INTERNAL CONFLICT MANAGEMENT AND EMPLOYEE PERFORMANCE IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: A CASE OF TEMEKE MUNICIPAL COUNCIL

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BY

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DECLARATION

I, **Victoria Massawe** hereby declare that this dissertation entitled "**Internal Conflict Management and Employee Performance in Local Government Authorities in Tanzania: A Case of Temeke Municipal Council**" is my own work, in the best of my knowledge it had never been presented as report for any certificate, diplomas, or degree or any other professionals award in any university or higher learning institution.

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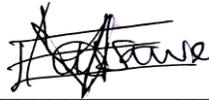
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APPROVAL SHEET

I confirm that this dissertation entitled **"Internal Conflict Management and Employee Performance in Local Government Authorities in Tanzania: A Case of Temeke Municipal Council"** was carried out by the candidate under my supervision."

Dr. Lucas Anthony Kisasa

Supervisor

Signature of the Supervisor

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Name of the Director of Postgraduate Studies and Research

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Signature of the Director of Postgraduate Studies and Research

Date:

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DEDICATION

This dissertation is dedicated to all students who will be studying Masters in Conflict Resolution and Peace Building, local government authorities in Tanzania and my family in appreciation of its support towards my education, 'may all family members live to see God's un-failing love!'

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BDC   Bunda District Council

CRT   Conflict Resolution Theory

KIUT   Kampala international University in Tanzania

LGAs   Local Government Authorities

TMC   Temeke Municipal Council

ABSTRACT

This study intended to assess the influence of internal conflict management on employee performance of Local Government Authorities (LGAs) with a specific focus on Temeke Municipal Council (TMC). Specific objectives of the study included the following: to identify types of internal conflicts available in TMC, to explore available mechanisms for internal conflict resolution in TMC, to assess the extent to which internal conflicts affect employee performance in TMC and to recommend policy options as well as strategies for managing internal conflicts in TMC. This study followed a positivism paradigm and used a descriptive research design with a quantitative research approach. The study also used a sample size of 181 employees from six selected departments of TMC whereby stratified and simple random sampling techiniques were used in sample selection. Self-administered close-ended questionnaires were used to collect data. Further, data analysis employed frequency, means and standard deviation. The study findings revealed other types of internal conflict found in TMC to be task conflict, relationship conflict, value conflict, interest conflict, citizens and public servants/officers' conflict, regional level officers and district level officers' conflict, internal and external auditors' conflict. Moreover, findings showed that accommodating, avoiding, collaborating, compromising and competing mechanisms were all found to be available in TMC. However, findings further exposed that there were other mechanisms available for conflict resolution in TMC which were written rules, policies and agreements, effective management, careful hiring of employees, open door policy, facilitation, peer review of disputes and mediation mechanism. Nonetheless, findings found that timely service delivery in TMC was poor, there were favorable environment for employees' participation in dialogue for conflict resolution and TMC lacks best motivation strategies for its employees. Findings further found that TMC had work inefficiency as well as the poor communication within an organization especially from the top management. Additionally, findings showed stress management, improved working environment; free counseling for all employees and sexual harassment policy as most effective policy option and strategy for managing internal conflict resolution in TMC. Among others, the study concludes that internal conflicts are really a part of organizations everyday operations and they should raise concern among stakeholders of efficiency of organizations like TMC. Finally, the study recommends that organization leaders should keenly study their organizations to understand which type of internal conflict keep emerging and the triggers behind their emerging so that they can devise proper strategies to manage them.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

Conflicts are an unavoidable part of life in today's organizations all over the world. Nonetheless, conflict leads to violence between conflicting parties, posing a threat to cooperation progress, albeit not all conflict takes this form, particularly in organizational settings (Uchendu, Anijaobi-Idem & Odigwe, 2013). Conflict can also be seen as a reality of management and organizational behavior, and it is linked to both power and politics. It can also result from a variety of organizational situations, including incompatible goals, differing interpretations of facts, bad feelings, differing beliefs and ideologies, or disagreements over shared resources (Mayer, 2008). Some experts say that conflict is a sign of a healthy company, while others argue that it is detrimental and can jeopardize organizational stability and profitability (Obasan, 2011).

Olu and Adesubomi (2014) define conflict as a condition of substantial disagreement and contention over something that at least one of the persons concerned believes is important. It exists whenever one party's conduct is regarded as impeding or interfering with another party's goals, needs, or actions. Individuals, individuals, and organizations face conflict when conducting business for a variety of reasons, including the degree of uncertainty in the rules governing their relationships, divergent goals, or one or more parties knowingly breaking the established protocols (Murerwa & Guantai, 2019).

Conflict was considered as a symptom of inadequate organizational management in the early 1900s, and it needed to be avoided. It was passively accepted and anticipated that managers focused on resolving conflict in the mid-1950s, however in the 1970s, conflict was considered as necessary, not good or bad, and could be exploited to foster progress (Ajike, Akinlabi, Magaji & Sonubi, 2015). Furthermore, managers in the 1990s had to confront as well as handle conflict effectively, because conflict had previously been considered as undesirable and something to be avoided (Ajike *et al*., 2015). Internal conflict management was thus seen as necessary for the survival of organizations because it entails learning conflict resolution

skills, establishing conflict model structures, and implementing strategic measures and approaches, all of which are required for providing a proper framework for employees' performance.

Conflict management, on the other hand, entails learning conflict resolution skills, developing conflict model structures, and implementing strategic measures and techniques (Murerwa & Guantai, 2019). Some researchers believe that proper conflict management leads to improved job satisfaction and better perceived organizational performance, and that the correlations are curvilinear (Rahim, 2010).

Internal conflict management approaches are based on the idea that while conflicts cannot always be resolved, they may be controlled with the right measures. Avoiding, cooperating, compromising, and confronting tactics to conflict management as a futuristic detailed strategy to attaining long-term gains for the parties involved in conflict are examples of such acts (Rahim, 1983). Negotiation, collective bargaining, mediation, third-party intervention, brainstorming, and communication are examples of strategies (Murerwa & Guantai, 2019). De Wit, Greer and Jehn (2012) internal conflict management has been evaluated in terms of organizational outcomes, such as employee job satisfaction and perceived organizational performance. Employee job satisfaction is linked to other crucial organizational outcomes like commitment, absenteeism, turnover, and productivity. Employee job satisfaction is found to be negatively associated to conflict (Chen, Zhao, Liu & Wu, 2012). Furthermore, how employees deal with conflict has the ability to impact employee perceptions of company performance. Conflict management, in particular, is linked to improved organizational performance (De Wit, Greer & Jehn, 2012).

Internal disputes in numerous organizations around the world are caused by differences in religion, culture, personality, competing interests in power, and economic, social, and status distinctions. Different businesses have used a variety of techniques to resolve their conflicts, including integration, use of domination, in which leaders dictate, sometimes aggravating the problem and causing strikes, which wreak havoc on employee performance (Das, 2014).

In Bangladesh, Hossain (2017) Conflicts are unavoidable in banking since the aims of many stakeholders, such as managers and team members, are sometimes contradictory. Conflict can also arise between people, between individuals and groups (different departments), and between groups in the banking industry. While conflict is often viewed negatively, it can also be advantageous since it can force a problem to be presented from various angles. There are both positive and negative aspects to conflict (Hotepo, Asokere, Abdul-Azeez & Ajemunigbohun, 2010).

In Africa, Mwikali (2016) established that integrated strategies aimed at supporting economic recovery and growth in nine Sub–Saharan African countries (Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Liberia, Mali, Sierra Leone, and South Sudan) have been developed to assist conflict-affected states in rebuilding their destroyed growth, which leads to low organizational performance and a poor economy. In East Africa, specifically in Kenya, Muigua's (2012) established that integrated strategies aimed at supporting economic recovery and growth in nine Sub–Saharan African countries (Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Liberia, Mali, Sierra Leone, and South Sudan) have been developed to assist conflict-affected states in rebuilding their destroyed growth, which leads to low organizational performance and a poor economy (Muigua, 2012).

In Nigeria, Olukayode (2015) Conflicts emerged over a variety of organizational experiences based on economic and goal incompatible orientations in the workplace, according to the study. The most common type of industrial conflict in the organization was revealed to be union-management conflict. Furthermore, Onyejiaku, Ghasi and Okwor (2018) discovered that conflict management in public sector companies encounters hurdles such as a lack of resources, personality differences, communication issues, change management, and successful plan execution. Despite these obstacles, Nigerian public sector organizations employ collaboration, accommodation, and avoidance techniques to resolve internal organizational conflict.

In Kenya, Despite the use of various internal conflict management strategies in organizations, Momanyi and Juma (2016) observe that commercial banks in Kenya faced challenges such as personal differences, different faith and culture, changing environment, different ways of conflict management, critical skills associated with dealing with difficult people and situations, and competition over scarce resources.

In Tanzania, Councilors and permanent public officials oversee Tanzania's Local Government Authorities (LGAs). Permanent public officials such as village executive officers, ward executive officers, and directors are accountable for carrying out the decisions made by the councilors, which are chosen in a democratic process. However, frequent internal confrontations between councilors and permanent public officials characterize the authorities (Warioba, 2008). Conflict between them has existed in Tanzanian councils, particularly Temeke Municipal Council (TMC), preventing cooperation and negatively impacting employee performance (Kileo, 2015).

Gisema (2013) found that goal conflicts, scarce resource conflicts, authority conflicts, and procedural disputes were among the conflicts that occurred in Bunda District Council (BDC), according to a study on internal conflict management in local government bodies. Lack of teamwork, a scarcity of resources, differences in attitudes, perceptions, and ideals, as well as inadequate communication, all contributed to the problems. BDC's internal dispute has both positive and negative implications on performance. Bargaining, meetings, compromising, accommodating, and avoidance were the main techniques or approaches utilized in BDC to resolve dispute (Gisema, 2013).

Matenga (2014) study on the persistence of disputes in secondary schools, found that 77.4 percent of respondents said they had experienced conflicts at their schools. At least 29.6 percent and 20.7 percent of respondents, respectively, blamed inadequate leadership style and poor communication for the recurrence of confrontations. Food issues, a lack of teachers, a poor learning environment, pupils' bad behavior, and a lack of funding are all reasons for conflict to endure. According to his research, there is a disconnection between school management and teachers, as some employees are unaware of crucial issues such as revenue and expenditure sources.

1.2 Statement of the Problem

The study by Peter (2014) revealed that internal conflicts within Dar es Salaam city's three municipalities (Ilala, Temeke and Kinondoni) continue because municipal management faces various obstacles. Bad service design, unfair treatment, poor working conditions, insufficient training, and financial limits are just a few of the issues. On the other hand, despite various reforms undertaken by the government to address their shortfalls, ineffective human resource planning is another challenge for the ongoing conflicts, where a high shortage of manpower affects production due to poor employee performance and directly leads to conflict (Moyo, 2015).

Additionally, Salum (2017) found that conflict between councilors and employees arises as a result of different educational levels, delays in project implementation, personal interests, scarcity of resources, negative attitude, and interference on duties between councilors and employees, according to study findings on mechanisms of conflict management in LGAs. As a result, such disagreements impacted enterprises in terms of project delays, low employee morale, probable employee resignations, and an increase in unneeded costs.

Previous study has not adequately examined the impact of internal conflict management at work on individual level outcomes such as employee performance, particularly in LGAs, based on the supplied data. One of the most important and critical variables in achieving organizational goals is employee performance. Greater productivity has been linked to a happy mood on the job, as well as beneficial workplace outcomes such as higher organizational commitment and lower staff turnover (Robbins, Judge & Vohra, 2012). As a result, the purpose of this research was to determine the impact of internal conflict management on employee performance in Local Government Authorities (LGAs), with a focus on Temeke Municipal Council (TMC).

1.3 Research Objectives

1.3.1 Main objective of the Study

The main objective of this study was to assess the extent to which internal conflict management has an impact on employees' performance in local government authorities, particularly Temeke Municipal Council (TMC).

1.3.2 Specific Objectives

The study had the following specific objectives:
   i. To identify types of internal conflicts available in TMC;
  ii. To explore available mechanisms for internal conflict resolution in TMC;
 iii. To assess the extent to which internal conflicts affect employees' performance in TMC; and
 iv. To recommend policy options as well as strategies for managing internal conflicts in TMC.

1.3.3.0 Research Questions

This study was guided by the following primary and secondary research questions:

1.3.3.1 Primary Question

To what extent does internal conflict management affect employees' performance in local government authorities?

1.3.3.2 Secondary Questions

   i. What are types of internal conflicts available in Local government authorities?
  ii. What are available mechanisms for internal conflict management?
 iii. To what extent does internal conflicts management affect employees' performance?
 iv. What are policy options and strategies for managing internal conflicts in TMC?

1.4 Significance of the Study

The findings of this study will benefit all stakeholders, including the government and its institutions, policymakers, and all private and public organizations. Temeke Municipal Council will benefit greatly from the findings of this study since it will be able to determine the impact of conflict management on employee performance and the best approaches for increasing organizational productivity. As a result, they will give Temeke Municipal Council with conflict management expertise and understanding.

The study will be valuable to policymakers in creating appropriate policies and programs to create a favorable environment for managing conflicts and increasing employee performance in Temeke Municipal Council and other entities throughout the country.

Furthermore, the findings of the study will aid other researchers/scholars in establishing frameworks for conflict management styles in public organizations with similar service characteristics.

1.5 Scope of the Study
1.5.1 Geographical Scope

Temeke is one of five municipalities in Tanzania's Dar es Salaam area. Ilala, Ubungo, Kigamboni, and Kinondoni are among the others. Temeke was created as a district in 1972, following Tanzania's introduction of the Decentralization Policy (Marwa, 2015). This research was carried out in Tanzania's Dar es Salaam Region's Temeke Municipal Council.

1.5.2 Theoretical Scope
This study was guided by interactionist theory of conflict management and the behaviourist theory.

1.5.3 Time Scope

Data for this study were collected from second November, 2019 to March 2020 Furthermore, data analysis, data interpretation, and report writing was conducted from December, 2019 to April, 2021.

1.6 Limitations of the Study

The researcher claimed a margin of error of 5% in describing the association between internal conflict management and employee performance in this study. However, because it is commonly acknowledged that all forms of research have limitations (Cooper & Schindler, 2008), readers should be aware of the following study limitations:

Testing: the variation in time and conditions when data was collected from respondents at various times on various days and hours by briefing the study assistants on data collection techniques, this was mitigated.

Because of their mistrust of academic research and its motivations, many employees were unwilling to provide researchers with the information needed for impartial measurements. These were reduced by allowing respondents to add information to the questionnaire and assisting the researcher in gathering the necessary data. Furthermore, respondents were assured of the confidentiality of the information they were required to supply.

1.7 Operational Definitions of Key Terms and Concepts

Conflict is a situation in which two groups or individuals within an organization disagree or conflict. A situation of confrontation or lack of consensus between two or more parties within an organization or community is also referred to as conflict (Kay, 2012).

Internal Conflict Management is an organization's ability to recognize sources of internal conflict and implement strategic steps to reduce or eliminate internal conflict. It entails learning conflict resolution skills, building conflict model structures, and implementing strategic tactics and techniques to address internal disputes (Murerwa & Guantai, 2019).

Employees' Performance refers to how employees act in the office and how they carry out their mandated responsibilities. Work effectiveness, quality, and efficiency at the task level are all factors in an employee's performance (Pulakos, 2009).

Organization Performance entails comparing a company's performance to its goals and objectives. In other words, organizational performance is the comparison of actual results or outputs to expected outcomes. The research focuses on three primary outcomes: shareholder value performance, financial performance, and market performance (Otley, 1999).

1.8 Organization of the Study

This study consists five chapters. The first chapter presents the Problem and Its Context, while the second chapter covers literature review related to the study. Furthermore, the third chapter presents research methodology of the study. The fourth chapter presents results and discussion. The fifth chapter provides summary, conclusion and recommendations addressed to LGAs in Tanzania and for researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlights the concepts, ideas and opinions from different authors and experts; the theoretical perspectives and the related studies. In particular, it looks at available theories related to internal conflict management and employee performance, related literature on internal conflict management, employee performance in local government and the relationship between internal conflict management and employee performance. Finally, the chapter provides synthesis and research gap.

2.2 Theoretical review

This study employed Conflict Management Theories. The theoretical review is based on three general schools of thought, which are the traditional school of thought, the contemporary or human relations and the interactionist.

Over the years, three distinct views have evolved about conflict (Burton & Dennis, 1987; Sandole & Kelman, 1993). The traditional view (which was prevalent from the late 1800s until the mid-1940s) holds that conflict is bad, always has a negative influence, and leads to performance losses as conflict levels rise. As a result, conflict should always be avoided (Sandole & Kelman, 1993). Conflict is related with concepts like violence, devastation, and irrationality in this perspective (Tidwell, 1998). The customary response to conflict is to lessen, suppress, or eradicate it. According to this theory, the manager's job in an organization is to remove any potential for conflict by using an authoritarian approach (Väyrynen, 1991). The formation of labor unions was influenced by this unfavorable perception of conflict. People concluded that violent or disruptive disputes between workers and management were always harmful and hence should be avoided (Schellenberg, 1996).

There are some flaws with this theory. Although the strategy worked in some cases, it was not always beneficial. The core causes of conflict and the potentially good parts of conflict cannot be identified when employees are suppressed. Mild conflict suppression has also frequently resulted in massive blowouts later on. As a result, it's generally best to deal with conflict early

on by addressing underlying concerns (Tidwell, 1998). Despite the critique, this theory has maintained the traditional perspective of conflict, which is still widely believed since industrial and business entities with significant societal power agree with it (Schellenberg, 1996).

The behavioral or current view, also known as the human relations approach, first appeared in the late 1940s and dominated the 1970s. It is stated that conflict is normal and unavoidable in all organizations, and that depending on how the conflict is handled, it can have either a beneficial or bad impact. Performance may improve in the presence of conflict, but only to a point, before declining if the conflict is allowed to escalate or is left unresolved. This perspective promotes conflict acceptance and rationalization (Schellenberg, 1996). Project managers should focus on managing conflict successfully rather than suppressing or eradicating it because of the possible rewards (Deutsch, Morton & Coleman, 2000).

People gain crisis management skills and learn to coexist if conflict is permitted to persist, according to this belief. Additionally, conflict can lead to competitiveness, which boosts output. Critics of this approach argue that allowing any level of conflict in an organization is bad, and that conflict can never be called healthy (Deutsch et al., 2000).

The interactionist viewpoint, which is the most recent, thinks that disagreement is required to improve performance. According to Tidwell (1998), while the behavioral approach accepts conflict, the interactionist perspective fosters it, believing that a harmonious, serene, tranquil, as well as overly cooperative project organization will become static, indifferent, stagnant, and unable to respond to change and innovation. This method encourages managers to keep a healthy amount of disagreement. This should be sufficient to ensure that projects remain self-critical, viable, creative, and inventive. The interactionist perspective is, in general, focused on meaning. Conflicts arise during interaction, and conflict occurs when one of the parts fails (Deutsch, *et al.,* 2000).

There are a few major flaws with this theory. In the first case, the interactionist perspective asserts that conflict can be a beneficial factor in a group, and that some conflicts are required for a group to function properly. Conflict, on the other hand, is seen as disruptive and

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unproductive by detractors of this idea.   According to the interactionist view, conflict can be functional or dysfunctional (Tidwell, 1998). Functional conflict helps the group achieve its goals and increases its performance, whereas dysfunctional conflict hampers it (Tidwell, 1998). Conflict can also be classified into task, relational, or process categories. Task conflict is about the work's content and aims, whereas relationship conflict is about human interactions. Process dispute, on the other hand, is about how the work is completed. Fisher's (1997) study on 'Interactive conflict resolution' revealed that relational conflict is virtually invariably dysfunctional, whereas low degrees of process conflict and low to moderate levels of task increase functional conflicts. Relationship conflict becomes difficult to manage in an environment where conflict is encouraged, resulting in low productivity.

In conclusion, benefits from the three main theories of conflict management exist as indicated in the presented review. All theories are valid and they are all better suited to certain settings. As per this study, internal conflict management is dynamic and what works in one setting or at one time might not work in a different setting.

2.3 Conceptual Framework: Internal conflict management and employee performance

This study sought to investigate the extent to which internal conflict management have an impact on employee performance in local government authorities. Hence, the following conceptual framework explains the relationship between independent and dependent variables of the study as indicated in Figure 2.1.

Independent Variable (IV)   **Dependent Variable (DV)**

INTERNAL CONFLICT MANAGEMENT   **EMPLOYEE PERFORMANCE**

▪ **Management Mechanism**	
✓ Competing	✓ Accommodating
✓ Collaborating	✓ Compromising
✓ Avoiding	✓ Cooperation
▪ **Management strategies**	
✓ Industrial democracy	
✓ Regular employee meetings	
✓ Strict implementation	
✓ Regular review of personnel policies	

- Performance appraisal
- Salary (Allowances, Bonus)
- Number of customers served per day
- Hours worked
- Reporting time

Intervening variables
- Government Policy
- Technological Change

Figure 2.1: The conceptual framework

Source: Adapted from Kagwiria (2019). Workplace conflict management strategies and performance of telecommunication industry in Kenya, pg 19.

Internal conflicts are managed by mechanisms and techniques that influence an employee's performance. These mechanisms and methods include competing, accommodating, collaborating, compromising, avoiding, and cooperating. Management tactics such as industrial democracy, regular employee meetings, tight implementation, and regular review of personnel regulations are also helpful in raising employee morale and motivating them to improve their performance (Momanyi & Juma, 2016; Muriuki, Cheruiyot & Komen, 2017). Furthermore, technology can assist employees in performing more efficiently and successfully

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than previously. Furthermore, proper government policy implementation can aid in the effective handling of internal conflicts.

A study by Agwu (2013) maintains that there is a substantial association between conflict management tactics and employee performance, according to research on conflict management and employee performance. There are no variations in how effective conflict management tactics are perceived by managerial and non-managerial staff. Promotion of industrial democracy, regular management/employee meetings, strict enforcement of collective agreements, and regular examination of personnel practices are among the recommendations made in the study.

Olu and Adesubomi (2014) did a study on employee performance and conflict management and discovered that good conflict management improves an employee's performance in an organization. Furthermore, an organization's conflict management system has an impact on employee performance. It was suggested that corporations begin training and retraining their personnel in conflict resolution in order to establish a conducive working atmosphere for employees. Furthermore, communication between and among all types of personnel in an organization should be efficient and effective (Olu & Adesubomi, 2014).

A study conducted by Saeed and Awan (2015) revealed that Conflict has a major impact on organizational performance, according to research on conflict management and organizational performance. Their research also advised that management should use conflict resolution tactics to improve the organization's performance, as well as provide a free flow of communication between management and employees and foster interpersonal ties among coworkers to increase morale.

Results from the study by Mwikali (2016) maintained that employees' performance is much improved by ease of adaptability to new organizational policies and accommodating of employees' various personalities. The study also suggested that management make an effort to hold seminars on organizational conflict management for employees from time to time. Also, Kenya Power Company's management was urged to design clear conflict management

strategies that regulate the organization's personnel and have at least one specialized approach fit for the organization's conflict management (Mwikali, 2016).

Additionally, Olangi (2017) found that employees believe the bargaining mechanism to be fair, according to the study's findings, because participation in the process allows for the establishment of shared values, a perception shared by the study's respondents. As a result, bargaining promotes excellent performance by promoting employee participation in decision-making and creating an environment in which employees can achieve quantifiable goals across the board.

2.4 Empirical Review
2.4.1 Causes of conflicts in organizations

According to Isa (2015) poor communication, employee mistreatment, insufficient measures in the organization's compensation system, favoritism, and nepotism are all common causes of conflict in organizations. Other drivers of conflict include a lack of sufficient resources to distribute evenly, stress, and sexual harassment. The study also looks at the good and bad effects of conflicts on firms, such as decreased production and the inability to retain employees, among other things (Isa, 2015).

Ongori (2009) found that according to a Botswana study on organizational conflict and its consequences on performance, the main causes of organizational conflict are limited resources and interdependence, which account for 29 and 19 percent, respectively. Employees also compete within the organization due to limited resources. The study also shows that managers do not effectively establish plans, which lead to disagreements (14 percent); employees feel that interpersonal conflict and inter-group conflict are quite widespread in many organizations, accounting for 55 percent of all disputes. This could be due to sharing limited resources or pursuing individual objectives at the expense of organizational interests (Ongori, 2009).

According to Brookins and Media (2008) workplace conflict is prevalent, and it stems from differences in employees' personalities and values. Workplace conflict happens frequently as

a result of conflicts among coworkers or rifts between a boss and his or her employee. Havenga (2002) found the resource availability, affirmative action programs, the extent and content of workload, the introduction of new management approaches, and cultural and ethnic disparities are all possible sources of conflict at the organizational level.

2.4.2 Types of organizational conflicts

According to Denohue and Kott (1992) found that interpersonal conflict, intrapersonal conflict, intra-group conflict, and inter-group conflict are the four forms of organizational conflicts. An interpersonal dispute is a disagreement between two people. It usually happens as a result of how people differ from one another. Intrapersonal conflict, on the other hand, is more psychological because it occurs within an individual and involves that person's views, values, ideals, and feelings. Intra-group conflict, on the other hand, is a sort of conflict that occurs within a team. Individual incompatibilities and misunderstandings lead to intra-group conflict (Fisher, 1990). Inter-group conflict, on the other hand, occurs when there is a misunderstanding among various teams inside an organization (Denohue & Kott, 1992).

However, Jehn and Mannix (2001) indicate that there are three sorts of organizational disputes. Relationships, tasks, and processes are among them. Task conflict is caused by differences in ideas and opinions on a certain task, whereas relationship conflict is caused by interpersonal incompatibilities. Finally, process conflict refers to disagreements inside a group on how to approach a task, how to do it, and how to do it.

Amason and Sapienza (1997) found that there are two sorts of conflict, according to this theory: emotive and cognitive conflict. Cognitive conflict, they argue, is task-oriented and stems from differences in perspective or judgment. Affective conflict is an emotional conflict that emerges from both personal differences and disagreements.

Johnson and Tjosvold (2006) found that one of the sorts of conflict to recognize is productive conflict. When one person's ideas, information, conclusions, theories, and beliefs are incompatible with those of another person, constructive conflict occurs. Constructive conflict

can lead to smoother change transitions, enhanced effectiveness, better communication, increased participation, increased productivity, and better problem-solving quality.

Furthermore, Fischer (2006) found that destructive conflict is identified as a different sort of conflict. It is characterized as a social scenario in which two (or more) parties have perceived incompatibility in aims or values, attempts to control one another, and aggressive attitudes against one another. In the workplace, destructive disagreement has been linked to uncivil behavior. As a result, an increase in workplace incivility has a negative impact on workers' health, attitudes, and productivity (Fischer, 2006; Rahim, 2001).

Galabawa (2000) suggested that other types of organizational conflicts include cognitive conflict, affective conflict, and goal conflict. When one or more people's ideas and thoughts are incompatible, cognitive conflict arises. When industrial disparities in feeling and emotions are irreconcilable within an individual or between individuals, affective conflict emerges. When subordinates' perspectives on productivity standards or performance indicators become incompatible or completely opposed to their bosses' ideas, goal conflict ensues (Barki, 2004).

2.4.3 Conflict management and resolution

Anderson (1990) and Burton (1987) maintain that conflict resolution has a wide range of applications the most significant element of conflict management, according to Burton (I987), is that it is an attempt by the status quo to control the disagreement or minimize escalation of the conflict. Dispute resolution, on the other hand, refers to dealing with or eliminating the source of the conflict (Thakore, 2013).

Moreover, Gülnar and Kemal (2017) found that conflict resolution entails a number of strategies that might aid in the administration of various organizations, such as schools. According to their research, compromise is the most common tactic, whereas overpowering is the least common. Their research also found that the prevalence of avoiding and dominating techniques varies greatly by gender.

In another vein, Kodikal, Rahiman and Pakeerrappa (2014) maintain that knowing the roots of internal disputes is critical in handling them. Interpersonal conflicts are frequently caused by organizational change, personality clashes, and divergent sets of values, challenges to status, competing perceptions, and a lack of mutual trust, according to their research. Intra-personal conflicts, on the other hand, are primarily caused by role ambiguity and conflict. Because conflict is an unavoidable element of human existence and in the workplace, it must be resolved. Internal conflict management that produces constructive rather than destructive outcomes is clearly critical to company success (Rahim, 2001).

Findings from the study by AL-Shourah and Abdullah (2015) in Jordan revealed that the assenting action method had the most essential role in conflict resolution, and that it was a function of a variety of variables, including resolving organizational conflicts between functional employees and line supervisors. As a result, organizational effectiveness can be obtained by applying conflict management measures.

Furthermore, results from the study by Abdul, Yeser and Yahya (2017) revealed that Sana'a University Management employs five conflict resolution strategies, according to the study. Forcing, evading, cooperating, compromising, and accommodating are among them. Four of the five conflict management approaches, including cooperation, compromise, avoiding, and accommodating, were found to have a positive link with organizational commitment at the individual, group, and university levels, according to the findings. The association can range from a low positive correlation, as in avoiding, to a positive high intermediate correlation, as in accommodating. They suggested that human resources departments assume responsibility for developing employee conflict management skills and knowledge, as well as raising employee awareness of conflict and its various styles. The study of Kassim *et al*. (2018) demonstrated that integrating and compromise styles are associated with affective commitment, whereas avoiding styles are not.

To summarize, only integrating and compromise styles mediate the relationship between procedural and distributive commitment, as well as affective commitment.

Moreover, results from the study by Kassim and Ibrahim (2014) reveal that employees deploy integrating, compromising, and dominating styles. The findings also show that employees are extremely dedicated to the organization when using the integrating strategy to resolve disputes. Employees who perceive domineering and avoiding styles, on the other hand, have a lesser feeling of corporate commitment.

2.4.4 Conflict management and local government in Tanzania

Salum (2017) conducted research into how to manage conflicts between councilors and staff in Tanzanian local government authorities, with a focus on Bukoba Municipal Council. Conflicts between councilors and employees had a negative impact on the Bukoba Municipal Council, according to the findings. They included project delays, low morale, prospective personnel resignations, and increases in project implementation expenses that were unnecessary. Furthermore, the study's findings revealed that several strategies were employed to resolve problems between councilors and employees. Mediation, negotiation, meetings, collective bargaining, and accommodation were among them (Salum, 2017).

Results from the study conducted by Warioba (2008) Conflicts arose in councils due to a variety of circumstances, according to a study on conflict management capacity in local government bodies (LGAs). Inadequate money, a lack of openness, a lack of responsibility, and the councilors' lack of education were among the issues. Mediation, disciplinary committees, meetings, informal conversations, seminars, and guidance and counselling were among the various tools for dispute resolution. However, these approaches proved ineffective in resolving conflicts (Warioba, 2008).

Another study was conducted by Gisema (2013) using Bunda District Council (BDC) as a case study in conflict management of local government authorities. Goal conflicts, scarce resource conflicts, power conflicts, and procedural disputes were among the conflicts that occurred in Bunda district council, according to the research findings. Lack of teamwork, limited resources, differences in attitudes, perceptions, and ideals, as well as inadequate communication, all contributed to these confrontations. Employee performance was affected positively and negatively by the disputes that existed in BDC. Bargaining, meetings,

compromising, accommodating, and avoidance were the main techniques or styles utilized in Bunda District Council to resolve issues (Gisema, 2013).

Empirically, literature on internal conflict management and employee performance in local government is scanty in Tanzania. Those few studies are very general. This study narrows down the situation to cover relationships and internal conflict management and employees' performance in local government authorities as a case of Temeke municipal council.

Pierre (1990) found internal disputes in companies in industrialized countries such as the United Kingdom, Australia, and the United States of America. Even with the wave of changes toward new public management that the said countries have followed, the study found that there is an issue of lack of concord between administrators and legislators. The indicated countries' bureaucrats dominate the councils' processes and procedures, which the reform was supposed to change. Only in nations like the Nordic countries does there seem to be more harmony between the two groups (Pierre, 1990).

Local studies such as that conducted by Massawe (2009) according to the report, the grounds of conflict between councilors and staff at Mpwapwa District Council were political interest, personal interest, economic interest, lack of confidence, and authority not adhering to current work standards, regulations, and procedures. Meetings, asking counsel, authoritative directives, setting explicit rules, regulations, and following to rules and regulations were all utilized to resolve disagreement.

Findings from the study by Ndelemba (2011) revealed that lack of openness, individual interest, delaying promotion, lack of clarity on tasks and responsibilities, differences in attitudes, values, perception, resource sharing, and lack of teamwork lead to conflict at work, according to a study done in the Ministry of Transport Dar es Salaam. Meetings, arbitration, mediation, collective bargaining, and education were shown to be the most effective techniques for resolving workplace conflicts.

Furthermore, Warioba (2008) found that several factors contribute to the incidence of conflict, according to her research on conflict management in Tanga City and Iringa Municipal

Councils in Tanzania. Inadequate funding, lack of transparency, lack of openness, insufficient conflict management capacity, delays in promotions, delays in salary payout, and interference in duties and responsibilities were among the issues. Goal conflict, cognitive conflict, scarce resource conflict, salary delays, and abuse of funds were among the sorts of conflict found between the two LGAs, according to the findings. Because the bad impacts outweighed the beneficial aspects, effective conflict management methods such as disciplinary panels, seminars, meetings, advice and counseling, and discussions were required.

Salum (2017) found that there was conflict between councilors and employees due to various educational levels, delays in project implementation, and personal interests in a study on strategies of conflict management in Tanzania's local government authority. Other issues included a lack of resources, a hostile attitude, and interference between councilors and BMC workers on assignments. Furthermore, many procedures for resolving problems between councilors and employees were revealed. Mediation, negotiation, meetings, collective bargaining, and accommodation were used to address such problems.

2.5 Synthesis and Research Gap

Previous research looked at the impact of conflict management on company productivity and the impact of conflict management strategy implementation on employee performance. Other research looked into conflict management systems and conflict resolution methods (Salum, 2017; Gisema, 2013; Warioba, 2008; Ndelemba, 2011; Massawe, 2009; Mwikali, 2016). Because there have been insufficient studies on the impact of internal conflict management on employee performance in local government, this study filled the gap. Several crucial issues that require immediate attention were not included in the foregoing review of related literature. The impact of local government regulations on organizational conflict management, as well as the impacts of conflict management on employee performance and service offered, are among these domains. The role of LGAs in resolving problems faced by organizations in conflict resolution, the links between organizational conflicts and other affective variables, and empirical evidence on the relationship between organizational conflicts and LGAs in the Tanzanian context are some of the other topics covered.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents research methodology. It is composed of the following sections: research paradigm; research paradigm; research design; study area; population; sample and sample size, sampling procedures; response rate; data collection methods; validity and reliability of instruments; data analysis plan; and ethical considerations.

3.2 Research Paradigm

Philosophical foundations are frequently used in social science research to inform approach selection. The philosophical assumptions and the hypothesis being researched, according to Collins and Hussey (2003), determine a researcher's methodological choice. Research philosophy is concerned with the growth and character of knowledge (Saunders & Lewis, 2003).

Philosophical foundations are frequently used in social science research to inform approach selection. The philosophical assumptions and the hypothesis being researched, according to Collins and Hussey (2003), determine a researcher's methodological choice. Research philosophy is concerned with the growth and character of knowledge.

Ontology believes that social reality is unaffected by social actors. It's something actual that focuses on precise measurement and observation (Creswell, 1994). It indicates that social entities can be studied in the same manner that physical events are studied by physical scientists (Morgan, 2007). Humans, according to objective theorists, simply serve as response mechanisms; however their perceptions may occasionally impact the investigative process.

Ontological analysis takes different assumptions from both objective and subjective points of view. Social scientist researchers hold six assumptions from this analysis. They encompass the following: (i) reality as a social construction, (ii) reality as a projection of human

imagination, (iii) reality as a realism of symbolic discourse, (iv) reality as a contextual field of information, (v) reality as a concrete process and (vi) reality as a concrete structure (Creswell, 1994).

The link between the researcher and the researched is examined in epistemology (Creswell, 1994), with a special focus on getting valid knowledge. Positive epistemology and phenomenological epistemology are two epistemological viewpoints posed by the subjective and objective ontological assumptions (Collis & Hussey, 2003).

There are positivism and interpretivism paradigms on opposing sides. The positivism paradigm favors quantitative research, but the interpretivism viewpoint favors qualitative research in several disciplines of study. Only knowledge claims that are directly found are authentic, according to positivists, and social investigators should seek comprehension of social phenomena from society. It highlights the necessity of understanding the nature of the interaction between the constructs that make up the items under investigation. The only way for a researcher to gain knowledge is to observe occurrences and their relationships (Collis & Hussey, 2003). As a result, a researcher must retain an objective and unbiased perspective (Collis & Hussey, 2003).

Positivism is a belief that knowledge is built on empirical data collected through experience and that reality can be explained scientifically through observation and measurement. The assumptions underlying positivism encompass the following: (i) the purpose of theory is to generate hypotheses that can be tested as well as explained; (ii) knowledge is arrived at through gathering facts; (iii) only phenomena and hence knowledge confirmed by sense can be genuine; and (iv) science can be conducted in a way that is value free (Collis & Hussey, 2003). Positivism demands that social scientists conduct logical inquiry to have a complete grasp of subjective social action (Bryman, 2004). Researchers in social science work closely with the subjects of their studies, attempting to reduce the barrier between them. They see knowledge as being generated in response to the realities of the world in which humans live (Collis & Hussey, 2003).

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In congruence with Bryman's view, the researcher feels that studying the nature of social phenomena, such as the relationship between internal conflict management and employee performance, is critical. As a result, the study's paradigmatic basis welcomed positivism's concepts because it incorporates variables (internal conflict management and employee performance) whose relationship may be examined in the Tanzanian setting.

Interpretivism-based research aims to comprehend managers' life experiences in order to establish day-to-day phenomena in their management jobs. It is a lengthy and in-depth investigation that aims to answer why, how, and when questions. Interaction with respondents was used to obtain data for this study, which attempted to explain the situation of internal conflict management and employee performance in Tanzanian local government bodies.

In that it collected data from a wide sample of respondents and generalized conclusions on the community from which the sample was formed, the study was post-positivism in character. The sample size was determined using scientific methods to guarantee that the sample accurately reflects the population in the unit of analysis in terms of characteristics. Every element in a population has a possibility of being chosen using statistical methods (Amin, 2005). Data was collected using scientific procedures, including survey methods with a self-rating questionnaire as the primary tool. Validity and reliability tests were performed on the instrument to assure the quality of the data collected.

3.2 Research Design

According to Kothari (2004), the blueprint for data collection, measurement, and analysis is the research design, which is the conceptual framework within which research is conducted. To obtain information regarding conflict management and staff performance in LGAs in TMC, Dar es Salaam, Tanzania, this study used a quantitative research approach and a descriptive research design. People's perceptions, attitudes, beliefs, values, behaviors, views, likes and dislikes, habits, and desires can all be learned from descriptive nature. Bryman and Bell (2015) explain that a descriptive study is a type of research that is always concerned with current events in terms of conditions, beliefs, processes, relationships, or trends. This form of study goes beyond merely collecting and tabulating data to include adequate analysis, interpretation, comparisons, and identification of trends and linkages. Cooper and Schindler

(2008) go on to say that descriptive research is concerned with acquiring knowledge about current events or situations in order to describe and interpret them.

3.3 Study Area

Dar es Salaam city is located in the eastern part of the Tanzanian mainland at 6 o 51'S latitude and 39o 18'E longitude. With an area of 1,350 square kilometers (km2), it occupies 0.19 percent of the Tanzanian mainland, stretching about 100 km between the Mpiji River to the north and beyond the Mzinga River in the south. This study took place in Dar es Salaam city at Temeke Municipality which is in southern Dar es Salaam, Tanzania, with Kinondoni to the far north of the city, and Ilala in the downtown of Dar es Salaam. To the east is the Indian Ocean and to the south and west is the coastal region of Tanzania. The area is 729 km². The map of Dar es Salaam indicating the study area is attached (see appendix vii).

3.4 Population

The population for a research is that category of subjects about whom conclusions about findings are made (Saunders, Lewis & Thornhill, 2012). The study population in a research also refers to the total number of individuals in a group that the researcher will be intending to work on (Wario & Khalfan, 2015). Population in this study involved employees of Temeke Municipality. The 2012 Tanzania National Census reported that the population of Temeke District was 1,368,881.

3.4.1 Target Population

The target population is the collection of subjects in which the sample is drawn (Kothari, 2009). The principal target population encompassed 340 employees of Temeke Municipal Council. The target population involved employees working in the following departments: administration and human resources, community development, agriculture and livestock, planning and economy, education and culture, and health.

3.4.2 Sample Size

According to Kothari (2009) defined sample size as the number of item to be selected from the sample to constitute a sample. For the purpose of this study, a smaller group was chosen

from employees of Temeke municipal council. Regarding the sample calculation, the study sample was sampled using Krejcie and Morgan (1970) cited in Amin, (2005) (see appendix vi attached). Hence, making the sample for this study to be 181.

Table 3.1 Respondents of the Study

Departments	Total Population	Sample Size
Administration and Human Resources	72	38
Community Development	53	28
Agriculture and Livestock	40	21
Planning and Economy	68	36
Education and Culture	60	32
Health	47	26
Total	340	181

Source: (Field Data, 2019)

3.5 Sampling Procedures

Sampling may be defined as the selection of some parts of an aggregate or totality on the basis of which judgments or influence about the aggregate or totality is made. In other words, it is the process of obtaining information about an entire population by examining only a part of it (Kothari, 2009). The study used two probalibility sampling techiniques: stratified and simple random sampling techiniques. To attain the respective sample sizes, lists of employees were obtained from each of the sampled departments to act as sampling frames. Stratified sampling was used whereby strata were made according to departments. Then the determined samples were obtained from each of the stratum using simple random sampling. Stratification was used in order to cater for the heterogeneous employees from different departments in TMC.

3.6 Response Rate

A total of 181 questionnaires were administered out of which 178 (8%) were returned and fully responded to (Table 2). Table 3.2 shows response rate.

Table 3.2 Response rate

Category	Frequency	Percentage
Questionnaire returned	178	98%
Unreturned Questionnaire	3	2%
Total	181	100

Source: (Field Data, 2019)

Table 3.2 indicates that 178 (98%) of the questionnaires out of the total 181 distributed were returned fully responded to, while 3(2%) of the questionnaires were either not returned or had inadequate responses to be considered for analysis. The 178 questionnaires that were returned and considered for analysis met all (100%) of the study's requirements.

3.7 Data Collection Methods

3.7.1 Questionnaire

According to Kumar (2005) a questionnaire is a written list of questions which are recorded by respondents and is administered without the presence of the researcher. Kothari (2009) recommends this method because of its ability to collect data from large samples and its findings are dependable and reliable as it offers great anonymity. The researcher used self-administered close-ended questionnaires to collect data based on objectives of the study. Section A of the questionnaires covered background information of the respondents and Section B and section C of the questionnaires covered the variable of the study. The questionnaire was in form of Likert scale mode.

3.7.2 Observation

This is the approach of collecting data through observing the actual situation in the area of case study. It involves the researcher deliberately observing the behavior of subjects or some phenomena of research interest, which lead to clear and accurate information in data collection (Saunders, Lewis & Thornhill, 2007). According to Kumar (2005), an observation is a purposeful, systematic and selective way of watching and listening to an interaction of phenomenon as it takes place.

In this method, the researcher paid personal visits on the field ground. The researcher was involved in some day-to-day activities concerning internal conflict management process during data collection period. It enabled the researcher to understand clearly about the extent to which internal conflict management has an impact on employee performance in local government. In addition, it helped the researcher to gain high level of understanding of the subject.

3.7.3 Documentary Review

Documentary review was also done as a secondary source of information by examining existing data and information on internal conflict management and employee performance. The examined documents included mainly published journal articles and scholarly books. These were reviewed to help the researcher be conversant with the existing situation in other context and help the researcher to do a thorough discussion on issues raised in the current findings. The utilization of secondary data provides a viable option for researchers who may have limited time and resources, as partly was the case for the current study (Andrews, Higgins, Andrews, Lalor, 2012). The researcher adopted this method due to the fact that the study considered some historical elements requiring already existing data collected by different agencies, and institutions.

3.8 Validity and Reliability of Instruments

According to Middleton (2019) validity refers to how accurately an instrument measures what it is intended to measure. If research has high validity that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. Reliability on the other hand according to Middleton (2019) refers to the extent to which the results can be reproduced when the research is repeated under the same conditions.

In this study, instruments, validity was checked for content and face validation. In content validation, questions included in the questionnaires were evaluated to ensure that they all (as different items of a test) combined to form a framework of variables to be measured. In face validation, the items on the instruments were assessed to see if they logically sounded to measure variables to be measured.

Reliability refers to the statement used to measure the consistency of the research findings. According to Sekaran and Bougie (2010), reliability of measurement is established by examining the stability and consistency of the data. Reliability of instruments was checked through an expertise opinion form Kampala International University and test-retest technique. The available studied materials were discussed in detail in terms of layout, content, structure and methodology. The details were then used to guide the design of questions. Besides, in checking reliability, the instrument was tested beforehand to a small sample group from Ilala municipality with characteristics similar to those of the study sample.

3.9 Data Analysis Plan

The data collected from questionnaire were arranged, sorted, coded and entered into the computer for computation of descriptive statistics. The Statistical Package for Social Scientists (SPSS version 20) software was used to run descriptive statistics such as frequency tables were used to present respondents' demographic profile as well as study findings. Then means and standard deviation were used to present data from the study.

Regarding the nature of questions asked in the first and second objective of the study, to interpret the mean scores, the following values and interpretation were utilized for section 'B' and 'C' of questionnaire.

Table 3.3 (a) Mean range interpretation

Mean Range	Description	Interpretation
1.01 – 2.00	Yes	High
0.01 —1.00	No	Low

Regarding the nature of questions asked to the third objective of the study to interpret the mean scores, the following values and interpretation were utilized for section 'D' of questionnaire (Table 3.3b).

Table 3.3 (b) Mean range interpretation

Mean range	Response mode	Interpretation
0.01 —1.00	I do not know	Unknown
1.01—2.00	To some extent	Very Low
2.01 —3.00	To large extent	Moderately high
3.01—4.00	To very large extent	Very high

Regarding the nature of questions asked to the fourth objective of the study, to interpret the mean scores the following values and interpretation were utilized for section 'E' of questionnaire.

Table 3.3 (c) Mean range interpretation

Mean Range	Description	Interpretation
1.01 – 2.00	Yes	Most Effective
0.01 —1.00	No	Less Effective

3.10 Ethical Considerations

Anonymity was observed to both information provided and respondents. In due regard, respondents were not required to write their names on the questionnaires. After taking information, the questionnaires were properly kept for future use. Other ethical issues such as informed consent of participant, research clearance and administration of the study were adhered to. Besides, collected data were kept confidentially without exposing them to unconcerned parties. Moreover, voluntary participation was also considered as respondents' participation in the study was voluntary and not forced or conditional. Another ethical consideration is making sure that respondents' well-being was maintained by avoiding harm to individual reputation or feelings, and addressed issues of identity disclosure versus anonymity and confidentiality.

CHAPTER FOUR

RESULTS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents results, interpretation and discussions. The chapter gives the description of respondents' profile followed by findings on the four objectives of the study. The objectives include the following: (i) to identify types of internal conflicts available in TMC; (ii) to assess available mechanisms for internal conflict resolution in TMC; (iii) to assess the extent to which internal conflict affected employees' performance in TMC; and (iv) recommend policy options as well as strategies for managing internal conflicts in TMC.

4.2 Types of internal conflicts available in TMC

This section presents findings on the first specific objective of the study. It starts with presentation of frequency tables and ends with the description of the first objective in terms of levels using means and standard deviation. The objective was to identify types of internal conflicts available in TMC. The conceptual framework (Figure 2.1) consisted an independent variable (internal conflict management) with several concepts including mechanism management with competing, collaborating, avoiding, accommodating, compromising and cooperation as parameters. Additionally, management strategies parameters consists industrial democracy, regular employee meetings, strict implementation and regular review of personnel policies. However, these factors highlighted in internal conflict management are assumed to affect dependent variable (employee performance) conceptualized as performance appraisal, salary, and number of customers served per day, hours worked and reporting time. Thus, section B of the questionnaire (see Appendix iv) was devoted to the first objective of the study. Participants were presented with four common types of internal conflicts in organizations and they were to indicate with a ''Yes'' or ''No,'' if they had ever got across any of the posed conflicts in their workplace - TMC. Hence, Tables 4.1 to 4.4 indicate all posed types of conflicts recognized as existing though in varying magnitudes.

4.2.1 Interpersonal conflict

Findings on interpersonal conflict are presented in Table 4.1

Table 4.1 Interpersonal conflict

Items	Frequency	Percent
Yes	162	91.0
No	16	9.0
Total	178	100.0

Source: (Field Data, 2019)

According to data in Table 4.1, out of 178 involved in the study, 162 (91%) agreed with a 'yes' and 16 (9%) disagreed with a 'no' generally, most of respondents agreed on interpersonal personal conflict as one of the types of conflicts in TMC. This implies that interpersonal conflict exists and affects the majority at TMC.

4.2.2 Intergroup conflict

Findings on intergroup conflict are presented in Table 4.2

Table 4.2 Intergroup conflict

Items	Frequency	Percent
Yes	122	68.5
No	56	31.5
Total	178	100.0

Source: (Field Data, 2019)

Table 4.2 indicates that out of 178 respondents involved in the study, 122 (68.5%) said 'yes' response and 56 (31.5%) provided a 'no' response on intergroup conflict at their work place. This implies that a bit over two-thirds of respondents highly recognized intergroup conflict as existing type of conflict at TMC.

4.2.3 Intragroup conflict

Findings on intragroup conflict are presented in Table 4.3

Table 4.3 Intragroup conflict

Items	Frequency	Percent
Yes	130	73.0
No	48	27.0
Total	178	100.0

Source: (Field Data, 2019)

Findings presented in Table 4.3 indicate that 130 (73%) respondents provided a 'yes' response and 48 (27%) gave a 'no' response regarding intragroup conflict. This implies that close to three quarters of respondents recognized intragroup conflict as one of the types that exists at TMC.

4.2.4 Intrapersonal conflict

Findings on intrapersonal conflict are presented in Table 4.4

Table 4.4 Intrapersonal conflict

Items	Frequency	Percent
Yes	113	63.5
No	65	36.5
Total	178	100.0

Source: (Field Data, 2019)

According to data from Table 4.4, out of 178 respondents involved in the study, 113 (63.5%) said 'yes', while 65 (36.5%) said 'no' regarding intrapersonal conflict at TMC. This implies that two-thirds of respondents involved in the study recognized and agreed on intrapersonal conflict as among the type of conflicts that exists at TMC.

4.2.5 Other types of conflicts

In this section, respondents were asked to identify other types of conflicts that exist at TMC other than the listed types. Findings on the other types of conflicts are presented in Table 4.5

Table 4.5 Other types of conflicts that exist at TMC

Items	Frequency	Percent
Task conflict	34	19.1
Relationship conflict	15	8.4
Value conflict	18	10.1
Interest conflict	22	12.4
Citizens and public servants/officers' conflict	26	14.6
Regional level officers and district level officers' conflict	43	24.2
Internal and external auditors' conflict	20	11.2
Total	178	100.0

Source: (Field Data, 2019)

Table 4.5 indicates seven other types of conflicts were identified and recognized as existing at TMC, though in varying magnitudes by 178 respondents involved in the study. Task conflict was mentioned by 34 (19.1%), relationship conflict had 15 (8.4%), value conflict had 18 (10.1%), interest conflict had 22 (12.4), citizens and public servants/officers conflict had 26 (14.6%), regional level officers and district level officers' conflict had 43 (24.2%) and internal and external auditors conflict had 20 (11.2%). Although these other conflicts were not entirely internal for TMC (at times they involved external actors), they were likely to be caused by the TMC's internal inadequacy. Given this realization, the said conflicts are also able to affect employees' performance and so, they were worth mentioning.

4.2.6 Descriptive Statistics on types of conflicts available in TMC (N=178)

Findings on descriptive Statistics on types of conflicts available in TMC are presented in Table 4.6

Table 4.6 Descriptive Statistics on types of conflicts available in TMC (N=178)

Items	Mean	Std. Deviation	Interpretation
Interpersonal conflict	1.0899	.28683	High
Intergroup conflict	1.3146	.46567	High
Intragroup conflict	1.2697	.44504	High
Intrapersonal conflict	1.3652	.48284	High
Total	**1.25985**	**0.420095**	**High**

Source: (Field Data, 2019)

KEY:

Mean Range	Description	Interpretation
1.01 – 2.00	Yes	High
0.01 —1.00	No	Low

Mean scores in Table 4.6 indicate that most of respondents rated high interpersonal conflict (mean = 1.0899, std. deviation = .28683), intergroup conflict (mean = 1.3146, std. deviation = .46567), intragroup conflict (mean = 1.2697, std. deviation = .44504) and intrapersonal conflict (mean = 1.3652, std. deviation = .48284). Generally, findings indicate a high mean score average (1.25985). It implies that these types of internal conflicts available in TMC have a direct impact on employees' performance because employees cannot perform better while they are within a pool of different kinds of conflicts. It should also be noted that employees' performance can be affected by these types of conflict outside and inside organizational coverage. This is because whenever an employee enters in any of the mentioned conflicts, he or she may get psychological damage that can also affect his or her personal life such as family or even marriage (Adwan & Charles, 2019).

4.3 Mechanism available for internal conflict resolution

This section presents findings on the second specific objective of the study. It starts with presentation of frequency tables and ends with description of the first objective in terms of levels using means and standard deviation. The objective was to explore available mechanisms for internal conflict resolution in TMC. According to the conceptual framework (Figure 2.1), the mechanism management consists of competing, collaborating, avoiding, accommodating, compromising and cooperation. Thus, section C of the questionnaire (see Appendix IV) was devoted to the second objective of the study. Participants were presented with five mechanisms available for internal conflict resolution in TMC and they were required to indicate (with a "Yes" or "No"), if they had ever got across any of the identified mechanisms available for internal conflict resolution in their workplace - TMC. Additionally, respondents were at liberty to list any other mechanism available for internal conflict resolution in TMC. Generally, findings on mechanisms available for internal conflict resolution in TMC are presented in Tables 4.7 to 4.13.

4.3.1 Accommodating

Findings on accommodating are presented in Table 4.7

Table 4.7 Accommodating

Items	Frequency	Percent
Yes	142	79.8
No	36	20.2
Total	178	100.0

Source: (Field Data, 2019)

According to Table 4.7, out of 178 respondents involved in the study, 142 (79.8%) indicated a 'yes' response, while 36 (20.2%) indicated a 'no' response. Results indicate that accommodating was one of the mechanisms used by TMC in internal conflict resolution.

4.3.2 Avoiding

Findings on avoiding are presented in Table 4.8

Table 4.8 Avoiding

Items	Frequency	Percent
Yes	15	8.4
No	163	91.6
Total	178	100.0

Source: (Field Data, 2019)

Table 4.8 shows that out of 178 respondents involved in the study, 15 (8.4%) indicated a 'yes' response, while 163 (91.6%) indicated a 'no' response on avoiding mechanism of internal conflict resolution at TMC. From these findings, the researcher observed that most of respondents (91.6%) indicated a 'no' response on avoiding mechanism, meaning that the mechanism is not applied at TMC.

4.3.3 Collaborating

Findings on collaborating mechanism are presented in Table 4.9

Table 4.9 Collaborating

Items	Frequency	Percent
Yes	145	81.5
No	33	18.5
Total	178	100.0

Source: (Field Data, 2019)

Table 4.9 indicates that out of 178 respondents involved in the study, 145 (81.5%) provided a 'yes' response, while 33 (18.5%) provided a 'no' response on collaborating mechanism. These findings imply that most of the respondents (81.5%) agreed that collaborating mechanism exists at TMC and is being used to resolve conflicts.

4.3.4 Compromising

Findings on compromising are presented in Table 4.10

Table 4.10 Compromising

Items	Frequency	Percent
Yes	139	78.1
No	39	21.9
Total	178	100.0

Source: (Field Data, 2019)

According to data in Table 4.10, out 178 respondents involved in the study, 139 (78.1%) provided a 'yes' response, while 39 (21.9%) provided a 'no' response. This means that most of the respondents (78.1%) supported compromising as a mechanism used at TMC in internal conflict resolution.

4.3.5 Competing

Findings on competing mechanism are presented in Table 4.11.

Table 4.11 Competing

Items	Frequency	Percent
Yes	145	81.5
No	33	18.5
Total	178	100.0

Source: (Field Data, 2019)

Results in Table 4.11 show that out of 178 respondents involved in the study, 145 (81.5%) provided a 'yes' response, while 33 (18.5%) provided a 'no' response. These findings imply that most of the respondents (81.5%) agreed on competing as a mechanism used at TMC in internal conflict resolution.

4.3.6 Other mechanisms available for internal conflict resolution

Findings on other mechanisms available for internal conflict resolution in TMC are presented in Table 4.12.

Table 4.12 Other mechanisms available for internal conflict resolution in TMC

Items	Frequency	Percent
Written rules, policies and agreements	25	14.0
Effective management	26	14.6
Careful hiring of employees	26	14.6
Open door policy	28	15.7
Facilitation	27	15.2
Peer review of disputes	22	12.4
Mediation	24	13.5
Total	178	100.0

Source: (Field Data, 2019)

According to Table 4.12, out of 178 respondents involved in the study, 25 (14%) identified written rules, policies and agreements as other mechanisms available for internal conflict resolution in TMC. In addition, 26 (14.6%) identified effective management, 26 (14.6%) identified careful hiring of employees, 28 (15.7%) identified open door policy, 27 (15.2%) identified facilitation, 22 (12.4%) identified peer review of disputes and 24 (13.5%) identified mediation as other mechanisms available for internal conflict resolution in TMC (Table 4.12). The findings imply that apart from accommodating, avoiding, collaborating, compromising and competing mechanisms available for internal conflict resolution in TMC, other mechanisms (written rules, policies and agreements, effective management, careful hiring of employees, open door policy, facilitation, peer review of disputes and mediation) were available for internal conflict resolution in TMC.

4.3.7 Descriptive Statistics on mechanisms available for internal conflict resolution

Findings on descriptive statistics on mechanisms available for internal conflict resolution in TMC are presented in Table 4.13.

Table 4.13 Descriptive Statistics on mechanisms available for internal conflict resolution in TMC

Items	Mean	Std. Deviation	Interpretation
Accommodating	1.2022	.40281	High
Avoiding	1.9157	.27858	High
Collaborating	1.1854	.38971	High
Compromising	1.2191	.41480	High
Competing	1.1854	.38971	High
Total	**1.34156**	**0.375122**	**High**

Source: (Field Data, 2019)

KEY

Mean Range	Description	Interpretation
1.01 – 2.00	Yes	High
0.01 —1.00	No	Low

Mean scores in Table 4.13 indicate that all items received a high score i.e. accommodating (mean = 1.2022, std. deviation = .40281), collaborating (mean = 1.1854, std. deviation = .38971), compromising (mean = 1.2191, std. deviation = .41480), competing (mean = 1.1854, std. deviation = .38971) and avoiding (mean = 1.9157, std. deviation = .27858). The findings generally indicate a high mean score average (1.34156). It implies that mechanisms available for internal conflict resolution in TMC were highly available. Thus, the process of resolving conflicts in TMC becomes easy if these mechanisms are all used or applied accordingly.

4.4 Extent to which internal conflict affect employee performance

This section presents findings on the third objective of the study, which was 'To assess the extent to which internal conflict affects employee performance in TMC.' In this section, participants were provided with fifteen direct statements, depicting various ways through which employee performance can be affected by internal conflicts. Then participants were to rate how they agreed with the posed statements using any of the four optional answers of the four-level Likert scale - "To very large extent," "To large extent," "To some extent," and "I do not know." Therefore, findings on this objective are presented from Tables 4.14 to 4.28.

4.4.1 There is regular evaluation of employee performance

Findings on there are regular evaluations of employee performance are presented in table 4.14

Table 4.14 There is regular evaluation of employee performance

Items	Frequency	Percent
I do not know	4	2.2
To some extent	39	21.9
To large extent	58	32.6
To very large extent	77	43.3
Total	178	100.0

Source: (Field Data, 2019)

From Table 4.14 data show that out of 178 respondents involved in the study, 4 (2.2%) provided 'I do not know' response, 39 (21.9%) provided 'to some extent' response, 58 (32.6%) provided 'to large extent' response and 77 (43.3%) provided 'to very large extent' response. The findings revealed that most of respondents cumulatively (75.9%), to a large extent, support that there was regular evaluation of employees' performance in TMC. That meant that when employees are given regular evaluations, they tend to work hard so as to improve their performance prior to the next evaluation. Hence, regular employees' evaluation helps to reduce internal conflicts and in so doing, employees' performance is improved.

4.4.2 The best employees are always rewarded

Findings on the best employees are always rewarded are presented in Table 4.15

Table 4.15 The best employees are always rewarded

Items	Frequency	Percent
I do not know	48	27.0
To some extent	103	57.9
To large extent	27	15.2
Total	178	100.0

Source: (Field Data, 2019)

Findings in Table 4.15 indicate that out of 178 respondents involved in the study, 48 (27%) said 'I do not know', 103 (57.9%) said 'to some extent' and 27 (15.2%) said 'to large extent'. The findings imply that a bit a half of respondents (57.9%), to some extent, agreed that the best employees are always rewarded. However, 48 (27%) seemed to know nothing about the best employees always being rewarded. That meant that when the best employees are not always rewarded, the general employees' morale remains low as indicated in this study. Moreover, internal conflicts may likely arise because the best performers normally go beyond the marginal level and if they are not recognized, it may affect the rest of the team and hence, affect their performance.

4.4.3 Recruitment of employees is always on merit

Findings on recruitment of employees is always on merit are presented in Table 4.16

Table 4.16 Recruitment of employees is always on merit

Items	Frequency	Percent
I do not know	7	3.9
To some extent	17	9.6
To large extent	45	25.3
To very large extent	109	61.2
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.16 indicate that out of 178 respondents involved in the study, 7 (3.9%) said they 'do not know,' 17 (9.6%) indicated 'to some extent' response, 45 (25.3%) provided 'to large extent' response and 109 (61.2%) provided 'to very large extent' response. That meant that most of the respondents (61.2%) agreed that, to large extent, recruitment of employees is always on merit.

4.4.4 Service is delivered on time to the customer

Findings on service is delivered on time to the customer are presented in Table 4.17

Table 4.17 Service is delivered on time to the customer

Items	Frequency	Percent
I do not know	56	31.5
To some extent	109	61.2
To large extent	13	7.3
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.17 indicate that out of 178 respondents involved in the study, 56 (31.5%) said they 'do not know,' 109 (61.2%) said to some extent and 13 (7.3%) said to large extent. The findings indicated that most of respondents, to some extent, agreed that service was delivery on time to the customer. This implies that if services are delivered on time to customers, employees' performance is directly affected positively by the given internal conflicts between customers and employees who stand as service providers.

4.4.5 Employees are promoted

Findings on employees are promoted are presented in Table 4.18

Table 4.18 Employees are promoted

Items	Frequency	Percent
I do not know	8	4.5
To some extent	32	18.0
To large extent	70	39.3
To very large extent	68	38.2
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.18 shows that out of 178 respondents involved in the study, 8 (4.5%) gave 'I do not know' response, 32 (18%) gave 'to some extent' response, 70 (39.3%) said 'to large extent' and 68 (38.2%) said 'to very large extent.' The findings indicated that most of respondents (39.3%) as well as (38.2%) affirmed that employees are promoted to some extent and to a large extent. This implies that employees' promotion directly leads to improved employees' performance.

4.4.6 Employees' queries are always handled with care

Findings on employees' queries are always handled with care are presented in Table 4.19

Table 4.19 Employee's queries are always handled with care

Items	Frequency	Percent
I do not know	11	6.2
To some extent	142	79.8
To large extent	25	14.0
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.19 shows that out of 178 respondents involved in the study, 11 (6.2%) provided 'I do not know' response, 142 (79.8%) provided 'to some extent' response and 25 (14%) said 'to large extent.' Generally, most of respondents agreed that, to some extent, employees' queries were always handled with care. It implies that employees' queries result

to internal conflicts which directly affect negatively employee performance. So, from the study findings, internal conflicts resulting from unhandled employees' queries negatively affect their performance at TMC.

4.4.7 There is always regular training to enhance employees' performance

Findings on there is always regular training to enhance employees' performance are presented in Table 4.20

Table 4.20 There is always regular training to enhance employee performance

Items	Frequency	Percent
To some extent	110	61.8
To large extent	61	34.3
To very large extent	7	3.9
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.20 indicate that out of 178 respondents involved in the study, 110 (61.8%) provided 'to some extent' response regarding if there was always regular training to enhance employee performance, 61 (34.3%) provided 'to large extent' response and 7 (3.9%) said 'to very large extent.' The findings imply that most of the respondents support that, to some extent, there is always regular training to enhance employees' performance. Based on the findings, it can be said that most of employees were not involved in regular training to enhance the performance that is why the majority said, to some extent, implying that only a few were often involved. This makes TMC ineffective in employees' involvement in regular training and in due regard, internal conflicts may likely be motivated thereby negatively affect employees' performance.

4.4.8 Employees are given accommodation and transport allowance

Findings on employees are given accommodation and transport allowance are presented in Table 4.21

Table 4.21 Employees are given accommodation and transport allowance

Items	Frequency	Percent
I do not know	10	5.6
To some extent	87	48.9
To large extent	81	45.5
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.21 shows that, out of 178 respondents involved in the study, 10 (5.6%) said 'I do not know,' 87 (48.9%) said 'to some extent' and 81 (45.5%) said 'to large extent'. Findings imply that most of the respondents 87 (48.9%) confirmed that, to some extent, employees were given accommodation and transport allowances. However, 81 (45.5%) respondents supported that, to large extent, employees were given accommodation and transport allowances. Based on the findings, the researcher learned that the two groups differed in the way they were given accommodation and transport allowances because they work in different departments and had different level in education as well as positions. Hence, these factors determined the amount of allowance given to an employee. Furthermore, the study findings indicated a high possibility of internal conflicts that may have direct negative impact on employees' performance due to the unknown system of accommodation and transport allowance provision.

4.4.9 Employees participate in dialogue while solving conflicts

Findings on employees participate in dialogue while solving conflicts are presented in Table 4.22

Table 4.22 Employees participate in dialogue while solving conflicts

Items	Frequency	Percent
I do not know	111	62.4
To some extent	67	37.6
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.22 shows that out of 178 respondents involved in the study, 111 (62.4%) provided 'I do know' response and 67 (37.6%) provided 'to some extent' response. The findings imply that a bit over two-thirds respondents (62.4%) were unaware if employees participated in dialogue while solving conflicts. However, few who seemed to be aware said that, to some extent, employees participated in dialogue while solving conflicts. The researcher learned that employees' participation in dialogue while resolving conflict in TMC was not given enough attention because few of the employees were aware and many were unaware of the said aspect.

4.4.10 Submission of an employee's problem reduces conflicts and helps in improving performance

Findings on submission of employee's problem reduces conflicts and helps in improving performance are presented in Table 4.23

Table 4.23 Submission of employee's problem reduces conflicts and helps in improving performance

Items	Frequency	Percent
I do not know	6	3.4
To some extent	16	9.0
To large extent	45	25.3
To very large extent	111	62.4
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.23 indicate that, out of 178 respondents involved in the study, 6 (3.4%) provided 'I do not know' response, 16 (9%) provided 'to some extent' response, 45 (25.3%) provided 'to large extent' response and 111 (62.4%) provided 'to very large response.' The findings imply that most of the respondents (62.4%) affirmed that, to very large extent, submission of employees' problem reduces conflicts and helps in improving performance. Due to the findings, it can be said that most of employees submitted their problems to the TMC management and helped to reduce internal conflicts and, at the same time, provided them with relief that contributed to improvement of their performance.

4.4.11 Employees co-operate while dealing with issues increases performance

Findings on employees co-operate while dealing with issues increases performance are presented in Table 4.24

Table 4.24 Employees co-operate while dealing with issues increases performance

Items	Frequency	Percent
I do not know	12	6.7
To some extent	28	15.7
To large extent	87	48.9
To very large extent	51	28.7
Total	178	100.0

Source: (Field Data, 2019)

From Table 4.24 one can find that, out of 178 respondents involved in the study, 12 (6.7%) said 'I do not know', 28 (15.7%) said 'to some extent', 87 (48.9%) said 'to large extent' and 51 (28.7%) said 'to very large extent'. The findings indicate that most of the respondents (48.9%) provided 'to large extent' response, meaning that most of respondents agreed that, to large extent, employees co-operate while dealing with issues increases performance in TMC. This implies that employees' cooperation breaks the chain of internal conflicts and hence, helps in self-motivation, which improves employees' performance.

4.4.12 Goals and expectations made are not clearly known to employees

Findings on goals and expectations made are not clearly known to employees are presented in Table 4.25

Table 4.25 Goals and expectations are not clearly known to employees

Items	Frequency	Percent
To some extent	11	6.2
To large extent	37	20.8
To very large extent	130	73.0
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.25 show that, out of 178 respondents involved in the study, 11 (6.2%) provided 'to some extent' response, 37 (20.8%) said 'to large extent' and 130 (73%) provided 'to very large extent' response. Findings indicate that most of respondents (73%) respondents agreed that, to very large extent, goals and expectations are not clearly known to employees. This implies that internal conflicts at TMC were motivated by the internal system, which had not created enough awareness to its employees to know clearly organizational goals and expectations. So, employees were likely to have poor performance because they were unaware of what was expected from them and what they knew was unclear. From the study findings, internal conflicts negatively affected employees' performance based on the confusion resulting from organizational goals and expectations.

4.4.13 There is no efficiency at work

Findings on there is no efficiency at work are presented in Table 4.26

Table 4.26 There is no efficiency at work

Items	Frequency	Percent
I do not know	23	12.9
To some extent	70	39.3
To large extent	85	47.8
Total	178	100.0

Source: (Field Data, 2019)

Results in Table 4.26 reveal that, out of 178 respondents involved in the study, 23 (12.9%) said 'I do not know', 70 (39.3%) said 'to some extent' and 85 (47.8%) said 'to large extent'. The findings revealed that close to half (47.8%) of respondents were supportive that there was no efficiency at work, to large extent. However, 70(39.3%) respondents supported that there was no efficiency at work, to some extent. Generally, the there was no efficiency at work in TMC and because of this, internal conflicts arise due to poor employees' performance.

4.4.14 Poor customer care

Findings on poor customer care are presented in Table 4.27

Table 4.27 Poor customer care

Items	Frequency	Percent
To some extent	13	7.3
To large extent	65	36.5
To very large extent	100	56.2
Total	178	100.0

Source: (Field Data, 2019)

From Table 4.27 show that, out of 178 respondents involved in the study, 13 (7.3%) provided 'to some extent' response, 65 (36.5%) provided 'to large extent' response and 100 (56.2%) provided 'to very large extent' response. The findings imply that most of the respondents (56.2%) affirmed that, to very large extent, there is poor customer care at TMC. Hence, presence of poor customer care led to internal conflicts, which directly affect employees' performance negatively. This is because whenever customers are dissatisfied with the services provided, they tend to have different reactions such that some may decide to avoid using such services from that organization. When it happens, it is likely to affect both organizational and employees' performance.

4.4.15 Poor communication from top management

Findings on poor communication from Top management are presented in Table 4.28

Table 4.28 Poor communication from Top management

Items	Frequency	Percent
I do not know	27	15.2
To some extent	90	50.6
To large extent	61	34.3
Total	178	100.0

Source: (Field Data, 2019)

Data in Table 4.28 reveal that, out of 178 respondents involved in the study 27 (15.2%) said 'I do not know', 90 (50.6%) said 'to some extent' and 61 (34.3%) said 'to large extent.' The findings imply that most of the respondents (50.6%) agree that, to some extent, there was poor communication from top management in TMC. Additionally, 61 (34.3%) affirmed that, to a large extent, there was poor communication from top management. Therefore, the presence of poor communication from top management in TMC was supported by majority of employees. This implies that poor communication directly affect employees' performance. This is because there are some activities that depend on the right communication before they are carried out. Thus, whenever such communications delay or fail to be provided, such activities directly fail.

4.4.16 Descriptive statistics on the extent to which conflict affects employees' performance

Findings on descriptive statistics on the extent to which conflict affects employees' performance in TMC are presented in Table 4.29.

Table 4.29 Descriptive statistics on the extent to which conflict affects employees' performance in TMC (N=178)

Items	Mean	Std. Deviation	Interpretation
There is regular evaluation of employee performance	3.1685	.84687	Very High
Best employees are always rewarded	1.8820	.64010	Very Low
Recruitment of employees is always on merit	3.4382	.82277	Very High
Service are delivery on time to the customer	1.7584	.57545	Very Low
Employees are promoted	3.1124	.85619	Very High
Employees queries are always handled with care	2.0787	.44404	Moderately High
There is always regular training to enhance employee performance	2.4213	.56946	Moderately High
Employees are given accommodation and transport allowance	2.3989	.59508	Moderately High
Employees participate in dialogue while solving conflicts	1.3764	.48585	Very Low
Submission of employees' problem reduces conflicts and help improving performance	3.4663	.79652	Very High
Employees co-operate while dealing with issues increases performance	2.9944	.84704	Moderately High
Goals and expectations are not clearly known to employees	3.6685	.58919	Very High
There is no efficiency at work	2.3483	.69869	Moderately High
Poor customer care	3.4888	.63101	Very High
Poor communication from Top management	2.1910	.67859	Moderately High
Total	**2.65281**	**0.67179**	Moderately High

Source: (Field Data, 2019)

MEAN RANGE	RESPONSE MODE	INTERPRETATION
0.01 —1.00	I do not know	Unknown
1.01—2.00	To some extent	Very Low
2.01 —3.00	To large extent	Moderately high
3.01—4.00	To very large extent	Very high

Mean scores in Table 4.29 indicate that respondents rated very low 3 items out of 15 items under this section whereby service are delivery on time to the customer (mean = 1.7584, std. deviation = .57545) interpreted as very low, employees participate in dialogue while solving conflicts (mean = 1.3764, std. deviation = .48585) and best employees were always rewarded (mean = 1.8820, std. deviation = .64010). The findings imply that timely service delivery in TMC was poor. In addition to that, there was favorable environment for employees' participation in dialogue for conflict resolution but TMC lacked the best motivation strategies for its employees, like rewards, were always not given to the best employees.

Additionally, respondents rated moderately high six items out of 15: employees' queries are always handled with care (mean = 2.0787, std. deviation = .44404) interpreted as moderately high, there was always regular training to enhance employees' performance (mean = 2.4213, std. deviation = .56946), employees were given accommodation and transport allowance (mean = 2.3989, std. deviation = .59508), there was no efficiency at work (mean = 2.3483, std. deviation = .69869), poor communication from top management (mean = 2.1910, std. deviation = .67859) and employees co-operate while dealing with issues increases performance (mean = 2.9944, std. deviation = .84704). This implies that TMC was doing better in handling employees' queries, providing regular training to enhance performance, providing accommodation and transport allowances and there was cooperation between employees. However, in the same vein, findings established that TMC did not have work efficiency as well as poor communication within an organization, especially from the top management. This makes it difficult for employees to produce a high-level performance.

Finally, respondents rated very high six items that included submission of employees' problems reduces conflicts and helps in improving performance (mean = 3.4663, std. deviation = .79652) interpreted as very high, while goals and expectations made were not clearly known to employees (mean = 3.6685, std. deviation = .58919), poor customer care (mean = 3.4888, std. deviation = .63101), there was regular evaluation of employee performance (mean = 3.1685, std. deviation = .84687), recruitment of employees was always on merit (mean = 3.4382, std. deviation = .82277) and employees were promoted (mean = 3.1124, std. deviation = .85619). The findings imply that TMC was best at receiving submitted employees' problems, employees' performance evaluation, merit oriented, especially during recruitment process and promotion of employees. However, TMC was very poor on providing clear goals as well as expectations to employees and customer care was extremely poor.

4.5 Policy option and strategies for managing internal conflict

This section presents the fourth objective of the study, which was to recommend policy option and strategies for managing internal conflict in TMC. In this section, participants were provided with four direct statements, depicting policy option and strategies for managing conflict in TMC. Then participants were to rate how they agreed or disagreed with the posed statements using any of the two optional answers - "Yes," and "No." Findings on this objective are presented in Tables 4.30 to 4.35.

4.5.1 Stress management

Findings on stress management are presented in Table 4.30.

Table 4.30 Stress management

Items	Frequency	Percent
Yes	17	9.6
No	161	90.4
Total	178	100.0

Source: (Field Data, 2019)

According to results in Table 4.30, out of 178 respondents involved in the study, 17 (9.6%) responded with a 'yes,' while 161 (90.4%) responded with a 'no.' The findings imply that most of the respondents 161 (90.4%) disagreed on stress management as a policy option and strategy for managing conflict in TMC. Therefore, most respondents regarded that stress management was not a proper policy option and strategy for managing internal conflict in TMC.

4.5.2 Improved working environment

Findings on improved working environment are presented in Table 4.31.

Table 4.31 Improved working environment

Items	Frequency	Percent
Yes	142	79.8
No	36	20.2
Total	178	100.0

Source: (Field Data, 2019)

Findings in Table 4.31 shows that out of 178 respondents involved in the study, 142 (79.8%) respondents responded with a 'yes' on improved working environment as a policy option and strategy for conflict resolution in TMC, while 36 (20.2%) responded with a 'no.' The findings imply that most of respondents agreed and supported improved working environment as an appropriate policy option and strategy for conflict resolution in TMC.

4.5.3 Free counseling for all employees

Findings on free counseling for all employees are presented in Table 4.32.

Table 4.32 Free counseling for all employees

Items	Frequency	Percent
Yes	10	5.6
No	168	94.4
Total	178	100.0

Source: (Field Data, 2019)

Results in Table 4.32 indicate that out of 178 respondents involved in the study, 10 (5.6%) responded with a 'yes' while 168 (94.4%) responded with a 'no' on free counseling for all employees as a policy option and strategy for conflict resolution in TMC. The findings suggest that most of respondents disagreed and did not support free counseling for all employees as a policy option and strategy for conflict resolution in TMC.

4.5.4 Sexual harassment policy

Findings on sexual harassment policy are presented in Table 4.33.

Table 4.33 Sexual harassment policy

Items	Frequency	Percent
Yes	157	88.2
No	21	11.8
Total	178	100.0

Source: (Field Data, 2019)

According to data in Table 4.33, out of 178 respondents involved in the study, 157 (88.2%) gave a 'yes' response, while 21 (11.8%) provided a 'no' response. Based on the findings, most of respondents supported sexual harassment policy to be imposed on TMC as a policy option and strategy for conflict resolution.

4.5.5 Other policy options and strategies for managing conflict in TMC

Findings on other policy options and strategies for managing conflict in TMC are presented in Table 4.34.

Table 4.34 Other policy options and strategies for managing conflict in TMC

Items	Frequency	Percent
Improvement of organizational practices	51	28.7
Increase staff awareness of the moral, legal, and ethical issues	66	37.1
Encourage full reporting and recording of all risks and incidents of violence and aggression	61	34.3
Total	178	100.0

Source: (Field Data, 2019)

From Table 4.34, out of 178 respondents involved in the study 51(28.7%) suggested improvement of organizational practices, 66(37.1%) suggested increase staff's awareness on moral, legal, and ethical issues and 61(34.3) suggested encourage full reporting as well as recording of all risks, incidents of violence including aggression as appropriate policy options and strategies for conflict resolution in TMC.

4.5.6 Descriptive statistics on policy options and strategies for managing conflict

Findings on descriptive statistics on the policy option and strategies for managing conflict in TMC are presented in Table 4.35.

Table 4.35 Descriptive statistics on policy options and strategies for managing conflict in TMC (N=178)

Items	Mean	Std. Deviation	Interpretation
Stress management	1.9045	.29474	Most effective
Improved working environment	1.2022	.40281	Most effective
Free counseling for all employees	1.9438	.23092	Most effective
Sexual harassment policy	1.1180	.32349	Most effective
Total	**1.542125**	**0.31299**	Most effective

Source: (Field Data, 2019)

KEY

Mean Range	Description	Interpretation
1.01 – 2.00	Yes	Most effective
0.01 —1.00	No	Less effective

Mean scores in Table 4.35 above indicate that respondents rated high all four items i.e. stress management (mean = 1.9045, std. deviation = .29474) interpreted as high, free counseling for all employees (mean = 1.9438, std. deviation = .23092), improved working environment (mean = 1.2022, std. deviation = .40281) and sexual harassment policy (mean = 1.1180, std. deviation = .32349). This implies that all four-policy options and strategies were highly required to be employed at TMC so as to stand as foundations of conflict resolution in the organization. It should be noted that when employees are stressed, they are likely to perform poorly. This goes hand-in-hand with working environment whereby if the environments are improved; they can directly motivate employees to work hard as well as comfortably and in the same vein, improve their performance. Additionally, free counseling for all employees creates room for stress free and friendly working environment whereby employees will be able to work as a team without fear or worries.

4.6 Discussions
4.6.1 Types of internal conflicts available in TMC

Conflicts can arise within an individual, between two individuals, between heads of departments, or within organizations, according to the literature (Hussein & Al-Mamary, 2019). Furthermore, conflicts may arise as a result of poor performance, relevance to certain groups, or broader union-management antagonism (Amason & Schweiger, 1994). According to its levels, directions, structure, and planned conflict, conflict can be classed into kinds. (Kinicki & Kreitner, 2008; Kodikal et al., 2014).

This study's findings on intra-personal conflict agree with those of Hussein and Al-Mamary (2019), who discovered that inter-personal conflict arises within an individual when his motives or drives are blocked, or when a person is faced with two different decisions and is unable to make the best decision due to competing objectives and roles. Furthermore, the

findings support those of Kodikal and colleagues (2014), who discovered that incompatibility, unacceptability, ambiguity, dissatisfaction, purpose conflict, and role conflict cause intra-personal disputes within companies.

The findings of this study on inter-group conflict are consistent with those of Kinicki and Kreitner (2008), who discovered that conflicts develop when various groups in an organization compete for the same goals. Organizations are made up of interlocking networks of sections, work teams, departments, persons, departments, or groups, according to Kinicki and Kreitner (2008), which create causes of conflict when they form inside the company. Furthermore, the findings of this study on intra-group conflict are consistent with those of Kodikal and colleagues (2014), who discovered that intra-group conflict occurs when members of the same group disagree.

The findings of this study on inter-personal conflict support those of Kodikal and colleagues (2014), who discovered that inter-personal conflict is the most recognized and popular type of conflict that arises from differences between two people. For example, this conflict could arise between two managers competing for a limited manpower and capital resource or competing for the same promotion. Furthermore, this dispute may occur between the management and his superiors, supervisor and worker, or worker and worker, among others. Furthermore, it may occur due to disparities in organizational objectives and aims (Kinicki & Kreitner, 2008).

Relationship conflicts are reported to contain personal difficulties such as dislike among group members and feelings such as dissatisfaction, impatience, and aggravation, according to Jehn (1997). Task conflict findings are consistent with those of Amason and Sapienza (1997), who discovered that activity conflicts arise in organizations as a result of differing ideas and opinions on a group task. Furthermore, the findings are consistent with those of Amason (1996), who discovered that task disputes are connected with lively conversations and personal enthusiasm but lack the severe interpersonal negative emotions that are more often associated with relationship conflict.

4.6.2 Available mechanisms for internal conflict resolution in TMC

Many organizations have revisited their old tactics for resolving organizational internal conflict as a result of conflict resolution scholars' growing interest in the nature of organizational internal conflict management change (Avgar 2016). Many academics believe that organizations have adopted these strategies in part to resolve internal conflicts and disputes without resorting to litigation. (Colvin, Klaas, & Mahony, 2006; Lipsky, Avgar, Lamare, & Gupta, 2014; Lipsky, Seeber, & Avgar, 2015).

Several mechanisms for internal conflict resolution were discovered in this study, including accommodating, avoiding, collaborating, compromising, and competing strategies, all of which were proven to be available in TMC. Other procedures available for conflict resolution in TMC, according to the findings, included written norms, policies, and agreements. Among the others were effective management, careful personnel hiring, an open door policy, facilitation, peer review of disagreements, and a settlement mechanism. These findings are consistent with those of Abdul, Yeser, and Yahya (2017), who discovered that avoiding, compromising, and accommodating were utilized as techniques for resolving internal conflicts. Kassim, Abdullah, and Mensor (2018) found that effective commitment was associated with compromising mechanisms in the management of internal conflicts.

The findings of this study on compromise are consistent with those of Gülnar and Kemal (2017), who discovered that conflict management incorporates multiple mechanisms, with compromising being the most commonly employed technique and dominating (competing) being the least frequently utilized. Furthermore, the findings of this negotiation study accord with those of Olangi (2017), who discovered that employees viewed negotiation mechanisms as fair because participation in the process allowed for the formation of shared values. Furthermore, according to Das (2014), the integrative style was the most effective in managing conflict when compared to the other forms of distributive, avoidance, dominating, and obliging.

Elkouri and Elkouri (2012) discovered that arbitration is a quasi-judicial process that focuses primarily on the merits of the disputants' arguments. Elkouri and Elkouri (2012) state that in

the arbitration procedure, the resolution is obtained through an arbitrator's finding, which is usually in the form of a written award. The arbitrator's principal role is to judge the matter submitted before him or her and make a pronouncement on the merits of each party's claims, not to unearth the parties' underlying interests (Elkouri & Elkouri, 2012).

The findings of this study on the mediation mechanism of conflict resolution accord with those of Wall and Lynn (1993) and Moore (2014), who characterized interest-based choices like mediation as informal mechanisms aimed to help parties reach a negotiated settlement that they create themselves. Furthermore, mediation is not intended to resolve the merits of a particular dispute—that is, to determine whether party is correct or incorrect—and does not include a third party as a decision maker (Colvin 2014). Mediation is frequently used to help parties reach an agreement on critical basic issues; for example, mediators frequently help unions and employers overcome divergent viewpoints on pay and salaries. More importantly, mediation is frequently praised for its ability to increase the likelihood that the parties, with the help of a neutral, will be able to reach creative solutions that not only resolve the parties' conflicting positions on core issues, but also address the parties' differing interests and needs that are revealed during the mediation process (Latreille & Saundry 2014; Colvin, 2014).

On one hand, Moore (2014) found that the processes of conflict resolution of mediation and arbitration have a number of major procedural distinctions that clearly distinguish one from the other. A mediator, for example, does not have the authority to impose a settlement on the parties, whereas an arbitrator does. Mediation is a technique that aims to reveal disputants' underlying interests (rather than just their viewpoints), and a mediator who can assist disputants in recognizing their underlying interests is better positioned to help them reach a settlement. A mediator may often come up with innovative solutions to a conflict that the parties could not come up with on their own. In summary, the fundamental duty of a mediator is to assist the parties in identifying common and opposing interests, as well as settlement possibilities that suit those interests (Moore, 2014). Interest-based choices like mediation, according to Avgar (2016), are appealing to organizations not only because they can offer settlements that reconcile the parties' disagreements on perspectives, but also because they serve the parties' mutual interests and foster problem solving.

In conclusion, the majority of organizational conflict resolution methods that are frequently favoured by disputants are those that seek informal and often less time-consuming approaches that focus on reaching mutually acceptable settlements (Latreille & Saundry 2014; Colvin 2014). Rights-based approaches, on the other hand, such as written rules, careful hiring of personnel, good management, an open door policy, and arbitration, rarely have the potential to address the conflicting parties' underlying interests or requirements. Rather, a third-party decision maker is used in these proceedings, who concentrates on the merits of each party's claims and arguments (Latreille & Saundry 2014; Colvin 2014). Written rules, arbitration, and other rights-based choices are intended to judge each disputant's claims by focusing on the facts in the specific dispute, with the purpose of supplying enough evidence to a third party to render a definitive and declaratory ruling or award (Avgar, 2016). Rights-based alternatives, as contrast to interest-based options, allow organizations a lot more clarity about the official, and typically final and binding, resolution of a dispute. These choices are likely to appeal to businesses that value clarity and finality in dispute resolution and want to avoid litigation.

4.6.3 Extent to which an internal conflict affects employees' performance in TMC

The third objective of the study was to assess the extent to which an internal conflict affects employees' performance in TMC. Fifteen items were designed for data collection on the extent to which the internal conflict affects employees' performance in TMC (Appendix IV). Data on the extent to which the internal conflict affects employees' performance in TMC were collected using a questionnaire and analyzed using frequencies, means and standard deviation. Findings revealed that in getting the general picture on the extent to which participants recognized internal conflicts as impacting on employees' performance, mean values were calculated. It was revealed that timely service delivery in TMC was poor, there was favorable environments for employees' participation in dialogue for conflict resolution and TMC lacks the best motivation strategies for its employees such as rewards were always not given to the best employees. Additionally, findings showed that, TMC was doing better in handling employees' queries, providing regular training to enhance performance, providing accommodation and transport allowances and there was cooperation between employees. However, in the same vein, findings established that TMC did not have work

efficiency as well as poor communication within, especially from the top management. This makes it difficult for employees to produce high-level performance. Furthermore, findings revealed that TMC was best at receiving submitted employees' problems, employees' performance evaluation, merit oriented, especially during recruitment process and promotion of employees. On one hand, TMC was very poor on providing clear goals as well as expectations to employees and customer care was extremely poor.

Given the total mean value of 2.65281, which fell in the 'moderately high' response mode, it was interpreted that participants recognized that internal conflicts at TMC had significant impact on employees' performance "to a large extent." Results from this study concur with those from several past researchers' findings. For instance, a study conducted by Saeed and Awan (2015) indicated that there is a significant effect of conflict on organizational performance. Olu and Adesubomid's (2014) study revealed that effective conflict management enhances employees' performance in an organization and that an organization's conflict management system influences on employees' performance. Additionally, the study by Olangi (2017) showed that employees perceived one conflict management mechanism (negotiation) orienting to permit creation of shared values, which, in turn, supported high performance by facilitating involvement of employees in decision-making to create an enabling environment for employees to meet the quantified objectives in all areas of the organization.

4.6.4 Recommended policy options and strategies for managing internal conflicts in TMC

The fourth objective of the study was to recommend policy options and strategies for managing internal conflicts in TMC. Data on the extent to which internal conflict affects employees' performance in TMC were collected using a questionnaire and analyzed using frequencies, means and standard deviation. Findings on this objective suggested several policy options and strategies for managing conflict in TMC. The findings supported stress management, improved working environment, free counseling for all employees and sexual harassment policy as the most effective policy options and strategies for managing internal conflict in TMC. Findings further identified other policy options and strategies for managing

internal conflict in TMC. They included improvement of organizational practices, increase staff awareness on moral, legal as well as ethical issues and encourage full reporting and recording of all risks including incidents of violence and aggression.

The overall mean value, which turned out to be 1.54 fell in the "Yes" mode of response according to scale used. Therefore, the mean was interpreted as the "most effective.", Based on these findings, the researcher asserts that the aforementioned policy options and conflict management strategies recommended in this study were the "most effective" for purposes of bringing out organizational efficiency.

Findings on improved working environment agree to those of Olu and Adesubomi (2014) who recommended that the organization should embark on training and retraining of its employees in area of conflict management so as to create a conductive working environment for the employees. Also, they suggested that there should be efficient and effective communication between and among all categories of employees the organization. Such measure would reduce conflicting situations in the organization. In addition, a study conducted by Saeed and Awan (2015) suggested that managements must adopt conflict management strategies that improve the performance of the organization plus ensure a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations. The last section has two sub-sections that include general recommendations and suggestions for further research endeavours.

5.2 Summary of the Results

Findings from the first objective of the study revealed that apart from inter-personal conflict, inter-group conflict, intra-group conflict and intra-personal conflict that were found at TMC, other types of internal conflicts were found to be task conflict, relationship conflict, value conflict, interest conflict, citizens and public servants/officers conflict, regional level officers and district level officers conflict, Internal and external auditors conflict.

Findings from the second objective of the study revealed several mechanisms available for internal conflict resolution in TMC. Findings revealed that accommodating, avoiding, collaborating, compromising and competing mechanisms were all found to be available in TMC.

Findings from the third objective of the study found that in getting the general picture on the extent to which participants recognized internal conflicts as impacting employee performance, mean values were calculated and revealed that timely service delivery in TMC was poor, there were favorable environment for employees' participation in dialogue for conflict resolution and TMC lacks best motivation strategies for its employees i.e. rewards were always not given to the best employees. Additionally, findings further found out that TMC was doing better in handling employees queries, providing regular training to enhance performance, providing accommodation and transport allowances and there is cooperation between employees. In the same vein findings established that TMC had poor work efficiency as well as the poor communication within an organization especially from the top management. This makes it difficult for employees to produce a high-level performance. Furthermore, the findings revealed that TMC was best in receiving submitted employee

problems, employee performance evaluation, merit oriented especially during recruitment process and promotion of employees. However, on the other hand TMC is very poor on providing clear goals and expectations to employees and customer care is extremely poor.

Findings from the fourth objective of the study suggested several policy options and strategies for managing conflict in TMC. The findings supported stress management, improved working environment, free counseling for all employees and sexual harassment policy as most effective policy option and strategy for managing internal conflict resolution in TMC. Findings further identified other policy option and strategies for managing internal conflict in TMC as improvement of organizational practices, increase staff awareness of the moral, legal, and ethical issues and encourage full reporting and recording of all risks and incidents of violence and aggression.

5.3 Conclusions

Firstly, eleven different types of internal conflicts were found in TMC. They were pointed out by participants at varying degrees. Thus, internal conflicts are really part of organizations' everyday operations and they should raise concern among stakeholders of efficiency of organizations like TMC.

Second, regarding the mechanisms of conflict resolution preferably applied at TMC, four came out as outstanding: They included accommodating, compromising, competing and collaborating, while one was less applied (Avoiding). Moreover, written rules, policies and agreements, effective management, careful hiring of employees, open door policy, facilitation, peer review of disputes and mediation mechanism were identified as mechanisms available at the TMC. Such selection and preferences were rather plausible given the nature of internal conflicts that arise at TMC and wisdom of conflict resolvers who select mechanism to apply.

Thirdly, participants recognized that among other routes, internal conflicts largely impacted on employees' performance through 'no timely service delivery, no favorable environment for employees' participation in dialogue for conflict resolution, decrease in general work

efficiency, poor communication between subordinates and top management and rewards were not given to best employees. In addition to the total mean value of 2.65, it was interpreted that participants recognized that internal conflicts at TMC had significant impact on employees' performance "to a large extent." These routes are worth considering by organizations' management when trying curbing the impact of internal conflict on employee performance.

Fourth, regarding policy options and strategies for conflict resolution, among others, participants were of the view that the following strategies were the "most effective" for internal conflict management: stress management, improved working environment, free counseling for all employees and sexual harassment policy. Additionally, improvement of organizational practices, increase staff awareness on moral, legal as well as ethical issues and encourage full reporting and recording of all risks and incidents of violence and aggression are potential policy options and strategies for conflict management. They were identified as per this study and therefore, they deserve the maximum attention in organizations like TMC. Generally, the strategies are worth to be considered for application whenever an organization like TMC is seeking for effective internal conflict management.

5.4 Recommendations

Firstly, the study recommends that organizations' leaders (including those leading TMC) should keenly study their organizations to understand type of internal conflict that keep emerging and the triggers behind their emerging. This serves two main purposes: first, it helps leaders know their organizations; and second, it is the first step toward devising effective mechanisms to resolve them.

Secondly, the study recommends that TMC leaders' efforts should be enhanced to improve employees' performance and they should partly focus on these routes. Thus, leaders should scrutinize their organizations to see how such routes hinder their employees' performance and devise counter strategies from the same angles to reverse the effects.

Thirdly, TMC should consider policies and conflict management strategies that its employees consider to be the most effective. This is part of what is called "serving the interests of employees or majority." In this study, participants viewed (as TMC employees) that, among others, the following management strategies would fit their workplace setting: stress management, improved working environment, free counseling for all employees and sexual harassment policy, improvement of organizational practices, increase staff awareness of the moral, legal, and ethical issues and encourage full reporting as well as recording of all risks and incidents of violence and aggression. The TMC management should consider these strategies when resolving internal conflicts.

5.4.1 Recommendation for further studies

A study should be carried out on influence of internal conflict on organizational performance and another on impact of internal conflicts on employee development.

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Appendix i: Transmittal Letter for the Respondents

Dear Respondent,

I am an MA candidate in Conflict Resolution and Peace Building pursuing a dissertation on **Internal Conflict Management and Employee Performance in Local Government Authorities in Tanzania: A Case of Temeke Municipal Council.** In view of this, I request you to participate in this study. Kindly answer the questionnaire without leaving any option unanswered. Please be assured that the information you will provide will be treated with utmost confidentiality and will be used for academic purposes only.

Also, I request to retrieve the in-filled questionnaire one week after you have received it. Thank you very much in advance.

Yours faithfully,

Victoria Massawe

Appendix ii: Informed Consent

I am giving my consent to be part of the research study of Victoria Massawe that focus on Internal Conflict Management and Employee Performance in the organisation I am presently employed.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials _____

Date   _____

Appendix iii: Research Instrument: Questionnaire

Dear respondents,

I am **Victoria Massawe** with a registration number **MCR/19670/701/DT** Master of Arts degree student of Kampala International University, Tanzania. I am carrying out a research on **Internal Conflict Management and Employee Performance in Local Government Authorities in Tanzania: A Case of Temeke Municipal Council.** As a vital employee in the organization, your opinions are very important. The information you will provided will only be used for academic purposes and will be treated with confidentiality.

Thank you for your cooperation.

SECTION A

BIO DATA

This section collects basic information needed to categorize the responses received. Please mark your choice with a tick **(√)**

1. **Sex**
   a) Male ☐
   b) Female ☐

2. **Age:** _____

3. **What is your education level?**
   a) Primary ☐
   b) Secondary ☐
   c) Certificate or Diploma ☐
   d) Degree and above ☐

4. **Marital status**
   a) Single ☐
   b) Married ☐
   c) Widowed ☐
   d) Divorced ☐

5. **For how long have you worked with Temeke Municipal Council?**
   _____

SECTION B: TYPES OF INTERNAL CONFLICT AVAILABLE IN TMC

Evaluate the following statements on types of internal conflicts available in TMC. Use the following scale as appropriate, show your choice by the use of a tick (√)

SCALE:

1	2
YES	NO

S/N	Item	1	2
Types of internal conflicts			
6.	Interpersonal conflict		
7.	Intergroup conflict		
8.	Intragroup conflict		
9.	Intrapersonal conflict		

10. Other types of conflicts available in TMC

    i.   _____

    ii.   _____

    iii.   _____

    iv.   _____

    v.   _____

SECTION C: AVAILABLE MECHANISMS FOR CONFLICT RESOLUTION IN TMC

Evaluate the following statements on available mechanisms for internal conflict resolution in TMC. Use the following scale as appropriate, show your choice by the use of a tick (√)

SCALE:

1	2
YES	NO

S/N	Item	1	2
Mechanisms available for conflict resolution			
11.	Accommodating		
12.	Avoiding		
13.	Collaborating		
14.	Compromising		
15.	Competing		

16. Other mechanisms available for conflict resolution in TMC

    vi.   _____

    vii.   _____

    viii.   _____

    ix.   _____

    x.   _____

SECTION D: THE EXTENT TO WHICH INTERNAL CONFLICT AFFECTS EMPLOYEE PERFORMANCE IN TMC

Evaluate the following statements on the extent to which internal conflicts affect employees' performance in TMC. Use the following scale as appropriate, show your choice by the use of a tick (√)

SCALE:

1	2	3	4
I do not know	To some extent	To large extent	To very large extent

S/N	Item	1	2	3	4
The extent to which internal conflict affects employee performance					

17.	There is regular evaluation of employees' performance				
18.	Best employees are always rewarded				
19.	Recruitment of employees is always on merit				
20.	Services are delivered on time to the customers				
21.	Employees are promoted				
22.	Employees' queries are always handled with care				
23.	There is always regular training to enhance employee performance				
24.	Employees are given accommodation and transport allowances				
25.	Employees participate in dialogue while solving conflicts				
26.	Submission of employees' problems reduces conflicts and help improving performance				
27.	Employees co-operate while dealing with issues increases performance				
28.	Goals and expectations made are not clearly known to employees				
29.	There is no efficiency at work				
30.	Poor customer care				
31.	Poor communication from Top management				

SECTION E: POLICY OPTION AND STRATEGIES FOR MANAGING INTERNAL CONFLICT IN TMC.

Evaluate the following statements on policy options and strategies for managing conflict in TMC. Use the following scale as appropriate, show your choice by the use of a tick (√)

SCALE:

1	2
YES	NO

S/N	Item	1	2
32	Stress management		
33	Improved working environment		

34	Free counseling for all employees		
35	Sexual harassment policy		

Other policy options and strategies for conflict management in TMC

xi. _____

xii. _____

xiii. _____

xiv. _____

xv. _____

Appendix iv: Table for Determining Size

Population Size	Sample Size	Population Size	Sample Size	Population Size	Sample Size
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie and Morgan (1970).

Appendix v: Transmittal Letter from KIUT

![KIUT logo] **KAMPALA INTERNATIONAL UNIVERSITY IN TANZANIA**	Gongo La Mboto, Pugu Road P.O Box 9790, Dar es Salaam–Tanzani Tel: +255-689 301 720 E-mail: dpsr@kiut.ac.tz Website: www.kiut.ac.tz

DIRECTORATE OF POSTGRADUATE STUDIES AND RESEARCH

15th November, 2019

Executive Director,

Temeke Municipal Council,

Dar es Salaam.

Dear Sir/Madam,

RE: REQUEST FOR VICTORIA MASSAWE OF REG. NO MCR/19670/701/DT TO CONDUCT RESEARCH IN YOUR INSTITUTION.

The above mentioned is a bonafide student of Kampala International University in Tanzania Pursuing Master's Degree in Conflict Resolution and Peace Building.

She is currently conducting field research with a title **"Internal Conflict Management and Employee Performance in Local Government Authorities in Tanzania: A Case of Temeke Municipal Council"**.

As part of her research work, she has to collect relevant information through questionnaires, interviews and other relevant reading materials. Your institution has been identified as a valuable source of information pertaining to her research dissertation. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her will be used for academic purposes only and the data you provide shall be kept utmost confidentially.

Any assistance rendered to her will be highly appreciated.

Yours Truly,

Prof. Akim Mturi
Director, Postgraduate Studies and Research

Appendix vi: Transmittal Letter from Regional Commissioner's Office

THE UNITED REPUBLIC OF TANZANIA
President's Office
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

DAR ES SALAAM REGION
Phone Number: 2203158
Fax number: 2203158
email: ras@dsm.go.tz
website: www.dsm.go.tz

In reply please quote:
Ref. No. ....

REGIONAL COMMISSIONER'S OFFICE,
3 RASHID KAWAWA ROAD,
P.O. BOX 5429,
12880 DAR ES SALAAM

...9th... JANUARY 2020

District Administrative Secretary,
...TEMEKE... MUNICIPAL...............,
P. O. Box ....,
DAR ES SALAAM.

RE: RESEARCH PERMIT

Prof/Dr/Mrs./Ms/Miss ...VISCPA... EUGENE... MASSAWE..................... is
student/**Research** from ...KAMPALA INTERNATIONAL UNIVERSITY IN TZ... has been
permitted to undertake research on ...Internal Control Management...
...and Employee Performance in Local Government Authorities in...
...Tanzania: A case study of Temeke Municipal Council....
....

From ....Tanuary............... 2020 to ....March.............2020.

I Kindly request your good assistance to enable her/his research.
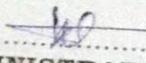
....
For, **REGIONAL ADMINISTRATION SECRERTARY**
DAR ES SALAAM

Copy: Municipal Director,
            ...TEMEKE...
            ....

DAR ES SALAAM.

Principal/Vice Chancellor
...KAMPALA... INTERNATIONAL UNIVERSITY IN TANZANIA...

Appendix vii: Research Permit from Temeke Municipal Council

THE UNITED REPUBLIC OF TANZANIA
PRESDENT OFFICE
REGION ADMINTRATION AND LOCAL GOVERNMENT

DISTRICT COMMISSIONER OFFICE
TEMEKE DISTRICT
P.O. BOX 45085
3 TAIFA ROAD,
15881 – DAR ES SALAAM

TELEPHONE ADDRESS: TEMEKE
Telephone No.:+2552228550004
If you please quote:
Fax no. 0222856004
E-mail dctemeke @ dsm.go.tz

Ref. No ....

Date 31st January 2020

TEMEKE MUNICIPAL DIRECTOR,
P. O BOX ....
TEMEKE.

REF: RSEACH/FIELD PERMIT

Fro/Dr/Mr/Mrs/Ms/Miss ...VICTORIA... EUGENE... MASSAWE...

Who is researcher/field personnel from .KAMPALA INTERNATIONAL UNIVERSITY IN TANZANIA

Has been permited to undertake a research/ field on .Internal Conflict Management
and Employee Performance In Local Government Authorities
in Tanzania. A case study of Temeke Municipal Council
....
....
....

By this letter you asked to give the needed assistance and Co-operation to the said researcher.
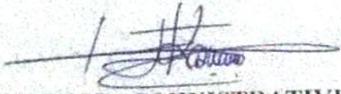
For: **DISTRICT ADMINISTRATIVE SECRETARY**
TEMEKE

Copy to:- ....

Appendix viii: Map of Dar es Salaam City Showing the Administrative Districts

Source: (Saria, 2017)