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POSTGRADUATE PROGRAMES**

**CAUSES AND EFFECTS OF CONFLICT AT SOCIAL SECURITY INSTITUTION: A
CASE STUDY OF NATIONAL PENSION SCHEME AUTHORITY (NAPSA) IN
ZAMBIA.**

BY

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**A dissertation submitted to the University of Zambia in conjunction with Zimbabwe
Open University in partial fulfilment of the requirements for the award of a master of
science in Peace, Leadership and Conflict Resolution (MSPL).**

THE UNIVERSITY OF ZAMBIA

LUSAKA

2019

DECLARATION

I Chrispin Chisanga do declare that this research is my own work and other works cited or used are clearly acknowledged, has not been submitted or is currently being considered either in whole or in part, in fulfilment of the requirements of a Master degree at my other institution of Learning.

.....

.....

Signed

Date

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DEDICATION

This Project Report is dedicated to my dear wife Gertrude M. Chisanga, my dear daughters Chilufya, Chishimba, Chengelo, and my son Chrispin Junior Chisanga for their patience and support during the entire process of research and report writing. I also wish to dedicate this project to my late dad Mr. Chishimba Chisanga and mum Brenda Chama who encouraged me to continue studying. You have been my strength throughout this taxing moment in my life and your encouragement has enabled me to execute the project successfully. May God bless you all.

APPROVAL

This report is approved as a partial fulfilment of the requirement for the award of the Master Degree in Master of Science in Peace, Leadership and Conflict Resolution (MSPL) of the Zimbabwe Open University of Zambia.

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ABSTRACT

The purpose of this study is to investigate the Causes and Effects of Conflict at National Pension Scheme Authority in Zambia. The study employed descriptive research design and used questionnaire to collect data from sampling frame of 200 of which 20 respondents participated in this research in at NAPSA in Lusaka District. The research revealed that limited resources was the major cause of conflict and that conflicts had both negative and positive effects on institution when managed properly, the positive effects could be used to encourage organizational innovativeness and build cooperation among the employees. It also revealed that Management could also set standards that were specific, measurable, achievable, and realistic and should indeed have time limit as Strategies.

The findings revealed that the way committee handle conflicts was effective in organization at NAPSA and that all issues of grievance were reviewed and resolve by the committee, by convening a meeting with affected parties and a mediator to preside, by interviewing employees involved and come up with a solution. Disputes were submitted to the committee and the aggrieved parties submitted their case and holding negotiable meetings. Conflict was an inseparable aspect of people as well as organizations' life. The result also show that conflicts occurred because of competition for supremacy, leadership style and scarcity of common resources. If a conflict was not well and timely managed, it could lead to low productivity or service delivery. The results show that conflict could sometimes produce positive results, if well managed. Thus, not all conflict situations were bad. Efforts should always be made to ensure that the causes of conflicts were addressed as soon as they were noticed.

The research concluded that early recognition and paying attention to the conflicting parties and negotiation between parties involved in the conflict should be adopted in resolving conflicts while force or intimidation should never be used to resolve conflicting parties. Force and intimidation could only be counterproductive.

ACRONYMS AND ABBREVIATIONS

ADR	Alternative dispute resolution
(CIPD)	Chartered Institute of Personnel and Development's
HR	Human resource
ICMS	Integrated conflict management systems
NAPSA	National Pension Scheme Authority
USA	United States of America
UK	United Kingdom
(SMEs)	Small and medium sized enterprises
ZNPF	Zambia National Provident Fund

LIST OF FIGURES

Figure1. Conceptual framework.....	13
Figure 2. Level of income.....	31
Figure 2. Do you have to deal with conflict in the workplace	32
Figure 3. Do you know any committee.....	33
Table 5. Measures of Board Conflict Management Strategy Concept.....	47

LIST OF TABLES

Table	1;	Age	Range	of	
participants.....					29
Table	2;	Age	Range	of	
Parents.....					30
Table	3.		Level	of	
Education.....					30
Table	4;	Level	of	income	
.....					31
Table	5.	Committee	that	handle	Conflicts
.....					in an Organization
					34
Table	6.		Effects	of	
Conflicts.....					34
Table	7.	Strategies	for	Managing	
Conflicts.....					36

CONTENTS

DECLARATION.....	i
COPYRIGHT NOTICE.....	ii
DEDICATION.....	iii
APPROVAL.....	iv
ACKNOWLEDGEMENT.....	v
ABSRTACT.....	vi
ABBREVIATIONS AND ACRONYMS.....	vii
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background of the Study.....	1
1.2 General Objective.....	4
1.3 Specific Objective of the Study.....	5
1.8 Limitation of the Study	7
1.1.0 Theoretical Framework.....	8
1.2.0 Conceptual Framework	10
Figure 1.Conceptual Framework.....	11
CHAPTER TWO	13
LITERATURE REVIEW	13
2.1 Levels of Conflict.....	15
2.3 Overview On Conflict Resolution And Management.....	23
2.4 Research Gap.....	23
2.5 CONCLUSION.....	24
CHAPTER THREE	25
RESEARCH METHODOLOGY.....	25
3.0 Introduction	25
3.1 Research Approach and	
Design.....	25

3.2 Population and Sampling	26
3.3 Instruments used in data collection	26
3.4 Data Analysis	27
3.5 ETHICAL CONSIDERATION	27
CHAPTER FOUR	28
PRESENTATION OF RESULTS	28
4.1 Age Distribution.....	28
4.2 Marital Status Distribution.....	28
4.3 Level of Education	29
4.4 Conflict.....	30
4.5 Conflict and its Nature at Workplace.....	30
4.3 Conflict Resolution	32
4.4 Relevance of Effective Conflict Management	33
4.5 Possible Conflict Resolution	34
CHAPTER FIVE	35
DICUSSION OF RESEARCH FINDNGS.....	35
5.0 Overview.....	35
CHAPTER SIX	39
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	39
6.1 CONCLUSION	39
6.2 RECOMMENDATIONS	39
REFERENCES	41
APPENDIX 1	46
BUDGET	53

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Conflict is inevitable in every society as well as organization. It occurs within groups' individuals, organizations and government and even among family members. Conflict potentially improves team dynamism Yorid (2013). Conflict management skills is necessary for management of conflict in any organization for any organization to be effective and efficient in performing of its activities. There is need for mutual co-existence and understanding among members of the organization however, conflict within an organization can emerge because of individuals' difference, ambitions or from villainy between sub-groups or factions.

Conflict is generated from emotions and frustration and has a detrimental impact on groups or organizational outcomes i.e. information processing ability, cognitive function of group members, attribution of group members' behavior group loyalty. Work group commitment intent to stay in the present organization and job satisfaction, Anderson (1990). Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organization there is the inevitable clash between formal authority and power and those individual and group affected most organizational conflict are because of agitation by workers unions for improve condition of service and other welfare packages. In the recent past, organized labour, government and owners of enterprise have been constraint with the problem of industrial conflict, hence conflict resolution become very necessary. Following the disagreement between workers and management repetition (employer and employee) on the matter pertaining to either policy formulation on the welfare of workers in an organization or workers participation in decision making process on matters that boarder on their interest and welfare.

Amason (1996) argues that agitation by worker unions for improved condition of service and other welfare package are usually not in consonance with the interest and expectation employers

the very foundation of industrial conflicts. Hence, the need to examine conflict resolution as a tool for effective management in NAPSA very imperative.

Havenga (2002) indicated that causes of conflict at the level of the organization could also include resource availability; affirmative action programs; the scope and content of workload; the introduction of new management techniques; and differences of a cultural and racial nature. A typology that further categorizes sources of conflict is offered by Nelson and Quick (2001) who differentiate between structural factors (causes) i. e. those that develop from within the organization and originate from the manner in which work is organized, and secondly, personal factors, which emerge as a result of individual differences among employees. Although the potential sources of conflict seemingly abound, the important role of communication as a potential source of conflict appears to be understated. With a few exceptions, (Ritzer 1972; Robbins 1998; Vecchio (2000) communication is infrequently considered as a source of conflict. The typologies utilized by these authors tend to suggest that the various sources of conflict can be classified into three categories, namely communication processes, structure, and individual behavioral factors. However, despite the frequency with which causes (sources) of conflict are nominated or suggested, empirical support for the claimed validity of these causes or typologies is substantively lacking, which suggests that any and each categorization framework is as helpful or unhelpful as the next.

Jung (2003) declares that conflict is clearly associated with power and can emerge when goal achievement of an organization is avoided. It is also believed that people are aware of the factors that generate conflicts such as scarcity, obstruction and incompatible interests or goals. Conflict can also be broken out when one party avoids the goal achievement of the other one. However, opined that it is probable that causes for conflicts are not highly correlated with goal and objective achievement in situations of routine behavior where procedures are well defined and environment is stable. In these circumstances, conflict variables are probably more related to personality, autonomy reasons, functional interdependence and status.

Some of the reasons that justify conflict escalation according to are: (i) as departments grow, people lose contact with other departments, or yet, members of a department start to think differently from other areas; (ii) the increase of emphasis in the financial measures as a tool for

motivation for managers and the establishment of different profit centers inside an integrated business system end up creating many conflicts;

(iii) the increasing rise of emphasis in functional specialization, politics of promotion and recruiting reinforce the isolation of departments, generating conflicts; (iv) today there is more room for workers to show criticism among each other, while this freedom of speech can be beneficial for society as a whole, in organizational context can be transformed into conflicts and (v) consumers demand lower prices, better quality in products and services, creating pressures so that departments work more effectively which can result in conflicts among departments (Ibid).

Another reason pointed by for the occurrence of conflicts is the asymmetric degree of interdependence, which affects the level of trust and commitment of the groups. Asymmetric interdependence occurs when parties have different levels of dependence among each other. That is, in one same group some individuals can depend on people that, in turn, show independence in relation to them. In total interdependence, on the other hand, individuals are very dependent on one another. Kumar et al (1995) states those relationships with total interdependence have less conflict than the ones with asymmetric interdependence. For, conflict is smaller in highly dependent relationships because, in general, the dependent party conforms itself that it cannot alter the situation and accept the leader's power.

1.1 Statement of Problem

In every conflict situation, no matter how violent and entrenched with individual misunderstanding in an organization, there are conflict management committees building peace. This is a simple, yet seemingly radical, statement. In fact, despite the many conflict or violence across organisations, the majority of the organisations, the majority of the time, in the majority of workplaces is interacting in peaceful ways that mitigate and prevent violence, that keep employees, employers and the public safe and cooperating for shared goals.

The research encapsulates on conflicts handling in NAPSA. It encompasses studying factors effecting conflicts handling and how team members should manage should conflicts occur in teamwork in an organization. Conflict can be described as a form of disagreement between team members, which if prolonged or unresolved, may lead to negative situations such as people avoiding each other in the organization, inability to work together, verbal assaults or possibly

dissatisfaction among them. The problems arising from the conflict situations should be carefully examined and resolved amicably in a way that suits the interest of all parties.

Effective conflict management resolutions are both positive and helpful, as opposed to poor conflict management resolutions, which are negative and unhelpful. Mediation may be an alternative tool to ensure that an effective conflict solution is reached. Moreover, conflicts may come in many forms in the organization, resulting in unavoidable clashes between those having authority and those exerting power, with results affecting work performances of both the individuals and their groups (Babin & Boles, 2000).

An Industrial strike injures not only the party against whom it is directed but the society as a whole. The larger the number of workers involved the longer the duration of strike and the more essential a commodity or service is the more widespread will be the effects of strike. Industrial strikes entail both economic as well as non-economic costs for the employer. The economic losses caused by a strike may be serious. The financial loss of a project is only one among its various losses. When the production stops and the sales go down, the market is captured by rival concerns and the concern's goodwill may be lost. Besides additional expenditure incurred in protecting the plant and taking other steps to deal with the effects of strike. A lot of money is wasted in the efforts made by both the labour and management in projecting their respective images. Industrial workers too have to undergo severe hardship due to loss of wages.

For example in 2017 NAPSA employees attempted to go on strike in an attempt to force management to award them a reasonable salary increment. That action resulted in the delayment of processing the benefit claims thereby affecting the members in receiving their benefits on time. From this study it will show what triggers conflicts in the teamwork and the effects of conflicts handling in the teamwork of the Social Security Institutions. In an organization like NAPSA, being service oriented, is chosen as the domain for this study considering the level of pressure and expectation it exhibits, how the conflicts are managed and resolved in their teamwork to satisfy both the customers and the employees (team members).

1.2 General Objective

The general objective of the study was to explore the Causes and Effects of Conflict at Social Security Institutions a case study of National Pension Scheme Authority (NAPSA) in Zambia.

1.3 Specific Objective of the Study

The objective of the study were as follows:

- i. To identify the nature of conflict in NAPSA
- ii. To Investigate conflict resolution at NAPSA
- iii. To examine the relevance of effective conflict management at NAPSA
- iv. To suggest possible solutions to conflict at NAPSA

1.4 Significance of the Study

The study was beneficial to corporate organization especially NAPSA as they utilize the finding in policy formulation regarding conflict management in their organization. This gives us the opportunity to add to the body of knowledge on by investigating the causes and effects of conflict at NAPSA. This study would be useful reference material to individuals, students as well as scholars who may wish to undertake a similar research.

Most importantly, the study had gone a long way in putting an end to unnecessary unrest in the corporate and would enhance productivity, peaceful co-existence between management and employee, which had had positive impact on sales, profit, management, and maximum research was serves as a reference point to further research work.

1.5 Research Questions

The research questions that guided the study were:

- i. What is the nature of conflict at NAPSA
- ii. How is conflict resolved at NAPSA?
- iii. What is the relevance of effective conflict management at NAPSA?
- iv. What are the positive solutions to the problem of conflict at NAPSA?

1.6 Scope of the Study

The study covered the examination of conflict resolution as a tool for effective management at NAPSA. To this end, the study identified the criteria for effective conflict resolution as well as the relevance of effective management system at NAPSA. The study equally identified the causes and effect of conflict at NAPSA and offered solutions to such problems.

1.7 Historical Background of the Case Study

National Pension Scheme Authority (NAPSA) was established through an Act of Parliament, the National Pension Scheme Act No 40 of 1996. It came into being on 12 February 2000 following the transformation of the then Zambia National Provident Fund (ZNPF) which had been in existence since 1966.

NAPSA's mandate is to act as the main vehicle for providing retirement and other social security benefits to workers in the country. The main functions of NAPSA are to collect contribution income, invest this income and then distribute benefits when they fall due.

NAPSA pays out three principal benefits – retirement, invalidity and survivor's benefits. In addition to these, NAPSA provides a funeral grant to survivors of the deceased member.

Following the recent assent of the National Pension Scheme Amendment Act No. 7 of 2015 on 14 August 2015, pensionable age for members of NAPSA was revised as follows:

- Early retirement age – previously 50 years, now 55 years
- Normal retirement age – previously 55 years, now 60 years
- Late retirement age – 65 years

Members who joined NAPSA after 14th August 2015 can claim their benefits at 55 (Early retirement pension only), 60 or 65 years of age, while members who joined NAPSA before 14th August 2015 can claim their benefits at 50 (Early retirement pension only) and 55 years or at 60 or 65 years of age. Any registered member who has reached the ages of 55, 60 and 65 years and has made a minimum of 180 months of contributions or qualifies under the reduced criteria (sliding scale), is eligible to receive a monthly pension.

1.8 Limitation of the Study

For the fact that this study is restricted to National Pension Scheme Authority (NAPSA), it was not certain if the same result would be obtained if the survey were done on a different area for the fact that the questionnaire as well as the survey design were used as the instrument and the research design respectfully. It was not certain if other kind of instruments as well as research design could yield the same result. Other limitations arose from the uncooperative attitude of respondents as well as their non-challant attitude, which affected the objectivity of their response. As such, incoming students as well as individual who may wish to conduct a further research should take this into cognizance.

1.9 Definition of Terms

- ❖ Conflict: This is a process in which one party perceives its interests as being opposed or negatively affected by another party.
- ❖ Management: Management is the act of getting things done through people.
- ❖ Conflict Management: Is a communication process in an organization that offers a solution when conflict arise.
- ❖ Organization: This is a framework for getting things done.
- ❖ Strike: This is temporary withdrawal or withholding of labor power with the hope of raising its price by improving the payment of wages and other condition of employment.
- ❖ Lockout: This refers to management refusal to allow employees to work.
- ❖ Trade Union: This is a combination of workers or employers association formed for the main purpose of regulating the terms and conditions of employment of workers.
- ❖ Production: This is the process of transforming resources such as raw materials, labor and capital goods into finished product and services.

Conflict arises only in a relationship: This is applicable to any relationship, such as a private, working, professional, or political one. Weiss (2014) is of the view that employers have economic power over employees due to the exploitative nature of the labour relationship. In the case of NAPSA employees.

Conflict is not always visible: Conflict is always present, although it might sometimes seem that there is no conflict. In consideration of the latter, Anstey (1991) argues that the fact that conflict is not always visible is simply the potential for conflict to develop. Davids (2008) confirms that visible conflict is easier to manage. Perceptions about the same interests: Conflict usually arises when people have different beliefs, values and interests regarding the same thing (Zajda & Daun, 2009).

1.1.0 Theoretical Framework

1.1.1 Human Relations Theory

Human relations theory focuses mainly on the importance of the human being at work (Luthans, 1992:23). The purpose of the theory is to build a nurturing work environment, replacing close supervision with a more relaxed and sympathetic form of supervision, and encouraging the development of cohesive work groups. Although other theories have contributed to the development of organizational behavior theory, cognizance should be taken of the fact that this study will specifically focus on the human relations theory and the manner in which it contributes to understanding interpersonal conflict. In terms of the human relations theory, people should be treated as human beings rather than like machines, and their need to participate in the making of certain decisions concerning working conditions and other matters should be acknowledged. In such conditions, morale should improve and workers would be more likely to cooperate with management in achieving good production (Tompkins, 2005). The human relations theory was popularized by Elton Mayo through studies conducted at the Hawthorne Plant of the Western Electric Company. Before the Hawthorne study officially started, Elton Mayo headed a research team that was investigating the causes of very high turnover in the mule spinning department of a Philadelphia textile mill in 1923 and 1924.

After interviewing and consulting the workers, the team set up a series of rest pauses, which resulted in greatly reduced turnover and more positive worker attitudes and morale. The purpose of the Hawthorne study was, similarly, to investigate the impact of environmental factors such as illumination, wage incentives and rest pauses on employment productivity (Miller, 2008).

The four major experiments in the Hawthorne study were the illumination studies, assembly test room studies, the interview programme and the bank wiring room. Each of the aforementioned experiments will be briefly summarized below:

- ✓ The illumination studies assisted in identifying the impact of social factors on behaviour (Jex, 2002:13)
- ✓ The relay assembly test room studies explored specific environmental factors affecting productivity, including temperature, humidity, working hours and refreshments. However, it was concluded that social satisfaction arising from human associations at work was a more important determinant of work behaviour in general (Miller, 2014)
- ✓ The interview programme studies determined the impact of the working conditions on productivity, but in the interview session it was found that the employees preferred to talk about their feelings and attitudes (Koppes, 2014) and
- ✓ The bank wiring observation room studies showed that slow workers were pressured to work faster and the other way around (Price, 2007).

In short, the human relation theory highlights the behaviour of human beings at work, which can be either positive or negative. The findings were, quite simply, that a happy employee is a productive employee, which will in turn enhance the organization's productivity.

The factors highlighted so far in this study, such as principles, roles, interests, attitudes, morale, perceptions, values, learning capacity and the feelings of the human beings at work play a crucial role in working relationships and should therefore be understood by supervisors and management if they want to strengthen and enhance cooperation among individuals and groups at work. The above-mentioned will contribute positively towards achieving organisational goals and objectives. In the context of this study, it will contribute towards managing conflict more effectively and efficiently.

However, it should be noted that criticisms have been levelled against the human relations theory. Crowther and Green (2004) argue that the research methodology used in the related study was insufficient and substandard. The experiments outlined above were not rigorously conducted with regard to controlling the conditions. Outcomes in certain cases required financial support

and assistance, which contradicts the purpose of the human relations theory. Crowther and Green (2004) are further of the view that a lack of proper communication exists between managers and subordinates because their managers do not consider the feelings of subordinates. Singh (2008) similarly argues that the focus of the human relations theory is narrow because it places too high attention on an individual in an organization and this might negatively influence the goals and strategies of the organization.

In light of the above, it can be argued that factors such as values, different beliefs, limited resources, political power and disagreements and attitudes should serve as a theoretical foundation for the study of conflict. Because this study is about conflict, the said factors will contribute to understanding the behaviour of individuals at work and how such behaviour leads to the development of conflict in the workplace. The next section concerns the models of conflict applicable to this study.

1.2.0 Conceptual Framework

In this study, it is conceptualized that institutions and mechanisms for causing conflict in an organization in social security institution such as NAPSA Tohbi (2011) contended that the manner in which such institutions were constituted and operated had a bearing on their effectiveness. The conceptual framework below has been developed to try and analyze several aspects that relate to the causing of conflicts inter political conflicts, miscommunication between employers and employees unemployment that lead to conflict.

While it was clear that the phenomenon required a multi-stakeholder approach, the formation of Conflict Management Committees alone could not guarantee success. Therefore, it follows that several other interrelated facets of these committees needs to be evaluated by unions.

For instance, the members of the Conflict Management Committees should undergo training in conflict management tools such as conflict mapping, conflict analysis and management. In so doing, it is hoped that conflict would be managed effectively thereby contributing to peace and stability in the institution.

Figure 1. Conceptual Framework



The conceptual framework above showed the major causes and the effects of conflict in Social Security Institutions and then how conflict is managed effectively through conflict management strategies. To make recommendations for the stated problem based on the finding is from the study and gathering results in useful outcomes otherwise conflicts will remain unresolved if appropriate techniques were not managed properly according to the situation and time and same conflicts might be there in organization that can adversely affect the organizational performance..

1.2.1 CONCLUSION

This chapter comprised a theoretical and conceptual overview of different types of workplace conflict and the management thereof in the workplace. The chapter has introduced the study Causes and Effects of Conflict at Social Security Institutions. A case study of NAPSA in Zambia. It is argued that conflict is placed within an organisational setting and, as such, organisational and behavioural theories are described. The role of conflict and the circumstances that lead to the development of conflict in the workplace are briefly analyzed. Models of conflict such as the process and structural models are discussed in detail. An indication was provided of the origin of the models, what they were used for and the relevance thereof to the study.

Furthermore, in light of the above, the dynamic environment in which conflict takes place was explained. The chapter also presented the background to the study, statement of the problem, research objectives, and research questions, significance of the study, limitation of the study as well as the operational definition of terms. The next chapter provides a review of literature relevant to the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A literature review serves as a major tool for gathering and analyzing information in the public sector. Therefore, a literature review is defined as a review of written documents that present a logically argued case founded on a comprehensive understanding of the current state of knowledge concerning a research topic. (Baron, R. A. 1990) are of the view that in order to conduct research successfully, the review of the literature should be well planned and presented, as well as be indicative that meaningful sources were consulted. It is important to obtain and consult various sources in the field of Public Administration. However, the focus should not be limited to aspects of Public Administration, but should also include literature pertaining to conflict resolution and management, specifically in the local sphere of NAPSA.

Before one can manage conflict effectively, one needs to understand it. A brief definition of conflict was presented in chapter one and some elements of the definition were explained. For the purpose of this chapter, several definitions of conflict will be provided to facilitate a better understanding of the nature of conflict. According to Nelson and Quick (2014), conflict is a disagreement between two or more parties in which one or all perceive a denial of a right or resource, or the absence of capacity to obtain justice, which leads to anger, hurt, hatred, and possible verbal and violent actions and reaction, resulting in damage to persons emotionally, physically, and/or to property.

Havenga (2002) argues that conflict occurs due to opposing needs being simultaneously active in the same situation. That is, a situation occurs in which it is expected of individuals or groups to act simultaneously in differing and irreconcilable ways. According to Likert and Likert (1976), conflict is conceptualized, as “the active striving for one’s own preferred outcome, which, if attained, precludes the attainment by others of their own preferred outcomes, thereby producing hostility”.

Kreitner and Kinicki (2001) are more situation-oriented in their definition; they see conflict as arising from scarce resources or work activities that must be shared and from the fact that the individuals or groups have differing statuses, goals and values. While the above places conflict within an organisational setting, Wall and Callister (1995) contend that conflict is a process in which one party perceives that its interests are being opposed or negatively affected by another. In this case, “party” can refer to an individual or a group. Similarly, Anstey (1999) is of the view that conflict exists in a relationship when parties believe that their aspirations cannot be achieved simultaneously, or perceive a divergence in their values, needs or interests (latent conflict) and purposefully employ power in an effort to eliminate, defeat, neutralize, or change each other to protect or further their interests in the interaction (manifest conflict).

Finally, Rahim (2011) recognizes that conflict is inevitable among humans and defines it as a natural outcome of human interaction that begins when two or more entities (i.e. individuals, groups, organisations or nations) come into contact with one another when attempting to achieve their objectives. Relationships among such entities might become strained when two or more of them desire a similar resource that is in short supply, when they have exclusive behavioural preferences regarding their joint action or when they have different attitudes, values, beliefs and/or skills. Anstey (2006), on the other hand, reasons that conflict is about change and states that there are efforts to realign relations within and between nations, communities and organisations in order to reduce conflict everywhere.

Smit et al. (2007) delineate conflict as arising from the interaction of independent people who perceive an opposition of goals, aims and values, and who see other parties as potentially interfering with the realization of their goals. They highlight three general characteristics of conflict, namely, incompatible goals, independence and interaction. Smit et al. (2007) further explain that in an organization the nature of goal incompatibility can vary substantially. Many organisational conflicts stem from contradictory ideas about the distribution of organisational resources, and when management and labour negotiate about working conditions. Therefore, incompatibility is not a sufficient condition for organisational conflict and it is only when the behaviour of organisational members are interdependent that conflict arises.

The last critical component of conflict is interaction, which could destroy work relations or could create an impetus for organisational change and development. From the above, the following deduction regarding the nature of conflict can be made: Conflict occurs in a specific context, i.e. an organization, conflict entails disagreements about roles, values, statuses, resources and/or interests, conflict might lead to change, conflict can occur between individuals or groups and if not managed properly, conflict could lead to a total breakdown of relationships between conflicting parties.

For the purpose of this study, conflict is seen as a disagreement about roles, statuses, resources and interests in NAPSA. The basic assumption is that every organization is confronted with conflict and the challenge lies in ensuring that strategies are put in place to reduce conflict, which implies managing it effectively. While the conflict could occur between individuals and groups, the next section details what the different levels of conflict might entail.

2.1 Levels of Conflict

Rout and Omika (2007) are of the view that most conflict in the workplace is characterized by rumours, grumbling, criticism, sarcasm and unpleasant comments that lead to a working environment characterized by mistrust and negativity. As a result, the said circumstances become so difficult that employees do not like to see or face each other and working conditions are affected. These employees all have differing goals, expectations and values pertaining to certain situations in the workplace. The conflict might be further aggravated by the dynamic political climate, technological changes, financial issues and operational procedures. These, along with many other factors, make conflict a reality in the workplace. In light of what has been said so far, it is important to elaborate on what is termed “the levels of conflict”. According to Collins (2008), conflict occurs at various levels, which include the following: Intragroup, interpersonal and intrapersonal levels.

In the view of Rahim (2002), intragroup conflict refers to incompatibility, incongruence, or disagreement among members of a group or its subgroups regarding goals, functions and activities. Collins (2008:12) defines interpersonal conflict as conflict that occurs between two individuals, such as superiors and subordinates, while intrapersonal conflict is experienced by individuals within themselves. Collins (2008) is of the view that most organisational conflict is

interpersonal. In addition, Collins' (2008) view outlined above, Hargie (1997) describes interpersonal conflict as a process that commences with one party perceiving another party to be frustrated or about to be frustrated. Nelson and Quick (2005) argue that interpersonal conflict arises between two or more individuals with different perceptions, values, attitudes and personalities.

Interpersonal conflict is relevant to this study because it helps us to understand the conflict that occurs between an employee and employer. For the purpose of this study, as noted above, for an employee in NAPSA. Therefore, it is important to contextualize the meaning thereof for this study. Since the objective of this study is to identify the causes of the development of conflict resolution management within the workplace, it should be noted that interpersonal conflict normally occurs between individuals in the same or different departments or even between individuals from different organisations. Although the focus of this study is on interpersonal conflict, additional levels of conflict can also be identified. In the view of Carter (2006), structural conflict, for instance, arises between the departments of an organization due to the relationships between them. Structural conflict is magnified by competition over scarce resources, a competitive reward system and the independence of work units, power differentials, and ambiguity over responsibilities and jurisdiction.

Collins (2008) is of the view that structural conflicts are situational and exist apart from the individuals who are exposed to them, and they tend to affect people in similar ways. From the above, the following deduction can be made pertaining to the different levels of conflict:

1. Conflict occurs on various levels, which can be categorized as intragroup, interpersonal, intrapersonal, structural or organisational levels
2. Each level describes the type of interaction in the conflict that takes place between individuals or groups
3. Conflict always has a social connotation because it takes place in a social setting
4. Conflict can be analyzed on a micro level, focusing mainly on the interaction between Individuals and groups within an organization; and
5. Theorists regard competition and power as an important contributor to conflict.

In light of the various opinions discussed above, interpersonal conflict is the level of conflict applicable to the study as it involves conflict-taking place between two or more individuals in an organisational setting. The causes of conflict indicated by Havenga (2002) include the availability of resources, affirmative action programmes, size and content of workload, application of new management techniques, cultural differences and racial differences. Singh (2008) is of the view that conflict relates to many aspects, which can be classified as follows:

- ❖ A communication aspect, which might refer to lack of proper communication
- ❖ A behavioural aspect, which arises out of human thoughts and feelings, emotions and attitude, values and perceptions
- ❖ A structural aspect, which relates to the structural design of the organization
- ❖ Differences in perception, which means that interdependent individuals and groups get involved in conflict because they hold conflicting values and perceive situations using limited perspective on the issue of conflict and
- ❖ Differentiated goals, whereby conflict arises due to similarities of goals and needs for limited resources.

The theoretical causes of conflict described above are relevant to this study because they provide a theoretical understanding of the nature and extent of conflict in the workplace. In order for conflict to be resolved appropriately, it is important to identify the various sources, such as those stated above. Once the sources have been identified, one can strive towards resolving workplace conflict effectively.

Having identified the primary sources of conflict in the workplace, it can be argued that since conflict is an organisational phenomenon in the context of this study, organisational theories should also be considered as theoretical foundations for the study.

2.2 World Perspective

The resolution and prevention of individual employment disputes has become an increasingly important issue for policy-makers and practitioners (Gibbons, 2007; BIS, 2011; CIPD, 2011). Over the last ten years the number of employment tribunal applications has more than doubled (Ministry of Justice, 2011) while the costs of managing workplace conflict and the consequent

impact on organisational performance have been highlighted by a number of employers' organisations.

Within the UK, until recently, the dominant approach to individual employment resolution has been centered on increased regulation and the widespread adoption of formal disciplinary and grievance procedures (Baron & Greenberg (1990)). For employers, this was a response to the growing complexity of employment legislation and the consequent threat of litigation (Edwards, 2000). Conventional disciplinary and grievance procedures were also argued to provide a degree of employee voice; a source of organisational justice; and a way of improving and correcting employee behaviour.

However, the Gibbons Review into the UK's system of dispute resolution concluded in 2007 that a more flexible approach was needed that encouraged employers to address difficult issues at an early stage and allowed them to seek solutions through discussion as opposed to formal written procedures. Part of Gibbons' prescription was the extension of alternative dispute resolution (ADR) processes, and workplace mediation, in particular. For Gibbons, mediation provided 'a pragmatic, flexible and informal way of providing both parties with positive outcomes' and therefore urged the government to 'Challenge all employer and employee organisations to commit to implementing and promoting early dispute resolution.

While the government has not (to date) introduced any specific measures to expand the use of workplace mediation, the introduction of a revised Acas Code of Practice on Discipline and Grievance in April 2009 has triggered greater interest amongst organisations in the potential offered by mediation. Latreille, (2011), provided further evidence of this evaluation, which found specific cases whereby, 'the introduction of mediation into an organisational approach was prompted by a review of policies in light of the Code' (40).

Notably, the government also sees mediation as a way of transforming organisational culture. How the government intends to achieve this aim is not clear, but they have launched two specific initiatives. Firstly, they will work with leading retail organisations to see how their mediation expertise can be shared with organisations within their supply chains. Secondly, BIS are funding a pilot scheme establishing regional mediation networks to serve SMEs (.Ibid).

There is some evidence that the use of workplace mediation in the UK is increasing. Over the last five years, the annual number of individual mediations conducted by Acas has risen steadily from 35 in 2004/5 to 241 in 2009/10 (Acas, 2006; 2011a) while the Chartered Institute of Personnel and Development's (CIPD) 2011 survey of their members found that 57% reported using mediation compared to less than half in 2008 (CIPD, 2011). Mediation has been defined as "a process of negotiation, but structured and influenced by the intervention of a neutral third party who seeks to assist the parties to reach an agreement that is acceptable to them" (Mackie et al., 1995). However, as Latreille's (2011) review of Acas and CIPD research argued, a wide spectrum of mediation is used within organisations. This can be divided into three broad categories. Firstly, managers and HR professionals can facilitate discussion between staff in dispute on an ad hoc basis. This takes place without reference to any specific written procedure and the facilitator will generally not have any formal mediation training or qualification. Secondly, organisations can engage external professional mediators to attempt to resolve specific disputes. Thirdly, mediation can be conducted through internal or in-house mediation schemes, within which an organization can draw from a pool of staff who are trained and accredited as workplace mediators.

The use of in-house mediation schemes appears to be mainly limited to larger organisations and those in the public sector. In some cases, this pre-dated the Gibbons Review. For example, Bradford Metropolitan District Council introduced an Employee Advisory and Mediation Service in 2002 (Saundry, 2012). Furthermore, in 2006 five NHS trusts (Bedford and Luton Mental Health and Social Care Partnership Trust; South Central Ambulance Service NHS Trust; Derby Hospitals Trust; Guy's and St Thomas' NHS Foundation Trust and Bradford Care Trust and Bradford PCTs) took part in a pilot project whereby Acas, the Department of Health's HR capacity team and the NHS Social Partnership Forum worked to establish in-house mediation schemes in each of the participating organisations (Social Partnership Forum, 2009).

In contrast, while there is evidence of enthusiasm for mediation amongst SMEs, the personal nature of small firm employment relations and the cost of mediation are undoubted barriers to its use (Harris et al., 2008; Johnston, 2008; Rahim et al., 2011). Research undertaken by Acas found that just five per cent of private sector businesses had used mediation, falling to just four percent in small and medium sized enterprises (SMEs).

It is argued that mediation enjoys a number of advantages over conventional written disciplinary and grievance procedures and litigation. In simple terms, the impacts of mediation can be traced across two dimensions. Firstly, it is argued to provide a relatively quick, cost-effective and successful way of resolving individual employment disputes that might otherwise become enmeshed in long, complex processes and/or escalate into litigation. In this way, mediation is seen as having clear advantages over conventional discipline and grievance procedures (Burke, 1994).

Secondly, it has been suggested that the introduction of internal mediation schemes may have an impact beyond the specific disputes that are mediated. Those parties directly involved within mediation may change the way that they deal with disputes. For example, the literature suggests that managers trained as mediators improve their ‘conflict handling skills’, their reputation (Reynolds 2000), team morale and even gain ‘knowledge or resources that can greatly expand the opportunities for creative problem solving. Bingham (2004) evaluation of mediation in small firms in the UK found evidence of a sustained improvement in employer-employee relationships. Similarly, the CIPD (CIPD, 2007) claim that, in addition to resolving disputes, mediation can lead to a range of positive impacts, including the development of organisational culture and improvements in employee relationships.

It is also argued that these wider benefits are more likely to be realized when organisations introduce complementary ADR practices (Bendersky, 2003) as part of an overall strategic approach. The suggestion that organisations should develop integrated conflict management systems (ICMS) has gained widespread support in the USA. For example, Lipskey et al., (2003) have argued that this approach has the potential to transform organisations rather than simply manage disputes. In broad terms ICMS comprises of a combination of interest based (i.e. mediation) and rights based (i.e. grievance procedures) processes.

A key motive for the introduction of ICMS is to change the ‘culture’ of conflict management. Similarly, Lynch (2001, 2003) sees ‘culture’ as one of the key drivers for the introduction of ICMS. However, Lipskey et al., (2003) also argue that ‘organizational culture, which reflects the values, experiences, and belief structures of the organization’s decision makers plays a critical role’ (125) in providing an environment in which ICMS can be introduced. Therefore, whether

ICMS can be introduced in an organization unless there has already been at least a degree of ‘cultural’ change is questionable.

Indeed, key organizational decision makers may be resistant to the introduction and use of mediation. For example, first line managers are often seen as being skeptical about mediation, which they feel, may compromise their authority. This threatens to limit the use of mediation, as managers may be reluctant to refer cases to be mediated. Therefore, the support and buy-in of line managers is seen as essential if mediation is to take root within organisations. This is particularly important given the devolution of people management issues Fisher (1990) and the increased role played by line and operational managers in dealing with employee grievances and disciplinary issues.

Similarly, Human Resource professionals in Malawi may resist mediation because they may feel that it ‘changes the power structure, diminishes their role in conflict resolution, and decreases the emphasis on rights-based determination of employee disputes’ (Lipskey et al., 2003). In addition, trade unions are generally argued to be skeptical about ADR, which they see as threatening their traditional representative role, although some public sector unions in the USA have embraced ADR as a way of extending their influence (Robinson et al., 2005). Interestingly there is little evidence regarding the involvement in or attitudes to mediation of non-union employee representatives.

This suggests that any exploration of mediation needs to be framed within the wider context of the way that workplace relations are configured and conflict is managed, something which the current policy debate fails to do. However, there is evidence that the introduction of in-house mediation can have a transformative effect on workplace relationships and critically lay the platform for channels of communication, which facilitate the early and informal resolution of workplace conflict.

Saundry et al.’s (2011) case study of the introduction of mediation at an NHS organization focused on the way in which mediation provided a conduit through which high-trust relationship between managers and trade union representatives were rebuilt. In doing so an adversarial

approach to disciplinary and grievance issues was replaced by one in which the parties sought to resolve issues at the earliest possible stage through informal discussion and negotiation.

Conflict resolution mechanisms in the region are dogged by delays. In South Africa, a dismissal dispute had to be referred within thirty days of the event, the conciliation held within a further 30 days, and the decision delivered within another 14 days, the entire process not taking longer than 10 weeks. This timing has proved to be largely unattainable. This problem is not unique to ADR mechanisms courts in the region also have serious backlogs rendering it difficult to hear cases within a reasonable time. Sometimes litigants themselves contribute to this problem, for instance in Namibia, it was observed that even small issues or sums of money are resolved by courts, which is costly and time consuming. Under the Employment Act, 1992, rights disputes went to the Labour Court if the Labour Department had failed to conciliate or arbitrate a matter.

According to Vickers (2009), they carried out a research on conflict resolution and management in Gambia the findings were that conflict reduction or prevention can use the behavioral or attitudinal approach to manage conflicts. Behavioral conflict reduction and prevention methods include enforcing rules, separating employees, assigning clear tasks, having a common enemy, outside competition, increasing resources and rewarding cooperation. Attitudinal conflict resolution methods include, having a common enemy, rotating employees, increasing resources, team building and organizational development. Nahavandi (1998) also stated that since conflict can also bring about positive consequences, managers could stimulate conflict through introduction of change, increasing task ambiguity and creating interdependence or competition. Robbins and Langton (2001), defines conflict management as the use of resolution and stimulating techniques to achieve the desired level of conflict. They however identified the resolution technique as problem solving (face meeting), expansion of resource, avoidance, altering the structural variable that is changing the formal organizational structure and interaction patterns of conflicting parties through job design and transfer. They also identified the stimulation techniques as communication where threatening messages are used to increase positive conflict level, appointment of devil's advocate and restructuring of the organization.

Further studies by Debra and Campbell (2005), in Kenya indicated that for effective resolution and management of conflict, measures or techniques such as appealing to subordinate goals,

expanding resources, changing personnel, changing structure, confronting and negotiation could be put into effect. They also stated that in negotiation, managers could use variety of conflict management styles including avoiding, accommodating, competing, compromising and collaborating. In addition, managers should strive to create a conflict positive organization that is one that values diversity empowers employees and seeks win solution to conflicts.

2.3 Overview on Conflict Resolution and Management

Overview of Conflict Resolution Conflict occurs because individuals have different perceptions, beliefs and goals. (Weber, M. 1947) explain conflict as “a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals”. Watson, W. (2000) defined it as “perceived incompatibilities or discrepant views among the parties involved. Conflicts can produce severe problems in an organization; it can certainly hurt an organization’s performance and lead to the forfeiture of employees. Despite this, studies conclude that not all conflict is bad. Conflicts sometimes bring about positive consequences such as new ideas, stimulating creativity, motivate changes, and serves as a safety valve to indicate problems. However, when conflict in an organization turns negative, it becomes necessary to take measures that might lead to consequences such as resource wastage, breaking of group cohesions creating of negative climate, threatens psychological well-being, increase hostility and aggressive behaviors.

2.4 Research Gap

Whilst we know that conflict exists, is prevalent in today’s workplace and can have a significant impact on the business of the organization, little research has been undertaken to evaluate and articulate how these forms of conflict are addressed and resolved in the workplace. The knowledge we do have around the resolution of organisational conflict in the workplace tends to be based on large-scale studies, (Jehn, et al. 2010).

There are also meta-analyses of the literature in conflicts more generally, which develop statements on the processes that may be used to address such conflict (Jehn and Bendersky 2003). Several studies find that trust based, cooperative approaches can be effective in addressing conflict (Jehn et al. 2010). What is clear from Behfar et al. (2008) is that for strategies to be effective, they need to focus on equity rather than equality or explicit rules. These strategies

tend to be pre-emptive rather than reactive and applied consistently to all groups and all group members. Thus, existing research does not reveal a huge amount about the overall trends and approaches used within organizations or the outcomes of these approaches in the workplace setting. This paper is distinctive in that it examines the use of conflict management strategies in a broad range within the Social Security Institutions.

Although the body of literature around the development of conflict management practices is extensive, little has been written on the impact of organizational age on conflict management strategies. A number of studies have examined the relationship between organizational age and Human Resource Management (HRM) practices more broadly (Millward, Bryson, and Forth 2000). The fact that organizational age appears to have an influence on HRM suggests that it might also affect upon the approach to conflict management, although the relationship is less than clear. It could be argued that in start-up phases, entrepreneurial firms will shy from policies and thus be unlikely to instigate formalized policy at all. On the other hand, the cost-saving nature of older firms might result in them instigating additional policies that they feel will help control for costly conflict (Kochan and Barocci 2016). It is therefore unclear as to what effect, if any, the age of the organization can have on the existence of innovative conflict management. This gives us the opportunity to add to the body of knowledge by investigating the causes and effects of conflict in Social Security Institutions in this case NAPSA.

2.5 CONCLUSION

The chapter introduced the Literature review, which discussed the different literatures on causes and effects of conflict done by different scholars in light of this research study. A case study of National Pension Scheme Authority (NAPSA) in Zambia. It has also presented the different literatures that highlighted different forms of conflict found in different organization including the behaviour of people in relation to conflicts and conflict resolution. The next chapter presents the methodology that guided this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Brynard and Hanekom (2006) state that research methodology relates to the process of research and the decisions that the researcher needs to take regarding essential aspects of the research project. In light of this definition, a literature review and semi-structured interviews used to determine the nature of the conflicts. The challenges in the conflict resolution process in the development and management of conflict determined. In order to facilitate this, the specific approach to and design of the study described below.

3.1 Research Approach and Design

The research approach can be qualitative, quantitative or mixed methods, as Cresswell (2014) notes. In this study, the quantitative research approach was used. Before explaining the details of qualitative research, a definition thereof was provided. The qualitative approach involved research that produces descriptive data, generally in the participants' own written or spoken words, pertaining to their experiences or perceptions. Usually numbers or percentages are assigned to these observations. Klenke (2008) defines qualitative research as a multi-method focus, which involves the interpretation of and naturalistic approaches to any subject matter. Lichtman (2013) argues that qualitative research is a way of gathering, organizing and interpreting information obtained from individuals. It normally involves in-depth interviews and recording the observations of respondents participating in a specific research project.

This study entailed both explanatory and descriptive objectives. Brynard and Hanekom (2006) define explanatory research as the identification of why something is the way it is. Therefore, the aim of this study was to explain the nature of conflict as experienced by employees and employers at NAPSA. Explanatory objectives allow for the different views of management and employees pertaining to challenges experienced in the implementation of the current conflict resolution mechanisms at NAPSA.

According to Neuman (2011), descriptive research refers to “painting a picture” of a specific phenomenon while also giving specific details of a situation, therefore, the aim of this study was to give an overview of conflict in the workplace while exploring the challenges related to the current conflict resolution mechanisms used by employees and employers at NAPSA.

3.2 Population and Sampling

The population for the study was consisted of workers at National Pension Scheme Authority. According to Brynard and Hanekom (2006), a population refers to a group in the universe that possesses specific characteristics (for example public officials with post-graduate degrees). “The universe” refers to all subjects who possess the attributes in which the study was interested. From the prepared sampling frame of 200, a sample of 20 respondents (employees) was selected using simple random sampling method. On this basis, the respondents was selected from the sampling frame using the simple random sampling method in order to give all the members of the sampling frame an equal chance of being selected. Only permanent employees and employers was used as respondents for this study.

3.3 Instruments used in data collection

The instruments, which were highlighted below were utilized in order to collect data to realize the research objectives and answer the research questions posed for the study. The instruments that were used to collect data included a literature review and semi-structured interviews, as was described below.

The researcher used both primary and secondary data in the study, primary data was collected through structured questionnaires on the selected 20 respondents and through in-depth interviews on four key informants from NAPSA. In this case, the questionnaires comprised of closed-ended questions for obtaining statistical quantitative data whereas structured interviews was conducted through open-ended questions. Secondary data was collected using desk research from official documents from NAPSA and other published data such as journals, papers and books. Copies of the structured questionnaire and interview schedule

3.4 Data Analysis

The statistical data that was collected through questionnaires from the field was analyzed using the Statistical Package for Social Scientists (SPSS) and Excel. This allowed the researcher to use descriptive statistics in terms of generation of graphs, averages, and inferences from the data which be collected. In this regard, the data analysis tools helped in the testing of respective hypotheses.

3.5 ETHICAL CONSIDERATION

Before conducting the study, consent was obtained from the men and women who responded to the study. The respondents were also assured that the information they provided was going to be handled with the highest confidentiality. The respondents where promised minimum harm, preferably no harm at all also the respondents were permitted not to answer or skip the question in the event they thought they were being infringed, harmed or felt uncomfortable.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.0 Overview

This chapter contains results of the investigation made to explore the Causes and Effects of Conflict at Social Security Institutions a case study of National Pension Scheme Authority (NAPSA) in Zambia. It provides the detailed analysis of gathered data, presentation of the findings together with illustrations and discussions on the same. It also provides the interpretation of the results. The response rate of the questionnaires was 90%. This was attributed to the initial pilot test that enabled the researcher to make proper logistical plans for questionnaire distribution and collection.

4.1 Age Distribution

Table 1.0: age distribution

Age	Frequency	Percent
18-35	11	55
36-45	5	25
45-55	4	20
Total	20	100

Source: Field Data

The findings in table 1 show that 55% of respondents were aged between 18-35 years, 25% were aged between 36-45 years, 20 % were aged “between” 45-55 year. This indicates that youths were the majority of respondent, as they constituted approximately 80% that is aged between 18-45 years. In addition, youths were also considered the most active and influenced age bracket.

4.2 Marital Status Distribution

Table 2: marital status

Category	Frequency	Percent
Married	14	70
Single	5	25
Widowed/Widower	1	5

Total	20	100
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Source: Field Data

Table 2 show that 70% of respondents were married, 25% were single and 5% were widowed/widower. This means that married or couples were the majority of sampled respondents. However, youths, both married and single, accounted for sizable number of sampled respondents.

4.3 Level of Education

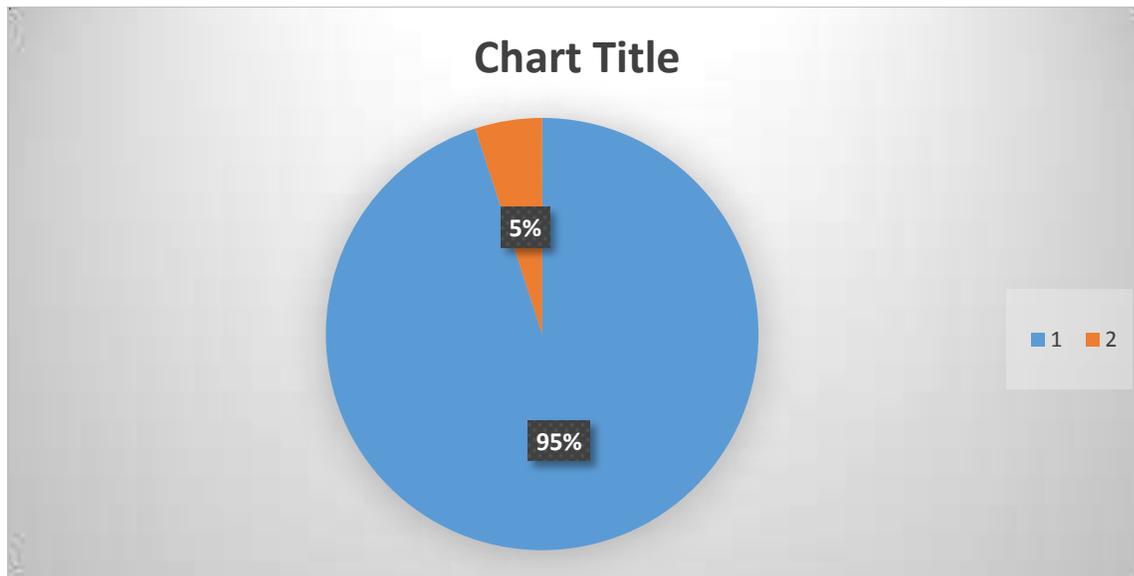
Table 3 level of education

Level of Education	Frequency	Percent
Secondary	1	5
Diploma	3	15
Degree	16	80
Total	20	100

Source: Field Data

In Table 3 the findings reveal that 5% of respondents had secondary school level of education, 15% had diploma certificate, and 80% were holders of degree. This shows that more than 95% of respondents had post-secondary qualification. Therefore, respondents were able to understand, read and write in English apart from the native language, thus being able to make informed decisions from print media.

FIGURE 1. LEVEL OF INCOME



Source: Field Data

In Figure. 1, the findings reveal that 5% of respondents were being paid between K5000 and 95% were getting paid K5000 or more. This shows that more than 19 of respondents were paid well.

4.4 Conflict

Conflict is a reality of working with others. Given the range of activities, stressors and personality types that must come together, it is no surprise that conflict exists. However, the degree of conflict is surprising. Almost everyone has to deal with conflict at some time or another. In fact, less than one out of one hundred respondents say they never have had to handle conflict, while almost 38% say they deal with conflict frequently or always.

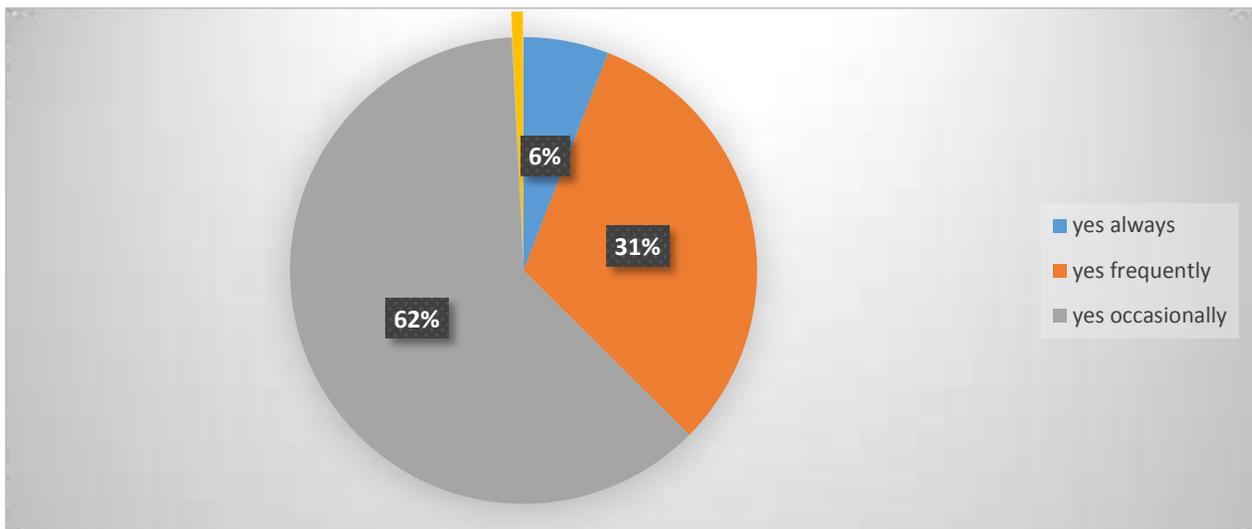
4.5 Conflict and its Nature at Workplace

The 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.

Conflicts exists in different types in different organisational setups. There are can be intrapersonal and interpersonal among others. These can be understood to be the fundamental nature of conflict. Much conflict exists in every workplace without turning into disputes. The first step in uncovering workplace conflict is to consider the typical sources of conflict. There are a variety of sources of workplace conflict including interpersonal, organizational, change related, and external factors.

All the respondents agreed that there was indeed conflict prevalence at the work place. The only difference came to the degree.



Source: Field Data

The above shows that 62% of respondents said yes but occasionally conflict occur at the working place, 31% said it is frequent and 6% said conflict always happen in there working place. From the findings, it shows that, when conflicts are not addressed effectively, individuals suffer. This in turn hurts job performance. Over three quarters of human resource personnel have seen someone leave an organization because of conflict, and almost half have seen someone fired because of it. While all of these departures are not unwanted, the disruption generated by conflict can lead to long-term problems. An overwhelming response indicated that the nature of the conflict were certain on issues of personality clashes, warring egos, poor leadership from the top

of the organization, lack of honesty and openness, stress and clash values. In understanding the nature of the conflict, they were certain triggers, which were common amongst the response.

The conflict mainly found in the organization was interpersonal (among employees) and between the employee and the management. However, the common nature of conflict was among the employees. This agrees with the findings above as the major cause of conflict was due to personality clashes and all the personal attributes that result in misunderstanding amongst themselves.

4.3 Conflict Resolution

To maintain organizational health and performances, it is essential to accept and address the conflict through effective resolution process. It is crucial that every organization must have a proper conflict resolution process. However, whether the conflict can be resolved on time depends upon the ability of the employees to understand the importance of conflict resolution process and their desire to resolve the matter. There are different ways of resolving conflict and these could among others be the setting of the behavioural framework, the adoption of preventive measures, emphasizing the utilization of taking the opportunity to learn. Conflicts can be resolved positively if there is a desire among the employees to do so. However, if all your efforts fail and the conflicts persist, you can take the help of the professionals. Certain solicitors provide conflict resolution services and they try their best to erase out employment difficulties.

Table 5. Committee that handle conflicts in an organization

Committees	Frequency	Percent
Disciplinary committee	12	60
Industrial relations.	6	30
Unions	2	10
Total	200	100

Source: Field Data

When a question asked if there was any committee that handle conflicts in an organization. The 60% of respondents answered there was disciplinary committee, 30% unions' management committees and bargaining units and 10% responded that the committee that handle conflicts in

their organization was industrial relations. This implied that majority of respondents knew the committee that handle conflicts in an organization (NAPSA) was disciplinary committee.

The Board Conflict Management Strategies process encompasses a wide range of activities including communication, problem solving, dealing with emotion and understanding positions. The study identified three main strategies of resolving a conflict within the board namely; negotiation, mediation and arbitration.

4.4 Relevance of Effective Conflict Management

Conflict management goes a long way in strengthening the bond among the employees and half of the problems automatically disappear. Individuals must feel motivated at work and find every single day exciting and challenging. Before implementing any idea, it must be discussed with everyone and no one should ever feel ignored or left out. This way, every employee feels indispensable for the office and he strives hard to live up to the expectations of his fellow workers and in a way contributing to the organization in his best possible way. Conflict management avoids conflicts to a great extent and thus reduces the stress and tensions of the employees. No one likes to carry his tensions back home and if you fight with your colleagues and other people, you are bound to feel uncomfortable and restless even at home.

Conflict management helps to find a middle way, an alternative to any problem and successful implementation of the idea. Problems must be addressed at the right time to prevent conflict and its adverse effects at a later stage. Through conflict management skills, an individual explores all the possible reasons to worry which might later lead to a big problem and tries to resolve it as soon as possible.

Table 6. Strategies for managing conflicts.

Strategies	Frequency	Percent
Avoidance	3	15
Collaboration	5	25
Power-play	1	5
Bargaining	8	40
Confrontation	1	5
Compromise	2	10
Total	20	100

Source: Field data

Table 6 above indicates the various conflict management techniques adopted by respondents' managers in NAPSA. Bargaining attracted the highest responses of 8 (40%). Bargaining assumes that neither party will emerge satisfied from the confrontation but that both, through negotiation, can get something they do not have at the start, or more of something they need, usually by giving up something of lesser importance. Collaboration which try to exploit the possible mutual gains of the parties in the dispute and views the conflict as a creative force pushing them to achieve an improved state of affairs to which both sides are fully committed, ranked second with 5 responses (25%). However, in other situations avoidance is used to resolve conflicts in organization as it is supported by 15% of the managers. Other strategies employed by the managers include confrontation, compromise and power play. This reflects that management applies more than one approach to resolve conflicts in organization.

This indicates that bargaining is on average the best means adopted by most people compared to other means of resolving conflict. The ways of resolving conflict do not stand alone but together with the rest of the others work efficiently in resolving conflicts, thus each of the conflict resolution strategies have a particular relevance in ensuring that there is no conflict at all. Again it can be noticed that there is a different tastes when it comes conflict resolution this makes sense because the attitude and there perception on matters of conflict and resolution can never be same. People have different social and cultural background and therefore it is expected they will have different ways of resolving conflicts that affects them.

4.5 Possible Conflict Resolution

From here, it can be seen that conflict is something that is inevitable where there are people. It is something that has all possible effects, which can either be positive, or negative but the effect remain strong. Therefore, conflict resolution is very fundamental to ensuring maximum productivity of people at work place. The best conflict resolution is the kind people have faith on. The kind that people unanimously believe is very effective and a common solution to resolving differences. Therefore, from the findings above it can be observed that people perceived that the majority of the people opted for bargaining than the rest of the forms of resolution, therefore in creating peace (an absence of conflict) amongst employees it essential

that most resolution tools are framed on bargaining this is one method popular amongst the cohort.

CHAPTER FIVE

DICUSSION OF RESEARCH FINDNGS

5.0 Overview

This chapter discusses the findings presented in the previous chapter. The findings are discussed from a qualitative thematic perspective in line with the objectives of the study. The findings of the study are integrated with the literature of the study and the theoretical framework of the study. This study identified many of the problems that result from conflict and the difficulty that leaders have with managing it effectively. However, we are not convinced that workplace conflict is always damaging, and that it should be avoided or solved as quickly as possible. Previous case research indicates that organizations can find significant benefits from disagreements and differing opinions.

Finding from the study, indicates that conflicts have both positive and negative effects to the organization. This reflects that if conflicts are not resolved properly might affect the organization adversely in terms of poor performance, lack of cooperation, wasting of resources and productivity. In addition, conflict has positive effect to the organization especially in building cooperation among the employees, encourages organizational innovativeness and improves quality decisions in resolving conflicts. Therefore, it is the duty of the management and the employees to develop ways on how to promote cohesiveness in organizations and if possible, conflicts should be resolved at their stage to enhance organizational performance. This corroborates the earlier findings of Management committees must also address conflicts and to create harmonious relationship with stakeholders specifically the Unions. This strategic option may to a certain extent minimize work place conflicts in the organization and spur labor

motivation and performance. In relation to the human theory highlights the behavior of human beings at work, which can be either positive or negative. The findings indeed were, quite simply that a happy employee is more productive employee, which will in turn, enhance the organization's productivity. Therefore, according to the findings in this research it supports the human theory as the findings agreed in bringing the effects of conflicts on the productivity of individuals. The effect can be two ways whereas others may see a positive affect others certainly feel a draw back and thus an effect on their overall productivity.

To minimize the inconsistencies in application of the human resource policies and strategies, management should also set standards that are specific, measurable, achievable, and realistic and should indeed have time limit. The same should be communicated to all. Further to the foregoing empirical findings, it is clear that employees are adversely affected by work place conflicts in terms of their performance hence they could increase their productivity in conflict free environment. This is an opportunity for growth. It is however observed that work place conflicts do have positive effect to both employee and organization especially in increasing organizational innovativeness and improving the quality of decision-making. However, Managers, Employee and the Union should work together towards achieving the positive effects rather than the negative.

The findings revealed by the respondents that the way committee handle conflicts and if it was effective in organization like NAPSA during conflict, majority of respondents revealed that all issues of grievance are reviewed and resolve by the committee, by convening a meeting with affected parties and a mediator to preside, by interviewing employees involved and come up with a solution, dispute is submitted to the committee and the aggrieved parties submitted their case and holding negotiable meetings. For effective most of respondents said that the committee that handle conflict was not effective.

The findings further revealed on the impact of conflict resolution in an organization that, better understanding and good working conditions that would see better benefits for future employees, a more harmonious working environment where workers know their voices shall be heard, better ideas and makes people think more careful before making a decision, conflict resolution brings unity employees are unified by knowledge that everyone is expected to do the right thing. It also creates an atmosphere where all parties can contribute to wellbeing and development of an

organization and successful conflict resolution strengthen the bonds between workers management and makes issues to be sorted by both parties.

In comparison to other studies, the findings are in line with the findings of Demb (1992); a constructive team production culture can strengthen the roles and contributions of each team member and enhance Board ability to be involved in shaping the organization mission and strategies. A better understanding of the role and contribution by each team member can moreover facilitate active involvement and commitment by all the members of the Board.

Thus, a constructive team production culture may support the effectiveness of the Board as a whole and bring out the potential that is in the Board as a team. Board effectiveness is about how actual Board task performance meets Board task expectations. Effective Boards add value and contribute to the direction and performance of the Organization by their involvement in strategic decision-making. Involvement in initiating and formulating strategic decisions means shaping the context, content and conduct of strategies and not only ratifying and monitoring strategic decisions. This enables the protection of stakeholders' interests through problem identification and problem definitions in the early stages of the strategic decision-making process. Board involvement in strategic decision-making however requires actions engagement by the members of the board. The Board strategic involvement in the four stages in the strategy namely initiation, ratification, implementation and control.

In comparison to other studies, the findings are in line with the findings of the Gibbons Review into the UK's system of dispute resolution concluded in 2007 that a more flexible approach was needed that encouraged employers to address difficult issues at an early stage and allowed them to seek solutions through discussion as opposed to formal written procedures. Part of Gibbons' prescription was the extension of alternative dispute resolution (ADR) processes, and workplace mediation, in particular. For Gibbons, mediation provided 'a pragmatic, flexible and informal way of providing both parties with positive outcomes' and therefore urged the government to 'Challenge all employer and employee organizations to commit to implementing and promoting early dispute resolution.

What mechanisms can be used to promote successful conflicts resolution amongst employees in an organization. The findings showed that a formal framework within could be used to resolve

conflicts, accommodating their collaborating identity the source on the conflict, clean cut policies and procedures and use of various human policies.

To address the strategies that could improve the performance of conflict management committees in the management of conflicts in NAPSA the findings showed that management committees should anticipate conflict and think through before discussions are held, management who seem to have an upper hand should be more tactful and considerate and open communication and frequent meeting.

Findings revealed that strategies which can improve the performance of conflict management committee in the management of conflicts in NAPSA negates the postulation organizational behavior as the field of study that draws on human theory, methods and principles from various disciplines to learn about individuals' perceptions, values, learning capacities and actions while working in groups and within organizations, while also analyzing the external environment's effect on the organization and its human resources, missions, objectives and strategies.

The relevance of the above to this study is that an explanation will be provided as to why NAPSA employees behave as they do in the organization, i.e. why conflict arises at the work place.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter wraps up the study. It contains summary of findings, answers to research questions, conclusions, recommendations and suggestions for further studies.

6.1 CONCLUSION

According to the results, it is clear that work place conflicts exist in an organization such as NAPSA and have effects on employee performance. Again, it is notable that there exist adversarial nature of relationship between Management and the Unions. According to the research objectives, it was found that poor management of factors leading to intra and inter conflicts as well as poor conflict resolution approaches greatly affect the performance of majority of employees. In this case, it is the responsibility of the management to ensure that the company has effective policy framework capability and human resource technical knowhow is critical. Naturally reducing all forms of work place conflicts is a long-term process that demands both attention from Management side, employees and the Union side.

Finally, strategies for managing conflict effect committee performance. This conclusion is drawn from the fact that the research findings pointed out that one strategy is not sufficient for managing conflict as different conflict cases need to be managed differently for positive improvement in performance to be seen.

6.2 RECOMMENDATIONS

1. The study recommended that NAPSA should improve its whole spectrum of this human resource practices (organizational conflicts and management) by adopting sound conflict management strategy.
2. Efforts should be made by the managers to occasionally stimulate constructive task conflict by encouraging divergent views and rewarding staff and department for outstanding performance while relationship conflict should be completely prevented.
3. Outcomes of conflict should not be overlooked by managers and accounted for as part of the normal outcomes of doing business but should be minimized by clarifying to staff at large where to go for advice in case of conflict and build peer-support structure of conflict advisors.
4. Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level.
5. Proper communication procedures should be put in place to resolve conflict. For instance, when any disagreement arises among the employees, it should be reported to the management and then management should get statements from the parties involved, brainstorm the issue and make recommendations on how to resolve the conflict.
6. Efforts should be made by the management to organize in house training/ seminars/workshops on organizational conflict management from time to time, for the employees .This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness.
7. Lastly, managers should review existing rules and procedures for their impact on the organization's conflict culture, i.e. do they sanction and suppress conflict or do they invite dealing with conflict in a constructive way.

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APPENDIX 1

<u>SECTION A: BACKGROUND CHARACTERISTIC OF RESPONDANTS</u>	
QUESTIONS	CODE AND LABEL
Q1 What is your sex?	1. Male [] 2. Female []
Q2 How old were you on your last birthday?	[]
Q3 What is your marital status?	1. Single [] 2. Married [] 3. Widow/widower [] 4. Separation [] 5. Divorced []
Q4 What is your religion?	1. Catholic [] 2. Protestant [] 3. Islam [] 4. Hinduism [] 5. Others Specify_____
Q5 What is your nationality?	1. DRC

	2. Zambian 3. RWA 4. Others specify.....
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SECTION B: SOCIO-ECONOMIC STATUS

Q6 what is your level of income per monthly? 1. K500-K1000 2. K1000-K1500 3. K2000-K2500 4. K3000-K3500 5. K5000 Plus
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Q7 What is your highest level of education attained?	1.Primary [] 2.Secondary [] 3.Tertiary [] Others specify.....
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Q8 What is your place of residence?	
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SECTION C: AWARENESS AND KNOWLEDGE TESTING

Q9	What is conflict?
Q10	Why conflict rises in an organization?

<p>Q11</p>	<p>What is conflict resolution in an organization?</p>	<p>..... </p>
<p>Q12</p>	<p>What causes conflicts in an organization?</p>	<p>..... </p>
<p>Q13</p>	<p>Who causes conflict at the working place?</p>	<p>.....</p>
<p>Q14</p>	<p>Do you see conflict as good or always bad in these at the working place?</p>	<p>Yes [] No []</p>
<p>Q15</p>	<p>From your own view who motivates conflict resolution?</p>	<p>..... </p>
<p>Q16</p>	<p>Tell me about the main causes of conflicts in an organization?</p>	<p>..... </p>
<p>Q17</p>	<p>Do you see employers are major causes conflict in an organization?</p>	<p>Yes [] No []</p>
<p>Q18</p>	<p>Tell me about a time you had experienced conflicts because of misunderstanding among the</p>	<p>..... </p>

<p>Q19</p>	<p>employees in some organization employers?</p> <p>What were the underlying issues?</p>	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>Q20</p>	<p>What impact does resolution conflict have in an organization?</p>	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>Q21</p>	<p>As Management, how would you handle conflicts among the employees?</p>	<p>.....</p> <p>.....</p> <p>.....</p>

Q22	From your own view, what mechanisms are used to resolve conflicts in your organization?
Q23	What mechanisms can be used to promote successful conflicts resolution amongst employees in your organization?
Q24	Do you know any committee, which is responsible for handling conflicts?	Yes [] No []
Q25	If you know, any mention at least one?
Q26	How does this committee handle conflicts in an organization?
Q27	What are the criteria for effective conflict resolution in NAPSA?
Q28	How effective are the conflict management committees in the managing conflicts in

<p>Q29</p>	<p>NAPSA?</p> <p>What are the positive effects of conflict in an organization?</p>	<p>.....</p> <p>.....</p> <ol style="list-style-type: none"> 1. Builds cooperation 2. Organizational Innovativeness and 3. Productivity 4. Individual developments 5. Improving quality decisions 6. Improving quality decisions 7. Conflict management skills
<p>Q30</p>	<p>What are the negative effects of conflict in an organization?</p>	<ol style="list-style-type: none"> 1. Interferes with organization operations 2. Lack of cooperation 3. Wasting of resources 4. No productivity 5. No Cohesion

<p>Q31</p>	<p>How do the NAPSA conflicts management committees manage conflicts?</p>	<ul style="list-style-type: none"> a. Avoidance b. Collaboration c. Power-play d. Bargaining e. Confrontation f. Compromise
<p>Q32</p>	<p>What strategies can improve the performance of conflict management committees in the management of conflicts in NAPSA?</p>	<p>.....</p> <p>.....</p> <p>.....</p>

END OF QUESTIONNAIRE

THANK YOU FOR YOUR TIME AND COOPERATION

BUDGET

ITEM	QUANTITY	UNIT PRICE (K)	TOTAL COST (K)
Realms of paper	2	90.00	180.00
STATIONARY	2	50	175.00
1. Ream of paper			
2. Labour Change			
a) Secretarial	1	300	300
b) Printing and binding services	4	300	1000
3. Transport costs	1	Lump sum	500.00
4. Total			K2,155.00