

ANALYSIS OF THE EFFECTIVENESS OF CONFLICT RESOLUTION  
TECHNIQUES IN WORKPLACES:

A CASE STUDY OF NDOLA CITY COUNCIL

BY

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LUSAKA

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## Declaration

I Mwanakasale P. Hanhumo, declare that this dissertation report is my own work. It is being presented to Zimbabwe Open University in collaboration with the University of Zambia for the first time and has never been submitted anywhere else for any academic award. All published work or materials used herein have been acknowledged.

Signature:..........

Date:.....5TH OCTOBER, 2016.....

## **Abstract**

Conflict among human-beings is as old as human-beings themselves; however, we have survived this far due to our ability to resolve conflicts. It is also true that we spend most of our time at work interacting with other human-beings during work and inevitably are bound to find ourselves in conflict either among ourselves as workers or between supervisors and workers.

This study explored the effectiveness of conflict resolution techniques in workplaces, a case study of Ndola City Council where conflict resolution techniques have been discussed by dissecting the term conflict and considering mapping the conflict, strategizing in managing the conflict and eventually settling for mediation as the conflict resolution technique to be used.

Managers in various departments need to be trained in mediation as this study will show that at the moment conflicts have continued to occur at the City Council maybe because the management is not skilled in mediation and conflict mapping to resolve conflicts, instead opt for dismissals which have a negative effect on production and employee retention.

Results from the interviews in this study indicate that indeed conflicts do occur at Ndola City Council and some of the techniques employed to resolve these conflicts were applied but, it is clear that more training must be undertaken in conflict resolution techniques such as mediation and conflict mapping to achieve best results.

The study contributes to the conflict resolution techniques used in many workplaces and gives room for further research in other conflict resolution techniques at workplaces as different perspectives of conflict reflected in different types of management styles are what have primary influence in shaping workplace conflicts as shown in the conclusion and recommendations of this study.

## **Dedication**

I dedicate this work to my most beloved wife, Prudence Mwape Bwanga and our children Sichikolo Mwanakasale and Chiboola Malama who supported me immensely throughout the period of study.

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I wish to express my gratitude to the following who offered their knowledge in order for me to produce this piece of work:

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Approved

PHM

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## Table of Contents

Declaration .....	i
Abstract.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Table of contents.....	v
 Chapter	
1.....	1
1.1 Statement of the problem.....	2
1.2 Purpose of the study.....	3
1.3 General objective.....	3
1.3.1 Specific objectives.....	3
1.4 Research questions.....	3
1.5 Significance of the study.....	3
1.6 Definition of Terms.....	4
 Chapter 2.....	6
2.1 Introduction.....	6
2.2 Conflict at work places.....	9
2.3 Conflict Resolution Techniques at Ndola City Council.....	37
 Chapter 3.....	42
3.1 Introduction.....	42
3.1.1 Target group.....	42
3.1.2 Important of conflict resolution techniques in work place...	42
3.2 Data collection.....	42
3.2.1 Sampling techniques.....	43
3.2.2 Interviews.....	43
3.2.3 Semi – structured questions.....	43
3.2.4 Focus Group.....	43
3.2.5 Analysis of Data.....	44
3.3 Location of the study area.....	44
3.4 Ethical consideration.....	44
 Chapter 4.....	45
4.0 Data analysis and presentation.....	45
4.1 Introduction.....	45

4.2 Structure and characteristics of respondents..... 45

Chapter 5..... 47

    5.0 Findings and discussion of results..... 47

    5.1 Introduction..... 47

    5.2 Participants to conflict in workplace..... 47

    5.3 Education level..... 47

    5.4 Importance of gender mainstreaming at workplaces..... 48

Chapter 6..... 49

    6.1 Conclusion and recommendations..... 49

    6.2 Recommendations..... 49

Chapter 7

    7.0 Sample of questionnaire..... 51

**References**

## CHAPTER ONE

### 1.0.Introduction

This chapter presents the background of the study, statement of the problem, aim, objectives, research questions, theoretical framework, and significance of the study, delimitation, and operational definition of terms.

In this chapter, highlights of the effectiveness of conflict resolution techniques in workplaces and in particular Ndola City Council the provincial capital of the Copperbelt Province of the Republic of Zambia have been considered. It will also consider some of the pertinent conflict resolution techniques in workplaces in order to bring harmony among employees so that the goals and objectives of the organization can be achieved. Furthermore, the chapter presents the problem statement, rationale of the study, objectives and the research questions.

There is truth in the old Tonga addage that ***“matako alamwi tabuli kuchumbana”*** translated in English as “the buttocks that are always together will always rub against each other” which is also true that there will always be conflict among employees at workplaces as they are always together for most of the time in their lifetime and conflict among them is inevitable. If these conflicts are left unresolved, they are capable of disrupting the organizations’ work schedule, sap morals and even causes some good employees to quit ([www.BusinessManagementDaily.com](http://www.BusinessManagementDaily.com)).

According to Lebedum (1998), posits that conflict in the work place happens every day and with our hectic, ever changing work environment, its no wonder. Because conflict is so common among workmates, each of us needs to develop the skills necessary to manage conflict productively. The good news is that when properly managed, conflict provides a chance for us to learn from each other, to improve our work methods and to build team solidarity.

Conflict at work takes many forms, it maybe that two workers simply don’t get along or that an individual has a grievance against their manager ([www.acas.org.uk](http://www.acas.org.uk)). Conflict may also take the form of rivalry between teams, or it may be apparent by the lack of trust and cooperation between large groups of employees and management. This may prove to be disastrous especially in the army where highest levels of trust and cooperation among workmates is of utmost importance. USAD (2001), further states that all organizations have conflicts, however, we can respond to conflict with choices that lead to destructive outcomes such as the escalating “battles” that lea to hurt and



unsafe feelings or the suppressed frustration that eats away at employees' comfort. We can also respond to conflict in a manner that leads to constructive outcomes if conflict resolution techniques are effectively applied. While many employees would like a constructive resolution to conflict, we often do not know how to achieve such resolution, and so may not believe that we have conflict resolution techniques at our disposal that can actually produce positive results.

### **1.1. Statement of the problem**

There is a problem of employees quarrelling among themselves and with their managers or supervisors at Ndola City Council and many other workplaces because as already alluded to earlier on, wherever there is a group of people, conflicts are inevitable and work suffers thereby not achieving the goals of the organization, and sometimes good employees may even quit their jobs.

According to Putnam (1995), conflict at work is not just a breakdown of cooperative, purposeful system, but rather, conflict at work can sometimes be central to the lifeline of an organization. If employees are ever quarrelling among themselves it robs them of their precious time to finish assignments given to them by their superiors. Coates (1997), further argues that in recent years there has been a growing interest in conflict management at workplaces as dispute resolution techniques develop. This attention springs from the three sources; firstly, research and experimentation with alternative dispute resolution (ADR) has stimulated interest in new processes and approaches to handling conflict and resolving disputes both within and outside the workplace, disputes which in the past may have involved litigation through the courts can be dealt with amicably within the confines of workplaces. Secondly, the increased legalization of the work place, particularly in the areas of occupational health and safety, discrimination, and harassment has prompted employers and unions to put policies in place to address complaints and disputes in these areas. Thirdly, there has been heightened interest in the need for organizations to move high performance work systems that build better employee relations and include the extensive use of teams, communication, problem solving skills and employee involvement. Implicit in fostering employee involvement and improving employee relations, is the clear need for effective employee cordial relationships and due process in dealing with conflict resolution techniques at workplaces and the ability to resolve conflict effectively. From the above discourse, perhaps a study

which analyses the effectiveness of conflict resolution techniques at Ndola City Council could remedy the situation.

## **1.2. Purpose of the study**

The purpose of the research is to analyze the effectiveness of conflict resolution techniques in workplaces, in particular at Ndola City Council, the provincial headquarters of the Copper belt Province in Zambia.

## **1.3. General Objective**

The general objective of the study is to analyze the effectiveness of conflict resolution techniques in workplaces and in particular at Ndola City Council.

### **1.3.1. Specific Objectives**

The specific objectives of this research will be:

- (a) To find out what type of conflict resolution techniques are applied at workplaces.
- (b) To examine the methods used in conflict resolution techniques at workplaces.
- (c) To establish whether there are conflict resolution techniques applied at workplaces.

## **1.4. Research Questions**

1. What are the types of conflict resolution techniques applied at workplaces?
2. What are the methods used in applying conflict resolution techniques at workplaces?
3. What type of conflict resolution techniques are commonly used at workplaces?

## **1.5. Significance of the study**

The study analyses the effectiveness of conflict resolution techniques at workplaces in particular at Ndola City Council in order to improve relations among employees and also with their employers at work so that the goals

and objectives of the council can be achieved. It will also help in retaining good employees as conflicts among employees and with their employers will be amicably resolved. The study will also endeavor to contribute to the body of knowledge in resolving conflicts at workplaces which other scholars can research on further to achieve better results. This study will equally equip the supervisors with suggestions on improving conflicts resolution techniques in workplaces to enhance performance as at the moment there is little or no empirical research done on this topic in Zambia.

### 1.6. Definition of terms

- (i) **Arbitration** is defined as a mechanism for resolving conflicts whereby the disputants identify their grievance and demands, fix a procedure of process, and willingly submit the decision of outcomes, which are to be final and binding, to external entity.
- (ii) **Conflict**-from the Latin word for 'to clash or engage in a fight', a confrontation between one or more parties aspiring towards incompatible or competitive means or ends. Conflict may be either manifest, recognizable through actions or behaviors, or latent, in which case it remains dormant for some time, as incompatibilities are unarticulated or are built into systems or such institutional arrangements as governments, corporations, or even civil society.
- (iii) **Conflict Resolution** is a variety of approaches aimed at resolving conflicts through constructive solving of problems distinct from the management or transformation of conflict. Conflict resolution is multifaceted in that it refers to a process, a result, and an identified field of academic study as well as an activity in which persons and communities engages every day without ever using the term.
- (iv) **Peace** is a political condition that ensures justice and social stability through formal and informal institutions, practices and norms. Deriving from the Latin word *pax*, peace in the western world is generally considered a contractual relationship that implies mutual recognition and agreement among conflicting parties.

### SUMMARY

In this chapter it has been reviewed that conflicts resolution techniques in workplaces are vital to enhance achievement of the organizational goals. The background to the study shows that conflict resolution techniques in

workplaces are not receiving much attention by supervisors and managers even when it is evident that employees have conflicts among themselves and with their employers in workplaces, therefore, the need for research on which conflict resolutions techniques can be used in workplaces in order to improve work relations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

**2.0** This chapter will review literature on conflict resolution techniques at workplaces and the theoretical framework of the study is discussed.

**2.1.** In order to develop a theory on conflict resolution, it is valuable to consider the nature of the conflict itself. Huczynski and Buchanan (2007), define conflict as a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something the first party cares about.

While the start of a conflict is framed as a product of perception, evidence of conflict does not surface until one or the other party's actions are influenced by these perceptions. As Willmott (1993) argues, a considerable amount of conflict remains latent, and may be suppressed by the inability of the first party to articulate their perceptions to the second party. Conflict resolution processes, therefore, are likely to be more successful if they address both the actions and perceptions of both parties to the dispute.

At a deeper level, however, is the parties' belief about the responsibility of aligning social and economic interests. In industrial relations, the issues of whether the buyers and sellers of labor can align these interests, informs their perspective on how to conduct themselves in the employment relationship. If one party believes interest can be aligned and the other does not, conflict exists not simply at the level of action and perception, but also at the level of philosophy.

Fox (1966), defined three ideological perspectives on conflict. Firstly, the acquisition of management power encourages a unitary view of the employment relationship, typically supported by rhetorical strategies encouraging staff members to work in harmony towards common goals. Implicit in this view is managers' 'right to manage' which, if internalized, regards conflict itself as irrational. Fox (1985), further identifies a pluralist perceive in which organizations are seen as comprising of competing groups that have different values, interests and objectives. In industrial relations, this surfaces in the consideration of the interests of employers and employees, although postmodernist philosophers have urged broader use of the term based on inter-sections of gender identity, ethnicity and class (Barrett, 1992). From a pluralist perspective, conflict is

both rational and inevitable, requiring employer and employee representatives (managers, unions and staff groups) to devise and utilize agreed conflict resolution processes.

Lastly, Fox (1985) outlined a more radical perspective in which conflict is not simply viewed as inevitable, but as both a product and driver of change. As Hunt (1981) argues, conflicts are desirable and constructive in any social system, as it can open up different solutions to a problem, encourage creativity, and surface emotive arguments. Approached in such a way, positive conflict is a useful means of challenging organizations norms, and empowering people so that change can occur. It can also mean challenging deviate behavior in individuals so that they can change for better.

The intellectual roots of this radical view can be traced to Marxist theory. Gramsci (1971) sets out the concept of hegemony: a circumstance where ruling elites propagate their values and beliefs in such a way that it shapes the thoughts and feelings of a population. Luke (1974) draws on this concept to develop a coherent theory of power, identifying three levels of conflicts: *open conflict*; *agenda setting* and *hegemonic control*. Hegemonic control (the most pervasive and difficult to challenge) is associated with a unitary outlook where consent is manufactured through a ruling elite's capacity to control information and communication, and embed its values and beliefs in governance and educational systems, a pluralist perspective is associated with the second domain of power. Control here is incomplete, and limited to setting the agenda for discussion. It is however, possible to challenge the agenda set by a ruling elite, and force negotiations on the issues identified. Fox's radical perspective is associated with open conflict. At this level, alternative agendas may be put forward, even if pursuing them has a limited chance of success. Conflicts are not simply focused on negotiations to re-stabilize the status quo, but are treated as transformative with the potential to redistribute power. This being the case, Fox's radical perspective is linked to participative democracy at work ( Pateman, 1970; Willmott, 1993; Johnson, 2006).

Blyton and Turnbull (2004) identify both individual and collective consequences of industrial conflict. The outcomes of collective conflict are various and generally more visible. At the most extreme, they can result in the withdrawal of collective labor in the form of the strike.

Therefore, conflict resolution strategies need to cope with a wide range of situations, involving conflicts over alleged actions, perceptions and beliefs, with pattern of conflict that are covert or overt, and enacted through passive or active aggression. Regardless of the level of conflict, there are differing approaches to deal with the incompatibility that exists.

Conflict can result in destructive outcomes or creative ones depending on the approach that is taken. If we can manage conflict creatively, we can often find new solutions that are mutually satisfactory to both parties. Sometimes this will involve a distribution of resources or power that is more equitable than before, or creating a large pool of resources or forms of influence than before. Creative outcomes are more probable when the parties are interdependent, i.e. each having some degree of independence and autonomy from which to influence the other, rather than one party being primarily dependent on the other. Given interdependence, three general strategies have been identified that the parties may take towards dealing with their conflicts; *win-lose*, *lose-lose* and *win-win* (Blake, Shepard and Mouton, 1964).

The *win-lose* approach is all too common. People learn the behaviors of destructive conflict early in life such as competition, dominance, aggression and defense permeate many of our social relationships from the family to the work places and the school playground. The "fixed pie" assumption is made, often in correctively, that what are party gains, the other loses. The strategy is thus to force the other side to capitulate. Sometimes, this is done through socially acceptable mechanisms such as majority vote, the authority of the manager, or the determination of a judge. Sometimes, it involves secret strategies, threat, innuendo –whatever works is acceptable, i.e., the ends justify the means. There is always a strong *we-they* distinction accompanied by the classic symptoms of intergroup conflict. The valued outcome is to have a victor who is superior, and a vanquished who withdraws in shame, but who prepares very carefully for the next round. In the long run, everyone loses.

The *lose-lose* strategy is exemplified by *smoothing over* conflict by reaching the simplest of compromises. In either case is the creative potential of productive conflict resolution realized or explored. Disagreement is seen as inevitable, so therefore, why not split the difference or *smooth over* difficulties in as painless a way as possible? Sometimes, this is indeed the reality of the situation, and the costs are less than in the *win-lose* approach, at least for the loser. Each party gets some of what it wants,

and resigns itself to partial satisfaction. Neither side is aware that by confronting the conflict fully and cooperatively they might have created a more satisfying solution. Or the parties may realistically use this approach to divide limited resources or to forestall a win-lose escalating and outcome.

The *win-win* approach is a conscious and systematic attempt to maximize the goals of both parties through collaborative problem solving. The conflict is seen as a problem to be solved rather than a war to be won. The important distinction is we (both parties) versus the problem, rather than we (one party) versus they (the other party). This method focuses on the needs and constraints of both parties rather than emphasizing strategies designed to conquer. Full problem definition and analysis and development of alternatives precede consensus decisions on mutually agreeable solutions. The parties work towards common and superordinate goals, i.e., ones that can only be attained by both parties pulling together. There is an emphasis on the quality of long term relationship between the parties, rather than short term accommodations. Communication is open and direct rather than secretive and calculating. Threat and coercion are proscribed. The assumption is made that integrative agreements are possible given the full range of resources existing in the relationship. Attitudes and behaviors are directed towards an increase of trust and acceptance rather than an escalation of suspicion and hostility. The *win-win* approach requires a very high degree of patience and skills in human relations and problem solving.

## **2.2 CONFLICT MANAGEMENT AT WORKPLACES**

As commented throughout this paper, conflict is as inevitable in work place environment as change seems to be. When workmates interact during the course of completing their tasks and responsibilities, there is always a potential for conflict. In fact, it is virtually impossible for people with diverse background skills and norms to work together; make decisions, and try to meet the organisations goals and objectives without conflict. (Versa, 1998).

Conflict at workplaces is further underscored by John Dewey's words when he said; "conflict is the gadfly of thought. It stirs us to observation and memory and it instigates invention. It shocks us out of sheep- like passivity and sets us at noting and contriving. Conflict is a 'sine qua non' of reflection and ingenuity".



However, managers and supervisors in work places must identify, analyze and evaluate both positive and negative values of conflict and their effect on performance. They learn how and when to stimulate conflict and how to use it to increase the performance of workmates. Conflict need not have destructive consequences every time it occurs. Attitudes and conflict management styles play an important role in determining whether such conflict will lead to destructive or mutually beneficial outcomes (Williams, 1987).

### **2.2.1 VIEWS OF CONFLICT**

Over the years, three distinct views have evolved about conflict in workplaces. The traditional view, dominant from the late nineteenth century until mid-1940s, assumes that conflict is bad, always has a negative impact, and leads to declines in performance as the level of conflict increases. Conflict must therefore, always be avoided. In this view conflict is closely associated with such terms as violence, destruction, and irrationality.

The response to conflict in the traditional view is to reduce, suppress, or eliminate it. The manager was responsible for freeing the workmates of any conflict, often using an authoritarian approach. Although the approach worked sometimes, it was generally ineffective, when conflicts are suppressed, the root causes cannot be identified, and the potentially positive aspects of conflict cannot emerge.

The traditional view of conflict is still widely held because industrial and business institutions that have a strong influence on our society concur with it. This negative view of conflict played a role in the development of labour unions. Violent or disruptive confrontations between workers and management led people to conclude that conflict was always detrimental and should therefore be avoided.

Ibid (1998) posits that behavioral or contemporary view, also known as the human relations view, emerged in the late 1940s and held sway through the 1970s. It argues that conflict is natural and inevitable in all organisations and that it may have either a positive or negative effect, depending on how the conflict is handled. Performance may increase with conflict, but only up to a certain level, and then decline if conflict is allowed to increase further or is left unresolved. This approach advocates acceptance of conflict and rationalizes its existence. Because of the

potential benefits from conflict, managers and supervisors should focus on managing it effectively rather than suppressing or eliminating it.

The newest perspective, the interactionist view assumes that conflict is necessary to increase performance. While the behavioral approach accepts conflict, the interactionist view encourages conflict based on the belief that a harmonious, peaceful, tranquil, too-cooperative project organization is likely to become static, apathetic, stagnant, and unable to respond to change and innovation. This approach encourages managers to maintain an appropriate level of conflict - enough to keep work self-critical, viable, creative and innovative.

Using these three views of conflict, the managerial actions to be taken can be decided by comparing the actual level of conflict (a) and the desired levels of conflict (d) (Robins, 1974). According to the traditional view, the desired level of conflict is always zero. If  $a=0$ , do nothing, and if actual conflict rises above zero, it should be resolved. But the behavioral and interactionist views differ only in terms of the desired level of conflict, which could be equal to or above zero in the contemporary view and is always above zero in the interactionist view. If the desired level of conflict is above zero, then there are three possible outcomes depending on whether (a) is more than (d) or (a) is less than (d). [See table below] the table illustrates that; where (a) is greater than (d), conflict management implies only conflict resolution but also conflict stimulation. According to the behavioral and interactionist views, there is an optimal level of conflict that maximizes project and organizational performance. A workplace with no conflict whatsoever has little incentive for innovation, creativity, or changes because its participants are comfortable with the status quo and are not concerned about improving their performance (Ibid).

	Traditional view	Contemporary view	Interactionist View
Main points	<ul style="list-style-type: none"> <li>-caused by trouble makers.</li> <li>- bad</li> <li>-should be avoided</li> <li>-should be suppressed</li> </ul>	<ul style="list-style-type: none"> <li>-inevitable between humans</li> <li>-not always bad</li> <li>-Natural result of change</li> <li>-can be managed</li> </ul>	<ul style="list-style-type: none"> <li>-results from commitment To goals</li> <li>-often beneficial</li> <li>-should be stimulated</li> <li>- should aim to foster creativity.</li> </ul>
Effect on performance	-performance declines as the level of conflict increases.	<p>-performance mainly depends on how effectively the conflict is handled.</p> <p>Generally performance increases, then declines if conflict is allowed to increase further or left unresolved.</p>	
Recommended actions	<ul style="list-style-type: none"> <li>-Do nothing if <math>a=d</math></li> <li>-resolve conflict if <math>a&gt;d</math> (where <math>d=0</math> ).</li> </ul>	<ul style="list-style-type: none"> <li>-do nothing if <math>a=d</math></li> <li>-resolve conflict if <math>a&gt;d</math> (where <math>d=0</math> )</li> </ul>	<ul style="list-style-type: none"> <li>-do nothing if <math>a=d</math></li> <li>-resolve conflict if <math>a&gt;d</math></li> <li>-stimulate conflict if <math>a&lt;d</math> (where <math>d&gt;0</math>)</li> </ul>

### 2.2.2 CONFLICT IN WORKPLACES

Breakdown in communication is the overarching, most common, and most obvious source of conflict in workplaces. A lack of trust, respect, effective listening skills, and perceptual differences can lead to serious communication problems. Misinterpretation of a design, instruction from the boss, a misunderstood change of orders, delays in delaying of critical components, and failure to execute instructions are all results of some type of communication breakdown. The communication skills of managers and supervisors are often put to the test by overlapping areas of responsibility, gray lines of authority, delegation problems, complex work organizational structures, and conflicts among subordinates. That is why communication is too important to be fully covered by administrative procedures alone. Company managers and their

workers must also develop effective communication skills (especially listening skills) to resolve project conflicts. They must learn to create an atmosphere that encourages open communication in order to deal with conflict and gain team members' acceptance of and commitment to organizational goals (Ibid).

In general, all potential conflicts fit one of the three categories, although a particular conflict situation may be based on two or more of the categories:

1. Goal – oriented conflicts are associated with end results, performance specifications and criteria, priorities, and objectives.
2. Administrative conflicts refer to the management structure and philosophy and are mainly based on definition of roles and reporting relationships and on responsibilities and authority for tasks, functions, and decisions.
3. Interpersonal conflicts result from differences in work ethics, styles, egos, and personalities of the workers among themselves.

### **2.2.3 WHAT FACTORS CAN AFFECT CONFLICT MODES AT WORKPLACES**

According to [www.foundationcoalition.org/team](http://www.foundationcoalition.org/team), some of the factors that can impact on how we respond to conflict are many and lists some as; gender, where some of us were socialized to use particular conflict modes because of our gender. For example, some male workers, because they are male they were taught “always to stand up to someone, and if you have to fight then fight.” If one was socialized this way, he will be more likely to use assertive conflict modes versus using cooperative modes.

Self-concept is how we feel and think about ourselves, it affects how we approach conflict. Do we think our thoughts, feelings, and opinions are worth being heard by the person with who we are in conflict?

There are expectations that make us ask; do we believe the other person or our team wants to resolve the conflict? The situation is where is the conflict occurring, do we know the person we are in conflict with, and is the conflict personal or professional?

There is position or power; what is our power status relationship, (that is equal, more, or less) with the person with whom we are in conflict? Also practice, which involves being able to use all five conflict modes effectively, being able to determine what conflict mode would be most effective to

resolve the conflict, and the ability to change modes as necessary while engaged in conflict.

The communication skills as the essence of conflict resolution and conflict management are the ability to communicate effectively. People who have and use effective communication skills will resolve their conflicts with greater ease and success.

Finally, life experiences, as mentioned earlier, we often practice conflict modes we saw our primary caretakers, the family, use unless we have made a conscious choice as adults to change or adapt our conflict styles. Some of us had great role models to teach us how to manage our conflicts and others of us had less-than-great role model. Our life experiences, both personal and professional, have taught us to frame conflict as either something positive that can be worked through or something negative to be avoided and ignored at all costs.

Managing and resolving conflict in a positive way makes conflict normal, and even healthy in parties or relationships. After all, two people can't be expected to agree on everything at all times. Since relationship conflicts are inevitable, learning to deal with them in a healthy way is crucial. When conflict is mismanaged, it can harm the relationship. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between two people. By learning the skills you need for successful conflict resolution, you can keep your personal and professional relationship strong and growing ([www.helpguide.org](http://www.helpguide.org))

#### **2.2.4 THE FUNDAMENTALS OF CONFLICT RESOLUTION**

According to [www.helpguide.org](http://www.helpguide.org), conflict arises from differences. It occurs whenever people disagree over their values, motivations, perceptions, ideas or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem- a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness and intimacy.

If you are out of touch with your feelings or so stressed that you can only pay attention to a limited number of emotions, you won't be able to understand your own needs. If you don't understand your deep-seated needs, you will have a hard time communicating with others and staying in touch with what is really troubling you. For example, couples often argue

about petty differences – the way she hangs towels, the way he parts his hair, rather than what is really bothering them. In personal relationships, a lack of understanding about differing needs can result in distance, arguments, and break-ups. In workplace conflicts, differing needs are often at the heart of bitter disputes. When you can recognize the legitimacy of conflicting needs and become willing to examine them in an environment of compassionate understanding. It opens pathways to creative problem solving, team building, and improved relationships. When you resolve conflict and disagree quickly and painlessly, mutual trust will flourish (Ibid).

In the booklet *Acas - Managing Conflict at Work*, it states that some signs of conflict will be very visible. For example, you might witness a heated exchange between colleagues, or when you attend a meeting between management and employee representatives that turn into stand-offs. However, not all forms of conflict are obvious. Some individuals might hide their feelings as a way of coping with a problem; while a team might react to pressure by cutting itself off the rest of the organization.

The booklet goes on to point out that the quicker that you recognize there is a problem the better. Conflict that is ignored can often escalate. Spotting conflict at an early stage gives you a better chance of identifying the underlying causes; reaching a sustainable agreement; and resolving the conflict.

Conflicts exhibit certain symptoms, as before conflict develops people may simply feel unhappy about colleagues or issues that are troubling them. You might notice the following; motivation drops as fewer people volunteer to take on new tasks and there is little employee input at team meetings or briefings, the behavior changes as people start to make derogatory remarks towards each other and there are fewer social events organized; when it comes to productivity, it falls because there are likely to be more queries and complaints if people are not cooperating with each other, employees sickness absence increases as unhappiness may lead to depression or stress; and responses of staff attitude in surveys or questionnaires indicate underlying dissatisfaction. Some of the symptoms such as absence levels can be measured and monitored. Recognizing other symptoms often relies on how you are to the atmosphere within an office or workplace. For example, instead of talking through differences of opinion, instead employees are sending angry emails to each other.

Some managers would find it easier than others to pick up signs of conflict. There is often an element of doubt though. For example, is a row between a manager and an employee a symptom of some deeper problem or are they just having an awful day with each other? As a manager you are more likely to be able to interpret the behavior of your employees if you have regular channels for open communication and consultation. By listening to the views of your employees at an early stage, before issues become potential problems you can gauge future reaction to proposed changes (Ibid). Employee feedback forms or questionnaires may also help you to put in place preventative measures to stop future conflict arising.

Conflict tends to fall into two broad categories; the conflict between individuals involving colleagues and the second category of employees and their managers. There are conflicts between groups also involving teams and large groups of employees and management.

Conflict between individuals or colleagues where everybody will, at some time, have problems or concerns with someone else at work. An individual might feel angry or upset about a colleague. There may be a clash of personalities, strong differences of opinion over work and an 'overspill' from personal issues outside work. These conflicts between work colleagues can often lead to accusations of bullying or even sexual harassment or ordinary harassment. Good managers should always be ready to talk. Try to create a climate of open and positive dialogue. If noticed in early stage, then problems can often be nipped in the bud before they become formal grievances.

When the conflict is between an employee and their manager, it is a bit complicated. What if you are manager and the conflict involves you? It is not always easy to identify potential conflict if you are seen to be the cause of it. An employee may feel that your management style is too authoritarian or too weak; you favour other work colleagues when you assign tasks. An employee may talk to you about how they feel, or they may suddenly confront you with a list of grievances. It can be hard for employees to express their concerns with senior colleagues. If they feel unable to talk to you they may go to another manager or an employee representative.

Conflict between groups or teams are such that the way a team works can be quite complex. There are often subtle balances between personalities and work responsibilities to be maintained. Conflict with teams, can often take the form of rivalry between colleagues, disagreements over a team's

goals or shared values and resentment that one team is not pulling its weight. A lot has been written about the way teams form and develop. In the 1960s Dr. Tuckman, an educational psychologist developed a model to describe the way groups behave as they work together. Tuckman's model identifies four distinct phases including 'forming' where the team is uncertain how to proceed and behavior is often reserved. There is 'storming' where the team often argues about who should do what and how. Then there is 'norming', the team agrees its core tasks and individual roles within the team.

Yet there is also 'performing', where the team operates along the agreed 'norms'.

It is in the 'storming' phase that conflict is most likely to occur as people form cliques and jostles for positions. However, this conflict is essential to the development of a successful team.

#### **2.2.5 GROUPS OF EMPLOYEES AND MANAGEMENT**

Conflict between groups of employees and their employers, according to acas, is often characterized by classic 'us and them' mentality. You may be aware of a 'general resentment' or anger towards senior management, and poor morale and low levels of motivation.

Conflict may become focused on specific issues. For example, groups of employees may feel very strongly about health and safety; rates of pay; redundancies; and lack of proper consultation. It is not always possible for managers to talk to every individual affected by such broad issues. It may help to form representation groups with employers to work through these and other adhoc problems. These groups are often called 'task groups' and are made up of employee representatives and senior managers.

#### **2.2.6 CONFLICT CULTURE**

De Drue et al (2004) investigated the sources for conflict at workplaces and found that there are tendencies of teams developing their own conflict culture. Team members are often, according De Drue et al (2004) affecting each other and the way different procedures and tasks are performed within the team boundaries causes conflict. De Drue et al (2004) argue that some teams have developed a certain culture or a so called conflict management style such as for example, open-minded debate or conflict avoidance. Different views on conflict is expressed by De Drue et al (2004)



to be developed as well, some teams might see conflict as an opportunity while others see it as a threat.

### **2.2.7 CONFLICT RESOLUTION**

Rahim et al (2000) argues that justice is one of the most important concerns for employees in organisations. Justice and fairness encourages positive attitudes and facilitates conflict management, Rahim et al (2000) therefore presents the following hypothesis that was supported in the research:

*“Employee’s perceptions of organizational justice will be positively Associated with their use of the more cooperative (integrating, Obliging and compromising) styles of managing conflict with their Supervisors”.*

According to [www. Helpguide.org](http://www.Helpguide.org), conflict arises from differences. It occurs whenever people disagree over their values, motivation, perceptions, ideas, or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem, a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness and intimacy.

Recognizing and resolving conflict needs you to be in of touch with your feelings or if so stressed that you can only pay attention to a number of emotions, you won’t be able to understand your own needs. If you don’t understand your deep- seated needs, you will have a hard time communicating with others and staying in touch with what is really troubling you. When conflicts are allowed to develop unhindered without intervention or when the parties involved fuel the conflict, it often happens that the conflict evolves in a negative way. As a conflict escalates one resort to personifications, accusations, destructive actions or worse.

The issue that started the conflict becomes more and more fogged, and what is important is how wrong the other person is.

One does not speak to the other person, only the negative relation remains. This escalation is portrayed in the conflict escalation illustration. This is not the only possible escalation pattern, but our experience shows that it is

the most common. Some conflicts follow the path step by step; others again skip one or several steps. Often, conflicts move up and down this stair case as it evolves and the parties are not necessarily on the same step at the same time.

If one gets carried away the conflicts escalates, and focus shifts from the issue to the person and that person's lacks and faults. The original issue is no longer the main issue; the issue has become the person. Negative emotions such fear and confusion begins to interfere with the communication between the parties. One starts to doubt the insertions of the other party and it is difficult to think clearly about the issue due to the chaos created by these negative emotions.

"This is not the first time he/she has done this!" old discrepancies are brought into the conflict, things you thought you had forgotten are suddenly remembered.

This border represents another important cross road. It is difficult to foresee the consequences of giving up communications ( Vestergaard, B.B. et al,2011). When dialogue stops and the relation severed anything can happen. Without contact between the parties it is difficult to resolve anything.

Therefore, it is of paramount importance to maintain some kind of relation regardless of how difficult it may be. We recognize the need for a break or 'time -out' in order to clear ones heard and reflect. Dialogue stops does not mean a temporary state but a complete end to communication (ibid). Negative feelings and emotions narrow thought patterns.

Communication becomes imprecise and both parties distort what the other person is saying. Selective hearing is prevalent. Often times one seeks out allies, who can confirm ones position and the errors of the others ways. It feels like any communication is futile and everything is misinterpreted (ibid).

As contact and communication with the other party ends, one becomes more and more entrenched in the thought patterns that are prevalent of the other. One's outlook becomes so unnuanced that it can be difficult to find any redeeming qualities in the other party. In very serious conflicts, those that result in violence, massacres and genocide, a dehumanization process is often found prior to the atrocities. This dehumanization is perpetrated in order to facilitate the future atrocities (ibid).

### **2.2.8 CONFLICT RESOLUTION IN THE LOCAL GOVERNMENT INDUSTRY**

The Local government Industry has a long tradition on a conflict resolution process rather than formal litigation. Only recently some attempts have been made to involve conflict resolution practitioners and organisations in the Local government industry in the main stream of conflict resolution development.

As a result of these separate developments, arbitration in the Local government industry reflects a more traditional approach. The highly complex and specialized nature of local authorities disputes has also contributed to the development of UN arbitration practice peculiar to the Local government Industry. A standard-form contract in the Local government industry has recently begun to reflect an attempt to modernize and expedite disputes resolution practices. However, an increasing number of workers contracts unfortunately end in disputes that require the intervention of either the courts or of an arbitrator, mediator or adjudicator to achieve resolution. It is obvious that an attempt to design or select the most appropriate form of conflict resolution for a particular dispute would involve consideration of advantages and disadvantages of all forms of conflict resolution, including litigation.

The field of conflict resolution therefore covers a broad range of mechanisms and processes designed to assist parties in resolving of differences creatively and effectively (Finsen and Butler, 1993).

### **2.2.9 WORKING TOWARDS CONFLICT RESOLUTION**

When dealing with conflict, according to Vestergaard (2011), we utilize several methods dealing and working with conflicts. The author gives a brief introduction to two different ways of dealing with conflicts. The methods range from investigating a conflict by means of mapping the conflict to active mediation between parties in a conflict.

#### **2.2.10 MAPPING THE CONFLICT**

When dealing with a conflict involving many people one way of engaging the conflict is to map it out. Sometimes conflicts involve large populations, even the entire organization. At such times it is sensible to identify the different parties and their unique role in the conflicts and the relationship between

them. In order to create a map of the conflict, you need to examine and uncover:

- Who are the people directly involved in the conflict?
- Who among these are influential or in a position of power?
- Who are most radical and who are more open and accessible?
- What persons, not involved in the conflict, have the ability to influence those in conflict?
- What do community people know and think of the conflict?
- Identify key people who are respected by both sides of the conflict for example an elder, manager, accountant or supervisor
- Are their people who can help and support those directly involved?
- Are there people who, for various reasons, do not wish the conflicts to be solved?

Based on the information you have gathered from the above questions you will be able to draw a map of the conflict. The map consist of all those individuals who in one way or another are important in regards to resolving the conflict and include the people in conflict but very much so also those who influence the parties and the conflict directly and indirectly. Once the 'players' are in place one must map out in what way they are inter related. Do so by linking the various 'players' to each other and distinguish between positive and negative relations. When this is done one has a far clearer perspective of the situation and knows to a much larger degree what assets are at ones disposal, and also what challenges needs to be addressed (ibid.)

With this information in mind, begins the massive work of getting individuals and groupings to communicate. With the assistance of the individuals who are respected by both sides, one starts with the most moderate parties in the conflict are loosening, one can begin to include the more radical individual in the process. The process involved consists among other things of numerous meetings, which must be conducted under strict order. Gradually, more and more people from the conflicting parties are included in these meetings.

There will always remain some that retain their positions and attitudes towards the opposing side, however, after the long process of conflict resolution they will be a minority and some lose their influence.

### 2.2.11 MANAGING CONFLICTS IN WORK PLACES

Because of the significant impact that conflict can have on project success, managing it well is one of the most important skills a project manager must possess. An American Management Association study of middle and top level executives reviewed that the average manager spends approximately 20 percent of his or her time dealing with conflict (Thomas& Schmidt, 1976). The importance of conflict management is also reinforced by a research study of managers that analyzed twenty – five skill and personality factors to determine which, if any were related to managerial success. Of the twenty-five, factors that affect the ability to handle conflict were most positively related to managerial success (Allison, 1971).

In the table below managers must not just be aware of the various impersonal conflict resolution modes and their strength and weaknesses in order to choose an appropriate approach but must also manage conflict using some practical guidelines that involve preparing for the conflict, facing it, and then resolving it by developing win-win strategies. They must also recognize that it is sometimes good to stimulate conflict in order to encourage self-evaluation, creativity and innovation.

Table: WORKPLACE CONFLICTS AND RECOMMENDED SOLUTIONS.

Sources of conflict	Definitions	Suggested solutions
Conflict over work priorities	Views of work participants differ over sequence of activities and tasks.  Includes goals incapability and differences in long-term versus short-term perspectives.	Develop a master plan compatible with long-term strategies.

Conflict over administration procedures	Conflicts over managerial and administrative issues of how the project will be organized and managed.	Clarify roles, responsibilities, and reporting relationship at the beginning of the project.
Conflict over technical opinions and performance trade-offs.	Disagreements over technical issues, performance specifications, and technical trade-offs.	Use peer review and steering committees to review specifications and design.
Conflict over human resources	Conflicts concerning staffing and allocation of departmental personnel and where to get them and how.	Develop work breakdown structure and a corresponding responsibility matrix.
Conflict over cost and budget	Conflict over cost estimates from support areas regarding work breakdown structures and estimating techniques.	Develop overall budgets supported by detailed budget and cost estimates of sub-work tasks and activities.
Conflict over schedules	Disagreements about the timing, sequencing, and scheduling of work related tasks and information system to prepare and monitor work schedules.	Develop overall Schedules for sub-work with staffing and other life constraints.

Personality conflict	Disagreement on interpersonal issues.	Emphasize team building and create an environment that emphasizes respect, diversity and equality.
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### 2.2.11 INTERPERSONAL CONFLICT RESOLUTION TECHNIQUES

Interpersonal conflict resolution is the main topic of this paper, its techniques are based on the recognition that the choice of the conflict management strategy depends on the intensity of the conflict and the relative importance people place on maintaining good relationships verses achieving goals. Like a leadership style, the specific method of resolving conflicts also depends on a number of situational variables. The best approach will be the one that minimizes the obstacles to project completion and helps to develop cohesive and effective work terms.

Individuals attempt to manage interpersonal conflict in a variety of ways, depending on the relative importance and intensity of the conflict, the time pressure for resolving the conflict, the position taken by the players involved, and the motivation to resolve conflict on long-term or a short-term basis (Robbins, 1974).

Conflict management possibilities also depend on the ratio of assertiveness to cooperation among the parties involved in the conflict, as well as on the type of conflict. Conflict resolution techniques range from the power-based steam roller approach to a more defensive, diplomatic, and tactical approach.

Intermediate views suggest variations of avoidance, give-and-take, negotiations, collaborations, and problem solving.

Blake and Mouton (1964), presented five general techniques for resolving conflict:

Withdrawing, smoothing, forcing, compromising, and collaborating/confronting/problem solving (also referred to negotiating) (Baker & Baker, 1992). Therefore, managers must analyze the organizations in order to create a climate conducive to achieving a constructive outcome, as in the table below:-

**TABLE: CHOOSING THE BEST CONFLICT RESOLUTION MODE**

High	Use force: When you are sure that you are right When an emergency situation exists (do or die) When stakes are high and issues are important When you are stronger: never start a battle you can't win To gain status or demonstrate position power		Use collaboration (confrontation) When you both get at least what you want and maybe more. To reduce overall project costs To gain commitment and to create a common power base When there is enough time and skills are complimentary When you want to preclude later use of other methods To maintain future relationships When there is mutual trust, respect and confidence
Concern for oneself		Use compromise <ul style="list-style-type: none"> <li>• For temporary solutions</li> <li>• For backup if collaboration fails</li> <li>• When you can't win or don't have enough time</li> <li>• When others are as strong as you are</li> <li>• To maintain your</li> </ul>	



		relationship with your opponent <ul style="list-style-type: none"> <li>• When you are not sure you are right</li> <li>• When you get nothing if you don't</li> <li>• When goals are moderately high</li> </ul>	
	Use Avoidance (withdrawal): <ul style="list-style-type: none"> <li>• When you can't win or the stakes are low</li> <li>• When the stakes are high, but you aren't ready yet</li> <li>• To gain status or demonstrate position power</li> <li>• To gain time</li> <li>• To discourage your opponent</li> <li>• To maintain neutrality or reputation</li> <li>• When you think the problem will away by itself</li> </ul>		Use Accommodation (smoothing): To reach an overarching goal. <ul style="list-style-type: none"> <li>• To create obligation for a trade-off at a later date</li> <li>• When stakes are low and liability is limited</li> <li>• To maintain harmony, peace and goodwill</li> <li>• When any solution will be adequate</li> <li>• When you will lose anyway</li> <li>• To gain time</li> </ul>
Low	Low	Concern for the other	High

Withdrawing involves avoiding, denying, giving up, pulling out, or retreating and as such constitutes a refusal to deal with a conflict by ignoring it as much as possible. This style is appropriate when a cooling-off period is needed to gain better understanding of the conflict situation and also when the party is both unassertive and uncooperative. Withdrawal, a

passive, stop gap way of handling conflict, generally fails to solve the problem.

Therefore, this style should not be used if the conflict deals with an issue that is of immediate concern or is important to the successful completion of the project.

Smoothing, or accommodating, is an appeasing approach of emphasizing areas of agreement while avoiding points of disagreement. It is appropriate to keep harmony and avoid outwardly conflictive situations. It works when the issues are more important than the positions and aspirations of the parties involved. Since smoothing tends to keep peace only in short term, it fails to provide a long term solution to the underlying conflict. Generally conflict reappears again in another form.

Both smoothing and withdrawing incline towards ignoring or delaying tactics, which do not resolve conflict but will temporarily slow down the situation? Managers at work places must remember that if the conflict is not handled and resolved in a timely manner, it will likely lead to more severe and intense conflicts in the future.

Forcing implies the use of position power and dominance to resolve the conflict. It involves imposing one's view point at the expense of another and is characterized by a win-lose outcome in which one party overwhelms the other. Forcing is used when there is no common ground on which to bargain or negotiate and when both parties are uncooperative and strong-willed. Workplace managers may use it when time is of essence, an issue is vital to the well-being of the project, and they believe they are right based on the information available. Under such circumstances, managers take the risk and simply dictate the action in order to move things forward.

This approach is appropriate when quick decisions are required or when unpopular issues such as budget cuts, fast-tracking, or staff cutbacks are essential in a department.

Forcing usually takes less time than compromise and negotiation, but it leaves hard feelings because people dislike having others' views imposed on them. Conflict resolved by force may develop again and haunt the enforcer at a lower date.

Although forcing definitely resolves the conflict quickly, it should be used only as a last resort. Compromising is primarily bargaining or receiving something in exchange for something else. It involves considering various issues, bargaining, using trade-off negotiations, and searching for solutions that bring some degree of satisfaction to both parties. Neither party wins, both get some satisfaction out of the situation. Both may temporarily feel hurt because they had to give up something that was

important to them, but compromising usually provides acceptable solutions.

A definitive resolution to the conflict is achieved when a compromise is reached and accepted as a just solution by both parties. The only problem with compromising in a work situation is that sometimes important aspects of the work might be compromised in order to achieve short-term objectives (an example is compromising on safety issues to reduce costs).

Collaborating is an effective technique to manage a conflict when a project situation is too important to be compromised. It involves incorporating multiple ideas and viewpoints from people with different perspectives. It offers a good opportunity to learn from others. Active collaboration by both parties in contributing to the resolution makes it easier to get consensus and commitment. Collaboration is not very effective when more than a few players are involved and their viewpoints are mutually exclusive.

Confronting or problem solving implies a direct confrontation, with disagreement addressed directly. Conflict is treated as a problem for which both parties are interested in finding a mutually acceptable solution. This approach requires a give-and-take attitude between the parties, meaning that both are somewhat assertive and somewhat cooperative. It involves pinpointing the issue and resolving it objectively by defining the problem, gathering necessary information, generating and analyzing alternatives, and selecting the best alternatives under the circumstances. Confrontation requires open dialogue between participants, who must mature, understanding, and technically and managerially competent.

In most cases, confronting as a problem solving technique may take longer than other techniques, but they provide final solution by ultimately resolving the underlying problems.

#### **2.2.12 FINDING THE BEST CONFLICT RESOLUTION APPROACH**

Since each conflict situation is unique and dynamic, it is difficult to recommend the best conflict resolution approach. Choice of approach depends on these factors:

- Type and relative importance of conflict
- Time pressure
- Position of the players involved
- Relative emphasis on goals versus relationships

Forcing, smoothing, and withdrawing techniques are generally not effective in resolving conflicts because they fail to deal the real cause of the conflict. They may be appropriate when it is important to create a period of peace and harmony while the parties think about the next move.

**TABLE: CONFLICT MANAGEMENT STYLE**

Style	Description	Effect
Withdrawing/avoiding	Retreats from an actual or potential conflict situation.	Does not solve problem
Smoothing/accommodating	Emphasizes areas agreement rather than areas of difference	Provides only short-term solution.
Compromising	Searches for and bargains for solutions that bring some degree of satisfaction to all parties.	Provides definitive resolution.
Forcing	Pushes one's viewpoint at the expense of others; offers only win-lose situations.	Hard feelings may come back in other forms.
Collaborating	Incorporate multiple viewpoints and insights from differing perspectives; leads to consensus and commitment.	Provides long-term resolution.
Confronting/ problem solving	Treats conflicts as a problem to be solved by examining alternatives; requires give-and-take attitude and open dialogue.	Provides ultimate resolution.

Techniques involving compromise are usually used in labour- management disputes, but they have some potential problems. For example, in compromising, each party gives up something, and neither gets exactly what it wants. Consequently, both parties may be unhappy with the final decision.

Under such circumstances, the best solution for managing project conflicts is the confronting/problem solving, or negotiation modes. Since management in the local government and other industries involves solving problems as the work progresses through its life cycle, this type of conflict

management is very practical. This approach aims for a win-win strategy, which is best for both the project and the parties involved. Managers and supervisors should acquire proper training in the procedures, nuances, and skills of professional negotiation. It is important to bear in mind; however, the negotiation and confrontation take time. They simply cannot be managed in a cursory or rapid manner but instead require a significant commitment from the project manager in terms of time and willingness to allow all parties to air their grievances. Conflicts are managed effectively if they are resolved on a permanent basis. The relationship between the desire for achieving goals and the desire for maintaining good long-term relationships has a significant impact on the choice of a conflict resolution style.

### **2.2.13 STRATEGIES IN MANAGING CONFLICT IN A PROJECT**

Identification, analysis, and evaluation before taking action are the keys to effective management of conflict. Managers and supervisors must use practical strategies that involve the following three steps: preparing for conflict, facing conflict, and then resolving conflict. Also essential are interpersonal skills, including effective communication, negotiation, and appreciation of cultural differences (Thamhaim & Wdemon, 1975)

### **2.2.14 PREPARING FOR CONFLICT**

Realistic managers or supervisors know that conflict is normal and in some cases necessary part at workplaces and among workmates. The art of preparing for conflict thus involves both expecting that it will occur and having a plan for handling it.

### **2.2.15 EXPECTING CONFLICT**

The sources of conflict (schedules, priorities, human resources, technical issues, administration, personality, and cost) will vary with the different departments in workplaces. Moreover, the focus of conflict will vary with the attributes of the team and the organizational goals. With an experienced team, the focus of conflict is within the team itself. If the project goals are vague and loosely defined, the focus of conflict will likely be between the workers and upper management or between workmates, or both. The departmental manager or supervisor should analyze the reasons or sources of conflict and how they vary with phases of the work cycle before taking any action.

### **2.2.16 PLANNING AHEAD TO HANDLE CONFLICT.**

After analyzing the sources, intensity, and focus of conflict, managers plan how to deal with conflict. One of the planning tools is to develop a framework within which to view conflicts objectively. Conflicts that arise as the workmates progress through stages of team development come from each person's need to answer questions that establish his or her position clearly (Schutz, 1958).

- Am I in or out? In this type of conflict, people are likely to ask themselves whether they belong to the team. They raise issues that are unimportant in themselves just to break the ice and initiate communication.
- Where do I stand (Am I up or down)? Are people at the top or at the bottom of a hierarchy? How will the group make decisions? How much responsibility does each team member or workmate have? How much authority, influence, and control does each individual on the workmate have?
- Am I near or far? This question raises the issues of openness and affection. Workmates must decide how close they want to get to each other without feeling stuck with them. Emotions and perceptions may express themselves positively( openly expressed positive feelings and warmth) or negatively(open hostility and jealousy)

A second tool is to analyze the key players in the situation. This analysis should consider the whole assignment and identify the key players and their personalities. Who are the people or groups contributing to the conflict? Managers and supervisors should analyze their personalities, interpersonal habits, values, and convictions. This knowledge will help create a cooperative and accommodating atmosphere. All key players should be willing to accept resolution of the conflict; otherwise it will continue or become even more intense and ultimately reduce work performance. Open communication should be encouraged to help individuals involved in the conflict situation be more objective and prepared to deal with the situation. In planning ahead, the manager or supervisor answers the question: " Is the conflict primarily related to goals, authority, or personalities or some combination of these?" Conflict should

be defined in objective terms, with a minimum of personal biases and opinions. A final planning tool is to prepare for stress management.

Conflict can cause stress that varies in intensity, and if it is not managed in a timely manner; it can cause severe psychological and physiological problems.

### **2.2.17 FACING THE CONFLICT**

Although conflict is one of the things most of us dislike intensely, it is inevitable. Most often when we try to avoid conflict, it will nevertheless seek us out. Some people wrongly hope that conflict will go away if it is ignored. In fact, conflict ignored is most likely to get worse, which can significantly reduce work performance. The best way to reduce conflict is to confront it. "To face conflict effectively, managers have several strategies to draw on."

Save as a Lightning Rod. Hill compared managers of successful organisations with those organisations that failed and found that the managers of successful organisations did the following (Hill, 1977):

- Personally absorbed aggression.
- Communicated and listened effectively.
- Counseled their workers to maximize their output.
- Encouraged openness, emotional expression and new ideas.
- Sewed as role model in planning, delegating and so forth.
- Minimize potential conflict whenever possible.
- Stimulated conflict to foster creativity and innovation.

The managers Thambain and Wdemon (1975), surveyed felt that personality conflicts were often disguised as conflicts over other issues, such technical issues and staffing.

These disguises will persist if managers deal only with facts, and not the feelings themselves. Positive feelings, if expressed, can increase work performance.

Even negative feelings, if expressed constructively, may help clarify confusion or remove a bottleneck in a project. To "name without blame", managers must express feelings as feelings, and as facts. They must

accept responsibility for their own feelings and avoid judging people based on feelings and impression alone.

### **2.2.18 SURFACE THE REAL ISSUES**

Conflicts that remain below the surface can have a negative impact on a company in many ways, such as distorted or withheld information, slipped schedules unplanned absences from work meetings, lack of initiative to solve problems, or not working together as a real team (House, 1998).

A successful conflict manager should handle these burning issues gently but firmly. Surfacing the real issues can be accomplished by getting all the background information associated with the conflict. This process may uncover important aspects of the work that will lead to serious consequences and even project failure if they are not identified immediately. To surface the real issue, the managers may do the following (Ibid):

- Treat the surface issue as “real” two or three times. Managers should make every effort to address complaints or issues regardless of how trivial they may seem. They should encourage project personnel to bring the conflict into the open by themselves. However, if this fails, the manager should approach the person and urge him or her to discuss the conflict in the open with the aim of resolving it as soon as possible.
- Make the conflict visible to other parties involved. Managers can do this by using effective communication techniques and planning and organizing aids such as responsibility matrices, which are quite effective in resolving conflicts over administrative aspects of work management such as procedures, task breakdowns, and assignments of responsibility and authority managers may choose to prepare a responsibility matrix for each phase of the project life cycle.
- Give ample support. Block (1981) described the importance of support in a work relationship. Most people want to secure and worthwhile and receive encouragement, recognition and praise. Unfortunately, some managers confuse support with agreement and, consequently in a conflict (disagreement) situation, without support when it is needed the most.



## **2.2.19 RESOLVING THE CONFLICT**

Due to the dynamic and sometimes unpredictable nature of work schedules, a substantial amount of management time is dedicated to resolving conflicts. In some cases, disagreements can be handled by straightforward decisions; in other situations, a combination of time and skills is required. The manager, the workers, and all others involved in a conflict situation must work together to achieve a win-win situation for everyone.

Effective conflict management requires an extensive effort at the front end. Good conflict managers size up possible clashes before contacting the parties, and then they work out appropriate actions to resolve potential problems ( Sieved,1986).

Look for win-win alternatives:- Of the interpersonal conflict resolution styles, confronting (negotiating and problem solving) is the most effective approach because it starts with an understanding by both parties that they must search for solutions that satisfy everyone.

Managers must create a cooperative and assertive environment to achieve win-win solutions. These guidelines may be useful:

- Do the doable. Managers must be able to evaluate the situation and spend their efforts and energy in doing only whatever is really possible. "It's no use in trying to teach ducks to sing; it will only frustrate you and confuse the ducks!"
- Build on earlier market analyses. Using the strategy of only doing the doable, managers should build on earlier analyses of situations to give some insight into the conditions that would meet the other party's criteria for a win-win solution.
- Use the assertive model. Build on the strength of all parties while minimizing their weaknesses. Building mutual understanding and trust will help in reaching a win-win solution.
- Look at things right side up. It is a mistake to assume that the person is the problem and therefore start attacking the person instead of the problem.
- Avoid catastrophizing. It leads to lower team morale and confidence, increased frustration, and possibly failure to achieve the set goals

among the workers. Some of the common catastrophizing remarks that describe inconvenience, difficulty, or frustration are: "This is going to be a disaster." "We will never get this done on time." "This project is driving me crazy." "I cannot stand this work schedule." Instead of catastrophizing, encourage the workers to be positive, and suggest solutions that are manageable and helpful.

- Picture things going well. Visualize and imagine positive results. It is difficult to move onto something better without knowing what "better" is to develop a clear picture of "betters" the managers should picture things going as he or she wants them to, enlist the support of others and try their commitment, and deal with obstacles positively ( using a problem –solving approach) ( House, 1988) .
- Identify priorities and verbalize them. Priorities rank highly as a source of conflict throughout the work cycle. Sometimes people compromise so much in a conflict that no one wins, and everyone is dissatisfied. Successful managers evaluate the priorities up front and identify the "must haves" and "nice to haves." While resolving conflicts, he or she may compromise on "nice to haves" in order of importance. Managers can rank priorities by asking which features would contribute most to departmental success and which features would contribute the least.

### **2.2.20 CUT YOUR LOSSES WHEN NECESSARY.**

Sometimes a project may have gotten too deep in the hole, which leads to conflicts. Should the project be continued, or should someone review the situation, try to estimate the bottom line to completion, and then make a rational decision on whether to abandon the assignment? The manager should avoid making such decisions based on ego and emotion. Cutting losses can actually yield a savings that can be used for other business opportunities.

In most cases, only senior managers, the sectional director or sponsor is authorized to cancel work assignments. However, sometimes the manager may have the authority. Nevertheless, in all cases, the persons with such authority should cut losses and resolve such situations by using the following guidelines as suggested by House (1988):-

- Keep a mental file of things that do not fit the overall purpose of the work assignment. It is easy to see what you expect to see instead of

what is real. Assignment participants may say a lot of things but act differently therefore managers must watch out for the degree of real commitment and interest in doing certain parts of the assignment. When words and behavior do not match, behavior should be believed more, even if it is the words you want to believe.

Managers should pay attention to the nonverbal components of communication interacting with and among workmates because actual behavior more closely correlates with the nonverbal component than with the verbal component of communications. For example, a worker may passively resist a manager's particular suggestion by not showing enthusiasm for it but may not say anything directly against it. Ignoring this nonverbal component will likely lead the manager to overlook the consequences of this passive resistance, and that is the beginning of a hidden sink hole. (Not all sink holes are hidden, of course; some of them are right out in open). But the behavior may be so difficult and complex to measure that manager may simply not believe their eyes or ears and thereby misjudge the situation completely.

- Foliate the rule of two (or three). Successful managers cut their losses before costs skyrocket. They may not be able to recognize the inconsistency right away, but they should confront the situation and address it directly if it occurs a second or third time. For example, always choosing simplest and cost effective problems and overruns.
- Establish a system for cutting back investment of money, time, effort and ego. This follows the common management principle, "plan your work, and work your plan." When something goes wrong in the work assignment, people may go through the stages of grief, denial, anger, bargaining, depression, stress, and hopefully acceptance. Managers who become emotionally upset over losses on their assignments are vulnerable to losing their self-esteem. People who have planned ahead to handle their losses are better off because they can turn to their written plans and take necessary action accordingly. Although it may be difficult to implement the actions, at least the difficult step of deciding what to do was done when they could think more clearly. To cut losses before it is too late, the manager's plan should answer the following questions(House,1988):-

- How many people are needed to do the job?
- How much time should be allowed before following another course of action?
- How much energy and ego should be invested before being satisfied that the best shot has been given? (This limits the spillover into personal life as well effect on other projects.)

#### **2.2.21 FORMULATE CONFLICT MANAGEMENT SRATEGIES.**

Conflict can be resolved or kept under control by using a proactive approach that anticipates conflict and its impact. When using this approach, it is important to understand the project manager's relationship with other workers in the organization with whom the manager usually interacts throughout the work life cycle. For example, senior management, functional and other managers, clients and workers.

Managers must establish good understanding, trust and rapport with all the stakeholders with whom they interact to minimize the probability of conflict. The ideas for managing conflicts with major workmates are summarized as follows, stated by Dinsmore (1990);-

- Minimizing conflict with senior management involves knowing their requirements. Managers should put themselves in their subordinates' shoes and be sympathetic to the challenges, problems, and pressures of the workers. It also helps to analyze the workers' thinking patterns and act in ways that are consistent with the pattern (analytically or intuitively, for example). Similarly, it pays to listen and look for verbal and nonverbal components of the workers' message, just as the manager would do with the superiors.

#### **2.2.22 INNOVATIONS IN CONFLICT RESOLUTION THROUGH MEDIATION.**

Given the challenges outlined above in the paper, it is not surprising that attention is turning to new and innovative ways to manage conflict and resolve individual employment conflicts. Within Great Britain and the world, the main focus has been on the potential of workplace mediation following its enthusiastic promotion within the Gibbons Review in 2007. The government has also supported the extension of mediation seeing it not only as an efficient mechanism for dealing with disputes, but also as a

way in which the culture of conflict management can be transformed (BIS 2011b).

According to acas (2013), mediation is where an impartial third party, the mediator, helps two or more people in dispute attempt to reach an agreement. Any agreement comes from those in dispute, not from the mediator. The mediator is not there to judge, to say one person is right and the other wrong, or to tell those involved in the mediation what they should do. The mediator is in charge of the process of seeking to resolve the problem but not the outcome.

### **2.2.23 IMPACT OF CONFLICT RESOLUTION TECHNIQUES IN ZAMBIA**

So far, the use of Mediation and Arbitration has registered a positive impact in enhancing harmony in Zambian workplaces. Since the introduction of Mediation in 1997 and enactment of ACT 2000 of 2000, we have witnessed tremendous growth of the practice in workplaces (Kajimanga, 2013). There is no doubt that Mediation and Arbitration in Zambia have been warmly embraced by the managers and supervisors at workplaces. I believe that conferences of this nature can significantly contribute to creating awareness on the various advantages of alternative dispute resolution mechanisms and how they can contribute to the achievement of high productivity in our organizations (ibid). The advantage of alternative dispute resolution lies in the fact that the parties themselves play an active role in the dispute resolution process and their supervisors serve as facilitators.

### **2.3.0 CONFLICTS RESOLUTION TECHNIQUES AT NDOLA CITY COUNCIL**

#### **2.3.1 NDOLA CITY COUNCIL**

Ndola City Council was established in 1911 as a Municipal Council and later upgraded to a City Council status in 1967 by then president of the Republic of Zambia Dr. Kenneth Kaunda. It has currently a total number of 780 workers working in various departments. These departments are headed by Directors.

Since conflicts are inevitable in any workplace, Ndola City Council is no exception, therefore most of the conflicts at the Council are handled by the Human Resource Department which mainly performs a flow analysis when dealing with these conflicts in the Council. According to Vestergaad et al

(2011) the flow analysis views the group being analyzed as an organism where each individual is interconnected to the next person in the workplace.

For example in the case of involving illegal allocation of plots by the Planning Department officers of the council, in 2009, the conflict that arose here was dealt by the Town Clerk, Mrs Charity Mpande using flow analysis which viewed the planning department as an organism, where every officer in the department interconnected to the other. The result of the analysis is not directed to any one individual but the department as a whole. In the analysis, the Town Clerk when dealing with this conflict since it involved many people she began by identifying the different parties and their unique role to the conflict and the relationship between them and this is called mapping the conflict.

In order to create a map of the conflict, she needed to examine and uncover the following;- who are the people directly involved in the conflict?; who among these are influential or in a position of power?; who are most radical and who are more open and accessible?; what persons, not involved in the conflict, have the ability to influence those in conflict?; what do community people know and think of the conflict?; identify key people who are respected by both sides of the conflict, for example, a councilor or manager from another department; are there people who can help and support those directly involved in the conflict and finally are there people who for various reasons do not wish the conflict to be solved? Based on the information gathered from the above questions, the City Council was able to draw a map of the conflict and begin to resolve this conflict. With the assistance of some of the Councilors and Managers, who are respected by both sides, the council was on its way to resolving the conflict involving the illegal allocation of plots.

When the tensions between councilors and officers began loosening, then the actual culprits who were giving plots illegally were brought on the scene to explain what led to their behavior and such acts. This process involved consisted among other things numerous meetings, counseling and discussions which were conducted under strict order of confidentiality. Gradually more and more offending officers opened up in these meetings and the problem was resolved with appropriate punishments given to the offending officers. Overall the problem of illegal allocation of plots in the City Council was minimized using Mapping the Conflict.

Another conflict resolution technique used by Ndola City Council is Mediation. According to Vestergaad et al (2011) mediation can take many forms ranging from a complex academic endeavor to something simple that even young school children can perform.

Mediation is voluntary and confidential method of solving conflicts. An impartial third party, the mediator, is brought in to help the two conflicting parties reach a solution that both find satisfactory. The parties are not obliged to reach an agreement or solution and everyone involved including the mediator have the option to terminate the process, if they wish to do so. The goal of the process is for both parties to claim ownership of the conflict. Those in conflict have a chance to speak their truth and having that truth heard and are required in turn to listen and hear the other side's truth as well. Hopefully, this results in a restoration of the dignity of both parties and the relation between them as well as lasting agreement concerning future interaction.

Again here the Town Clerk of Ndola City Council gave an example of the same officers from Planning Department illegally allocating plots to members of the public and in this case allocating one plot to more than one person which has consequently brought a lot of conflict amongst the members of the public themselves and with the Council officials. Mediation has been used to resolve such conflicts in the council, whereby third parties such senior councilors or other managers of the Council are used as mediators where they agreed to refund of money to complaints or re-allocation of legal plots is undertaken as the best solution arising from these mediation meetings.

The Town Clerk further noted that mediation has helped Ndola City Council especially in cases of conflicts arising from illegal allocation of plots to members of the public as it will often be cost effective method of resolving workplace conflicts, since it involves discussions and counseling within the council, when compared with the costs of managing a lengthy grievance process or court process. The Council should consider training line managers in handling difficulty conversations to increase their confidence building and communication skills and consequently avoid the need for third party intervention. Some employees may also rely on experienced Human Resource professionals to intervene when line Managers have failed to resolve an issue and by using skills similar to those of trained mediators, they may achieve an effective solution, making

the council operations run smoothly. It also improves the cooperate image of the Council.

## **SUMMARY**

In this chapter we have looked at the literature review as written by other authors on conflict resolution techniques and the theoretical framework of conflict resolution techniques through various theories. Conflict Mapping and mediation are some of the techniques in conflict resolution that have been discussed.



## **CHAPTER 3**

### **3.0 Research methodology**

#### **3.1 Introduction**

Both qualitative and quantitative methods were used to collect and analyze data. Qualitative research was used to get the clear understanding on why conflicts happen the way they do at work places. Quantitative research methods were used to answer research questions by examining factors that show how many times conflicts occurs at work places and how many times managers have dealt with such conflicts successfully

##### **3.1.1 Target group**

For purposes of this study, the target groups are the managers, supervisors and workers of Ndola City Council. In order to enrich the findings of this study, managers were specifically targeted for personal interviews.

##### **3.1.2 Importance of conflict resolution techniques in work places.**

According to the study by the Society of Human Resource Management (2009), managers in workplaces spend 24 to 60 percent of their time dealing with employee disputes.

When people work with people, they are going to disagree from time to time. Squabbles happen, and without proper management, simple disagreements can escalate into full - blown battles. Therefore, the need to have conflict resolution techniques to able to resolve these conflicts for work to continue running smoothly.

#### **3.2 Data Collection**

In depth interviews, semi - structured questionnaires and focus group discussion techniques were used to collect qualitative information/data. The study applied purposive and stratified random sampling especially on employees. The study of population comprised the managers; both man and women and employees of both sexes of Ndola City Council.

### **3.2.1 Sampling techniques**

Study units were sampled using both simple random and purposive sampling techniques. Neuman (2002), states that purposive sampling is a sampling method in which elements are chosen based on the purpose of the study. For purpose of this study, participants in this study were purposively but randomly selected from Ndola City Council. This is because Ndola City Council is one of the biggest employers with many departments in Ndola Town. Purposive sampling was also used to select participants in focused group discussion based on departments of the city council.

### **3.2.2 Interviews**

Interviews are a very powerful tool which allows exploration of the subject at hand and follow-ups to clarify issues or responses (Salkind, 2003) since interviews are a two - way method. which permits an exchange of ideas and information Sidhu (2003) posits that “it is unique in that interviews involves the collection data through verbal interaction between the interviewee and interviewer”. In this study interviews were used to collect in-depth information from the target group. Therefore, only 08 managers were interviewed. A total of 12 workers from different departments were also interviewed. The key issues explored were the dispute at work places, there nature and why. To do this and to ensure consistency in response, an interview guide was prepared and used (see sample in annex).

### **3.2.3 Semi-Structure Questions**

Semi-structure questions were used to collect quantitative data. The questionnaires were given to employees of both sexes and managers to give responses. A total of 50 questionnaires were distributed to Ndola City Council.

### **3.2.4 Focus Group**

Focus group according to Salkind (2003) is a gathering of people moderated by the member of the research team and perhaps observed, either openly or discretely by other members of the research team. This study also used focus group discussions to collect data from the Ndola City Council especially where interviews and questionnaires could not work.

### **3.2.5 Analysis of Data**

Analysis of data means studying the tabulated material in order to determine inherent facts or meaning. Quantification of data obtained is generally achieved through tabulation and counting (Sidhu 1984.) Primary data was analyzed both qualitatively and quantitatively. Quantitative analysis involved frequency of occurrences whereas qualitative data was analyzed narratively. Presentation of results was done in tabular form and in graphs showing actual frequency and percentages.

### **3.3. Location of the study area**

The study was conducted at Ndola city council in Ndola district of the Copperbelt province of the republic of Zambia.

### **3.4. Ethical consideration**

Confidentiality was strictly observed at all times and respondents answered to the study instruments on voluntary basis.

Permission to conduct this study was granted by the UNZA/ZOU Management.

**CHAPTER 4**

**4.0 Data analysis and presentation**

**4.1 Introduction**

This chapter presents the analyzed quantitative data collected during the study. Note that quantitative data has been used to explain the findings in the discussion Chapter therefore this chapter will show data presented in form of tables and graphs

**4.2. Structure and characteristics of respondents**

**Table 1. Respondents according to gender.**

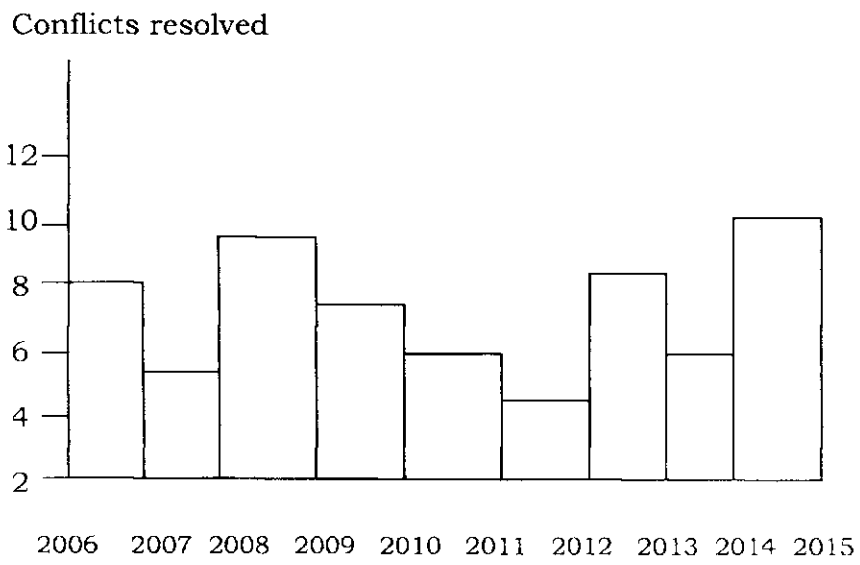
Department	Male	Female
- Administration	3	2
- Revenue collection	3	7
- Management	4	1
- Gardening parks	3	1
- Engineering	3	3
- Country and town planning	2	-
- Public health	3	1
	21	15

**4.2.3.** How many agree that these conflicts cause less productivity.

		Workers	Percentage
Valid	Agree	33	66
	Disagree	17	34

Most workers agree that conflicts at work causes less productivity.

**4.2.4** Conflicts successfully resolved by managers in the last ten (10) years



The Conflicts successfully resolved is erratic as seen in the bar chart above

## **CHAPTER 5.**

### **5.0 Findings and discussion of results**

#### **5.1 Introduction**

This chapter discusses the findings of the study and will endeavor to bring out critical grounds as conclusions and recommendations of this study.

#### **5.2. Participants to conflict in work places**

The findings of this study shows that females are more prone to quarrel among themselves as competition on things that are unrelated to work such as dressing, who drives the best cars or who has the best family may be reasons for conflicts. During the group discussion women workers argued that most fellow women's spent the first one hour at work when they report to work gossiping which leads to conflict when information is leaked to the one gossiped about.

However, men caused more conflict with their supervisors as a matter of bloated egos. According to the managers who resolved these work related conflicts, men boasted of huge salaries and how men they spent on buying new car leading to conflict arising from mistakes on their quality of work.

These conflicts were amicably resolved when the supervisors offered counseling as opposed to punishment.

The study improved the means of resolving these conflicts especially through counseling as the problems mainly arose from bloated egos for men and gossip in the case of women.

#### **5.3 Education level**

The study observed that most women in the study population had humble education background and qualifications were mainly certificates and diplomas as opposed to their male counterparts who had acquired degrees and other advanced qualifications putting more men in engineering departments and managerial positions, but more so receiving less incidence of conflicts with such educated cadres as they were too busy with their work.

#### **5.4 Importance of Gender mainstreaming at workplaces.**

Gender mainstreaming May seen a farfetched position in conflict; however this study shows that where there was an equal number in gender, there were less conflict at workplaces. Therefore workplaces and management should embrace all policies, plans and projects of gender analysis when employing without ignoring gender roles which may pose a big challenge in certain occupations such as mining, or garbage collections.

## **CHAPTER 6**

### **6.0 Conclusion and recommendations**

**6.1.** Conflict is inevitable in all working places as long as people will work with other people. The aspirations and expectations are always different in individuals and can be a daunting task for the managers to fulfill this as far as workers are concerned or among the workers themselves.

Therefore, the main conclusion of this study is that managers must learn to apply appropriate conflict resolution techniques according to the gender that is offending and the gravity of the offence.

Finally, ground rules in terms of clear conditions of employment and channels of communications should be clear so that grievances are not battled up until they burst.

### **6.2. Recommendations**

This study has analyzed the effectiveness of conflict resolution techniques in workplaces and below are some of the suggested recommendations:-

1. Training of managers in conflict resolution techniques.  
In reducing the occurrences of conflict at work places, managers must be trained in noticing early warning of a brewing conflict at work and also equip managers with various techniques of resolving conflict at work such as counseling and negotiating skills with the unions.
2. There is need to research further on appropriate conflict resolution techniques to be used in different organisation and according to a given gender in question.
3. This research shows the Chief Executive Officer of Ndola City Council, the Town Clerk and her Managers what should determine the conflict resolution technique to resolve conflicts amicably at work. According to the results of the research, conflict mapping and mediation stand out as two techniques that can produce the best results in resolving conflicts at Ndola City Council. However there is need to give formal training in those two techniques of conflict resolution especially to the Human Resource Department which will be dealing with the day to day resolution of conflicts at work.
4. The fact that the Town Clerk and her team were able to use the two techniques alluded to in the research in resolving conflicts shows that they do possess some knowledge in conflict resolution skills from their



training in the respective professions, however conflicts are inevitable in all work places and according to the results of this research it can be suggested that more often than not, conflicts occur in the council as sources of conflicts are not taken into perspective.

The Council must take time to analyze the causes of the conflict and take measures to prevent the reoccurrence of the conflict, this is a very important factor in conflict resolution.

5. Ndola City Council can Role-play conflicts and conflict resolution techniques as part of training and preparedness and development of interpersonal skills and communication skills.

It is the desire of this study that more research and studies can be done in future in conflict resolution techniques at work places so as to improve production and work relations at workplaces, retain as many good workers as possible and create a conducive environment for everyone to work freely without fear or favour.

## **QUESTIONNAIRE**

### **7.0 Sample of questionnaire**

#### **7.1 Questionnaire**

##### **7.1.1**

Dear respondent

My name is Hanhumo Perseverance Mwanakasale.

I'm a student pursuing a master degree in peace, leadership and conflict Resolution with Zimbabwe open University in collaboration with the university of Zambia and would like to conduct a research on Conflict Resolution Techniques used in workplaces at Ndola City Council.

This questionnaire is intended to collect from you the workers and managers what conflict occurs in work places and how these conflict are resolved.

Your participation is purely voluntary and all information will be treated in the strictest confidentiality

Please do not write you name. Respond by either ticking or writing the response in the space provided.

#### **SECTION A. BIO-DATA**

1. Gender ☐ Male ☐ Female ☐
2. Age 23 and below ☐  
24 – 30 ☐  
31 – 35 ☐  
36 – 40 ☐  
41 – 45 ☐  
46 and above ☐
3. Marital status single ☐ Married ☐ other ☐

## SECTION B. WORK

4. Which department do you work in

\_\_\_\_\_

5. What is the highest qualification do you have

\_\_\_\_\_

6. How many times have you quarreled with your work mate (s)

Once ☐

Twice ☐

Many ☐

7. How did you as manager resolve the conflicts brought before your office?

\_\_\_\_\_

\_\_\_\_\_

8. What type of conflict resolution technique did you apply as the manager to resolve the conflict brought before your office?

\_\_\_\_\_

9. How many females have been brought before your office to resolve a conflict they are involved in

1 - 5 ☐

6 - 10 ☐

Many ☐

10. How many males have been brought before your office to resolve a conflict they were involved in

1 - 5 ☐

6 - 10 ☐

Many ☐

Indicate whether you agree or disagree.

11. Conflict techniques applied produced good results.

Agree ☐

Disagree ☐

Don't know ☐

12. Do you think men cause more conflict at work more than women?

Agree ☐

Disagree ☐

Don't know ☐

**THANK YOU.**

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