

# Contribution of Conflict Management on Employees' Performance: A Case of Dar es Salaam Maritime Gateway Project

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## Case Report

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**Abstract**

*This study was conducted to examine the contribution of Conflict management on Employee's performance at Dar es Salaam Maritime Gateway Project (DMGP). Specifically, the study intended to identify the structure of communication flow at DMGP to establish the conflict resolution techniques at Dar es Salaam Maritime Gateway Project, and to associate practiced Conflict resolution approaches with employees' performance in Dar es salaam Maritime Gateway Project. The study involved 45 technical staff and the sample was framed conveniently while respondents were selected purposively. The data was coded then analyzed through SPSS. The findings have revealed that employees' fear to speak out their inner concerns to supervisors because of insecurity of their job despite having a chance to express their opinions. It was also relieved that; interpersonal conflicts were predominantly solved by involving the conflicted. Workers at DMGP prefer more settling their issue with their immediate supervisor than third parties. Also, the training and development offered at DMGP has significantly contributed to the performance of employees in different departments. Generally, it was revealed that conflict management has significant contribution to employees' performance. The study recommends to managers to enhance interpersonal relationships amongst co-workers to inculcate trust, unleash communication and consequentially boost morale of the employees.*

*Key Words: Conflict Management, Employees Performance*

## **I. Introduction**

Conflict management is broadly urged by scholars and practitioners to have detrimental impact to performance of individuals. Adomi & Ozioma Anie, (2006) define organizational conflict as the presence of discord amongst the parties that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization. Conflict management is broadly conceived as a crucial aspect of human resource management. It is so because, in organizations, employees are obliged to work jointly to achieve the organization's goal. Scholars of Organizational Behavior appraise the prevalence of conflicts in organizations, arguing that it is from conflicts that individuals learn to live and work together, hence adapting more effectively to environmental dynamics (Behfar et al., 2008)- However, conflicts, if not managed well, may have detrimental effects on the performance of employees, consequentially mitigate the growth and prosperity of the entire organization.

The management's task is therefore not to suppress or resolve all conflicts but to manage them to evade dysfunctional consequences that accrue to it. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed that may prompt the establishment to effect changes and search for positive solutions. Delerue (2005) argue that a hostile work environment that does not promote conflict management is probably of yielding misbehavior of the employees, and consequentially their diminished performance factor. According to Gasiorek and Giles (2013), "conflict is not just an annoyance. It costs money, and those costs can be calculated using wasted time, bad decision lost employees."

Laursen et al., (2001) averred that there are productive and destructive conflicts. According to him, "conflict is said to be productive when the parties constructively discuss it and amicable terms for the settlement reached". Constructively managed conflict induces a positive performance while poorly managed conflict heats up the environment to bring about 'dislocation of the entire group and polarization, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities,

escalation of differences into antagonistic position and malice and increased hostility and reduced productivity on job performance (Kinsley Lazarus, 2014).

The Tanzania Employment and Labour Relation Act 2004, part VIII proposes mediation and arbitration as means to conflict management. In this act the government emphasize timely dispute resolution to bring justice to the conflicted parties. Since its establishment the DMGP has adopted various approaches to manage conflicts emerged at the beginning stage of the construction project between the employer (CHEC) and the employees. The main causes of the conflict were labour payments, environmental working conditions, cultural differences, the flow of communication, friction and discrepancies based on differences of opinion, view and interest. Hence, the development of Conflict Resolution and management for instance Grievance Redressal Mechanism (GRM), was introduced to handle all complaints for the employees' effective and efficient performance. However, no study has been found by the researcher to examine the extent of the process, and specifically associating the impact of such conflict management mechanism to performance of employees.

### **Statement of the problem**

Since its establishment the DMGP has adopted various approaches to manage conflicts emerged at the beginning stage of the construction project between the employer (CHEC) and the employees. The main causes of the conflict were labour payments, environmental working conditions, cultural differences, the flow of communication, friction and discrepancies based on differences of opinion, view and interest. Hence, the development of Conflict Resolution and management for instance Grievance Redressal Mechanism (GRM), was introduced to handle all complaints for the employees' effective and efficient performance. However, the survey has found no study to examine the extent of the process, and specifically associating the impact of such conflict management mechanisms to performance of employees. This study is intended to fill that gap.

## **Objectives of the Study**

1. To identify the communication pattern adopted by Dar es Salaam Maritime Gateway Project.
2. To establish the adopted conflict resolution techniques at Dar es Salaam Maritime Gateway Project
3. To establish the extent to which conflict management techniques adopted by DMGP' contribute to the performance of employees.

## **II. Literature Review**

### **Organizational conflicts**

Organizations are operating in a turbulent environment where they always need to think and rethink measures to ensure their competitiveness and, consequently, performance. According to studies, there is a close association between the performance of an organization and an individual's performance (Argyris, 2017; Williamson, 1990, 1995, 2002). It occurs as one party perceives that its interests are opposed or negatively affected by another party (Oladosu Omisore, 2014).

According to Bercovitch and Schneider (2000) conflict implies a situation that generates due incorruptible goals or values among different parties. For him conflict emerges because the influence of a person and external factors. On the bases of the interactive view, conflict is perceived as an interaction of interdependent people who perceive goals incompatibility and the interference of each other in attaining such goals (Skarlicki & Folger, 1997). Conflict is endemic to interpersonal, intergroup and inter-organizational relations when the two depend on each other reciprocally for valued outcomes while alternative sources are relatively unavailable. Different affirmations can be drawn from the surveyed literature. (1) Conflict is an inevitable attribute of organizational setting because, of interdependence of the members that coase them to cooperate in such a way that one party's future actions depend on another party's actions. The probability of conflict arising in the organizations is very high because, by their nature, they constitute people with different historical backgrounds and value differences, as they need to cooperate towards a defined goal. Nowadays, most serious conflicts make headlines in

the newspapers, hence at risk of affecting the public image of companies the company. It is worthy mentioning that conflict does not only occur when values or needs are actually, objectively incompatibles, or when conflict is manifested in action; it exists when one of the parties perceives it to exist. (2) There is no common mechanism of conflict resolution that fits all situation. The affirmation is argued from the emerging variety of conflict descriptors and the root cause of their emergence. According to Karadjoff (2009), organizational conflicts can be caused by interdependencies, status inconsistencies, jurisdictional ambiguities, communication problems, dependence on common resource pools, lack of common performance standards, and individual differences. Other scholars associate organizational conflicts with individual differences. Such differences include factors such as values, goals, motives, resources and ideas (De Dreu & Van Vianen, 2001; Slocum et al., 2002). In addition, Oladosu Omisore, (2014) holds that managers can opt for conflict reduction or prevention by using behavioral or attitudinal approaches. Behavioral conflict reduction and prevention methods include enforcing rules, separating employees, assigning clear tasks, outside competition, increasing resources, and rewarding cooperation. Attitudinal conflict resolution methods include having a common enemy, rotating employees, increasing resources, team building, and organization development. De Dreu and Van Vianen (2001) suggest the techniques of conflict management such as: appealing to subordinate goals, expanding resources, changing personnel, changing structure, confronting, and negotiation. (3) Organizational conflicts play both functional and dysfunctional roles. Such affirmation requires the broad perspective of the concept and understanding of individuals social, psychological and functional and physical attributes to enable management to determine the root course of conflict hence, the mechanism to resolve it.

Likewise, conflicts need to be resolved by management as soon as they arise to mitigate the harm they can bring to the organization to enhance organizational growth and survival. However, as mentioned earlier, the approach to conflict resolution needs to consider the nature of the conflict and the attributes of conflicted parties.

## Levels of Conflicts

Organizational Conflicts can be analyzed at different levels depending on the number of individuals associated with it. Hu *et al.* (2017) brings about four levels; including intrapersonal conflicts; interpersonal conflict, intergroup conflicts, and inter-organizational conflicts. Intrapersonal conflict occurs within an individual. Such conflicting experience takes place in the individual's mind. Psychologists including McClelland, Mansell, and Mansell (2019) perceive intrapersonal conflict as a psychological phenomenon that stems from an individual's thoughts, values, principles, and emotions. Intrapersonal conflict may come in different scales, from simpler monotonous (like deciding whether or not to go to a job) to ones that can affect significant decisions (such as quitting the job or not). According to McCleskey, (2014) navigating through intrapersonal conflicts requires ones ability to comprehend, use and manage emotions in a positive way hence relieving stress, communicate effectively, emphasize with others, overcome challenges and defuse conflicts, an approach that psychologists call emotional intelligence. Consequences of intrapersonal conflicts include restlessness, uneasiness, or even depression, leading to feeling bad, poor communication, and unwillingness to participate in group activities (*ibid*). Analyzing intrapersonal conflict is essential because such conflicts diminish individual's willingness and readiness to work with others for the organizations. Psychologists suggest that individuals need to believe in themselves and find a way to deal with their emotions by recognizing the impulses of their emotions and how such emotions affect their interaction with others (McClelland et al., 2019; Šrol & De Neys, 2021). The way an individual perceives others and the way they feel contributes significantly to managing relationships more effectively. An individual who has issues in the inner self is more prone to interpersonal conflict.

Interpersonal conflict is another form of conflict that involves two or more people. It occurs in individuals interactions where there are real or perceived incompatible goals, scarce resources, or opposing viewpoints (De Dreu & Van Vianen, 2001). Interpersonal conflict can be expressed verbally and nonverbally along a continuum ranging from a nearly unnoticeable to a very obvious blowout. However, interpersonal conflict is distinct

from interpersonal violence, which goes beyond communication to include abuse and violence (Wilmot & Hocker, 2010).

Alan P. Fiske's general theory of social relation model categorizes interpersonal conflict into the conflict of individuals with supervisors and individual conflict with co-workers. (Fiske & Haslam, 1996). According to Fiske, conflict with supervisors is predictive of organizationally relevant psychological outcomes, including job satisfaction, organizational commitment and turnover intentions, whereas conflict with co-workers is predictive of personally relevant psychological outcomes including depression, self-esteem, and somatic symptoms.

Intergroup conflict is the third level of conflict that involves disagreements between two or more groups and their respective members (Jackson & Dean, 2001). Among the sources of conflict include opposing forces over goals or sharing resources. Limited resources and reward structures are also predictive of intergroup conflicts by making differences in group goals more apparent. Individuals join organizations for purposes. When chances for the realization of such goals are not predictable, they become indifferent<sup>1</sup>. The different perceptions amongst groups regarding time and status when coupled with goal incongruency can create intergroup conflict. Jackson and Dean (2001) add that recognition of the workplace and integration of services and facilities can be stressful to some and create dysfunctional conflict. Problems within intergroup relations are not necessarily caused by the deviate behaviour of individuals. However, some individuals within the group might have inherent traits or social histories, which trigger intergroup conflicts.

On the one hand, intergroup conflict creates an avenue for individual learning and sharing of tacit knowledge hence enhancing organizational performance and identifying weaknesses. On the other hand, intergroup conflict is dysfunctional because it causes confrontation or tension between groups, hindering the attainment of goals or objectives.

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<sup>1</sup>Read more (Barnard & Westermarck, 2009)

The forth level involves interorganizational conflict, which is a kind of dispute between two companies in the same industry, between two companies in different industries or economic sectors, and even between two or more countries (Kumar & Van Dissel, 1996). In each case, the parties feel the pursuit of goals is being frustrated by the other party<sup>2</sup>. The game theory presents organizations as open systems of interdependency, incentive misalignment and a dynamic business environment, the situation that makes interorganizational conflicts probable (Grzyl et al., 2019). In addition, organizations contain seeds of contradictions, including cooperation vs Competition, short-term vs. long term, and rigidity vs flexibility, to mention but a few, the setting that makes it difficult to avoid conflicts. Scholars have shown no formal singular hierarchy to resolve inter-organizational disputes (Grzyl et al., 2019; Wall and Callister, 1995). To Wall and Callister, such conflicts can be resolved through an inter-organizational system of formal (e.g., contracts) and informal (e.g., relational norms) governance mechanism. As inter-organizational conflicts express consequences at multiple levels, resolution strategies need to consider the cognitive and effective impact on the individuals who are involved directly in the conflict, taking into account the effect on exchange behavior at the organizational level. Accordingly, scholars have identified two factors which might complicate the balance between the individual and organizational needs in resolving inter-organizational conflicts. First, the individual employees have a fiduciary responsibility to act in the best interest of their firm rather than their own interests. However, it is wealthy noting that the degree to which individual interests align with those of the organization may alter the attractiveness and efficacy of different repair processes.

Relatedly, as employees often change roles and even organizations. The organizational-level relationship is often longer in duration than the relationship between the individuals responsible for managing the Inter-Organizational Conflicts (Grzyl et al., 2019; Wall & Callister, 1995). This creates a temporal mismatch between the interests of the individual

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<sup>2</sup>See Rapoport, A. (Ed.). (2012). *Game theory as a theory of conflict resolution* (Vol. 2). Springer Science & Business Media.

employees and those of the two organizations. For these reasons, conflict resolution strategies that address multiple levels are both necessary and complicated.

*Figure 1: Levels of Organizational Conflicts*



*Modified from Grzyl et al., 2019)*

To sum up, organizational conflict manifests at different levels, including at individual levels, inter-personal level, inter-group level and inter-organizational levels. The nature of conflict needs to be analyzed at a particular level, allowing the selection of an effective mechanism for its resolution. Even though organizational conflicts are inevitable, conflict (of any level) needs the resolution to enhance organizational effectiveness, efficiency and growth.

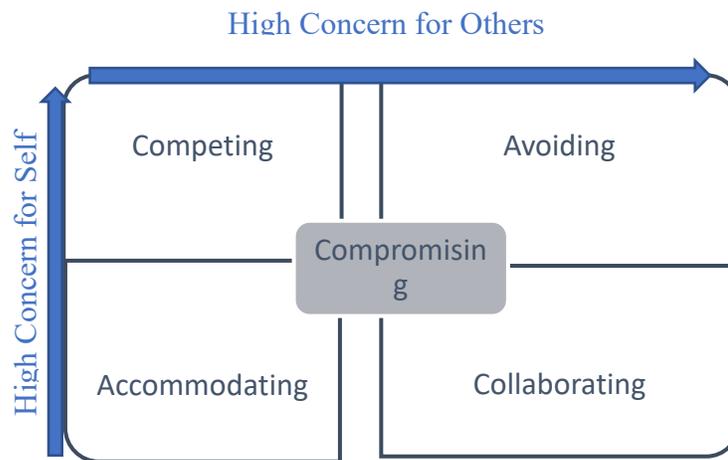
### **Conflict Resolution Approaches**

In previous chapters, we have noted that organizations, by their setting and structures (as open systems) are prone to conflicts. Further, conflict brings issues to the conflicted parties, which need to be resolved to enhance organizational performance and viability. We have also noted that effective conflict resolution begins with understanding its root cause and its level. Psychologist hold that conflict resolution approaches cannot be chosen consciously; instead, the actor(s) become caught up in emotion within a situation and react to it. Scholars of organizational behavior hold that the quantity of conflicts in the

organization is not as important as how such conflicts are handled (Markman et al., 1993; Tjosvold, Wong, and Feng Chen, 2014). We have noted in previous chapters that a well-managed conflict has functional potentials to yield rewarding and satisfactory relationships. Since conflicts are inevitable in organizational settings, managing them and negotiating desirable outcomes can promote individuals' willingness to work well.

The scholars agree that asking for more information before reacting to the conflict-triggering event is an effective way to add a buffer between the trigger and the reaction (Grzyl et al., 2019; Markman et al., 1993; Rahim 2003). Markman, for example, using the analogy of *Managing marital distress*, suggests communication as an essential ingredient to conflict management. Emphasis is not on communication as information flow whose effectiveness depends on the coding and decoding of the sender and receiver (Keyton, 2013), rather participation of the parties in decision making, and sharing tacit knowledge by enhanced reciprocity, mutual trust and dialogue. Accordingly Nahapiet and Ghoshal (1998) stress on informal communication as more advantageous to conflict management than formal communication because the first enhances access to peer organizational units and their resources. Afzalur Rahim in his article "A Measure of Style of Handling Interpersonal Conflict" brings five approaches for managing organizational conflicts which are: avoiding, accommodating, compromising and collaborating (Rahim, 2003). According to him, each of these approaches necessitate the concern we place on self-versus others that we named emotional intelligence in previous chapters. The figure below presents Rahim's model of conflict management.

Figure 2: Styles of Conflict Management



Source: Adapted from M. Afzalur Rahim, (1983)

The competing style indicates a high concern for self and low concern for others. The competing part strives to "win" the conflict at the expense of "loss" of the counter party. The competing style normally there is a use of power that can be coercive or non-coercive. The non-coercive strategy involves persuading and requesting by giving the conflicting partner reasons to support other party's opinion or request. Coercive strategies involve violating standard guidelines for ethical communication, which includes aggressive communication that arouses partners emotions, insults, profanity and even yelling and by use of threats to get ones way (Laursen et al., 2001). In the "win" –"lose" game, the modeling agent acts to maximize his expected utilities as an optional tradeoff between what one prefers and what he believes to be able to achieve (Grzyl et al., 2019). Negotiation base on getting one's own way, driving hard bargaining. According to Grzyl the outcome of win-lose is predicable of breaking down relationship in the future, the process ending in a bitter dispute.

In avoiding conflict management, the modeling agent shows low concern for self and low concern for others. The parties, therefore, lack direct communication about the conflict(Shah & Kaul Shah, 1988). The negotiation follows a "lose" – "lose" model as agents highly dislike conflicts. In some studies, avoiding is associated with the culture of individuals who value others most to the extent of evading any sort of conflict that might

lead to tension and discomfort of the parties (Bershad et al., 1994; Shah & Kaul Shah, 1988).

The avoiding negotiation strategy, the modeling agent is either passive or indirect and according to (Shah & Kaul Shah, 1988) such approach makes the strategy less effective than others. Amongst others, avoidance may be caused by agent's viewing conflict as less important, or a belief that the other party is right. As noted, before, the outcome of avoiding is loose-loose, and in most cases avoiding does not result to change of behavior or future relations.

Accommodating is a style of conflict management in which the modeling agent shows low concern for self and great concern for others. It is a submissive approach in which one complies with the other party without arguing to defend his own opinion. According to Gasiorek and Giles (2013), the party that accommodates situations tends to be generous or obedient. It is a "loose"- "win" situation. Those who accommodate because of generosity tend to do so genuinely, and those who obey do it because they do not have alternatives. Scholars associate accommodation with a low chance for goal attainment, little loss associated with it, when one feels to be wrong, and one feels that advocating personal gain can affect the relationships (Bershad et al. 1994; Friedman, Chi, and Liu 2006; Gasiorek and Giles 2013) negatively. However, accommodating is broadly adopted as a useful approach to conflict management because putting others' need before one's own contributes positively to achieving relational goals. Researchers have shown that accommodating style occurs when there are time restraints and less likely to occur when one does not want to appear weak (Cai & Fink, 2014; Gasiorek & Giles, 2013). It's worth noting that cultural influences can influence the decision to accommodate.

Compromising is an expression of moderate concern for self and others. It may also indicate that there is a low investment in the conflict and relationship (Kraus et al., 2004). The decision to compromise involves giving up one's side. People sometimes decide to compromise if there are benefits from it. Although compromising is perceived as the best way to resolve conflict, the compromising style is not always a win-win situation. It is a

partial win-lose because there is a close associate to such compromise. According to Kraus et al. (2004), compromise temporarily gets conflict resolved, but lingering thoughts of what one gave up can lead to a future conflict.

However, compromising may be a functional strategy when there are time limitations or when one perceives that prolonging a conflict may lead to relationship deterioration. Likewise, MacIntosh and Stevens (2008) suggest that compromising may be good when both parties have equal power or when other resolution strategies have not worked out. A negative side of compromising is that it may be used as an easy way out of a conflict.

Collaborating involves high degree of concern for self and others. It is a "win"- "win" game in which neither party has to (MacIntosh and Stevens 2008). Collaboration is advantageous to both parties hence it normally leads to positive problem-solving in the future by strengthening the overall relationship. The disadvantage of this approach is that the style is often time-consuming. Further, only one person may be willing to collaborate while the counterpart opts to compete or accommodate.

Hargie (2016) suggests some tips to achieving a "win- "win" outcomes as follows: first you should not view conflict as a contest that you are trying to win. Second, remain flexible and realize there are solutions yet to be discovered. Third, distinguish people from the problem. Forth, determine what the underlying needs are, which drive the other party. Fifth, identify areas of common grounds or shared interests that you can work on to develop solutions. Sixth, ask questions to allow the other party to clarify and help you understand their perspectives; and last, listen carefully and provide verbal and nonverbal feedback.

### **Conflict Management and Employees' Performance**

Organizational conflicts have broadly been associated with diminishing impact on individuals' performance (Jackson & Dean, 2001; Keyton, 2013; Ephrem Girma Sinesilassie, 2017; Tyler & Blader, 2001). The concept individual's performance does not mean the same thing to all situations. For the purpose of focus, the study will use individual's performance to imply the extent to which and individual contributes to

organization's goal attainment. Individual's willingness to cooperate (to share and use their knowledge, skills and competences) for their organization has crucial role to enhancing quantifiable organizational results. Conflicts put drastic effects to enabling employees meet the expectation of their employers because of facing physical, psychological and organizational burnouts (Khan et al., 2011). It is wealthy recognizing scholars and practitioners who define organizational performance in terms of financial returns and profit margins. However, businesses need to ensure viability that is the performance defined in terms of ability to yield quantifiable outcomes in all its sectors (financial and non-financial) due to its continual dynamic process and kinds of internal integration and external adaptation (Kaplan, 2009).

To enhance organizational performance, it is vital to promote the performance of individuals who constitute it. This encompasses a wide range of activities such as negotiation, problem solving, dealing with emotions and understanding situations (Devinney, 2009). Conflicts is noted to impair the employees performance due to associated dysfunctional factors (Delerue, 2005, Ross, 2000 and Anon 2013). Similarly, some scholars associate individual's performance with absenteeism (Plants et al., 1999) and unwillingness to communicate errors (E. G. Sinesilassie et al., 2018) factors which indicate diminishing return to their productivity. Likewise, conflicts bars individuals from useful feedbacks such as suggestions for change or encouragement to continue with positive behaviors (Devinney, 2009). Hence, conflict management has pivotal role to enhancing individual's performance.

### **Empirical Literature Review**

Ghafoor et al. (2015) conducted a study on conflict resolution and employee performance in a commercial bank in Pakistan. The data was collected by structured questionnaires then analyzed descriptive analytical techniques including the frequency, percentage, mean, standard deviation and variance. The factor analysis was applied to analyze and interpret the data. The major findings revealed significant correlation between conflict and employees' performance.

Furthermore, Uchendu et al., (2013) examined the relationship that exists between principals' conflict resolution and employee performance in Cross River State, Nigeria. The authors employed questionnaire to gather their data. The instrument was a 4 point liker's type scale consisting 32 items. Pearson Product Moment Correlation Coefficient analysis was used in analyzing the data. The result revealed that, there is a significant relationship between principals' conflict resolution in terms of teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and employee's performance.

Also, a study that was done by (Frooman et al., 2012)in Ghana found that 30% of absenteeism in public sectors resulted from the pervasiveness of conflict. The study also established that communication was impaired by feeling bad, mistrust relations and anti-social relations.

Another study was done by Anon (2013)in Nigeria and it revealed that conflict in the organization mitigated individuals' work well by 0.8 out of 1. Likewise, in Japan, (Plants et al., 1999) showed that conflicted individuals diminished socialization of individuals by an average score of 3.1 out of 5, which is associated with an individual's productivity in the organization. Similarly, the study by Sinesilassie (2017)between the prevalence of conflicts and the mistrust relationship of the actors contributed to absenteeism by 2.1 out of 4, unwillingness to communicate errors by 2.9 out of 4, and rejection of feedback by 2.1 out of 4

Kinsley Lazarus (2014)investigated the effect of organizational conflict on employee performance in Nigeria. The study employed descriptive research design and used questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees

## **Research Gap**

Literatures have shown that organizational conflicts can present both, functional and dysfunctional outcomes. In other words, conflicts per se are not bad. Again, conflicts are inevitable because organizations in which people have to work together, misunderstanding or tensions are inevitable. Literature have also suggested that prevalence of conflicts in the organizations is not as bad as conflict mismanagement. Empirical studies have established significant impact of unmanaged conflicts to individual's performance.

However, such studies are scares in Tanzania. This study assumes that nature of conflicts is environmental bound. Likewise, the effectiveness of an approach to conflict management is determined by the context and situation at hand. In that vein, the study on the extent to which conflict management contributes to performance of employees at Dar es Salaam Gateway Project will contribute to effectiveness of conflict management in similar entities or environmental contexts.

## **Conceptual Framework of the study**

Organizational performance is determined by individuals' performance. Descriptors of individual performance include; willingness to communicate, social relationships with other members, making individuals feel good in task accomplishment, integration of the culture of trust and the sense of interdependence that we have named reciprocity. These performance descriptors moderate the magnitude of individuals cooperation. Cooperation is used to imply individual's willingness and readiness to share and use his/her knowledge, skills and competences for the organization.

According to (Barnard & Westermarck, 2009) even individual's physical factors can be moderated by motives. In other words, psychological factors are key drivers of individual's effectiveness and efficiency in task accomplishment. It is from an optimum contribution of the individuals towards the overall objective of the organization that real organizational performance is achieved. We have defined real performance as the upper limit of individual's cooperation that is set by individual's ability and technical systems. The figure bellow presents a comprehensive understanding of the phenomena. To explain the key concepts the variables and their relationships are ere bellow:

*Figure 3: Conceptual Framework*

Source: researcher 2021



### **III. Methodology**

This study employed a case of Dar es Salaam Maritime Gateway Project (DMGP) to generate in-depth multifaceted understanding of the extent to which conflict management contributes to the performance of employees in the organizations. According to Amaratunga et al., (2002) such design is appropriate the phenomenon under the investigation requires an understanding of a wide variety of disciplines in the field of social sciences. Based on the fact that it collected data at one point in time, this design was deemed to allow researchers flexibility and it was economical in terms of data collection, analysis and presentation. The population was finite and it involved 150 employees of DMGP from different departments and sections including, administration, Environmental Health and Safety, operations, drivers and cleaners. The sample size was 45 respondents, which marked 30% of the population. The size was in line with Taherdoost (2016) who states that when the study population is less than 10, 000, as ample

size of between 10% and 30% is a good representation of the target population. In this study 45 employees were involved in the study. For the purpose of defining the sampling frame, at least 08 respondents were picked from each department, hence the frame involved: (1) 8 respondents from administration department, (2) 8 respondents from health and safety department, (3) 13 respondents from operations department, (4) 8 respondents from the drivers, and (5) 8 respondents from the cleaners. Two techniques of data collection were employed; i.e., purposive sampling and convenient sampling. Scholars have shown suggested that purposive sampling is a effective in studying certain cultural domain with knowledgeable expert within (Amaratunga et al., 2002; Taherdoost, 2016). The approach involved clustering the sampling frame into categories on the bases of managerial position and type of responsibilities to enable the researcher to produce a sample that could be logically assumed representative of the population. The sample was picked in a nonrandom manner within a cross section of the population. Scholars appreciate this approach for the reason that it enabled the researcher to squeeze a lot of information out of the data they have collected thus allowing him to describe the major impact of the findings more easily (Acharya et al., 2013; Amaratunga et al., 2002; Taherdoost, 2016). The researcher selected the representative on the bases of the easiness to contact and availability. The option of this sampling techniques stems from researcher's assumption that there is a very little variation in the population in such a way that the sample to be selected is a true representation. The data was collected through interview and questionnaire. The researcher set structured and semi structured conversation based on the topics of Contribution of Conflict Management on Employees Performance to allow the respondents provide answers and structured opinion. Semi-structured interview involved verbal interchange where the interviewer attempted to elicit information from another person by posing question. Such method enabled the research to unfold in a conversational manner, offering participants the chance to explore issues they feel are important (Taherdoost, 2016). In both approaches the researcher engaged in face-to-face interview with more accurate screening, so that the interviewee hindered from providing false information and capture the verbal and non-verbal quest including, body language, which can indicate a level of discomfort with the questions.

According to studies, such an approach helps to keep focus, and track the completion (Acharya et al., 2013; Saunders Philip Lewis et al., 1997; Taherdoost, 2016).

In questionnaire both structured and semi-structured questions were set to enable the researcher unfold information needed for the study. The questionnaire were administered physically. The data were summarized and coded to allow the researcher to analyze it by using Statistical Package for Social Sciences (SPSS) version 20 as well as qualitative analysis. Tabulation and classification were used as major methods, followed by frequency distribution and percentages description of the variables. The frequency distribution enabled the researcher to squeeze the data, making it small enough for the researcher to get a pretty good idea at glance on how the scores are distributed. Burnard et al. (2008) encourage organizing the data thematically to enhance ease narration and description. The themes described by verbatim quotes, then presented through description, interpretation and explanation. To ensure the validity and reliability research tools, questionnaires and Interview guide tools were distributed to the respondents and the mean score was researcher asked to state whether or not the items are clear and addressing the issues of concern in the research study. The first instrument was on Administrative department and it yielded reliability of 0.87; the second was test re test was health and safety department and it yielded the reliability of 0.96, the third on operations department staff and yielded the reliability of, 0.92, and on drivers and cleaners and it yielded the reliability of 0.786. According to Taherdoost, (2018), when the reliability obtained is above 0.6 then it is said to be suitable for a research work and that it can gather reliable data. Thus, the researcher was satisfied that the results was a strong and good reliability of instrument to work with.

#### **IV. Findings**

*Major Communication patterns adopted by Dar es Salaam Maritime Gateway Project.*

The study intended to identify the communication pattern adopted by DMGP. Both interview and questionnaires were used in data collection. A total of 42 out of 45 questionnaires were returned which marked 93% of all the questionnaires distributed. All the categories of respondents were asked to provide their perception on whether they are

free to express their opinions to their supervisors. The respondents were to check the item category that align to their opinions within a range of 1. Strongly disagree, 2. Disagree, 3. Agree, 4. Strongly agree. The frequencies of the respondents are expressed in the percentages bellow.

**Table 4.4: I can freely express my opinions to my supervisor**

*Table 1: Opinion expression*

Variables	Frequency	Percent
Strongly Disagree	2	4.8
Disagree	1	2.4
Neutral	1	2.4
Agree	22	52.4
Strongly Agree	16	38.1
Total	42	100.0

Source: Field data, 2021.

The findings show that 52.4 percent of the respondents agree that they at DMGP members can freely express their opinions to supervisors. The literature suggested enhancing communication as a proactive approach to preventing conflicts in the organizations (Karadjoff 2009; Nahapiet and Ghoshal (1998) organizational conflicts can be caused by interdependencies, status inconsistencies, jurisdictional ambiguities, communication problems, dependence on common resource pools, lack of common performance standards, and individual differences. Other scholars associate organizational conflicts with individual differences.

Results in table 4.4 show that, conflict can be avoided when people are given a chance to express their feelings or opinions to supervisors or colleagues.

**Table 4.5. The choice of words matters when one needs to address an issue or idea to peers or organization member.**

Table 2: The choice of words

The choice of words			
		Frequency	Percent
Variables	Neutral	1	2.4
	Agree	25	59.5
	Strongly agree	15	35.7
	disagree	1	2.4
	Total	42	100.0

Source: Survey Data,2021.

Table 4.5 shows that,25 of respondents which is 59.5% agreed that choice of words are crucial character in communication so as to avoid conflict, 15 of respondents which are 35.7% strongly agree with the statement given, 2.4% disagree while 2.4 where neutral. This data from employees proved how the choice of words matters when addressing an idea or opinion.

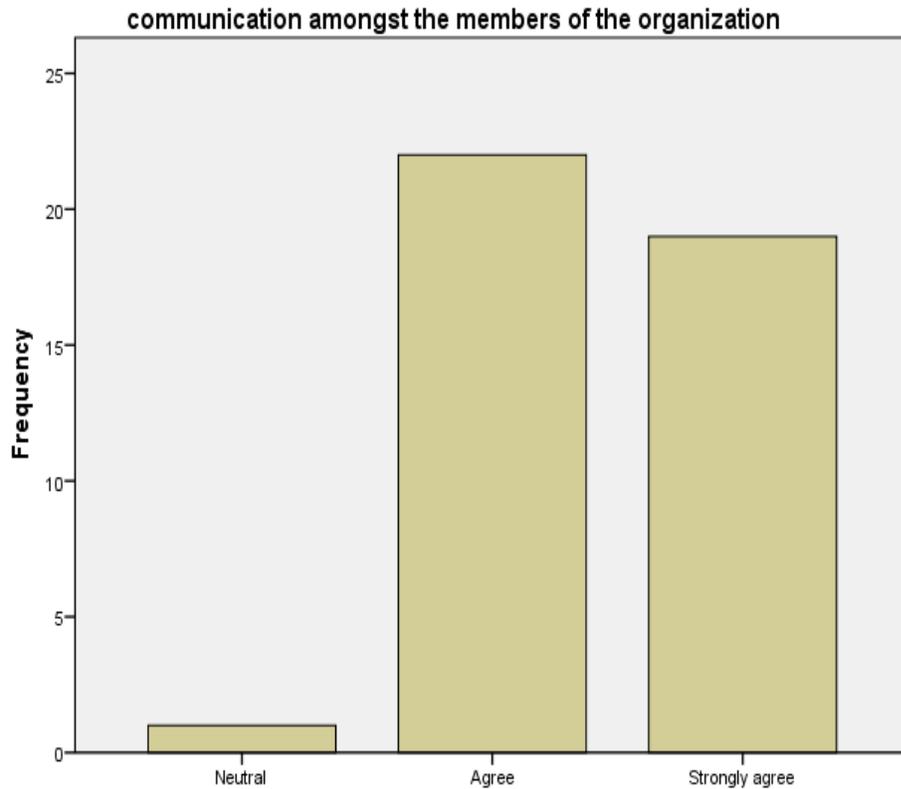
When responding to the above statement, one of employee at DMGP recommended in Swahili Language and quoted,

*“Unajuawahengawanasemamdomouliponzakichwa,sasakamahujachunga ulimiwakoutagombananakilamtu,hivyolazimauchaguenimanenoganiutumi eunapo taka kutoawazolakoamaushaurikwaviongoziamahatamfanyakazimwenzakopas ipokuangaliaumri,heshimahainaumri,ndomanamigogoromingiinasababis hwanakinywa,ndomanasisiWakristokatikamafundishoyetutunaaswajuuya kutumiaulimikuwauliminikiungokidogoilamadharayakenimakubwa.....”* (As you know there is a saying by Elders says the mouth healed the head, now if you don't guard your tongue you will argue with everyone, so you have to choose what words to use when you want to give your opinion or advice to leaders or even a colleague regardless of age, respect is not old, there are many conflict caused by the mouth, but we Christians in our

*teaching are tricked into using the tongue that the tongue is a small organ but its effects are great.)*

In one way or another, a researcher asked the respondents on importance of communication in working environment, the statement posed to respondents was “communication amongst the members of the organization enable me to develop my carrier and grow professionally” the results show that, most of respondents strongly agree with the statement. This proves that, communication is a very important pillar in any institution as it is the link between people in any institution. Communication brings good results and builds good relationships at work. It should be noted that many conflicts everywhere result from poor communication between people and people or leaders and employees.

*Figure 10: Communication amongst the members of the organization*



**Figure 4:4 Communications amongst the members of the organization.**

**Source: Survey Data, 2021**

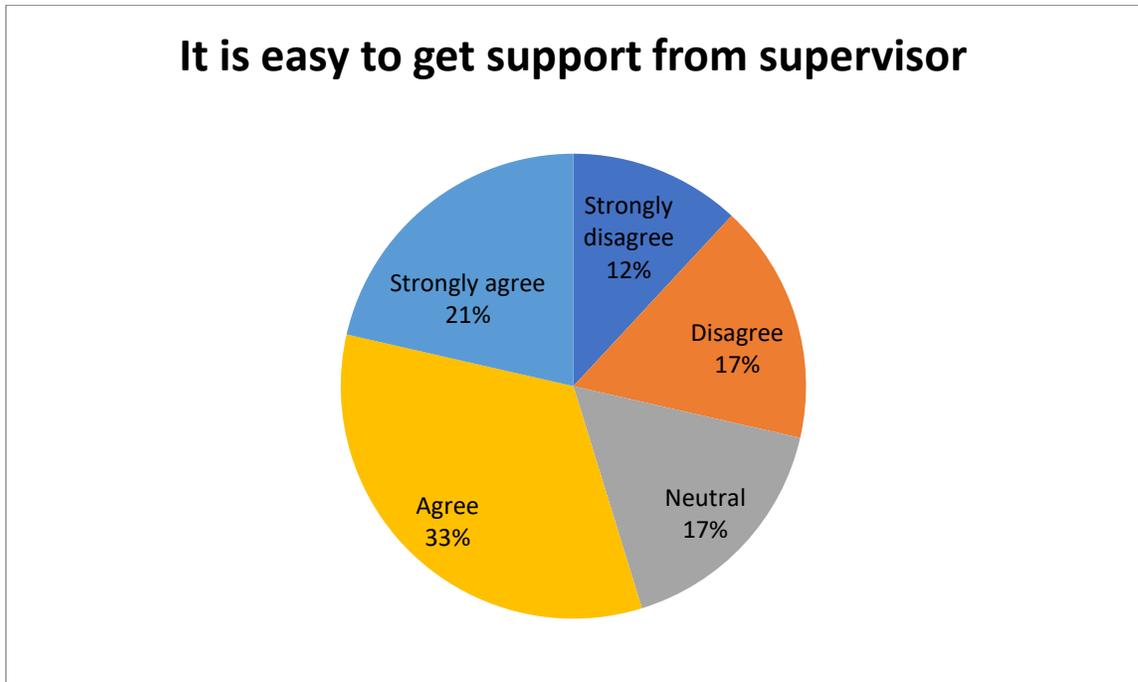
Figure 4.4 indicate that, most of employees agreed that good communication at work between them and the leaders has been the catalyst and motivation in raising efficiency in the project area so as employees are now aware of the importance of good communication in the workplace that bring the efficiency and effectiveness to the project for the purpose of meeting the targets/ goals.

Moreover, approximately two-third of the participants(64%)said, employees are trustworthy; hence they do not need to be in selective in sharing personal issue while 36% of participants do not agree with this. When responding to the question, from objective number one, one of Unity Leader in DMGP explained;

*“It is true that the staff here has a lot of trust in each other because we have the same goal and we are all brothers, we share a lot of personal issues and share advice not all but, there are others here who send heresies and lies to the leadership so as to be promoted or trusted.....”*

Furthermore, in responding to the question number 6 on the nature of conflicts, most of respondents agree that it is easy to get support from a colleague or supervisor at any time when we face challenges or difficulties in accomplishing my task.

*Figure 11: it is easy to get support from supervisor or colleagues.*



**Figure 4.5. It is easy to get support from supervisor or colleagues.**

**Source: Survey Data, 2012.**

Findings from the above figure show that 33% of employee who responded to the statement given they openly admitted that it is true that there is a tendency to get help from management and even their colleagues when they have a hard time fulfilling their responsibilities, while 21% strongly support the idea. In some magnitude, 17% of employee disagrees with the statement, when asked the reasons of their denied view, one of employee said;

*“For me, I do not see the easier way of getting help, especially from the leadership. You know we are working in a very difficult situation. If you say let's go and complain about it you will be fired immediately by false accusation, I have witnessed so much here.”*

Table 3: Conflict Management in Organization

**Table 4.6. Conflicts are easily managed in our organization**

Variables	Frequency	Percent	Cumulative
			Percent
Neutral	11	26.2	26.2
Agree	20	47.6	73.8
Strongly agree	11	26.2	100.0
Total	42	100.0	

**Source: Survey Data, 2021.**

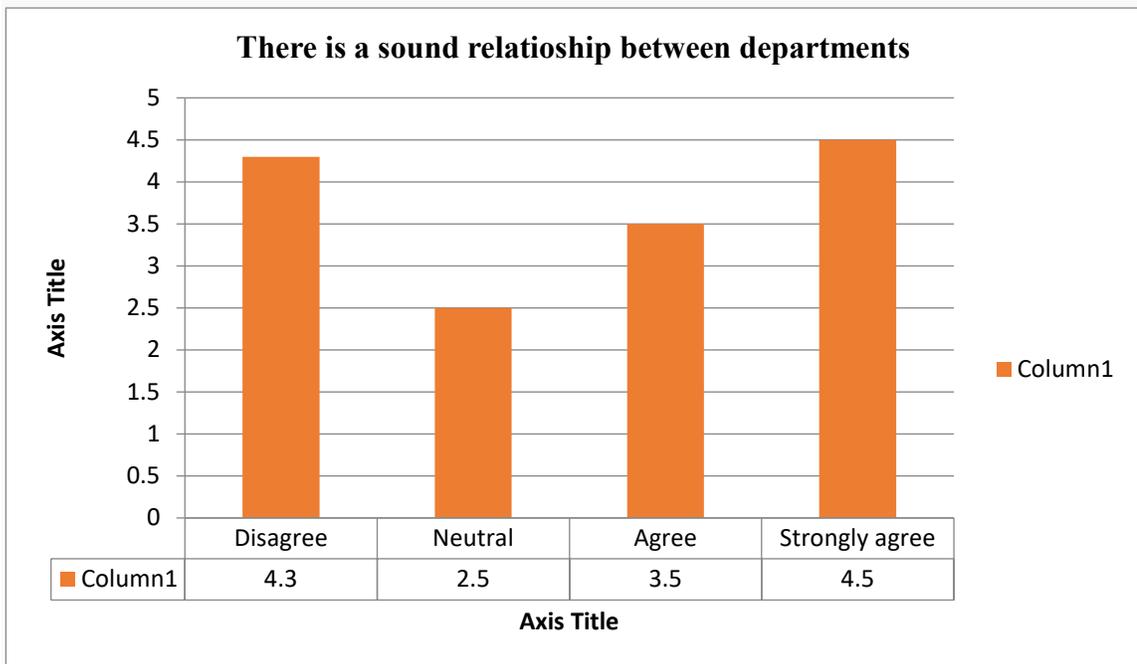
Table 4.6 shows that 20 respondents (47.6%) said conflicts are easily managed due to the approachable way of handling conflicts. In Cameroon, there is saying says that *“there are no shortcuts to the top of the palm tree”* This means that in order to achieve any success you have to go through thorny paths and every problem, when conflicts are resolved then success will be achieved here at DMGP in fact leaders are very helpful in resolving conflicts in different ways. In finding the valid information a researcher asked one of the administrators and responded that;

*“We have a very good process here at DMGP to sit with the workers at least once every two or three months and exchange ideas. Most importantly in any institution, all disputes are dealt with in partnership and negotiation.”*

Another thing the researcher aimed to find out if there is a sound relationship between departments in DMGP, The results from respondents show that, in DMGP all unity are work as a team, there is interdepartmental relationship, participatory decision making is

applicable in DMGP, and worker are not regret being a part of this project because of the work environment is relaxing enough to make employees feel good in accomplishing tasks. When responding to the statement “there is a sound relationship between our department and other department of DMGP”, Majority of employees agreed with the statement compared to those who disagree, this proved that, DMGP meet the quality of good leaders who worship on equality, humanity and openness as the results below reveled.

*Figure 12: Relationship between departments*



**Figure 4.6. There is sound relationship between departments.**

**Source: Survey Data, 2021.**

Figure 4.6 show that majority of employees strongly agree that, at DMGP there is a sound relationship between departments and hence accelerates work performance to the project.

There was a significant positive relationship in these findings with those of Adomi&OziomaAnie,(2006),Kazimoto,(2013),Delerue,(2005),Kehinde,(2011),just to mention a few, who proved that in many organization intergroup conflicts are common.

#### 4.4.2. Social relationship applicable to Resolve Conflicts at Dar es Salaam Maritime Gateway Project

The study intended to find out whether administrators have a good social relationship technique to solve conflict in work place. The first set of analysis investigated the technique used by DMGP management team in solving the matter concern; the researcher posed a statement which required respondent to be free to give out their opinions/ view about a statement

In getting more detailed data about Social relationship used to resolve Conflicts at Dar es Salaam Maritime Gateway Project, a researcher modeled a statement “the workers union in DMGP is very effective in resolving interpersonal conflict”, the results show that 21 respondents which is 50% strongly agree with the statement mentioned, 20(47.6) of all participants agree with the statement that the workers union in DMGP is very effective in resolving interpersonal conflicts.

When responding to the question “Do you have a trade union at DMGP and how effective is it in solving conflict”, one of administration officer explained and noted,

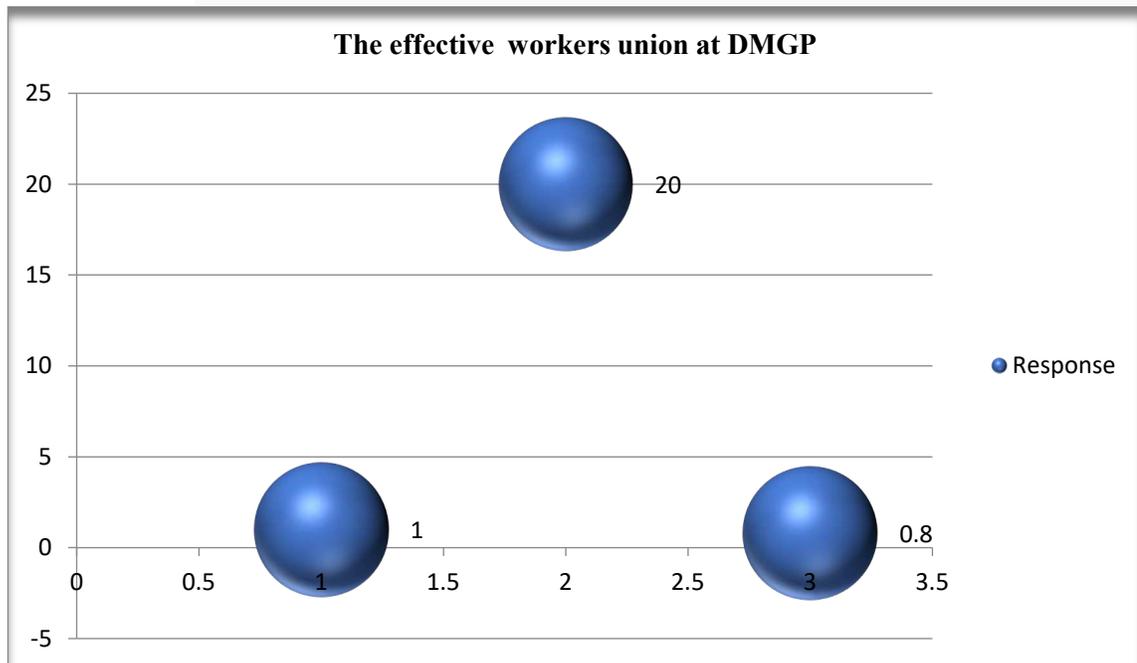
*“Trade unions at our organization like others in country play significant role and are cooperative in effective communication between the workers and the management. They deliver the assistance and support to ensure that the differences of opinion do not turn into major conflicts. The essential purpose of a trade union is to advocate people at work.*

In their interview, 8 administrators commented that, Trade Union is a union of workers that endorses and shields the interests of its members in issues such as wages and working conditions, especially through negotiations with employers. One of administrators when responding to the question he narrated that;

*“TASIHU is our Trade Union, It is difficult for non-members to see its importance, but for workers they know its importance and it becomes their refuge, you know if you have nothing you will not know its importance until you get in trouble, in fact the trade union here is a very important link*

*between employers and employees because the ideas of the employees reach us very well and we offer great cooperation.”*

*Figure 13: the effective of workers Union*



**Figure 4.7.the effective workers union at DMGP**

**Source: Survey Data, 2021.**

Figure 4.7 proved that Trade union at DMGP is very effective in resolving interpersonal conflicts. In computing the findings 90% of employees responds to the question by agreed that Trade Union play a great role in resolving workers conflicts.

In responding to the question by filling the gaps, the majority of those surveyed indicated that, workers at DMGP prefer more settling their issue with their immediate supervisor than third parties.

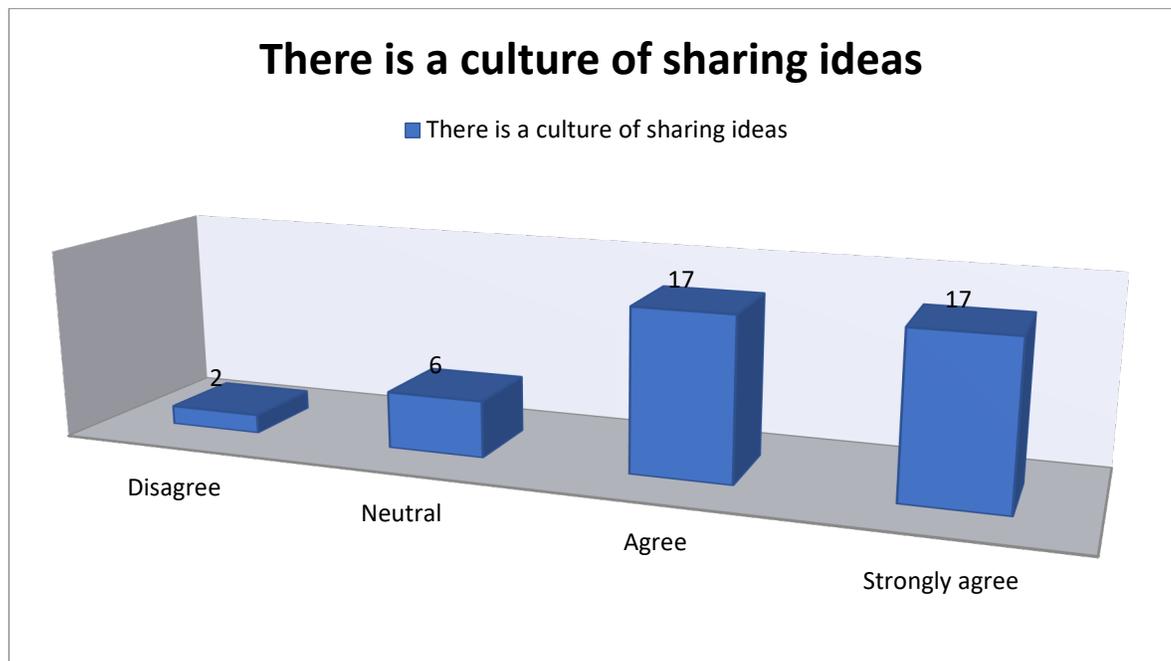
**Table: 4.7.DMGP prefer more settling their issues with their immediate supervisor than third parties**

*Table 4: DMGP prefer setting their issues with their supervisor*

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	2.4	2.4	2.4
Agree	18	42.9	42.9	45.2
Strongly agree	23	54.8	54.8	100.0
Total	42	100.0	100.0	

**Source: Survey Data, 2021.**

Table 4.7 legitimate that, DMGP prefer more settling their issues with their immediate supervisor than third parties. In its lightness the employee insisted all conflicts are handled internally and despite the individual differences at DMGP, there is a culture of sharing ideas, opinions and perception that promote individuals belongingness to the project as the results below verified.



*Figure 4: Culture of sharing ideas*

#### **Figure 4.8. There is a culture of sharing ideas**

**Source: Survey Data, 2021.**

Figure 4.8 show that, 17 respondents which make 40.5%, 17 respondents also who make 40.5% agreed that at DMGP there is a culture of sharing ideas, opinions and perception that promote individual belongingness to the project. The employees lives brothers and exchange ideas without discrimination, when asked by the researcher one of Human Resource member explained;

*“Through meetings, day to day supervision, employees who are involved in decision-making feel their contribution is valued, and the process of sharing opinions and discussion work matters itself can foster a sense of teamwork and improve relationship between workers themselves...”*

Another administration officer when asked about the matter concern, he replied that,

*“It is an indisputable fact that in the workplace there are all kinds of people, behaviors may not be the same, there are all kinds of behaviors and differences of opinion but I have witnessed for more than five years workers living as brothers, exchanging ideas, helping each other through hardships and pleasures. This is a culture that we have built here from the rulers to the working class, we respect each other as human beings and this is the reputation of DMGP”*

These confirm corroborates previous findings in the literature review by Einarsen et al,(2018), Burgess,(2000),Katz &Fyynn,(2013). These values correlate well with Jost,(2000) and further support the idea of Himes, J. S. (2008). *Conflict and conflict management.*

#### **4.4.3. The decent environmental working condition and improvement of employees’ performance in Dar es salaam Maritime Gateway Project (DPGP).**

The study intended to outlook decent environmental working condition and employees’ performance at Dar essalaam Marine Gateway Project. It was found out by the researcher that, DMGP is a place that contributes significantly to knowledge creation. When responding to the question “how do you define the working environment of

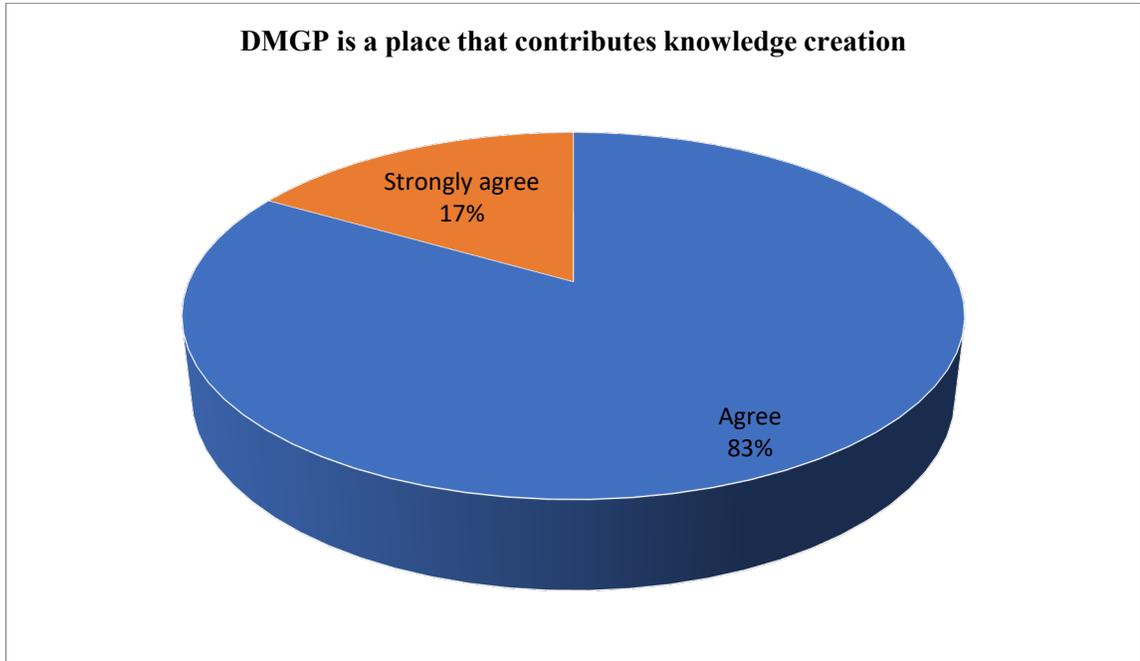
DMGP in relation to employee's performance?", one of administration officer admitted that;

*"DMGP is one of the best projects in the country that cares about its employees, there is a lot of protection, our offices are open to any employee, if you have a problem the employment officers are very attentive, we provide precautionary training at work, we provide health education, we ensure everything. The employee receives durable and secure work equipment, salaries are paid on time, this situation stimulates the work efficiency and that is why even this project is completed on time, we do not have as many conflicts as others and this is the weapon of the best project success."*

Another administration officer when interviewed by the researcher he narrated that;

*"The working environment here is very good, the unity we have here the cooperation of employees in all departments and the involvement of employees in making decisions through the trade union has been a very important pillar for us in achieving the intended goals."*

*Figure 15: Knowledge creation*

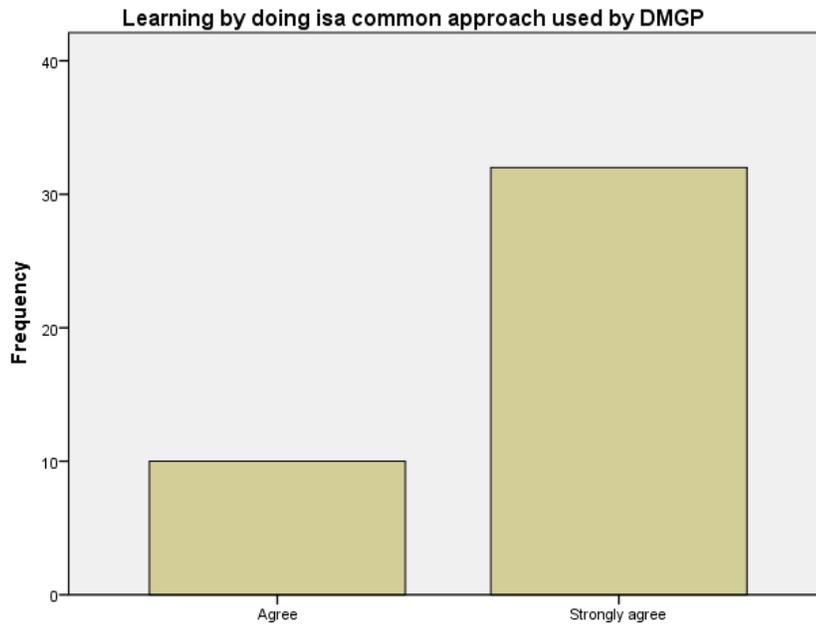


**Figure 4.9. DMGP is a place that contributes knowledge creation.**

**Source: Survey Data, 2021.**

Figure 4.9 justifies that 83% of employees agree that DMGP is a place that contributes significantly to knowledge creation for workers and hence increased the work performance. The training and development offered at DMGP are contributing significantly to the performance of employees in different departments. The relationship that exists between employees and employer makes employees feel like a sense of ownership of the project in DMGP hence highly productive is the outcome.

*Figure 16: Knowledge by doing*



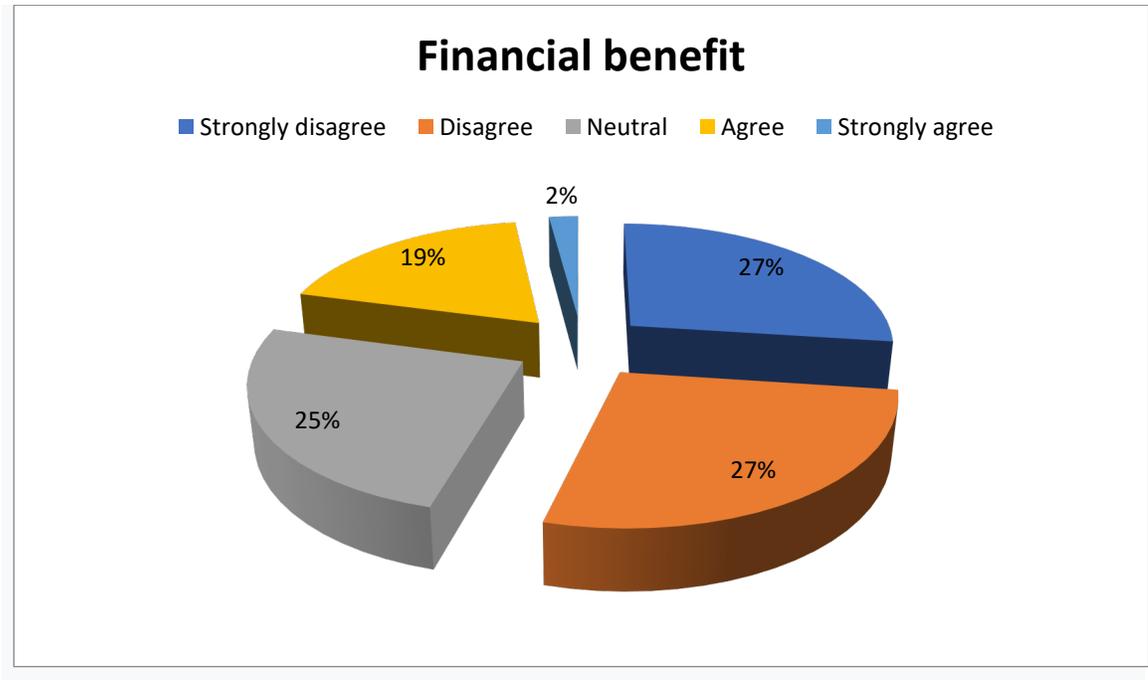
**Figure 4.10.**

**Learning by doing is a common approach used by DMGP**

**Source: Survey Data, 2021.**

Figure 4.10. Show that, 32 of all respondents which is 76.2% strongly agree that, learning by doing is commonly used by DMGP to ensure the effectiveness and efficiency of employees. When asked in the interview by the researcher, one of the employees verifies that;

*“The efficiency of the work here is great and amazing despite our supervisors being Chinese, very few speak good English most speak Mandarin or Chinese, now we learn by doing what we are instructed and we understand each other very well, Chinese saying eye to eye means careful, “shin shin” means thank you for doing more we have learned a lot despite the language challenge between us and the Chinese who are the managers of this project.*



*Figure 5: Financial benefits by DMGP*

**Figure 4.11:**

***Financial benefit given by DMGP***

**Source; Survey Data, 2021.**

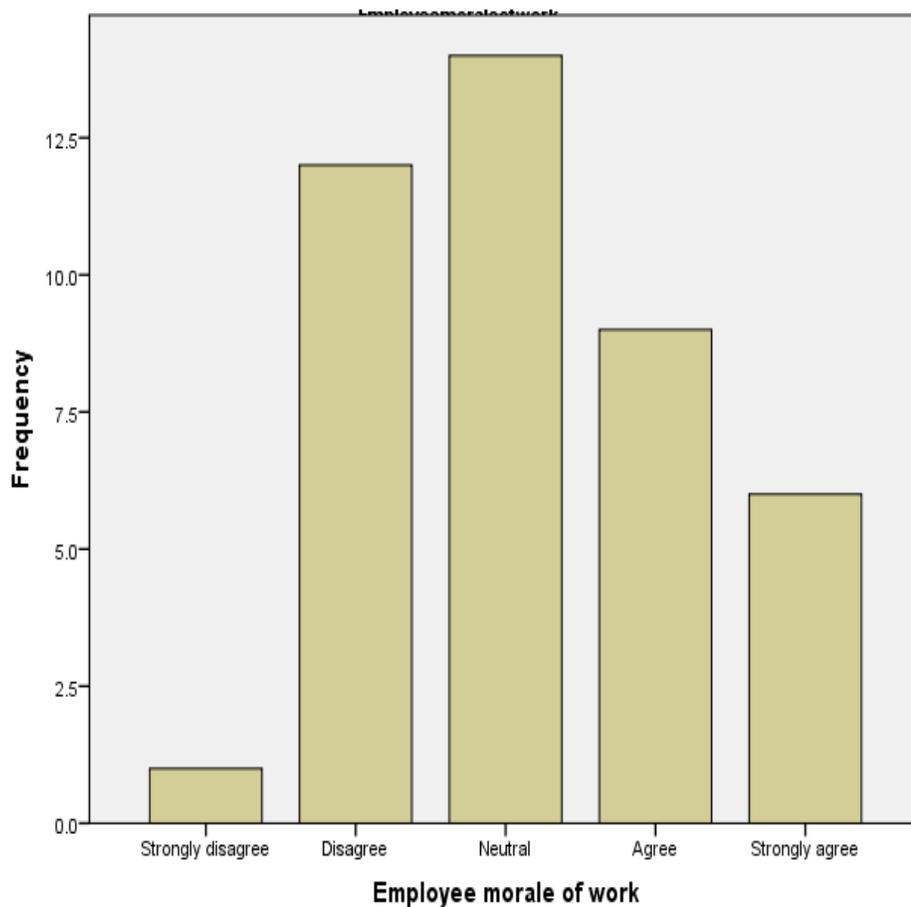
Figure 4.11 show that, employees are not satisfied with the finance given by DMGP. When responding to the statement “Financial benefits given by DMGP are contributing significantly to the performance of individuals”, responding to the above statement most of employees strongly disagree with the statement. When asked by the researcher for justification, one of employee said;

*“In fact, our exclamation here is low wages that are not in line with the work we do, we have nowhere to go because employment is a challenge and it means they give us wages that do not meet social needs due to rising living conditions, and when we complain we are told to choose jobs or*

*quitting so how should we do? , we are working hard to uphold the motto of our beloved former president, John Magufuli, that we should be patriotic.”*

Another employee recommended on things that should done to enhance the performance of employees at DMGP, one of employee put a mark that,

*“very low salaries in fact, and it is paid for not looking at the profession, that is, a sweeper and a professional we are paid the same 325,000 to 300,000 is very small in fact and you find a man hanging on a pole at sea while risking his life, no extra is paid if you complain to leaders you are transferred to the unit and then they fired you later, in fact the payment of allowances is very small compared to the great suffering we get”*



*Figure 6: Employees morale of work*

**Figure 4.12:**

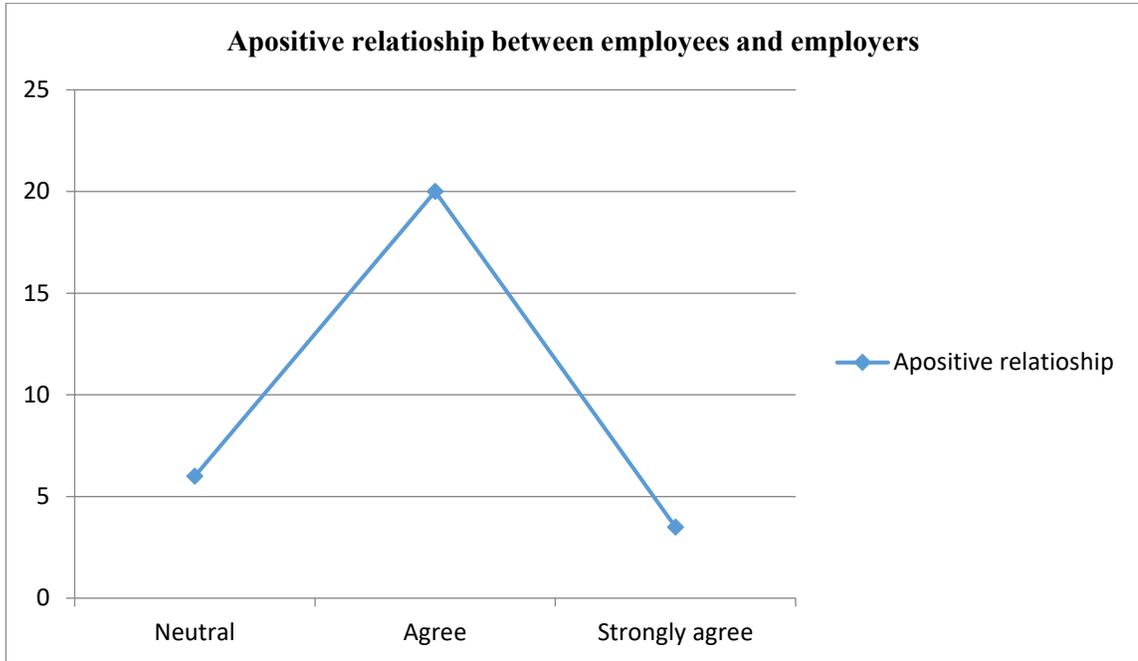
**Employee morale of work.**

**Source: Survey Data, 2021.**

Figure 4.12 proved that, most of employees were neutral on employees' morale of work at DMGP because of good salaries and fringe benefits. They also refused to agree if financial benefits given by DMGP are contributing significantly to the performance of individuals due to unsatisfied salaries given by DMGP as figure 4.11 proved.

Without the opportunity to grow, employees can start to feel stagnant. Prioritizing expert enlargement is such a good investment for any organization. Equipping employees with the resources they require to do their job well, invest in their future, and strengthen their skills like training offered at DMGP are contributing to morale of work to employees even though workers believe much on big salaries as the best way for increasing they working morale.

Perpendicular to this, the researcher aimed to find out how conflict management accelerates to individuals' performance. A researcher posed a statement "A positive relationship between employees and employers is a secret of the success and development of the DMGP".



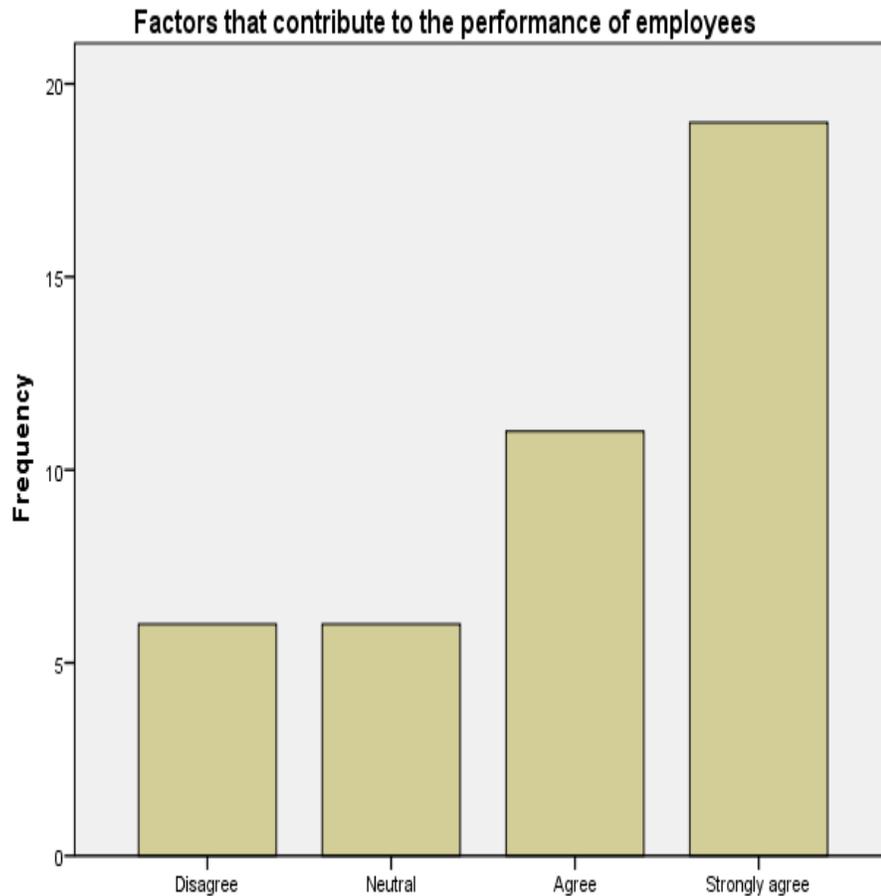
*Figure 7: Relationship between employer and employees*

**Figure 4.13**

**Apositive relationship between employees’ and employers.**

**Source: Survey Data, 2021.**

Figure 4.13; show that,. Training offered by DMGP, participatory decision making, workers union, provision of working gears, allowance ,promotion, conflict resolution creates positive relation hence increasing productivity as 50% agree with the statement..



*Figure 8: factors contributes to the performance of employees*

**Figure 4.13**

**Factors that contribute to the performance of employees.**

Source: Survey Data, 2021.

Figure 4.13 most of respondents responded that, factors contribute to the performance of employees include allowance, promotion, training and salary. This attributes the working performance of the project. In a performance appraisal process, an employee attitude toward the system is strongly linked to satisfaction with the system. Sensitivities of fairness of the system are an important aspect that contributes to its effectiveness. Understanding employee attitudes in organizations/project is important as they can

determine its effectiveness. Extreme dissatisfaction and perceptions of unfairness and inequality in the organization lead to the failure of the reaching goals. Findings show that, at DMGP there Appraisal system for the purpose of improving workers self-esteem, as the table below justified.

*Table 5: People used to rejoice with those who get promoted*

**Table 4.7      People use to rejoice with those who get promoted**

Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	3	7.1	7.1	7.1
Agree	21	50.0	50.0	57.1
Strongly agree	18	42.9	42.9	100.0
Total	42	100.0	100.0	

**Source: Survey Data, 2021.**

It is proved in table 4.7 that, at DMGP there is a tendency of rewarding employees who performed well in the organization, hence helps other employee to improve their work ability, this form of appraisal for employees must avoid extreme dissatisfaction and perceptions of unfairness and inequality in the organization so as to promote positive relationship between employees and employer, if this denied it will lead to the failure of reaching project goals. 21 respondents (50%), and 18(42%) agreed that promotion is the best way of improving workers morale and hence increasing productivity.

These findings share some similarities perception with those of Alan P.Fiske’s (1996) general theory of social relation model, Haslam(1996),Kaplan,(2009),Devinney(2009) and Ghafoor et al,(2015). The findings share the same line that, performance of employees’ depend much on organization tactics on promoting workers morale and mechanisms of solving conflicts.

Furthermore, in responding to question 3, the majority of those surveyed administrators indicate that, they involved employees in making decision-related to their day-to-day activities so as to create the conducive working environment and promote good morale

for better future of the organization. When responding to the question “In what ways do you involve employees in making decision-related to their day-to-day activities”, one of the administrators recommended that;

*“Through meetings; day to day supervision, employees who are involved in decision making feel their contribution is valued, and the process of sharing opinions and discussion work matters itself can foster a sense of teamwork and improve relationships between workers themselves.....”*

Another head of one department replied that;

*“By having staff and workers meetings, people feel free to express their opinions, that’s why from the beginning I told you that, HR’S office is widely open to everybody and we encourage employees to share ideas or views with us...”*

“One of the factors for organizational conflicts is the struggle for resources, and in this respect, the working tools. What is your experience in this respect, specifically at DMGP?” When responding to this question, one of the HR at DMGP explained that;

*“In our organization we have enough tools and resources both manpower and material resources, that’s why we called our project as the best compared to many projects, and this is according to best knowledge...”*

Responding to the same question, one of the supervisors justifies the reality;

*“Things are different at DMGP, we have all resources and tools that are needed, and employees are given gears/tools for working after three months, but supervisors always counter check if all employees have the correct and wanted tools before entering into the site that’s why we have training for employees based on health and safety....” (Tool box meet*



## CHAPTER FIVE

### **SUMMARY OF MAJOR RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATION.**

#### **5.0 Introduction**

This chapter presents the summary of the study, major research findings, conclusion and recommendations made to address the problems as identified in the study entitled “The Contribution of Conflict Management on Employees’ Performance: A case of Dar es salaam Marine Gateway Project (DMGP)” The summary findings are presented at the first section regarding the objectives of the study to make clear path to the reader on the achievements of the objectives of the study. The succeeding sections present the conclusions and recommendations.

#### **5.1 Summary of the study.**

The study illuminates the contribution of Conflict Management on Employees’ Performance: A case of Dar es salaam Marine Gateway Project (DMGP)”

In chapter one, the study introduced background of the study, statement of the problem, general of objectives of the study, as well as specific objectives. Not only that but also, in chapter one the study narrated about research questions, significances of the study, scope of the study, theoretical framework, and definition of key terms. The study also conquered literature review in chapter two from different scholars ‘study, empirical literature review from global to nation wise, and lastly research gap.

In chapter three, the study deals with research approach, the study used mixed method approach for the purpose of gathering in-depth information. On the other hand, the study employs Interview, questionnaires, as a tool to collect data. Data analysis was computing through SPSS (statistical package for social studies) as well as qualitative analysis. Based on the fact that ethical considerations were observed since all informed consent, privacy

and confidentiality, anonymity and researchers' responsibility was taken into consideration.

### **5.1.2 Summary of the findings.**

Based on the findings obtained in the study, in objective one it was found that, employees and employers live in classes, most of employee's fears to speak out their inner concern because of insecurity of their job despite having a chance to express their opinions to supervisors. Conflicts may be at individual level, group level and at organizational level. At all levels, it may develop and be managed. In resolving a conflict, managers should first diagnose the causes of conflict and then think of the strategy for a particular kind of conflict. The outcome also revealed the view that, there may be different strategies to be used to handle the conflict efficiently in different cases as figure 4.3 justified.

Moreover, conflict can be avoided when people are given a chance to express their feelings or opinions to supervisors or colleagues, positive communication amongst the members of the organization enables employees to develop career and grow professionally. As one of the African sayings says, "*All heads are the same, but not all though are the same*". Therefore, it is important to recognize people's opinions despite the individual differences everyone has the right to express what he or she think and must be respected.

In other hand, it was revealed that the choice of words when one needed to address an issue or contribute an idea to peers or any organization, also it was noted that, in working environment, people need to socialize only at a professional level because engaging colleagues in personal matters might tarnish one's image.

Objective two encouraged to inspire the respondent to identify the social relationship used to Resolve Conflicts at Dar es Salaam Maritime Gateway Project. It was relieved by respondents that, employer at DMGP have the tendency of resolving emerged interpersonal conflict by involved all opposite side and hence it creates a sense of harmony and fairness.

On other side, workers at DMGP prefer more settling their issue with their immediate supervisor than third parties. Also the responded strongly agree that the sufficient provision of working gears has contributed significantly to conflict aversion at DMGP as one of Human Resource Manager said;

*“It is an indisputable fact that in the workplace there are all kinds of people, behaviors may not be the same, there are all kinds of behaviors and differences of opinion but I have witnessed for more than five years workers living as brothers, exchanging ideas, helping each other through hardships and pleasures. This is a culture that we have built here from the rulers to the working class, we respect each other as human beings and this is the reputation of DMGP”*

Based on objective three of the study, given an account to what extend does decent environmental working condition associate with improvement of employees’ performance at Dar es Salaam Maritime Gateway. The training and development offered at DMGP are contributing significantly to the performance of employees’ in different departments. Also it revealed that at DMGP learning by doing is a common approach to ensure the effectiveness and efficiency of employees.

In its lightness, respondents strongly disagree with the statement “Financial benefits given by DMGP are attributes to performance of individuals. This stems from the fact that, employees are unsatisfied with the salaries given, as one of employee quoted;

*“We are paid very low salaries in fact, and it is paid for not looking at the profession, that is, a sweeper and a professional we are paid the same 325,000 to 300,000 is very small in fact and you find a man hanging on a pole at sea while risking his life, no extra is paid if you complain to leaders you are transferred to the unit and then they fired you later, in fact the payment of allowances is very small compared to the great suffering we get”*

It also revealed that, a positive relationship between employees and employers is a secret beyond the success of DMGP as well as allowance, promotion and training given in some extent.

Lastly but not list, DMGP management has the arbitrary to give feedback on task accomplished, hence making employees learn from their mistakes and rectify errors before they harm the organization.

### **5.3. Conclusion**

The present findings might help to suggest several courses of action in order to solve this problem. Based on Objective one which aimed to identify the nature of conflicts prevalent at Dar es Salaam Maritime Gateway Project, it was observed that basic requirements of human beings are both physical and psychological needs. Food, shelter and other basic material necessities are needed for physical survival. Love, affection, security and self-esteem satisfy psychological needs. Lack of these physical and psychological conditions of human beings are responsible for the stage of conflicts.

In parallel to objective number two “to identify techniques used to Resolve Conflicts at Dar es Salaam Maritime Gateway Project”. Professional HR Capability is crucial if an organization has a culture of conflict. An organization accepting good conflict resolution management can be a purposeful way to highlight and solve problems in the workplace. Precious time, energy and wasted cost can be saved if the conflict can be resolved quickly and effectively.

Additionally, it revealed that, everybody has a way of dealing with conflict that is unique to them. An organization has a “culture” of dealing with conflict that often has nothing to do with the policies and values of the company. It is very influential for association to understand how they can use different styles of conflict resolution in different situations to get a win/win result.

#### **5.4. Limitations of the study**

This study can be generalized to other field hence; it confined to conflict management on employees' performance. The findings from the study can be used by any organization/institution for improving some basis.

##### **5.4.1. Limitations of the study to the researcher**

i. Formulation of research aims and objectives.

Meeting the research objectives was a bit challenge due to the nature of researcher's instruments. As guided by supervisor and pre-defense of the proposal helps a little to narrowed the tools but during SPSS data feeding the researcher encounter a problem of which data should be in SPSS or not.

**ii. Implementation of data collection method.** Because of not having an extensive experience in primary data collection, there is a great chance that same of the implementation of data collection method can be a little flawed.

**iii.** Literature review judgments are used as the underpinning for the researcher to be built upon to achieve research objectives. To the best of researcher's knowledge there were few Literatures review from Tanzania hence many citations are from West Africa, Europe, America and Asia

#### **5.5 Recommendations for action.**

From the findings of the study, researcher discovered several recommendations suggested to be done for future in order to help the organization to rich the target goals.

**To the leaders/Administrators,** Employees need to be loved, valued, recognized for their service, respected and commended when they do well. A good leader is one who follows the rules and regulations in guiding the people but must also listen to his heart and fear God. Wisely resolving disputes and two-way dialogue without any negative attitude gives the best reputation of a leader.

**To the employees**, employees despite of knowing their rights are supposed to be very wise and prudent to be obedient, good payments is not only a measure of the quality of work but dedication to work, , humility and being creative are the best qualities of a good employee.

### **5.5.1 Recommendations for Further research**

This study focused on assessing the contribution of Conflict Management on Employees' Performance. Based on the findings and the conclusion, the following are recommendation research topics for further studies.

- “Challenges of running Chinese-funded development projects in economic growth of Tanzania”
- “Assessment of Employees’ motivation on workers performance in Tanzania ports Authority.

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## **APPENDICES**

### **Appendix I: Questionnaire**

Dear Sir/Madam,



c. Operations ( )

d. Others (Cleaner/Driver)

5. How long have you been working at DMGP?

a. Less than 1 year ( )

b. 1-5 Years ( )

c. 5-10 Years ( )

d. 10 years and More ( )

## SECTION B: ON THE NATURE OF CONFLICTS

Put a tick "✓" to the box which contains a correct statement accordingly

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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1	I can freely express my opinions to my supervisors					
2	The choice of words matters when one needs to address an issue or contribute an idea to peers or any organization member.					
3	Communication amongst the members of the organization enables me to develop my carrier and grow professionally.					
4	Employees are trustworthy; hence I do not need to be selective in sharing personal issues					
5	In a working environment, people need to socialize only at a professional level because engaging colleagues in personal matters can tarnish one's image.					
6	It is easy to get support from a colleague or supervisor at any time when I face challenges or difficulties in accomplishing my tasks.					

7	People use to rejoice with those who get promoted or successful concerning their performance					
9	It is hard to create sound relationships with many individuals in our department.					
10	The departmental/unit meetings usually take too long in our organization because people tend to differ in opinion to support personal interests.					
11	Conflicts are easily managed in our organization because people can freely approach each other and discuss issues.					
12	There is a sound relationship between our department and other departments of DMGP					
13	I do not regret being part of this projects because the work environment is relaxing enough to make me feel good in accomplishing my tasks.					
14	Interdepartmental relationships are not important					

	in accomplishing tasks of the organization					
15	The relationship that exists between employees and employer makes employees feel like a sense of ownership of the project in DMGP					
16	Training offered to employees helps to encourage employees' performance in DMGP.					
17	Participatory decision making is applicable in DMGP					

**SECTION C: CONFLICTMANAGEMENT MECHANISMS**

Put a tick "✓" inside the box that contains a correct answer accordingly

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The workers union in DMGP is very effective in resolving interpersonal conflicts					
2	Workers at DMGP prefer more settling their issues with their immediate supervisors than third parties					
3	DMGP, all conflicts are handled internally.					

4	DMGP conflicts are not significant because of the shared understanding of the objectives and resources					
5	The sufficient provision of working gears has contributed significantly to conflict aversion at DMGP					
6	Despite the individual differences at DMGP, there is a culture of sharing ideas, opinions and perceptions that promote individuals belongingness to the project.					
7	DMGP does not experience inter-organizational conflicts because of the sound relationship and adaptation mechanism it has created with other organizations					

**SECTION D: CONFLICT MANAGEMENT AND INDIVIDUALS' PERFORMANCE**

Put a tick "✓" to the box which contains a correct statement accordingly

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	DMGP is a place that contributes significantly to knowledge creation					
2	The training and Development offered at DMGP are contributing significantly to the performance of employees in different departments					
3	Learning by doing is a common approach used by DMGP to ensure the effectiveness and efficiency of employees					
4	Financial benefits given by DMGP are contributing significantly to the performance of individuals.					
5	Employees' morale of work is high at DMGP because of good salaries and fringe benefits					
6	A positive relationship between employees and employers is a secret of the success and development of the DMGP					
7	Factors that contribute to the performance of employees include allowance, promotions, training and salary					
8	DMGP management always give feedback on tasks accomplished, hence					



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**Appendix II: Interview Guide Questions**

I am a student of the St. Augustine University of Tanzania (SAUT) pursuing a Masters Degree in Business Administration based on Human Resource Management. I am currently doing research titled; *"The Contribution of Conflict Management on Employees' Performance: A case study of Dar es salaam Maritime Gateway Project (DMGP)*, which is a requirement for the completion of my study. I am kindly asking you to respond to few questions related to my study to enable me accomplish the intended goal. Any information provided to this end will be treated with high confidentiality and will be used solely for this study and not otherwise.

Name of project:.....

Date of interview:...../...../2021. Interview No:.....

1. Conflicts can be intrapersonal, interpersonal, intergroup or inter-organizational. Which of the above is prevalent at DMGP?

2. Do you have a trade union at DMGP? If yes, how effective is it in resolving conflicts?
3. In what ways do you involve employees in making decision-related to their day-to-day activities?
4. Some scholars believe that organizational conflicts emerge from intrapersonal conflicts. Do you have any mechanism to make employees express their feelings and opinions?
5. How do you define the working environment of DMGP in relation to employee's performance?
6. One of the factors for organizational conflicts is the struggle for resources, and in this respect, the working tools. What is your experience in this respect, specifically at DMGP?
7. How do you define DMGP in relation to other organizations?

Thanks for your cooperation.



# Figures

## Figure 1

None applicable

## Supplementary Files

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