were 6 constituting 24% of the population. This has shown that is where some of the conflict emanates from since the organization represents a patriarchal society. . Fig 4.3 below show the sex of the respondents

Fig 4.3 Sex of the respondents

NAME	NUMBER	PERCENTAGE
FEMALES	6	76
MALES	19	24

Educational levels of the respondents
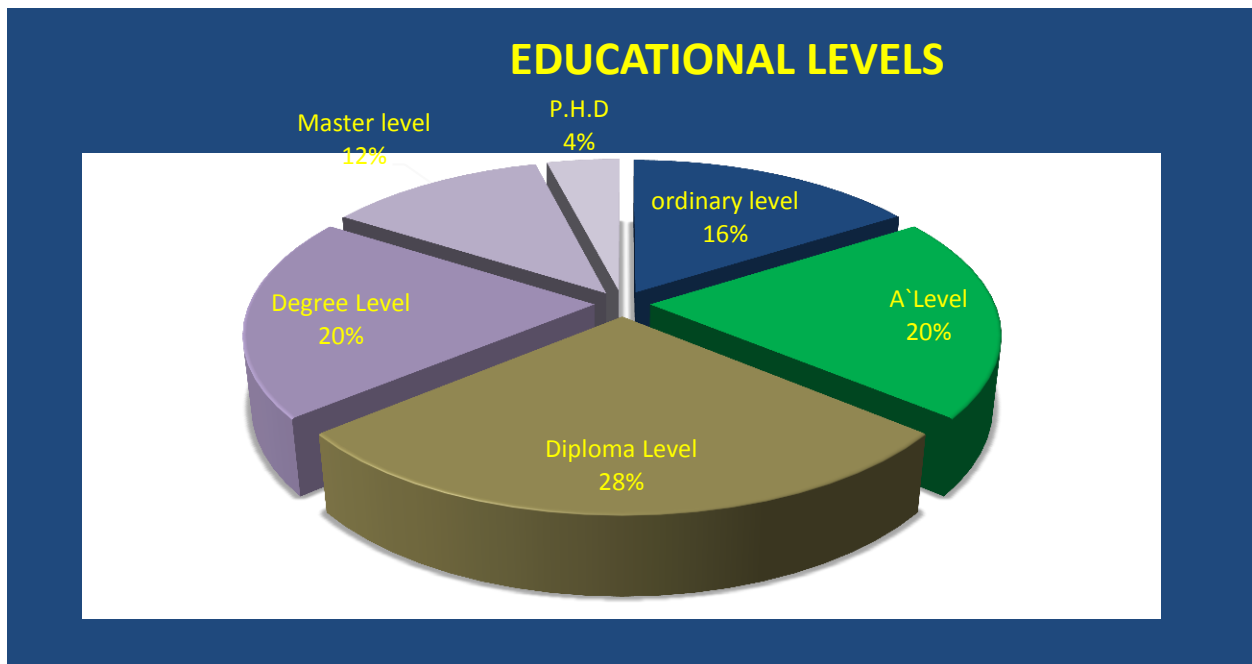
Fig shows that the chosen sample all of them received formal education. The educational levels the respondents have indicated shows that most of the very much understand what is conflicts and conflict management and its strategies that can be used in an organization full of diverse people such as M.C.C.

Types/forms of conflict that exist at Masvingo City Council.

Forms of conflict and response options	Number of responses	Responses out of 25	Responses as a percentage (%)

Scarce resource conflict	12	12/25	48
Authority conflict	5	5/25	20
Procedural conflict	6	6/25	24
Goal conflict	3	2/25	12
0thers	1	1/25	4

Scarce Resource conflict

During the process of data collection the respondents were asked which type of conflict was very common at Masvingo City Council as an organization scarce resource conflict was cited as a common conflict that occurred frequently at M.C.C. One of the reasons that caused conflict in the organization is that resources that are available are insufficient to carry their day to day mandate of service delivery. It has been noted that this type of conflict has been hampering Masvingo city council dating back to 2008 when there was rampant corruption and economic meltdown in the country that caused council resources to suffer since the employees were trying to vent for themselves. The scarce resources include financial resources, time resources, human resources especially in the management team, and infrastructural resources among other issues.

The respondents that sited scarce resource conflict as common at M.C.C consisted of 48% of the total population. They complained greatly about the issue of favoritism amongst departments, the other Heads of department confessed that there is favor in the allocation of resources especially in the Chamber secretary department. The major problem is that the Chamber secretary department consist of the planning committee and it works hand in glove with the Human resources department , the arrange for meetings, food for functions, travelling expenses among other matters. When this department applies for petty cash, travelling subsistence, money to fund certain function the money they request will be processed with emergency as compared to other department they have to wait for a couple of days to receive the requested money. This causes conflict to emanate between departments because they are accusing each other of favoritism at the workplace which drives a wedge between co-workers and it is y detrimental to service delivery

Furthermore the most complaint came from the Engineering department; they complained that the most funded activities are not for better service delivery. They cited that the meeting, trips and the managerial fringe benefits that they focus on greatly channeling most financial resources to them with cause the organization to fail since the monies that are supposed to be channeled towards road construction, water treatment and sewer reticulation is being wasted to petty issues showing poor prioritization of the management. Conflict of this type will be difficult to manage until there is proper prioritization to create harmony at workplace.

To add on the findings of the research from the respondents indicates that inadequate infrastructure at M.C.C has caused conflict to a greater extant. At Masvingo city council inadequate offices and furniture, filling cabinets and computers has caused conflict to arise at workplace. One of the supervisors who was interviewed complained and cited that there are limited offices and that he is sharing an office with another supervisor which creates conflict when private and confidential issues needs to be discussed the other supervisor will have to excuse the office which will create discomfort and tension because the other might excuse the other more often and that will become annoying.

Procedural conflict at M.C.C

This type of conflict was mentioned by 24% during the process of interviewing; the respondents indicated that this type of conflict usually occurs between the managerial and the employees in which the ways and methods they would like procedures to be done will differ. Usually this type of conflicting takes place in decision making and when trying to solve problems. For example the managers in local authority set up in Zimbabwe follow rules and procedures they do not do things that are considered by the law ultra vias. However in some cases the law and procedures they follow might be reactive at that particular moment when proactivity is required being proffered by the employees but it will not be possible to divert the law hence they conflict.

Authority conflict

Authority conflict emanates from improper use of authority by the administration or the subordinates question the appropriateness of the authority. Some of the administrators resort to the authoritarian powers in their operations. They believe that every member of the group should listen and obey orders. The respondents who acknowledged that goal conflict exist at M.C.C rest at 20%

Goal conflict

The respondents who mentioned this form of conflict rested at 12%. It is common form of conflict it occurs when there is incompatibility of thoughts within an individual or individuals. It can also be referred to as inter- individual conflict where two individuals having two different views on how to make a decision. This occurs when theis overlapping of duties two people assigned to one duty without being specified who is the leader and this delays progress.

Other forms of conflict that exist at M.C.C

Affective conflict

It occurs when differences of feeling and emotions are incompatible within an individual or between individuals. Although it is difficult to openly experience differences of feeling and emotion, it is very common that the two individuals may have different feelings about the same situation. For example two employees could experience different feelings when discussing issues

of their section. One could experience positive feelings about the decision and another could threaten.
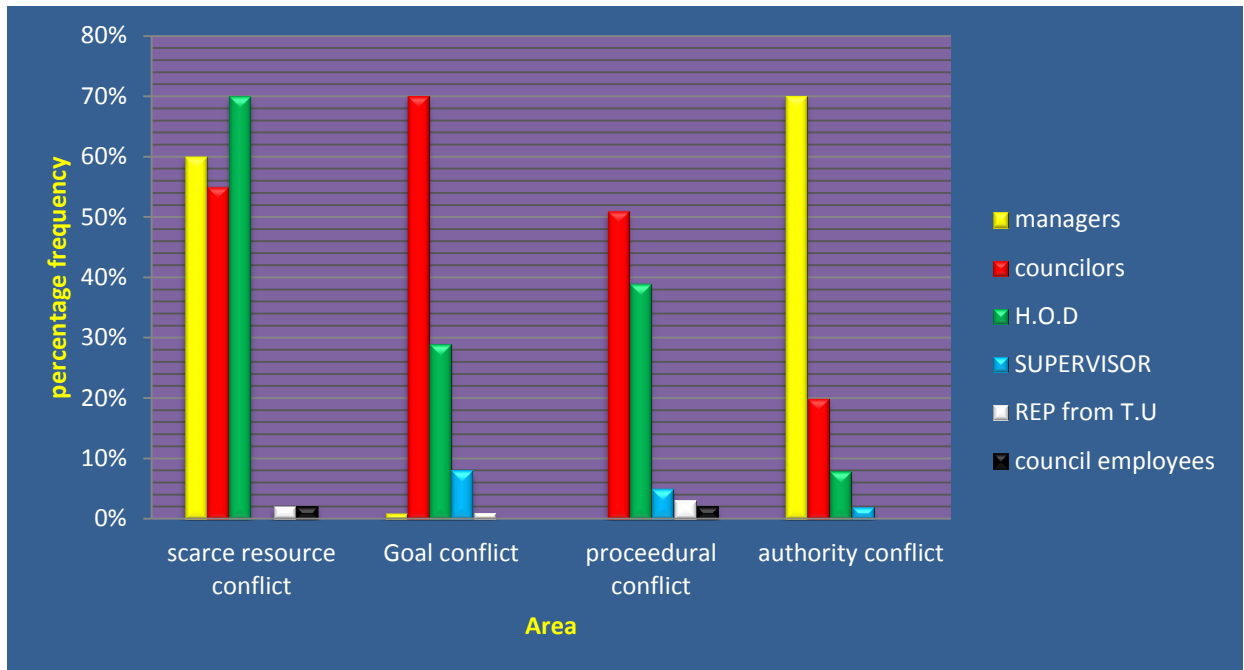
EFFECTS OF CONFLICT AT WORKPLACE

NEGATIVE EFFECTS OF CONFLICT AT M.C.C

Negative effects of conflict	Number of responses	Responses out of 25	Responses as a percentage (%)
Poor productivity	10	10/25	40
Reduction of employee morale at workplace	6	6/25	24
Hostility and aggressive behavior	4	4/25	16
Time consuming	5	5/25	20

Poor productivity

60% of the respondents agreed, 23% remained neutral while 17% disagree that poor productivity as a manager negative effect of conflict when they were interviewed. Due to presence of conflict in the presence of dysfunctional conflict has caused the employees to underperform failing to finish tasks on time because there will be creation of a space between team mates, they will not be able to exist together in the same environment. Poor productivity is causes failure to deliver services on time for example hard working employees who work over

time they never receive their overtime allowance, so they have refrained from working overtime even if there is loads of work to do because there are no benefits they are receiving from going an extra mile for the organization.

Reduction of employee morale at workplace

55% of the respondents agreed, 25% remained neutral while 20% disagreed that conflict at a workplace this leads to inefficiency and ineffectiveness of employees as it reduces their drive to perform tasks. The respondents also mentioned that one of the reasons why there is reduction of employee morale at M.C.C is that there is salary backlog of two months. One of the interviewee gave a remark that "why should we work hard and go an extra mile for the organization when they are failing to pay us on time, how do they think we survive." This shows that already the workers at Masvingo city council are not motivated enough to work and build up the organization`s image.

Hostility and aggressive behavior

16% of the respondents confirmed, 24% remained neutral while 60% disagreed that conflict causes hostility and aggressive behavior in the workplace and outside workplace. It was ranked lower because it rarely occurs because it has very high implications of one losing his/her job in the process since there might be distraction of council properties that could be detrimental to the image of the organization. One of the respondents mentioned an incident of physical combat in 2008 between two supervisors from the housing department and engineering department over a photocopier.

Time consuming

20% of the respondents agreed, 60%remained neutral and 20% disagreed that conflict in an organization is time consuming. Conflict can be time consuming if it is not managed well and if allowed to deteriorate into serious dysfunctional activities such as strikes. When employees embark on job actions such as strikes, work is temporarily stopped and this automatically stopped and this automatically hinders the realization organizational objectives and in general loss of time.

POSITIVE EFFECTS OF CONFLICT AT M.C.C

Conflict when managed well in an organization may lead to productiveness and improved service delivery. 60% of the respondents supported the notion that conflict has a positive bearing

on the organization. They mention that conflict brings new ideas into the organization and it helps people move away from the status quo to new things that will help improve the organization. Furthermore, one of the managers cited that conflict helps uncover problems and possible solutions that can help again in improving service delivery.
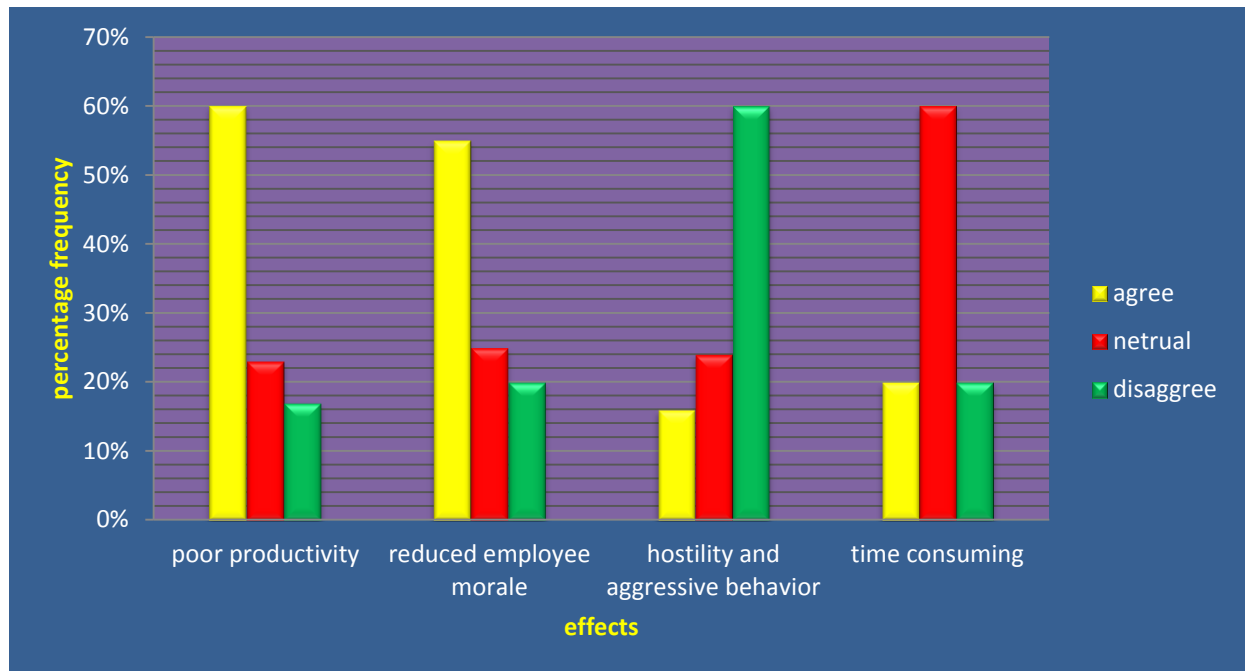
Conflict Management Training and Awareness

The table below will present the responses from the respondents on conflict management training and awareness.

	YES	NO
Managers	3	0
Head of departments	4	0
Supervisors	3	1
Councilors	0	2
Trade Unions Representatives	1	2
Lower grade employees	2	3

The responses represented in the table above shows that a number of respondents received conflict managed training and awareness at Masvingo City Council. However their complaint was that the conflict management training they received was in a form of a two day workshop which was done in 2001 At Bethany House. Not everyone managed to understand the basic concept that was being put across because of the limited time of training that was provided for by the organization. Furthermore they mentioned that for successful management of conflict the employees need proper training of conflict management so as to have a common ground.

To add on 32% of the respondents to claim not to have received training and awareness of the subject matter include councilors who serve the council and the people for a period of time then ne elected officials come in, currently none of the training has occurred during the past years so they barely understand procedures of conflict management. Lower grade employees confirmed that not all of them managed to attend the training workshop and those who did not have the skills to teach others of what they learnt.

STYLES AND STRATEGIES THAT ARE ADOPTED BY M.C.C IN MANAGING CONFLICT

The researcher chooses to rely mostly on interviews on this section, because much information was obtained from the respondents through interviews. The respondents at M.C.C has adopted styles and strategies of managing conflict, these include accommodating style, collaboration style, forcing style, avoidance style, compromising style. They also use the negotiation strategy, mediation and arbitration strategy to manage conflict at the organization.

Avoiding style

40% of the respondents mentioned that the avoiding style is the one that is commonly used at masvingo city council. This style od managing conflict is also known as the withdrawing style.

For example in 2012 in the engineering department a supervisor and two employees engaged into an argument blaming two of the employees that there was missing tools from the department, however investigations were made and it was realized that the tools where misplaced and this caused hostility amongst them because the two employees where almost suspended because of theft. The management realized that there was so much stress and frustration for these co-

workers to exist together so they decided to transfer them from the engineering department to the logistics department. This style is used usually because they fear the outcomes of conflict and they want to minimize negative conflict situation as much as possible. The respondents mentioned that this style has been applied but is has not yielded positive results to a larger extant

Compromising.

It is conflict management style that involves two parties having to give up something. 24% out of a 100 respondents acknowledged that compromising style is used at M.C.C. It is usually applied when the cost of conflict is higher than the losing ground. When using this style it is not clear who is the winner or loser but there is willingness to accept an incomplete solution that satisfies both parties. For example what the management did on the issue of late salary payment the court made them give up some of the council properties to be held by court until they cover their debt to the employees. It was not a solution but it was a temporal satisfaction for the employees because they thought that the management will be pushed to take action on the issue but it worsened because they now diverted more finds to hire resources taken from them to provide services.

Accommodating

20% of the respondents mention accommodating is rarely used in the organization. There is a problem of scarce resources, one of the respondents mentioned that there is existence of favoritism to the extent that it is visible to very one in the organization. One department receives more resources than others since it is claimed that they need those resources more than the other departments. Furthermore the other departments find it difficult to act against the status qo the just accept it and make do with what is available to them. The respondents mentioned that this style if adopted more and if applied correctly it can yield positive results

Forcing

40% of the respondents asserted that the city council uses its formal authority and power to make sure that conflict is kept in check. At M.C.C they make decisions and take action without communicating then to the employees and the employees has no choice but to comply. This

strategy has been asserted by the respondents especially the management because it minimizes the chances of verbal arguments over decision making.

Arbitration strategy

36% of the respondents mentioned that this strategy is used when the matter is too complex to deal with and it involve lawyer to resolve the matters. However as mentioned by the respondents this strategy has been costly to the organization. In 2012 M.C.C took two employees to court when they were being accused of theft in the organization a lot of money is thousands and bulk of fuel went missing and the two supervisors failed to account to the money and fuel. The Council wanted to resolve the case independently but no avail they took the matter to court and the council appeal for their dismissal without pay more than 5 times. However they managed to dismiss them from work but paid them their salaries and never recover the resources stolen. Another case that cost Council a fortune is that of late salary payments when they were taken to court by the employees they cost the case but continued appealing not wanting to resolve their salary wage until now. This strategy has been more of an unnecessary expenditure than a conflict management strategy as commented by one of the respondents.

Mediation

24% of the respondents   mentioned that this strategy is usually used when resolve conflict been employees of council. The hearing committee summons the two conflicted parties and try to establish a common ground of understanding between the two. The challenge they face is that they prove to have solved the conflict but due to different backgrounds, perspectives and understandings when they finish the mediation process the two parties

Loopholes in conflict management

The managers who responded to the questionnaires administered to them sited a number of challenges they face in conflict management. These include:

- Nepotism
- Lack of proper training in diversity management
- Bureaucratic leaders
- Lack of resources for proper implementation

- Lack of conflict management assessment and review system

Summary

This chapter shows how they manage conflict at M.C.C

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter will present a summary of the whole research. It will address the main results of the research and it will also draw conclusions from the main research findings of assessment of conflict Management at Masvingo City Council. The chapter will end by highlighting important recommendations on conflict management practices at Masvingo City Council.

Summary

The research is entitled Solid An assessment of conflict management in Zimbabwean Urban Local Authorities, A Case of Masvingo City Council and is investigating on various conflict management practices being practiced at Masvingo City Council. The research objectives of the study encompasses the identification of the main causes of conflict at M.C.C, identify types/ forms of conflict that is found at MCC, examine the causes and effects of workplace conflict, to identify styles of managing conflict they use, To evaluate the conflict management processes and procedures at MCC, to recommend effective strategies that promotes successful management of workplace and the entire research was done being guided by the research objective that were outlined by the researcher. The statement of the problem outlined that the is unsuccessful management of conflict at M.C.C and this was due to poor assessment of the root cause of conflict and misapplication of strategies to effectively deal with the issues. The other problem is that both the managers and employers they lack knowledge, skills and training in conflict management and this proved to be an obstacle.

Furthermore a number of literature sources were outlined concerning the issue of conflict and conflict management. The literature review outlined the definitions of conflict by various scholars, also looked at the views on conflict, different types of conflict that can exist at a workplace, functional and dysfunctional conflict, levels of conflict, effects of conflict, conflict in Zimbabwean local authorities and also discussed about the conflict management styles and strategies and their effectiveness in an organization.

The research design used in this research is a descriptive approach and a case study approach and analyzed through both qualitative and quantitative research methods. The targeted population for this research included managers, supervisors, head of departments, councilors, Trade Unions representative and the lower grades employees. The researcher used two sampling technics and these are stratified random sampling and judgmental sampling technics. The sample size chosen was that of 25 people due to limited time frame for data collection. The data collection instruments that were used in the process were questionnaires and interview guides to be able to acquire data from the chosen respondents.

The data that was collected form the city council through the opinions of the respondents addressing the questions that was being administered to them. Through the responses the people produced the researcher managed to draw up important recommendations that Masvingo city council can use to improve their conflict management strategies.

Conclusion

The main thrust of this research was to achieve its objectives, the following conclusion was made that at M.C.C they acknowledge that conflict takes place their organization. They highlighted types of conflicts that takes place in their environment and this includes scarce resource conflict being the main cause of conflict, procedural conflict in the sense that procedures that are followed are causing stagnation and dragging service delivery down, late salary payment causing havoc in the organization every month causing survival corruption to thrive, authority conflict and other conflict they mentioned. The strategies they use in conflict management are very costly whereas the organization is in short supply of resources. For example when issues of corruption theft, misuse of council finances for personal use occurs they usually adopt strategies such as mediation and arbitration which is very expensive, time consuming and perhaps damage the organization image. Their way of dealing with issues such as late salary payments they use the avoiding style this style has cause tension and hostility when prolonged same as what has happened with the management and the employees at M.C.C because they haven't addressed it yet. The challenge they are facing is because of lack of proper understanding of conflict management and there is lack of proper statutory instruments that states the terms and conditions for it.

Recommendations

The findings and conclusions of management of conflict management at Masvingo City Council, the researcher thereby recommends the organization adopt the following:

➢ The researcher strongly recommends that the council should first assess the conflict situations before applying any conflict management styles to avoid misapplication of solutions that contribute to further escalation of conflict while trying to contain it.

➢ Conducting training needs assessment and preparing training programs of the conflict and conflict management through long and short courses in the organization is a vital need for every member of the organization so as to ensure that everybody has a common ground in understanding conflict management through discussions with individuals and as a team to encourage reflection on strength and weaknesses.

➢ The researcher recommends the council to take a consultative approach when dealing with conflict situations especially taking into account that its employees are experiencing the most difficult economic times.

➢ The researcher recommends that the council create friendly working environments for their employees i.e promote mutual respect among individuals at the workplace

➢ The council must make use of the strongest and effective strategies, the managers should have the relevant skills and ability and most importantly managers should acknowledge that conflict can never be extinguished but they should learn to operate effectively in the presence of conflict.

➢ The researcher strongly recommends that the managers should develop strong employee management skills such as staff motivation, information sharing, providing constructive feedback channels to avoid divisions at workplace.

➢ Clear rules, regulation, vision and mission of the organization, the managers should clearly spell out the vision and mission statement to the employees. Disburse to them the important statutes that guide them in the organization such as urban councils act, labor acts and code of conduct, promotion and training circulars so that the employees will

know their rights, what is expected of them, ground rules. At M.C.C most of the employees do not know or understand their vision and mission which marks a problem in the organization.

➢ The researcher also recommends that there should be good communication in an organization since communication is the life blood of any organization it build better understanding, trust and good co-operation. People in the organization should be able to talk and listen to each other to avoid misunderstanding that will lead to development of hostile relations.

➢ It is further recommended that the council need to consider using the accommodation strategy in addition to its conflict resolution strategies. The accommodation style to maintain harmonious working relationships, since the economy is not yet stable they can try to accommodate each other until things are better to address where is lacking to minimize conflict escalations. Furthermore, the researcher recommends that the council should also involve the collaboration strategy in its battle against employer-employee conflict. This strategy involves consensus and integrative decision-making which allows both parties to review and adjust relational conditions yielding a single solution which benefits both parties.

Midlands's state university

I.   **Research interview guide four council staff of Masvingo City Council.**

My name is Alice Jaravaza. I am a fourth year student studying BSC Local Governance Studies Honors Degree at Midlands State University. I am carrying out a research entitled "**An Assessment of workplace conflict management in Zimbabwean Local Authorities. A case of Masvingo City Council"**, as part of my degree programme. Your cooperation will be greatly honoured. Below are various listed questions where you are supposed to put your views and comments when necessary. (***This information is private and confidential and shall be used for academic purposes only***)

Date: …………………………………………………………………

Grade of the Interviewee: ……………………………………….

Period working for Masvingo City Council: ……………………………

WORKPLACE CONFLICT MANAGEMENT

1. How long have you been working at Masvingo City Council?

2. From your own point of view what is your own understanding of conflict at the workplace?

3. What causes conflict at Masvingo City Council?

4. Did you receive any training or awareness on conflict management since you were employed here at masvingo city Council?

5. Which forms of conflict are very prevalent are prevalent or common in this organization?

6. Are there any conflict management plans and strategies at Masvingo City council?

7. How effective are the conflict management strategies in reducing the negative effects of conflict?

8. What causing conflict management practices at Masvingo city Council to fail?

9. To the best of your knowledge, to what extend is does the management exercise conflict management in the organization.

10. What strategies or solutions do you think can be employed to address different forms of conflict that you have highlighted?

THANK YOU.

Midlands State University

II. **Research Questionnaires for lower grade employees, Councilors, trade union representatives at Masvingo City Council.**

My name is Alice Jaravaza. I am a fourth year student studying BSc Local Governance Studies Honors degree. I am carrying out a research entitled: "**An Assessment of workplace conflict management in Zimbabwean Local Authorities. A case of Masvingo City Council**" as part of my degree programme. May you kindly answer the questions as fully as you can? For anonymity and confidentiality reasons please do not write your personal details. (**This information is private and confidential and shall be used for academic purposes only).**Your cooperation is greatly appreciated.

Instructions on how to respond to the questionnaire

- Write your answer in the space provided or tick the appropriate box.

1.Department..

2.Position...

SECTION A: DEMOGRAPHIC INFORMATION

1.   **Sex: Male   [   ]   Female [   ]**

2.   **Age: Below 19 [   ]   20-31   [   ]   32-41 [   ]   42+[   ]**

3.   **Level of qualification**

Ordinary level   [   ]   Advanced level [   ]

Diploma level   [   ]   **Degree level** [   ]

Masters level   [   ]   **PHD Level**   [   ]

SECTION B: WORKPLACE CONFLICT

1. Do you know what conflict is? Yes [   ] No [   ] if yes can u briefly explain what you understand as conflict.

   _____

   _____

2. What are the types of conflict that are familiar in your organization? Goal conflict [   ]   Scarce resource conflict [ ] Authority conflict [   ] Procedural conflict [   ] Others   [   ] explain brief how it occurs.

   _____

   _____

   _____

   _____

3. What are the main causes of conflict that you have noticed are pertinent at Masvingo city council Opportunity for promotion [   ] unavailability of training [   ]Poor implementation of projects [   ] late salary payment [   ] absenteeism at work[   ] choose and give reason for your choice

   _____

   _____

   _____

   _____

4. Does conflict have a negative or positive bearing in your organization? If negative or positive highlight with the reason for your choice

   _____

   _____

   _____

   _____

5. What do you occasionally do when you engage in a conflict

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_____
_____
_____
_____

SECTION C: CONFLICT MANAGEMENT

1. Do you understand the term conflict management Yes [   ] No [   ] if Yes explain briefly what you understand.

_____
_____
_____
_____

2. Have you received any form of training on conflict management at your organization Yes [   ] No [   ] if yes how did they go about it.

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3. What strategies are employed by your organization to manage conflict?

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_____

4. How effective are the strategies they employ to manage conflict and to what extend have they been successful in reducing negative effects of conflict?

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_____
_____
_____

5. What are the challenges that the organization has been facing in conflict management at your workplace.

_____
_____
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_____

SECTION D: RECOMMENDATIONS

From your point of view, which strategies do you recommend to ensure that conflict management is successful at your organization and what can be done to ensure reasonable implementation of conflict management plans and strategies?

_____
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_____

Midlands State University

iii. Research Questionnaires for the management

My name is Alice Jaravaza. I am a fourth year student studying BSc Local Governance Studies Honors degree. I am carrying out a research entitled: "**An Assessment of workplace conflict management in Zimbabwean Local Authorities. A case of Masvingo City Council**" as part of my degree programme. May you kindly answer the questions as fully as you can? For anonymity and confidentiality reasons please do not write your personal details. (**This information is private and confidential and shall be used for academic purposes only**). Your cooperation is greatly appreciated.

Instructions on how to respond to the questionnaire

- Write your answer in the space provided or tick the appropriate box.

1.Department...

2.Position..

SECTION A: DEMOGRAPHIC INFORMATION

1. **Sex: Male   [   ]   Female [   ]**

2. **Age: Below 19 [   ]   20-31   [   ]   32-41 [   ]   42+[   ]**

3. **Level of qualification**

Ordinary level   [   ]   Advanced level [   ]

Diploma level   [   ]   Degree level [   ]

Masters level   [   ]   PHD Level   [   ]

SECTION B: WORKPLACE CONFLICT

6. Do you know conflict management? Yes [   ] No [   ] if yes can u briefly explain what you understand by conflict management.

_____

_____

7. What are the types of conflict that are familiar in your organization? Goal conflict [   ]   Scarce resource conflict [ ] Authority conflict [   ] Procedural conflict [   ] Others   [   ] explain brief how it occurs.

_____

_____

_____

_____

8. What are the main causes of conflict that you have noticed are pertinent at Masvingo city council Opportunity for promotion [   ] unavailability of training [   ]Poor implementation of projects [   ] late salary payment [   ] absenteeism at work[   ] choose and give reason for your choice

_____

_____

_____

_____

9. Does conflict have a negative or positive bearing in your organization? If negative or positive highlight with the reason for your choice

_____

_____

_____

_____

10. Are the strategies that you employ to manage conflict effective Yes[   ]   No [   ] if No what are your plans to prevent conflict from impacting negatively on service delivery

_____
_____
_____
_____
_____

SECTION C: PRACTICE OF CONFLICT MANAGEMENT

6. What are the processes and procedures that you follow when managing conflict

_____
_____
_____
_____
_____
_____
_____
_____

7. Highlight the challenges that you face during the process of managing conflict

_____
_____
_____
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8. Do you practice conflict management review in your organization Yes[   ] No [   ] if yes how has it helped in improving the occurrences of conflict.

_____
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9. How effective are the strategies they employ to manage conflict and to what extend have they been successful in reducing negative effects of conflict?

_____
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_____

10. Do you have relevant and necessary resources to practice conflict management effectively Yes [   ] No [   ] if No how do u manage the inevitability of conflict in your organization.

_____
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_____

11. As the management what can you site as the loopholes that are hindering you to manage conflict at your organization effectively?

_____
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SECTION D: RECOMMENDATIONS

From your point of view, what do you recommend to ensure that conflict management is successful at your organization and what can be done to ensure reasonable implementation of conflict management plans and strategies?

_____
_____
_____
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_____

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