WORKPLACE CONFLICT AND EMPLOYEE PERFORMANCE IN SELECTED BRANCHES OF DAHABSHIL COMPANY IN MOGADISHU, SOMALIA

A Thesis

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Postgraduate Studies and Research

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In Partial Fulfillment of the Requirements for the Degree
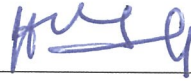
Master of Human Resource Management

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NOVEMBER, 2011

DECLARATION A:

I hereby declare that this thesis is my original work and has not been submitted to any other university or institution of higher learning for any academic award.

ABDULRAZAQ MOHAMED MOHAMOUD

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DECLARATION B:

This thesis entitled **Workplace Conflict and Employee Performance in Selected Branches of Dahabshil Company in Mogadishu, Somalia** was done under my supervision as university supervisor

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DEDICATION
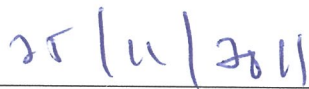
This piece of work is dedicated to my beloved parents who tirelessly and willing denied themselves-a comfortable life for the sake of my education. May the Good Lord reward them abundantly.
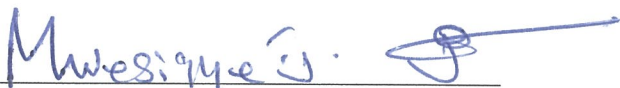
APPROVAL SHEET

This thesis entitled "Workplace Conflict and Employee Performance in Selected Branches of Dahabshil Company in Mogadishu, Somalia" prepared and submitted ABDULRAZAQ MOHAMED MOHAMOUD in partial fulfilment of the requirements for the degree master of human resource management has been examined by the panel on oral examination.

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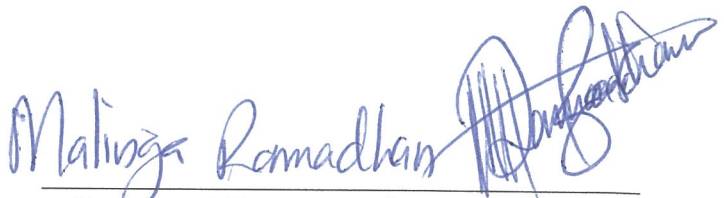
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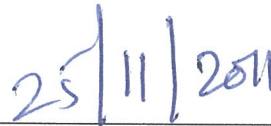
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ACKNOWLEDGEMENTS

ABSTRACT

The study focused on workplace conflict and employee performance in selected branches of Dahabshil Company in Mogadishu, Somalia. Five objectives guided the study namely; the characteristics of the respondents, factors associated with workplace conflicts among employees, the degree of performance of employees, relationship between workplace conflict and employee performance and strategies for enhancement of the performance of employees. The study used the cross-sectional survey research design in which questionnaires were the main data collection instrument. From a population of 150 elements, a sample size of 108 respondents was used. The sample was selected using the stratified sampling technique.

The study revealed that there were various causes of conflicts in Dahabshil Company. The most common causes included; compensation system. On the part of employee performance; it was found that employees were not reporting to work in time. Furthermore, neither did the employees carefully follow company regulations and procedures nor reported to work on a daily basis without maintaining their work schedules.

The study concluded that there were many causes of workplace conflicts which impacted on employee's performance both positively and negatively. This was however not confirmed by the hypothesis tests. It was thus recommended that; investing enough time in collecting and analyzing data about employee relations within the organisation, introduction of training and education programmes, creating a conducive working environment for employees to work in harmony and improving communication and information flow among employees were instrumental in dealing with workplace conflicts.

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CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background

Workplace conflict is a specific type of conflict that occurs in workplaces. The conflicts that arise in workplaces may be shaped by the unique aspects of this environment, including the long hours many people spend at their workplace, the hierarchical structure of the organization, and the difficulties that may be involved in switching to a different workplace. In this respect, workplaces share much in common with schools, especially pre-college educational institutions in which students are less autonomous (Turner, 1983).

Webster's Dictionary (1983) defines conflict as sharp disagreement or opposition of interests or ideas. In other words, what I want does not match what you want. When conflict occurs in the workplace, it can reduce morale, lower work productivity, increase absenteeism, and cause large-scale confrontations that can lead to serious and violent crimes.

Thomson (1998) defined conflict as the perception of personal differences among individuals. It is also the process of social interaction between contradicting the parties over various matters like resource, power, beliefs and preferences. In the organizational setting the types of conflict are usually categorized based on their source or causes. For example, the effective conflict is a type which arises due to contrasting feelings or emotions. Pelled, Eisenhardt and Xin (1997) noted that this type of conflict is often characterized by interpersonal clashes frustration and anger. A cognitive or task conflict on the other hand happens when the opinions or ideas of two or more groups are contradicting (Rahim, 2001). This type of conflict also occurs when the interest of the members do not agree with each other. Conflict may also occur in an organization due to contradicting goals. When social entities have different preferred results or decision outcomes, conflict may also result (Rahim, 2001).

Workplace conflict is certainly a costly proposition for organizations all over the world. Some of the costs are obvious and other costs are implicit. Obvious cost

continues to rise such as when employees react angrily instead of cooperatively. Hidden cost effects on decision making. Three different points of view are advanced to study the conflict in organizations which include traditional point of view, human relation view and international view of conflict (Newstrom and Davis, 1993).

According to the traditional point of view, conflict must be avoided. In the human relations view, conflict is a natural and inevitable outcome in an organization. It inflicts negative affects but has the potential to be a positive force as contributory to the performance. In the international perspective, conflict is a positive force for performing effectively. In the wake of competition, financial institutions try to improve their services and offer good products to the consumers. At large, stakeholders benefit as the transfer of human resources from one institution to the other for a better opportunity and services becomes a common practice. It puts the institutions on the toes to operate with improved performance (Lusch, 1990).

Workplace conflict is traced way back in 1882 in the United States of America. Unionized custom tailors in Winnipeg fought seven major strikes between 1887 and 1921. Conflicts mostly at that time centered on pay issues. As in other clothing markets, increased supply of mass-market men's suits forced trade bosses to cut wage costs. But, tailoring craft workers resisted by forming a series of unions. The first, in 1882, was the short-lived, independent Winnipeg Operative Tailors' Union. Tailors then founded their own Knights of Labor trade assembly in 1886-87. They next coalesced as Local 70 of the American Federation of Labor (AFL)-affiliated Journeymen Tailors' Union (JTU) in 1892. After the 1919 General Strike, they bolted to become Tailors' Industrial Unit Number One of the One Big Union (OBU) (Alan, 1979).

Due to the presence of different personalities in an organization, the occurrence of conflict is indeed very likely. In fact, it has been stated that organizational conflicts are now recognized as inevitable, endemic and in most cases, legitimate. If this statement will be analyzed, there is a clear implication that conflicts are present are both expected and accepted by organizations. While conflicts are typically taken negatively, the statement also emphasizes that these can lead to positive outcomes.

Conflicts for example, may result to the development of better goals. It can also bring people together, resulting to closer interpersonal relations. As conflicts may be taken as a challenge, its presence can motivate others to become more positively involved and committed to the assigned task. Conflicts can also promote better understanding of each person personality, views and attitudes. By means of applying the knowledge of conflict theories and process, conflicts in the organization can be understood and managed.

In this case of cross-cultural in workplace, the best step to do is to reduce the differences between parties as well as to compromise. Before doing this, a suitable environment for negotiation should first be established. This is largely based on both parties' attitude and ability to interact. For this, the company should communicate and listen to their employees. It is important that both management and employees are able to speak up their thoughts to others. Without proper communication abilities, conflicting parties will just feel frustrated every time a conflict arises; this will then aggravate existing conflicts. Effective communication also practices two-sided conversation, in this aspect the organization management should let the conflicting parties raise their views and reasons. Both parties should not refrain from hearing the others inputs.

Listening abilities is also important, in this case the company management should concentrate on what the other side is saying and not on the response for each point raised. The aim of having these important skills is to ensure that a positive environment is observed despite the conflict (Roper, 2005).

The maintenance of a positive environment is not only helpful for developing the right solutions but also in speeding the process of conflict management. Considering the difficulty of managing the cited case due to the presence of socio-emotional conflict, it is imperative that an environment conducive for negotiation is established.

Conflict management also requires the right attitude from the conflicting parties. Both must be able to handle their emotions well. Strong negative emotions such as despair, frustration and anger must be managed well so as not to worsen the situation. Through effective emotional management, respect will be exercised in all parties

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involved. It is essential that managers do not verbally attack employees who are trying to issues of conflict. Rational behavior is also important in conflict management; the company management should realize that they have to be connected with the employees at all times so as to understand the situation and implement the proper solutions.

The negotiation between the management and the foreign employees should the focus of the reduction of differences. The company should let the employees relay their needs and demands. The company should then respect these points and thinks of ways on how a settlement can be achieved. Finally, changes that would meet the employees' demands should be implemented; how these changes would affect the company and employees' performance should then be evaluated.

Apparently in the case of discrimination conflict of work place, the company should implement strategies that would improve communication and understanding among the employees. Equality in the working environment, like communicative equality, should be fostered to ensure equity among employees. Employees should be encouraged to, not only tolerate, but to become actively involved with the organization's diversity efforts. Instead of closing themselves off in to their groups and stilling lines of communication, they should be taught to appreciate a diverse workplace. The company for example can organize activities like company outing or diner gathering where informal communication can be done. By doing this, employees will be to talk about things outside work. This can help employees learn more about their colleagues and recognize their different interests. Dialogue meeting can also be done in order to allow employees to develop common mental models.

Aside from conducting team –building activities, the company management can also implement organization strategies that promote the recognition of diversity in the workplace. Through these strategies, employees would become more aware of diversity's role in the workplace and this concept can be managed without causing conflicts. One way is to integrate diversity leaders in the organization. Hopkins & Hopkins (1998) stated that diversity leaders are individuals sensitive, patient, involves, optimistic, amiable, and patient. Furthermore, they should act as teachers, mediators

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and communicators to their subordinates. Through this leadership approach, a diversified but friendly workplace can be established. In addition, organizational leaders become more involved with their subordinates, which lessen the gap observed in terms of job positions or seniority. These leaders can also conduct third party interventions should conflict arise.

The strategies of the organization should also promote communicative openness (Wanguri, 1996). In order to facilitate this between the groups of a diverse workplace, communication lines such as mentoring programs should be conducted. Mentoring programs are often suggested as long –term strategy for equity in a multicultural work setting, while constant disclosure of task - oriented information fosters this same value in short – term capacity. Each employee must be trained to appreciate diversity, and to view it as an opportunity to open new areas for the organization. This, at least, ensures that dissimilar groups receive equal information in the workplace. This strategy is geared towards the creation of multicultural workgroups, emphasizes on the advantages that different people can bring to a project. This also promotes the importance of individual training for employees to adapt to different cultures. Aside from communicative openness and training, the revision of organizational policies and procedures is also said to be another way of managing diversity in the workplace. According to Fine (1996), equality within the workplace should be the main focus of policy changes for diversity management.

In Somalia, workplace conflicts have staged a strong effect on organization performance since 1970's. The search for greater effectiveness, organizational forms has become flatter, statistics and evaluation with delegation of functions to lower levels due to the instability in the area of which people are not effective in skills of management. Demographic and technological change in the workplace, broader job descriptions, more reliance on matrix and team structures, and greater use of temporary task forces have all increased organizations' dependence on widespread diffusion of interpersonal skills, including the effective management of differences.

Dahabshil Financial Services (Dahabshil) is the one of the largest remittance companies in the Horn of Africa. It was founded in the 1970s as a general trading

enterprise in Somalia by a Somali entrepreneur, Mohamed Said Dualeh, who through exceptional business acumen, hard work and a rare knack for identifying opportunities has demonstrated how the pursuit of commercial interests can support social and economic development. When the Somalia government collapsed in 1991, along with all its institutions, Mohamed Said saw a void in the financial sector and developed a vision to keep Somalis in the diasporas firmly linked to their families in the devastated country (Dahabshil, 2010).

Today, Dahabshil has an extensive worldwide money transfer network serving Diaspora communities from East Africa, in particular, Somalia, Djibouti, Eritrea, Uganda, Kenya, Sudan, and Ethiopia, providing them with a vital and often life-saving link to their home countries. Dahabshil has the largest network, with over 220 outlets, in the Somali regions, and holds the largest market share among all remitters to the country (Dahabshil, 2010).

In Somalia, Dahabshil is one of the largest employers with the work force of more than 2,000 employed in a network of their branches country wide. However having many employees, Dahabshil has faced many workplace conflicts which are staged between employees, managers and the company. The company is trying hard to make sure that conflicts are dealt with because it has sabotaged work in many branches, causing poor performance in their Somalia region (Dahabshil, 2010).

Reynolds and Kalish (2002), organizational consultants in mediation, collaboration and conflict resolution, note that managers spend at least 25 percent of their time resolving workplace conflicts. This obviously affects the productivity of both managers and associates (employees) and can have a far-reaching impact on organizational performance.

Statement of the Problem

Previous research has found that workplace conflicts have negative impacts on employee performance. However research has shown that today workplace conflict may take the form of personality conflicts between employees, between an employee and supervisor, or between an employee and the organization when the employee disagrees with a change in mission or policy that comes from faceless executives. In Dahabshil Company, there are many workers who operate in ever changing work environments. These environments have potential sources of conflicts. This has been evidenced in the increasing employee turn-over arising out of conflicts particularly in role play, unclear duties and responsibilities hence decline in employee performance (Dahabshil Annual report – Somalia, 2009, 2010; Headquarter in Bakara market annual report, 2008; Madina branch annual report, 2008, 2009). However, it is not clear whether workplace conflicts are destructive to cause a decline in performance of employees. Such a situation is worth investigating. Therefore, this investigated whether workplace conflicts have in anyway affected the employee performance in Dahabshil Company in Mogadishu, Somalia.

Purpose of the Study

The study investigated the extent to which workplace conflicts impacted on employee's performance of Dahabshil Company.

Research objectives

1- To determine the characteristics of the respondents of selected branches of Dahabshil Company in Mogadishu, Somalia in terms of age, gender, level of education, marital status.

2- To determine the extent of workplace conflicts among employees of selected branches of Dahabshil Company in Mogadishu, Somalia.

3- To examine the level of performance of employees of selected branches of Dahabshil Company in Mogadishu, Somalia.

4- To determine the relationship between workplace conflict and employee performance of selected branches of Dahabshil company in Mogadishu, Somalia.

5- To suggest strategies for further enhancement of the performance of employees based on the findings of the study.

Research Questions

1- What are the characteristics of the respondents of selected branches of Dahabshil Company in terms of age, gender, level of education, marital status?

2- What factors is extent of workplace conflicts among employees of selected branches of Dahabshil Company in Mogadishu, Somalia?

3- What is the level of employee performance of selected branches of Dahabshil Company in Mogadishu, Somalia?

4- Is there a relationship between workplace conflict and employee performance of selected branches of Dahabshil Company in Mogadishu, Somalia?

5- What strategies may be enhanced to overcome workplace conflicts for performance of employees to be improved?

Hypothesis

There was no significant relationship between workplace conflicts and the level of employee performance in Dahabshil Company in Mogadishu, Somalia.

Scope of the Study

This section basically specifies the boundaries of the research that were categorized under:

Content scope

The study explored how workplace conflicts had an effect on employee's performance.

The study determined whether there was a relationship between workplace conflicts and employees performance of the selected Dahabshil branches in Mogadishu city, Somalia.

Geographical scope

The study was carried out in Dahabshil company branches in Mogadishu, Somalia and was basically involved the company's staff, managerial staff, and Human resource office respectively.

Time scope

The study on workplace conflicts and employees performance was conducted between May 2011 and July 2011 and covered a historical period that ranges from 2007 to 2010.

Theoretical Scope

The study was based on the Dual Concern Theory which postulates that managing conflicts is a function of high or low concern for self which is combined with a high or low concern for others.

Significance of the Study

The study may be of benefit to the top management of Dahabshil Company to measure the effectiveness of workplace conflicts on employee performance. It may also be beneficial to other scholars interested in studying the relationship between workplace conflicts and employee performance.

The findings of this study may assist policy makers in different organizations including Dahabshil Company itself, government and general public to consider while reviewing and drafting policies that often act as guidelines on the approach of conflict resolution.

The study may help the organizations in Mogadishu in dealing with the workplace conflict and how to resolve the conflict rationally and effectively.

Operational Definitions of Key Terms

Conflict: Friction or opposition resulting from actual or perceived differences or incompatibilities. Conflict may have negative as well as positive characteristics.

Workplace: Establishment or facility at a particular location containing one or more work areas.

Workplace conflict: A conflict taking place in the workplace that tends to involve different levels of emotional involvement than other conflicts.

Level of performance: This refers to the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

Introduction

This chapter gives a review that can explain the phenomenon of the effect of workplace conflict on the performance of employees, bringing out the various views given by different authors on similar subject. It also shows how workplace conflicts can affect the performance of employees and reduce the company's productivity.

Concepts, Ideas, Opinions from Authors/Experts

It seems that someone is always mad at someone else, feuding with someone else, or refusing to work with him or her. What is this all about anyway? It is all about conflict, a normal and natural part of our workplace and personal lives. Conflict can be helpful in making necessary changes within the home or work environment. However, unresolved conflict can result in feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions. It can result in behaviors such as physical or emotional withdrawal, resignation from jobs, dissolution of personal relations, aggression, and even violence (Mary Rau-foster, 2000).

Communication is both the cause of and the remedy for conflict. By understanding how to effectively communicate and satisfactorily resolve disputes, could lead to a happier and more productive life. Communication and conflict resolution skills must be learned. Most often, poor communication and conflict resolution styles must be corrected and replaced with approaches that are more conducive to creating peace in the workplace and at home (Mary Rau-Foster, 2000).

The workplace setting is fertile breeding ground for conflicts because of the dynamics and interdependency of the employee-to-employee, customer-to-employee, and employee-to-outside vendor relationships. Recognizing and addressing the factors that give rise to the potential for conflict can have a positive impact on workplace and the productivity in the workplace. It is all about conflict in the workplace. Is it

avoidable? Is it preventable? Is it necessary? The answer to all of these questions is "yes" (Mary Rau-Foster, 2000).

Most people fear conflict and see it as something to avoid. In fact, conflict is a normal and natural part of our lives, both professionally and personally. Conflict in the right setting, handled in the right way, can be beneficial. It is through conflict that an awareness of the need for some necessary changes can be made - at work and at home.

Conflict arises from a clash of perceptions, goals, or values in an arena where people care about the outcome. The breeding ground for conflict may lie in confusion about, or disagreement with, the common purpose and how to achieve it while also achieving individual goals within an organization. In addition, the competition for limited (internal and external) resources will feed conflict (Mary Rau-Foster, 2000).

Interdependency within an organization feeds the lion of conflict. Open communication is the means by which disagreement can be prevented, managed, or resolved. The lack of open communication drives conflict underground and can create a downward spiral of misunderstanding and hostility. Our ability to accomplish our goals and objectives depends on the cooperation and assistance of others, which increases the opportunity for conflict. No one person can do the job without the input of someone else. When the other person is late, has different priorities, misunderstands directions, or is playing office politics, conflicts are created.

Increased interaction is also an ingredient in the conflict mixture. The more often people interact; the more potential there is for conflict. It also requires that people understand other's points of view, needs, and priorities. Teamwork and increasing levels of participation within an organization will require a greater need for conflict resolution skills (Mary Rau-Foster, 2000).

The basic components of conflict are: two or more persons are involved, there is a perceived incompatibility between ideas, actions, beliefs, or goals, and the opposing sides see their way as the only way to achieve their goals and objectives. Conflict occurs as a result of two or more people interacting together.

There are two types of conflict in the workplace: substantive conflict and personality-based conflict. The substantive conflict can be dealt with by addressing the specific problem that is the subject of the conflict. For example, Lucy cannot complete her report until John gets all of the numbers to her. Lucy believes that John procrastinates until the last minute, forcing her to do a rushed job which increases her stress and makes her fear that she will look bad to the boss. John feels like Lucy puts too much pressure on both of them, and sets unrealistic deadlines. As the conflict increases, the productivity and efficiency decrease. Both employees feel bad about this, but are lost as to how to overcome the problem. This is where the parties may need to have a manager intervene and mediate the dispute (Mary Rau-Foster, 2000).

Another example is when two employees must use the same printer. When one has a big printing job and ties up the printer, the other employee is sometimes delayed and can't get a promised document out on time. In this case, the two parties can be trained how to mediate the dispute themselves. Any problem resolved by and between the two employees can only serve to empower them and to anchor effective conflict resolution techniques that can be used at work and at home.

From time to time, there may be conflict between employees that is simply personality-based conflict. While this particular problem is not one for mediation, nonetheless it must be addressed. In some situations, it may come to the point where both employees are told that they must learn to work together in spite of their differences, or both must leave. Most often this has the intended effect, in that the parties agree that keeping their jobs is more important than continuing to engage in conflict (Mary Rau-foster, 2000).

There is one other important consideration, and that is the importance of teaching employees how to appropriately talk with each other. The use of good communication skills is essential in keeping the peace at work and home. Unfortunately, most of us are not born with good communication skills and, therefore, we must learn them. You may ask, Why not ignore the conflict and hope that it goes away? because there are unresolved conflict costs. The costs include employee turnover and time wasted complaining about or enlisting the sympathy of others in the "wronged

employee's" plight. The costs may also include increased absenteeism, health claims, or stress-related worker's compensation claims. Unresolved conflict can be costly (Mary Rau-Foster, 2000).

The ability to manage conflicting goals and methods within a limited resource environment is critical. Unresolved or unmanaged conflict can quickly escalate and halt an organization's progress as people spend time worrying more about conflict than organizational goals.

Many managers employ the ostrich technique in dealing with conflict. They bury their heads in the sand and try to ignore it. However, this does nothing to improve the situation. When conflict is driven underground, it only grows and will stay underground until it is so intense that an explosion may the next step.

The expenditure of valuable resources to address and resolve conflict, and to improve communication in the workplace, may seem to be a luxury. It is not. It is, however, an effective measure to preserve the most important resources in the workplace — happy and productive employees. An investment in educating employees in effective communication and conflict resolution skills is a gift that keeps on giving.

Common Sources of Conflict

Unclear definition of responsibility — there will be numerous occasions for conflict to arise over decisions made or actions taken in disputed territory. Limited resources — time, money, space, materials, supplies, and equipment are all valuable resources. Competition for any of these resources will inevitably lead to interpersonal and interdepartmental conflict.

Conflict of interest — individuals may fight for their personal goals and lose sight of organizational goals. Each individual needs to know how his or her personal goals and efforts fit within the organizational goals and efforts.

Theoretical perspectives

The Dual Concern Theory

Disputes between employers and employees (and/or their representatives) usually occur when all the available channels of discussion and negotiation have been tried. Reasons for disputes are usually very complicated, and one need to be cautious about saying that one party is 'wrong' or 'right'. If the causes of disputes were that simple, then they would rarely occur (Van de Vliert, 1997).

Concerning workplace conflicts, ACAS (The Advisory, Conciliation and Arbitration Service) has played a major role in resolving industrial disputes, and in creating a climate and framework for managers and unions to create harmonious working relationships. According to the union, employees' representatives are there principally to smooth working relationships rather than to ruffle feathers. The whole structure of industrial relations in the world is there to manage and resolve conflict.

Cave (1994) argued in his acclaimed book 'Managing Change in the Workplace' that we need 'reinvented relationships' which should be there to support the human resource management initiatives of employees.

The theory was instrumental in guiding the research. It was important in understanding how conflicts at the workplace in Dahabshil Company could be got rid off through enforcing mutual accommodation and compromise between conflicting parties.

Related Studies

Organizations strive to develop cohesiveness and promote agreement on work environment that engenders positive thinking among the employees. However, it is candidly opined that conflict among the employees remains in some form or the other. Conflict at an initial stage could easily be controlled but which could lead to complications if allowed to aggravate (Stephen and Julia, 1995).

Forms of workplace conflicts

Blaine Donais (2006) argues that effective management of workplace conflict requires an understanding of the nature and sources of conflict in the workplace. Conflict occurs when there is a perception of incompatible interests between workplace participants. This should be distinguished from disputes. Disputes are merely a by-product of conflict. They are the outward articulation of conflict. Typical disputes come in the form of formal court cases, grievances, arguments, threats and counter threats etc. Conflict can exist without disputes, but disputes do not exist without conflict. Conflict, however, might not be so easily noticed. Much conflict exists in every workplace without turning into disputes. The first step in uncovering workplace conflict is to consider the forms of conflict.

Interpersonal conflicts

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

There are a variety of ways to uncover such sources of conflict including the use of personality testing instruments like Myers-Briggs, Thomas-Kilman, FIRO-B, and Personality Dynamics Profiles. In addition to this, confidential surveys, interviews and focus groups can be a good way of uncovering interpersonal sources of conflict (Blaine Donais, 2006).

Organizational conflicts

There are a number of organizational forms of work place conflicts. Those relating to hierarchy and the inability to resolve conflicting interests are quite predominant in most workplaces. Labour or management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict. Also there can be work style clashes, seniority or juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability. In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees (Blaine Donais, 2006).

A thorough review of the workplace is suggested for such sources of conflict. Again surveys, interviews and focus groups can help reveal these sources of conflict. Additionally organizational sources of conflict can be predicted based upon best practices from similar organizations. All organizations experience such conflict. Much can be learned from the lessons of similar organizations that have made a study of this source of conflict.

Trends conflict

The modern workplace has significant levels of stress and conflict related to change-management and downsizing. Technological change can cause conflict, as can change work methodologies. Many workplaces suffer from constant reorganization, leading to further stress and conflict. In line with reorganization, many public and non-profit organizations suffer from downloading of responsibilities from other organizations (Blaine Donais, 2006).

External Factors causing conflicts

External factors can also lead to conflict in the workplace. Economic pressures are caused by recession, changing markets, domestic and foreign competition, and the effects of Free Trade between countries. Conflict arises with clients and suppliers effecting customer service and delivery of goods. Also public and non-profit workplaces in particular can face political pressures and demands from special interest groups. A change in government can have a tremendous impact, especially on public and non-profit organizations. Funding levels for workplaces dependent upon government funding can change dramatically. Public ideologies can have an impact on the way employees are treated and viewed in such organizations (Blaine Donais, 2006).

Causes of workplace conflict

Conflict Needs

Whenever workers compete for scarce resources, recognition, and power in the company's "pecking order", conflict can occur. Since everyone requires a share of the resources (office space, supplies, the boss's time, or the budget fund) to complete their jobs (Hart, 2002), it should come as no surprise when the "have-nots" gripe and plot against the "haves" (Bell, 2002).

Conflict Styles

Because individuals are individuals, they differ in the way they approach people and problems. Associates need to understand their own style and learn how to accept conflicting styles. Personality tests, such as Myers-Briggs Personality Type Inventory (MBTI), can help people explore their instinctive personality styles (Bell, 2002). An example of conflicting styles would be where one worker works best in a very structured environment while another worker works best in an unstructured environment. These two workers could easily drive each other crazy if they constantly work in conflict with one another and do not learn to accept one another's work style.

Conflict Perceptions

Just as two or more workers can have conflicting styles, they can also have conflicting perceptions. They may view the same incident in dramatically different ways. Bell (2002) gives an example of what might happen if a new administrative assistant were hired in the organization. One associate might see the new hire as an advantage (one more set of hands to get the job done), while another associate might see the same new hire as an insult (a clear message that the current associates are not performing adequately).

Memos, performance reviews, company rumors, hallway comments, and client feedback are sources for conflicting perceptions. What was meant gets lost in a firestorm of responses to perceived wrongs (Bell, 2002). Resentment and conflict can also occur when one department is viewed as more valuable to the organization than others (Hart, 2002).

Conflict Goals

Associates may have different viewpoints about an incident, plan, or goal. Problems in the workplace can occur when associates are responsible for different duties in achieving the same goal. Take for instance the scenario of a patient being admitted to a hospital. The business office is responsible for documenting financial information and getting paid, whereas the nursing staff is responsible for the patient's physical assessment and immediate admission. Both objectives are important and necessary, but may cause conflict (Bell, 2002).

Brett (2000) offers another example. Imagine a bank teller's dilemma in a situation where he is being given conflicting responsibilities by two of his managers. The head teller has instructed the staff that rapid service is the top priority, whereas the community relations director has instructed the staff that quality customer service is the top priority. One can imagine how quickly problems could arise between the teller and the head teller if speed is sacrificed for quality time with the customer.

Conflict Pressures

Conflicting pressures can occur when two or more associates or departments are responsible for separate actions with the same deadline. For example, Manager A needs Associate A to complete a report by 3:00 p.m., which is the same deadline that Associate B needs Associate A to have a machine fixed. In addition, Manager B (who does not know the machine is broken) now wants Associate B to use the unbeknownst broken machine before 3:00 p.m. What is the best solution? The extent to which we depend on each other to complete our work can contribute greatly to conflict (Hart, 2002).

Conflict Roles

Conflicting roles can occur when an associate is asked to perform a function that is outside his job requirements or expertise or another associate is assigned to perform the same job. This situation can contribute to power struggles for territory. This causes intentional or unintentional aggressive or passive-aggressive (sabotage) behavior. Everyone has experienced situations where associates have wielded their power in inappropriate ways.

Different Personal Values

Conflict can be caused by differing personal values. Segregation in the workplace leads to gossiping, suspicion, and ultimately, conflict (Hart, 2002). Associates need to learn to accept diversity in the workplace and to work as a team.

Unpredictable Policies

Whenever company policies are changed, inconsistently applied, or non-existent, misunderstandings are likely to occur. Associates need to know and understand company rules and policies; they should not have to guess. Otherwise, unpredictable things can occur such as associates dressing inappropriately or giving out wrong

information. The absence of clear policies or policies that are constantly changing can create an environment of uncertainty and conflict (Hart, 2002).

Influence of workplace conflicts on employee performance
Lost Productivity

Workplace conflict drains worker productivity in several ways. A Baylor University Medical Center Proceedings article by Michael A. E. Ramsay, MD cites workplace conflict as a drain on leadership time. Unresolved workplace conflict can also result in higher absenteeism, mistakes, and worker exhaustion. As well, the energy that employees expend focusing on their conflicts is energy not spent getting their jobs done. If the problem continues, general morale and productivity may be affected as other employees are worn down by the tension (Turner, 1983).

Passive Aggressive Behaviors

People who have never learned how to effectively deal with conflict can lapse into passive-aggressive behaviors, which can fuel anger and frustration. In the workplace, passive aggressive behaviors such as tardiness, gossiping, failure to work effectively, forgetting to inform a colleague about messages and cutting someone out of the loop may damage the performances of otherwise valued employees (Weed, 1983).

Increased Employee Absenteeism

According to Rebecca Maxon, an expert in corporate and organizational communication at Fairleigh Dickinson University, workplace stress accounts for "60 percent of lost workdays each year." Both NASA and the Maryland Department of Natural Resources mention that workplace conflict leads to increased absenteeism (Friedman, 2000).

Lost Employees

When tensions run high or persist for too long, many employees consider leaving their jobs, and some do, possibly leaving the departing employee needing a job and always leaving the employer to find a qualified replacement and train him or her (Blaine Donais, 2006).

Violence

Unresolved workplace conflict can escalate to violence. In these uncommon cases, the conflict may be between employees or between employee and employer. The pop-culture term "going postal" refers to the tragic escalation of mishandled and unresolved workplace conflicts, specifically a series of massacres that stretched from the 1980s into the 2000s, all of which were committed by rightly or wrongly disgruntled postal workers (Blaine Donais, 2006).

Workplace conflicts and leadership

On the surface level change evokes conflict between individuals and groups. When conflict is viewed from this level, it is threatening. However, at a deeper level, change offers two great gifts. One is that conflicts between people, groups, systems, processes, and ideas signal the need for change. For a leader tuned into this level conflict can serve as a clear message that some change needs to occur. The other great gift of conflict lies in how it can be used to determine what changes are best to make. Making a practice of creative conflict will lead to better ideas, systems, processes, and relationships.

Using conflict creatively, an organization like Dahabshil can direct its energy towards creating a new, better approach to a situation, a process or an idea. The best solutions almost always arise out of a conversation that includes creative conflict. Powerfully generative energy is born out of the tension of holding seemingly opposing forces, ideas, directions, wants and needs with openness, compassion, and authentic exploration. When people in conflict are willing to do this, what eventually happens is

that they find a way to transcend the old, opposing stories they held and emerge together into a new, larger story that is much more than the old stories.

Sometimes a conflict cannot be avoided or pushed to the background, but requires more direct management. This task of conflict management can be shared. For example, in many larger organizations or companies there are smaller groups of people or say workers within the larger organization. These are formed into teams which can have leaders of their own, who are effectively responsible for the team's operation and thus also for possible conflict resolution within the team (Siitonen, 2007). The community can also engage in a collective attempt to solve conflicts. Overall, though, conflict management seems to be one of the central functions of leadership communication in most organisations.

While clear task-orientation might promote the need for strong leadership, the tendency to adopt an authoritative model of leadership and organize hierarchically has been noted in conflict management (Pargman, 2005 and Siitonen, 2007). The benefits of authoritative leadership are not as clear-cut. The conflict management strategies employed by such leaders are limited by the need to maintain a level of trust and collaboration their organisations. After all, some of the tactics such leaders use might alienate people and undermine the basic level of trust required for collaboration. Holton (2001) thus argued that like all teams, virtual teams require a solid foundation of mutual trust and collaboration, if they are to function effectively.

Therefore, conflicts between leaders and the rest of the organization tend to be especially potent in their destructive capacity, especially where the conflict remains unresolved and the leader ends up leaving the organization. However, sometimes, conflicts result into better an opportunity that is; if they are constructive in nature. Worthy noting is the fact that the leadership style used by any manager plays a great deal in how such conflicts are managed.

Workplace conflicts and employee turnover

There is continuous change in the organizations as well as individuals' life. Meeting all these changes is difficult for both employees and organizations, so there are increasing issues for both employees and organizations as they have to reconcile these matters. These changes create work conflicts that have implication for both employee and organization because work conflict spillover creates disturbance in both domains. So if family and work life of an employee is disturbed or he has conflicting roles to be performed, then ultimate performance of the employee and organization is affected. So this issue is of great importance for both employee and organization as a whole. Work conflict means a inter role conflict which arises due to incompatible roles in workplaces (Carmeli, 2003).

Human being is most precious asset of an organization because all other assets are dependent on human beings for their proper utilization. So nowadays organizations are focusing on capturing talented human capital and great efforts are made to retain that talented human capital. Employee turnover is a major problem for a organization because it costs a lot on employee turnover (Lucas et al., 1987; Soon et al., 2005). One major cause of employee intention to leave the organization is work conflict.

Cappelli (2000) has indicated that several factors are considered important and have a direct affect for the well-functioning of an employee's retention. These include; career opportunities, work environment and work-life balance (Shoaib et al., 2009). A lot of studies have reported the effect of non-work factors such as job stress and exhaustion on workers which tend to make one to shift from the organization and such roles that create job stress, workplace clashes and lead the employee to leave the organization. The personal attributes of the employee, the level of support employees receives at job, the industry norms and the management of these components in the workplace will through its impact on work conflicts that can effect job contentment and organizational commitment and ultimately lead to employee turnover (Rowley & Purcell, 2001; Mulvaney et al., 2006; Namasivayam & Zhao, 2007). So workplace balance is necessary to retain employees.

CHAPTER THREE

METHODOLOGY

Research Design

This study used a descriptive correlation design. This design involved the collection of data at one point in time from a random sample representing some given population at that time. The design was considered important as it allowed for collection of data from a relatively large sample at a single time period; it did not require subsequent follow-ups of respondents. The research drew from both the qualitative and quantitative analysis approaches in order to get a bigger picture both in number and data.

Research Population

The research targeted 150 staff of Dahabshil branches found in Mogadishu. The researcher targeted both the top managers as well as other all staff from the different departments in the branches. It's from the above population that a sample was selected to participate in the research. Three branches that is; Hamar Weine (33 staff) and Madina branch (20 staff) and head quarter staff (97) were selected to participate in the study.

Criteria for Selecting the Respondents in the Study

Gender

Age

Educational qualification

Length of work with the company

Present designation

Sample Size

Sample size for respondents was determined with the help of the simple random sampling method. Using the Morgan and Krejcie's (1970) sample size determination table, from a population of 150, a sample of 108 respondents was selected. The researcher then stratified the respondents into three strata namely; Headquarter staff, Hamar Weine staff and Madina staff. Respondents from each stratum were then selected using the stratified proportionate formula as shown below.

$n_h = (N_h / N) *n$

Where; n_h is the sample size for stratum h

N_h is the population size of stratum h

N is the total population size

n is total sample size

Table 3.1:
Showing the sample distribution

Stratum	Population	Sample size
Headquarter staff	97	70
Hamar Weine staff	33	24
Madina staff	20	14
Total	150	108

(Source: Dahabshil staff and payroll list, 2009/10)

From the table above, it can be noted that 70 respondents were drawn from the headquarter staff, 24 respondents were from Hamar Weine branch and 14 respondents from Madina branch of Dahabshil Company. These constituted the sample size from which data was collected.

Sampling Procedure

In this study, the researcher used the stratified sampling techniques. This technique was done on key informants like the principles of the company in Mogadishu, Somalia who had specific information about the subject of study.

Research Instruments

Questionnaires were used to extract information from the respondents. The questionnaire had both open and close-ended questions. They were self-administered to the respondents and were emailed to them. The respondents were given at least two weeks to provide answers and thereafter they were collected and emailed back for analysis.

The study also used documentary review guide to obtain secondary data. The guide contained reference materials and concepts as well as issues for review. Such information were obtained from textbooks, journal articles both published and unpublished materials. Reference was made to annual reports and newsletters as well as magazines. Information was helpful during analysis and presentation as it was reported alongside questionnaire information.

Data gathering procedure

Before the administration of the questionnaire

The researcher first secured an introductory letter from the school of post graduate research and evaluation that he used as evidence for him to be allowed to conduct the study in Dahabshil Company and thereafter he went ahead to prepare the proposal that guided him in the process of gathering data. After that the researcher went ahead to secure permission from the company's managing director to carry out the study and also access the study sites.

During the administration of the questionnaire

Having obtained permission, the researcher thereafter emailed the questionnaire to the managing director who helped distribute them to other respondents so as to provide answers.

After the administration of the questionnaire

This was later followed with data organization and analysis and then lastly the researcher made a write up of the final report for submission to the University for Examination.

Data analysis

After data had been collected from the field, it was analyzed both qualitatively and quantitatively in order to describe the results properly in a near way. Data was analyzed using the SPSS software. Analysis involved generating descriptive statistics showing frequency distributions and percentages. Also correlation tests using the Pearson Correlation Coefficient method were used to test the hypothesis so as to establish the relationship between the variables. This enabled the researcher in determining the relationship that existed between workplace conflict and employee performance in Dahabshil Company in Mogadishu, Somalia.

In order to interpret the data collected from the respondents the following mean range, qualifications and values were used.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly Disagree	Poor

Ethical Consideration

To ensure that ethics is practiced in this study as well as utmost confidentiality for the respondents and the data provided by them, the following will be done:

The researcher had to first obtain a letter of authority from the managing director of Dahabshil Company in Somalia. Then the process of data collection involved; (1) coding of all questionnaires, (2) the respondents were requested to sign the informed consent, (3) authors mentioned in this study were acknowledged within the text, (4) findings were presented in a generalized manner.

Limitations of the Study

The anticipated threats to validity in this study will be as follows:

(1) Intervening or confounding variables which were beyond the researchers control such as honesty of the respondents and personal biases. To minimize such conditions, the researcher requested the respondents to be as honest as possible and be impartial or unbiased when answering the questionnaires.

(2) The research environments were classified as uncontrolled setting where extraneous variables may have influenced on the data gathered such as comments from other respondents, anxiety, stress, motivation on the part of the respondents while on the process of answering the questionnaires. Although these were beyond the researcher's control, efforts were made to request the respondents to be as objective as possible in answering the questionnaires.

(3) Testing: the use of research assistants rendered inconsistencies such as differences in conditions and time when the data was obtained from respondents. This was minimized by orienting and briefing the research assistants on the data gathering procedure.

(4) Instrumentation: the research tools were none standardized. In order to overcome this, validity and reliability test were done to arrive at a reasonable measuring tool.

(5)   Attrition: a representative sample was not reached as computed due to circumstances within the respondents and beyond the control of the researcher. Exceeding beyond the minimum sample size was however, done by the researcher to avoid this situation.

CHAPTER FOUR

PRESENTATION ANALYSIS AND INTERPRETATIONS OF DATA

Introduction

This chapter provides a detailed description of the results which were obtained from primary data through administration of questionnaire and interviews. A total of 108 respondents were subjected to questionnaires. Findings are presented in table forms as shown throughout this chapter. A discussion of the findings is made giving the implication of the statistics to the study.

Demographic characteristics of respondents

The study required the respondents to indicate their demographic characteristics among which included; age, gender, marital status, highest level of education and number of years serving the organisation. These were examined as they were presumed to influence work place conflicts and performance of employees.

Table 1:
Demographic characteristics

Question/statement	Response	Frequency	Percentage
Age group	19 – 22	9	8.3
	23 – 25	7	6.5
	26+	3	2.8
	No response	89	82.4
Gender	Female	4	3.7
	Male	15	13.9
	No response	89	82.4
Marital status	Married	4	3.7
	Single	14	13.0
	No response	90	83.3
Highest level of education	Degree	5	4.6
	Diploma	7	6.5
	Masters	1	0.9
	Secondary	2	1.9
	No response	93	86.1

(Source: Primary data).

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The findings in the table above present the age distribution of the respondents. Although majority of the respondents did not indicate their age, for those who did 8.3% were less than 22 years, 6.5% were between 23 and 25 years while 2.8% were above 26 years old. This means that most of the workers of the organisation were young and not more than 30 years. The high non response rate could be explained by the respondents not knowing English which could have limited them while others may be were not recalling their age.

From the table above, findings indicate that even though a larger majority preferred not to respond to the question, male respondents were more than the female ones as represented by 13.9% against 3.7% respectively. it thus means that the organisation was dominated by male workers than the female ones. It also means that more males could be more likely than not to encounter conflicts among themselves than the female workers.

The findings further in table above indicate that for those few respondents who indicated their marital status 13% were single compared to 3.7% who were married even though the larger group never indicated their status.

Statistics in table above also revealed that 6.5% of those respondents who responded to the question had attained diplomas, 4.6% had degrees with 0.9% having a masters degree and 1.9% only having a secondary level of education. Therefore, taking into account the likelihood of those who never answered, most respondents were more likely to have attained diploma level of education than those who had attained a degree.

To understand the current position of the respondents within the company, almost none of the respondents responded with only 1.9% stating that they were managers. Additionally, regarding number of years spent in serving in their positions, almost none responded with again 1.9% indicating that they had spent not less than 8 months in the jobs.

Causes of workplace conflicts in Dahabshil Company

This section illustrates the various causes of workplace conflicts in Dahabshil Company limited. As organisations evolve and transform, many changes happen which affect the way employees relate and perform their tasks. The relationship patterns which exist between the employees as they interact with the environment in which they work is likely to cause some conflicts. On the other hand some conflicts are likely to happen due to unmet needs, high expectations and unrelated interests between the employees. The researcher therefore, went ahead to investigate which of those factors were causing workplace conflicts in Dahabshil Company.

Table 2:

Extent Of the workplace conflicts

Causes of workplace conflicts	Mean	Std. Deviation	Interpretation	Rank
Unclearly defined individual roles	2.99	1.018	Moderate	1
Dishonesty, failure to respect each other and wrong attitude towards one another	2.86	1.115	Moderate	2
Work flows are poorly designed, planned an coordination requirement	2.85	1.071	Moderate	3
Pursue of personal interests at the expense of other workers	2.83	1.028	Moderate	4
Poorly designed work schedules	2.76	1.013	Moderate	5
Limited resources in terms of time, money, space and materials	2.71	1.059	Moderate	6
Compensation system	2.67	.820	Moderate	7
Closed communication	2.65	1.038	Moderate	8
Poor working conditions	2.65	1.035	Moderate	9
Divergent views and opinions of employees in decision making	2.63	.838	Moderate	10
Power and appointment struggles	2.63	1.001	Moderate	11
Personality clashes	2.59	.974	Moderate	12
Failure to share information among employees	2.59	1.081	Moderate	13
Different values and believes	2.57	1.154	Moderate	14
Too much interaction among the staff	2.51	1.067	Low	15
Organizational structure is not clear	2.42	1.069	Low	16
Expected role playing of individuals not conforming with the values held by others	2.37	1.060	Low	17
Separation of powers and duties	2.36	1.131	Low	18
Absence of clear rules and guidelines	2.28	1.049	Low	19
Unclear organizational culture	2.19	1.015	Low	20
Average mean Index	**2.61**	**1.03**		

The table 2 above shows the causes of workplace conflicts. Most of the items were moderate causes (mean = 2.51 - 3.25) while some few were low on causing conflicts at work (mean = 2.50 – 1.76). Among the moderate causes included; unclearly defined individual roles (mean = 2.99), dishonesty, failure to respect each other and wrong attitude towards other employees (mean = 2.86), work flows are poorly

designed, planned and coordination requirements (mean = 2.85) and pursue of personal interests at the expense of other workers (mean = 2.83). Poorly designed work schedules (mean = 2.76); limited resources in terms of time, money, space and materials (mean = 2.71); compensation system (mean = 2.67); closed communication among staff (mean = 2.65); poor working conditions (mean = 2.65); and divergent views and opinions of employees in decision making. By the fact that employees have different views, it amounted to personality clashes which moderated caused conflicts (mean = 2.59). Furthermore, failure to share information among employees (mean = 2.59) as well as different values and believes (mean = 2.57) were held to moderately cause workplace conflicts.

On the other hand, the respondents agreed that the following aspects caused conflict at work at a low level; organisational structure which was not clear (mean = 2.42), expected role playing of individuals not conforming with the values held by others (mean = 2.37), separation of powers and duties (mean = 2.36), absence of clear rules and guidelines (mean = 2.28) and unclear organisational culture (mean = 2.19). Overall, the items examined on average constituted a mean of 2.61 which implied that they moderately caused workplace conflicts in Dahabshil Company.

Findings in the table above show that respondents agreed to compensation being a cause of conflicts in their organisation. This means that while employees were entitled to receive compensation during their stay with the organisation, this did not happen which caused conflicts. The conflicts could be attributed to failure of management to understand the ever changing environment in which the employees work hence requiring one to identify those things and items which are likely to motivate employees. Therefore, if managers are not considerate of the needs of the workers in regard to their quest for compensation benefits, they stand a chance of onset of conflicts in their organisation.

In any organisation where people converge to perform tasks for a common cause, there have to be clearly illustrated and demonstrated roles to be performed by those involved. The failure to do so could spark of conflicts in roles and responsibilities. Findings revealed that a substantial number of respondents strongly attached workplace

conflicts to occur as a result of unclearly defined individual roles and responsibilities of each worker. The findings imply that when employees present conflicting roles being performed, there is a high likelihood that such staff will mix-up issues and tasks which could see performance decline. On the other hand, it is more likely that those whose conflicts are not in harmony will find themselves in conflict with other which worsens that whole situation only to result into a series of workplace conflicts based on conflicting roles.

It was also imperative to find out whether poorly designed work schedules of employees caused conflicts in the company as findings in table below indicate. From the table above, it was found that the respondents agreed to poor work designed schedules causing conflicts. The implication is that, tasks and assignments of employees were mixed up. The mix could be in terms of making shifts as the company required majority of the employees to work only during particular schedules or times. They are the changes in the schedules which were looked at as not being well designed only to bring about conflicts among the employees. Therefore, there is a high likelihood of occurrence of workplace conflicts if managers are not keen while designing work schedules which must not create conflicts among the employees.

Communication is an important part of the organisation which gives feedback and information to employees about what is going on in the organisation. The moment such communication is lost, the higher the chance that employees are not informed of what they are supposed to do and what regularly happens in the organisation. Keeping communication closed to only a few people was also found to cause workplace conflicts which a substantial number of the respondents agreed too. This means that conflicts are likely to erupt in an organisation if feedback is kept to a few people and that employees are not updated with changes in the organisation. it could also be stated that when employees are unable to speak freely and openly about their challenges especially with their superiors, then they are left out of the decision making process which could mean that conflicts are much likely to occur in the process.

In most cases, employees of any organisation are drawn from a number of backgrounds both in economic and social status. The background status shapes the

individual and or influences his/her actions about the way they interact with others. It also gives the person different values and beliefs which actually would be different from other people hence in trying to exercise such, the two or more individuals are likely to fall into conflict with one another. The findings revealed that the respondents agreed to different values and beliefs of employees causing conflicts. therefore, due to the different backgrounds which shape peoples beliefs and values, it is most likely that not all people will share the same with one another. Additionally, employees are much likely not to accommodate one another's values and beliefs which could spring up into conflicts among the employees while each employee tries to ensure that his/her individual values are not compromised on by others. It's at this level that the organisation has to introduce a workplace culture, establish shared values and norms to which all employees must agree to work along with in the full realization of the organisation goals and aspirations. However, the failure of the managers and directors to establish an organisational culture, then individual values must take up the place while giving lee-way for conflicts to occur.

In any organisation, resources at all levels must be adequate for proper functioning and coordination. However, the challenge remains that in most cases such resources are never adequate hence likely to generate high competition for them among the staff. It can be observed from the table above that rspondents of the respondents agreed to resource inadequacy to likely cause conflicts in the organisation. This implies that the limited available resources in this case would make the employees compete highly for them which would see them conflicting at some stages. It could also result into employees trying to improvise at their own expense hence findings it difficult at certain stages to avail. In so doing the employees tend to conflict with one another to make sure that what is availed to them is enough for them to carry on their work. Therefore, the less the available resources for employees to effectively perfcrm their work, the more likely they will continue to struggle for the few available resources hence further causing conflicts among them.

Since each individual is born different from one another and because different backgrounds shape each one differently from the others, this is likely to result into

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some sort of conflicts. Employees tend to try and maintain their own traits and characters even if they do not conform to those accepted by other employees hence conflicts. The study revealed that clashes in personality traits and characters were a source of conflicts in the organisation. The finding indicates that difference in personality characters has a substantive likely cause of conflicts as the different individuals struggled to maintain their own traits even when the organisation required other characters and behaviours. It's upon such individualistic tendencies of the employees that some find it very difficult to adjust from their initial being to be accommodated into the new organisational setting that such people often find themselves in conflict with the other standards set. Therefore, if employees cannot willingly accommodate and adjust to new work environment by dropping their own traits and characters, it is more likely to cause conflicts in the workplace.

The study also investigated the whether unclear organisational culture caused conflicts among employees in an organisation as findings in the table below illustrate. It was thus revealed that the organisational culture of the organisation not being clear in the eyes and ears of the employees was not bound to cause conflicts. Therefore, it was held that organisational culture was not likely to have any effect as far as causing workplace conflict is concerned.

At all levels of management, people tend to hold divergent views and opinions about space and time as regards decision making is concerned. While some may have a positive opinion towards a certain decision, others may have a divergent view hence creating ground for conflicts to arise in the process. Again a final decision is likely to be difficult to get if such divergent views and opinions are prevalent yet none is willing to compromise the view and opinion of the other. The study found that having divergent views and opinions about decision made in the organisation was bound to cause and indeed caused conflicts. This implies that the more employees present varying opinions and views about a decision, the higher the likelihood that conflict will erupt. In this case, the managers have to be strategic and maintain a neutral ground for listening to views and opinions of both sides before sides are taken. Therefore, managers in this

case must be careful to see to it that both sides come to an agreement before decisions are taken if not conflicts may continue to occur within the organisation.

The study also required respondents to indicate as to whether too much of interaction between employees caused serious conflicts in the organisation as findings in table below indicates. From the table above, it can be noted respondents agreed that the too much interaction among the staff in the organisation often caused conflicts in the organisation. On the other hand, about 40% disagreed. This implies that the by the employees keeping in constant interaction with each other especially when the workers are doing little or no work is likely to make them to form arguments which are none constructive hence likely to result into conflicts. Additionally, some employees could be causally unemployed or are employed but with less work to do which makes them often form conversations. They are such interactions which are likely to cause conflicts among the staff.

The study examined whether individual interests pursued by employees at the different levels in the organisation was causing conflicts. It was discovered that there were some employees who put first their personal interest at the expense of other workers which were attributed to causing workplace conflicts. This was reported by more than two thirds of the respondents. This means that personal interests which were being brought against interest of other employees were causing conflicts. This was attributed to the failure for each group to compromise with the others position. By advancing ones personal interest while forgetting the interests of others who are in most cases the majority creates discomfort and accusations among employees hence springing up into conflicts.

In order to further understand the causes of conflicts in Dahabshil Company, the respondents were required to comment on whether dishonesty, disrespect and having a negative attitude towards each other caused workplace conflict. It was found that were some employees were dishonest, failed to respect each other and having a wrong attitude towards one another were potential sources of conflict in the organisation. This implies that were some employees showed dishonesty and disrespect for one another, it was more likely that conflicts emerged. This was due to some employees not being mindful of each others values and concerns as well as failing to accord due respect for each other that conflicts are likely to occur. Therefore, managers are charged in this case to ensure that all employees are respectful of each other, that they are respectful to one another and that honesty is maintained if conflicts are to be avoided in an organisation.

The study examined whether poor working conditions in an organisation were resulting into conflicts as findings in the table in the table below indicate. In the table above, it can be observed that more than half of the respondents reported that the poor working conditions in the organisation were sometimes responsible for the occurrence of conflicts. On the other part, less than a third of the respondents disagreed. This means that employees who work in poor conditions are more likely to engage in conflicts than those who work in better conditions. Additionally, the findings indicate that the less the employees work in unfavourable conditions, they often complaint yet their views and suggestions are not listened nor answered by managers. In this case, the employee's complaints keep accumulating only to bust into a series of conflicts which are likely to affect the performance of the organisation.

Power struggles over managerial positions and the need for employees to be appointed to other higher positions in the organisation is likely to cause conflicts in the organisation. This causative factor was also investigated and findings are as reported in the table below. In the table above, more than a half of the respondents agreed to power and appointment struggles as causing conflicts in the organisation.

This illustrated that employees keep in internal struggles to make sure that they get more power over others through seeing their way through to better positions in the organisation. This means that as two or more employees struggle for instance for the same position, they may engage into bad actions in the process hence resulting into conflicts in the organisation. However, it could be noted that such conflicts would be good if at all they only had positive impact since most employees performance is improved which is better for the organisation.

Performance of employees of Dahabshil Company

In any organisation, the performance of employees is often changing overtime with low performance often occurring at the start of the organisation with gradual improvement as time goes on. Performance is always measured at different levels mostly through appraisals and scorecards. This section thus presents the measures of employee performance in Dahabshil Company as findings show in table below.

Table 3:

Level of employee performance

Level of employee performance	Mean	Std. Deviation	Interpretation	Rank
Maintaining a clean workplace	3.14	.837	Moderate	1
Play team roles as prescribed	3.10	.927	Moderate	2
Maintain work schedules	3.03	.895	Moderate	3
Complete assignments and tasks in time	3.01	.767	Moderate	4
Duly understand and ensure delivery of assignments before the deadline	2.94	.988	Moderate	5
Passionate about the company customers and clients	2.82	.892	Moderate	6
Reporting to work in time	2.63	1.019	Moderate	7
Strive to work under minimum supervision	2.62	.968	Moderate	8
Rarely communicate and interact with staff of other departments and sections	2.55	1.025	Moderate	9
Consult others in cases of being unfamiliar with the assignments given to me	2.52	1.054	Moderate	10
Participate actively in the decision making process	2.49	1.123	Low	11
Conscientiously follow regulations and procedures	2.31	1.116	Low	12
Report to work on a daily basis	2.07	.794	Low	13
Effective and efficient use of all resources	1.91	.860	Low	14
Endeavour to strike a balance between personal life and workplace requirements	1.72	.667	Low	15
Attend to customer queries and expectations	1.69	.716	Low	16
Average Mean Index	**2.53**	**0.92**		

From the findings in the table above, most of the items were reported moderately regarding performance of employee in Dahabshil Company. At least six items had were lower levels of employee performance which included; low participation of employees in decision making process (mean =2.49), low conscientiously following regulations and procedures (mean = 2.31), low level of reporting to work on a daily basis (mean = 2.07), low effective and efficient use of all resources by employees (mean = 1.91) and low endevour by employees to strike a balance between personal

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life and workplace requirements which decreased performance rate (mean = 1.72). Additionally, there was low attendance to customer queries and expectations (mean = 1.69).

On the part of moderate employee performance; the highly ranked item was employees constant maintenance of a clean workplace (mean = 3.14), the ability of the employees to play team roles as prescribed (mean = 3.10), moderate maintenance of work schedules (mean = 3.03) and the ability to complete assignments and tasks in time by employees (mean = 3.01). Furthermore, moderately employees duly understood and ensured that they delivered assignments before the set deadlines (mean = 2.94), that to some extent they were passionate about the company customers and clients (mean = 2.82), somewhat never reported to work in time (mean = 2.63) and that they were not able to fully work under minimum supervision (mean = 2.62) as well as rarely communicated and interacted with staff of other departments and sections (mean = 2.55) all of which affected the overall performance of the organisation. Therefore from the average mean index of only 2.53 employees performance was relatively moderate which could be attributed to the ever occurring conflicts at work.

Time is a significant factor in terms of measuring employee's performance. Employees who report to work in time on a daily basis are assumed to be able to do their assignments in time and able to complete their work schedules as planned. The study found that almost slightly half of the employees were reporting to work on time. It means that such employees were able to work as per their schedules hence accomplishing their tasks in time. Unlike employees who don't keep time, for those who are time conscience, they are able to produce more during the time they are working. They often concentrate early and hence have less time to waste in trying to settle when they report for work. On the other hand, late comers will often waste valuable time trying to adjust from previous day's activities which is likely to constrain the production process thus declining productivity levels of the organisation. By this therefore, employees who are able to report to workplace on time are more likely to perform better then those who are often late comers.

Just like it was noted in the previous section that employees reporting to work early influences their level of task accomplishments, time taken to accomplish those assignments and tasks is also important in measuring performance. It was thus noted that two-thirds of the respondents indicated completing their assignments and tasks in time. This implies that performance levels of such employees are high. However, it cannot be ruled that the employees were time-conscience while performing tasks since this could be a general impression they gave for the research study.

On the other hand, employee's quality of accomplished tasks and assignments would also be measured for one to ascertain clearly that tasks and assignments were indeed accomplished in time. While time taken to do a job is one issue, quality standards maintained within that period one has concentrated on the tasks must be kept consistent with the outcomes. Therefore, employees who strive to ensure that they work on their assignments and tasks in time are ranked high performers unlike those who spend a lot of time on small tasks as this affects overall productivity in terms of units or customers served within a given period of time.

Workplaces often have differing environments in which employees work. These environments are created in regard to what kind of work one does or the kind of products which the organisation deals in. However, generally, all workplaces are expected to be maintained clean by the employees and when this happens then we could say such an employee's performance is highly commendable. From findings in the figure above, almost all the respondents (80.6%) agreed to having been maintaining their workplace environment clean. This means that employees in whatever situation and conditions they worked, they were able to ensure that such are clean and attractive to others especially customers.

A clean environment is what everybody wishes and deserves to live in. employees who maintain such clean environments are more likely to concentrate much more than their counterparts who often fail to realize the power behind a clean workplace. The level of freedom one derives from a clean and well arranged environment is much greater thus indicating that clean environments have an impact on performance levels of employees. Therefore, maintaining a clean environment is more

likely to yield high rates of performance of employees than when the workplace is kept disorganized and un-orderly.

Rules and regulations are what shape and guide employees in the workplace. They are the ones which are referred to by employees and employers in case of solving any conflicts thus they guide employees on what ought to be done within an organisation. It's through such regulations that employees are able to perform their duties and assignments in the right manner.

The findings in table above indicate that a substantial number of respondents disagreed to employees following company regulations and procedures while executing their work and assignments. This implied that rules, policies and regulations of the company though formed the basis on which employees performed tasks and assignments, they were hardly followed.

Additionally, the more one refers to the rules and guidelines, the more likely such an employee does standard works hence quality of the organisation products and/or services are maintained. Therefore, employees who are guided by rules and regulations as reflected in the organisational policies and procedures are likely than not to do better work, produce above expectation and may derive satisfaction from their jobs. However, note has to be taken that such rules and regulations should not be unfavourable to the employees if this performance measure is to be measured.

Employee's productivity can be measured in terms of how much is produced within a given period of time. This means that for employees to be productive, they must be able to use the required working hours in the day to produce the assigned tasks as required. This means that the employee must keep at work on a daily basis and at the right time. The study findings indicate that most of the respondents did not report to work on a daily basis. This could be attributed to the nature of business in which more employees were found to be part-time workers with only few positions having permanent staff. By reporting to work, it's assumed that the employee can be able to accomplish his/her tasks in the duration set. If an employee misses working, it means that he/she will have postponed the tasks which were to be performed on that day to another day which keeps the work and assignments accumulate overtime. And in

so doing the level of productivity is reduced which affects the organisation overall performance. Again performance of such employees is less likely to be good or in conformity with the set performance standards of that organisation. This means that for employees who keep at work during the working days/hours, their performance is likely to be higher than those who miss out reporting to work. However, all said, we cannot ignore the fact that some employees could report to work but hardily do they accomplish tasks assigned yet those who report on an irregular basis could be striving to finish assignments hence more productive than those who report daily to work.

Customers are the bosses of the employees. They often have many pressing issues and needs which they expect that the employees will attend to them. Being good to customers is an indicator that an employee is committed to serving the customers. This means that the employee promotes the good image of the organisation. It was found that employees did not fully try their best to attend to customer's queries and expectations. By listening and attending to queries raised by customers, the organisation is said to be close to its clientele and its customer relations are improved. Employees, who are able to address queries of customers or forward such expectations to other senior staff, help build good relations with the public. This improves the public image of the organisation unlike when employees are less bothered about the customers. It's in this regard, that more customers will be seen to seek services from such an organisation because of the good customer care and concern of the employees towards serving the customers. Therefore, were employees are customer-oriented, then we could say that they are performing well unlike when such orientation is missing that we find poor performance levels among employees.

It was also important for the research to find out if the employees were participating in decision making in the organisation. It would be through decision making that employees are able to influence their work roles and responsibilities so as to lead to better productivity levels. The study found that more of the employees were not participating in decision making. The findings indicate that employees had less power and influence over the decisions made in the organisation. By such an instance, the employees have a less impact and control over what they do which could affect

their performance. Therefore, employees need to be part of the decision making process so as to have an influence over what they do so as to own the decisions and develop that sense of belonging with the organisation.

Employees are often faced with the challenge of striking a balance between their personal life and the requirements of work. This kind of balance is in most cases difficult to achieve and the likely effect is that conflicts will occur. Furthermore, performance is likely to improve if the balance is made or if not, the performance will depreciate.

From the findings, it can be observed that a substantial number of respondents failed to balance between personal life and workplace requirements. This implies that employees who ensure that the employees were not balancing personal obligations and those of the workplace. This was likely to cause work-family conflicts. This could be explained by the failure of the human resource team to support such staff. The absence of a support programme for staff and the working conditions which did not favour the employees. In such a case, an employee is likely to be trodden to one side of the equilibrium thereby meeting obligations of one side at the expense of the other. In this regard, an employee may surfer psychological dysfunction which later impacts on concentration on the tasks at hand. The manifestation of such issues is likely to result into lowered performance which not only affects the individual but the whole system of the organization.

Organisations use resources in order for them to provide a service or a product to the customers. These resources are normally passed through the employees who have to transform them into a service or a product. In this case these resources may be raw materials for processing services or financial resources. In regard to Dahabshil Company the study found that most of the respondents agreed to no using the company resources in their disposure efficiently and effectively. This means that employees were not spending the organisational resources carefully as planned. This implies that employees at whatever level must be rated on how they spend their resources assigned to them. Employees who spend and use well the resources are said to be achieving the organisational goals for which such resources were allocated.

However, poor spending of resources means that the company has to constrain its limited resources even on those activities/items which would not require continuous expenditure. This means that wastage of resources is found with such employees hence demonstrating that the employees are not performing well other factors kept constant. The more an employee uses efficiently and effectively the resources given to him/her, the more likely that organisational goals will be attained indicating that such an employee is performing well.

Employee performance may also be measured in regard to how many hours an employee is able to work to meet set targets. Employees who strive to meet targets may need some extra time beyond their mandated work schedules just for purposes of achieving more than what they have done. The respondents were also required to illustrate whether they sometimes willingly worked beyond their schedules.

Relationship between workplace conflicts and employee performance

While the previous section presented and discussed the descriptive statistics obtained from the primary data, this section presents the relationship between the study variables that is; workplace conflicts and employee performance.

Hypothesis testing

The study null hypothesis stated that there was no significant relationship between workplace conflicts and employees performance in Dahabshil Company. This hypothesis was tested using Pearson's Correlation Coefficient method as findings in table below indicates.

Table 4:

Correlation between workplace
Conflict and employee performance

Variables		Workplace conflict	Employee performance
Workplace conflict	Pearson Correlation	1	.380(**)
	Sig. (2-tailed)		.000
	N	20	20
Employee performance	Pearson Correlation	.380(**)	1
	Sig. (2-tailed)	.000	
	N	20	20

**. Correlation is significant at the 0.01 level (2-tailed).

The study found a positive low correlation between workplace conflicts and employee performance. It analysis examines the 20 variables of workplace conflict causes. The relationship was not significant given r=.380 (*p=.000<0.01*). The significance of the correlation is low. This means that a small significant relationship was found between to exist between the two variables. Going by the null hypothesis stated and the results obtained, the hypothesis is not accepted since a low relationship was found. In this case an alternative hypothesis "there is no significant relationship between workplace conflict and employee performance" is formed. However, though the relationship did not exist, the strength was also measured as table below shows.

Table 5:
Regression Analysis between workplace conflicts
And employee performance
(Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380[a]	.144	.136	.965

a. Predictors: (Constant), Employee performance.

Using the regression analysis method, workplace conflicts were found to predict changes in employee performance by 14.4% given a Std. error of estimate (.0965). When the correlation (r) is adjusted, workplace then predicts employee performance by only 13.6%. The implication is that the occurrence of conflicts in work accounts for a 14.4% change in performance of employees. The prediction further emphasizes that an employee who is involved in any workplace conflict stands a chance of lowering his/her performance by about that percentage. However, not only can we say that workplace influences employee performance but there could be other factors accounting for the remaining 85.6%.

Table 6:
Regression Analysis between workplace conflicts
And employee performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.647	.257		6.412	.000
	Workplace conflicts	.352	.084	.380	4.209	.000

a. Dependent Variable: Performance of employees.

The Standardised coefficient (Beta=0.38) further confirms that the two variables were positively correlated. The beta is less than 0.05 which means that workplace conflicts explain variance in employee performance.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
Introduction

While the previous section presented primary data as obtained from the field, this chapter highlights a summary of key findings, conclusions and recommends for possible alternatives to be taken to improve employee performance and ends by suggesting areas for further study.

Summary of key findings

The study revealed that there were various causes of conflicts in Dahabshil Company. The most common causes included; compensation system, unclearly defined individual roles, poorly designed work schedules, closed communication, different values and believes of employees, limited resources and work flows which poorly designed and planned coordination. Additionally, personality clashes and differences, divergent views and opinions of employees, too much interaction among the staff, and pursuing of personal interests at the expense of other workers also caused workplace conflicts. Similarly, separation of powers and duties, dishonesty, disrespect and negative attitude, poor working conditions, power and appointment struggles and the failure to share information among employees also caused conflicts at the workplace. The findings are consistent with other researcher's findings like Bell (2002), Hart (2002) and Brett (2000).

Regarding employee performance; it was found that employees were not reporting to work in time; they did not complete assignments and tasks in time; rarely maintained a clean workplace, and hardily followed company regulations and procedures. In addition, the employees never reported to work on a daily basis as well as maintaining their work schedules which is consistent with Friedman (2000) similar assertion that workplace conflicts resulted into increased employee absenteeism. Furthermore, It was also discovered that the employees were had failed to strike a balance between personal life and work which is consistent with Shoaib et al (2009) findings. It was noted that the

employees did not effectively and efficiently used of resources available hence being consistent with earlier researchers like Holton (2001). Additionally, employees did not commit personal extra-time to accomplish certain tasks even when need arose.

On the part of the relationship between workplace conflicts and performance of employees, a weak or low positive correlation of only .038 accounting for only 14.4% variance in the dependent variable was found. This implies that to some extent the hypothesis that there was no significant relationship between workplace conflict and employee performance was rejected even if the level of variation was low thereby suggesting that employee performance was affected to some extent by conflicts at workplace.

Conclusions

The study concludes that the organisation was faced with a number of factors which translated into formidable workplace conflicts. The implication is that the organisation had done less to look into the matters which were likely to spark off conflicts. It also suggests the possibility of the management's failure to demonstrate considerable leadership skills which would otherwise deal with matters employees raise. It is also possible that the employees kept various grievances amongst themselves which were blown up when different factors spark off a slight misunderstanding. If management of any organisation is not well informed about what goes on among employees, then room for dealing with issues likely to bring about misunderstandings and conflicts becomes difficult to create especially when conflicts have already started.

Furthermore, employee's performance in the organisation seems to be improving and promising. However, with many likely causes of conflicts, this performance is likely to be affected. The managers on the other hand seemed to have left the employees to manage themselves giving them liberty and conducting less supervision which results into conflicts occurring.

Lastly, the link between workplace conflicts and employee performance has been made clear. It can be stated that when there are many employees involved in misunderstands and conflicts, their concentration at work is reduced. They often think about their differences rather than making positive contributions at work. The conflicts too consume a lot of their time which is wasted hence impacting on their performance and that of the general organisation.

Recommendations

The study makes the following recommendations:

To Managers

1) There is need for managers to invest enough time in collecting and analyzing data about employee relations within the organisation. This should be done regularly so as to identify any possible causes of conflicts and mitigate them before they cause havoc in the organisation.

2) Managers need to introduce training and education programmes which help employees on how to deal with workplace conflicts. Since employees are got from different backgrounds and educational disciplines, they need to be trained on how to deal with issues which create misunderstands among them.

3) Manager's especially human resource officers need to play the leading role in identifying challenges which staff face. This could be done through performance appraisals and employee review systems which could help employees understand what environment they operate in and what the likely constraints to their work are.

4) Managers also need to create conducive working environments for employees to work in harmony. Adjustments need to be changed, the general physical environment needs to be changed were applicable so as to give employees a new look of how to relate to the environment around them.

5) A key to managing conflicts is to improve motivation factors. In most cases when employees are less motivated, they tend to think that their immediate workmates

contribute to their misery. They often think that their Demotivation is as a result of another colleague. Motivation whether monetary or nonmonetary needs to be well balanced with work load. This makes employee appreciate the organisation hence deriving job satisfaction.

6) Managers also need to enhance employee's participation in decision making in an organisation. The active involvement and participation of all employees in the organisation in decisions is instrumental in resolving workplace conflicts.

To Employees

1) Employees need to learn how to deal with their work relations with others. They need to understand how the organisation operates and how to relate with others.

2) Employees need to learn how to communicate, relate and respect each other. One of the reasons for many conflicts is because; information flow is often blocked at certain points hence making some employees feel uncomfortable about everything. Thus by communicating well, respecting each other and being honest, conflicts maybe reduced while stimulating performance.

Areas for further research

The following areas not covered by this study need further research:

1) Employee personality traits and occurrence of workplace conflicts
2) Employee compensation and rewards as a cause of workplace conflicts

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APPENDIX 1:

INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. ABDULRAZAQ MOHAMED MOHAMOUD that will focus on workplace conflict and employee performance.

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: _____

Sign: _____

RESEARCH QUESTIONNAIRE
KAMPALA INTERNATIONAL UNIVERSITY
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH
MASTER OF HUMAN RESOURCE MANAGEMENT PROGRAM

Dear Sir/Madam,

I am a candidate for Master of Human Resource Management at Kampala International University and currently pursuing a dissertation entitled, **Workplace Conflict and Employee Performance in Selected Branches of Dahabshil Company in Mogadishu, Somalia.** In view of this empirical investigation, may I request you to be part of this study by answering the questionnaires. Rest assured that the information you provide shall be kept with utmost confidentiality and will be used for academic purposes only.

As you answer the questionnaire, please be reminded to respond to all of the items in the questionnaires thus not leaving any item unanswered. Further, may I retrieve the filled out questionnaires after 5 days from the date of distribution?

Thank you very much in advance.

Yours Faithfully,

ABDULRAZAQ MOHAMED MOHAMOUD

FACT SHEET

Code # _____   Date Received by Respondent _____

PART 1: RESPONDENT'S PROFILE

Age _____   Gender_____

Marital Status _____ Religion _____Nationality _____

Highest Educational Qualifications_____

Academic Rank _____

Present Position in company _____

Number of Years in present position_____

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PART 2: Types and causes of workplace conflict

Direction: As honestly as you can, rate yourself based on the following statements. Kindly be guided with the scoring guide below. Please write your score on the space provided before each item.

Score	Response mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

_____ 1. Most conflicts occurring in the company relate to compensation systems

_____ 2. Unclearly defined individual roles tend to cause conflicts in the company

_____ 3. Poorly designed work schedules also cause conflicts in the company

_____ 4. Conflicts in the company also occur due to closed communication

_____ 5. Some conflicts in the company relate to different values and beliefs

_____ 6. Limited resources in terms of time, money, space, materials, supplies & equipment are all valuable resources that competition for any of them leads to interpersonal and interdepartmental conflict in this company

_____ 7. When the work flows are poorly designed, poorly planned coordination requirements yet the tasks to accomplish are independent, it is likely to cause conflict among the employees of the company.

_____ 8. There are personality clashes which often result into conflicts.

_____ 9. Expected role playing of individuals not confirming with the values held by others tends to cause conflicts in the company.

_____ 10. The organizational culture of the company accounts for some conflicts among workers.

_____ 11. Some conflicts in the company are a result of the organizational structure which is sometimes not clear to the employees.

_____ 12. Conflicts in the company sometimes arise out unclear rules and guidelines to employees.

_____ 13. Divergent views and opinions of employees in decision making results into conflicts in the company

_____ 14. There is too much interaction among the staff which in most cases sparks off conflicts in the company.

_____ 15. The failure to separate powers and duties of the employees is responsible for some of the conflicts which occur in the company.

_____ 16. Dishonesty, failure to respect each other and wrong attitude towards one another are sources of conflict in this company.

_____ 17. The poor work conditions are responsible for conflicts which occur in this company.

_____ 18. Sometimes power, promotions and appointment struggles are responsible for conflicts occurring in this company.

_____ 19. The failure to share information and give feedback among employees sometimes results into conflicts in the company.

PART 3: EMPLOYEE PERFORMANCE SURVEY QUESTIONNAIRE

Direction: Please respond to each item by using the scoring guide below. Kindly write your best choice on the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

_____ 1. Most often employees tend to report to work in time

_____ 2. Employees tend to complete there assignments and tasks in time in this company

_____ 3. Employee's endevour to maintain a clean workplace in the company

_____ 4. Employees carefully follow company regulations and procedures

_____ 5. Employees receive influence from others including the boss

_____ 6. Almost all the employees always report to work on a daily basis.

_____ 7. Most of the employees maintain their work schedules as instructed.

_____ 8. Most employees are passionate about the company customers.

_____ 9. Almost all the employees show signs of commitment to work for the company at all costs.

_____ 10. Employees rarely complain about their work or assignment given to them.

_____ 11. There is always active participation of employees in the decision making process in the company.

_____ 12. Employees often consult others in cases they are unfamiliar with the assignments given to them.

_____ 13. Most employees are able to always strike a balance between personal life and workplace requirements

_____ 14. On rare occasions do employees communicate and interact with other staff in departments and sections.

_____ 15. Most of the employees often work under minimum supervision.

_____ 16. Employees duly understand and ensure they deliver my assignments before the deadline.

_____ 17. Employee's relationship with other staff and customers is always not good.

_____ 18. Employees use efficiently and effectively all the company resources at in their disposure.

_____ 19. Most employees are able to work for extra hours when need arises.

Thank you for your cooperation

APPENDIX 3:

INTRODUCTORY LETTER

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

June 15,2011

Dear Sir/Madam,

RE: REQUEST FOR ABDULRAZAQ MOHAMED MOHAMOUD
MHR/42928/92/DF: TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Human Resource Management.

He is currently conducting a field research of which the title is " **Workplace Conflict and Employee Performance in Selected branches of Dahabshil Company in Mogadishu, Somalia.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him in from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator
Business and Management (SPGSR)