

**ASSESSING THE FACTORS AFFECTING LEADERSHIP CAPACITY IN
RESOLVING CONFLICTS IN TANZANIA, A CASE OF ARUSHA CITY COUNCIL**

By

Jacqueline Kishimbo

Reg. Number: MBA –LG / 0009/2021

**A Dissertation Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Business Administration in Procurement and Supplies
Management of the Institute of Accountancy Arusha.**

November, 2022

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DECLARATION

I, **Jacqueline Kishimbo** declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University/Institute for a similar purpose.

.....

Signature

.....

Date

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Institute of Accountancy Arusha, a research proposal titled “**The factors affecting leadership capacity in resolving conflicts in Tanzania, a case of Arusha city council**” in partial fulfillment of the requirements for the award of Master of Business Administration in Procurement and Supplies Management

.....

Mr. Mishael Abduel

(Supervisor)

Date.....

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ABSTRACT

The study assessed the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council. Specific Objectives were to identify Impact of leadership style on conflicts, to determine the styles or strategies leaders used in managing conflict and to examine the Communication factors affecting leadership capacity in resolving conflicts. In this study, a population consists of LGA employees and government officials. This study employs descriptive research design. Data were collected from 36 respondents from government officials and employees. The study also used both primary and secondary data to gather information from the respondents. Quantitative data were analyzed using descriptive statistics such as frequencies, percentages. Qualitative data were analyzed using content analysis. From the above discussion, it can be concluded that leadership style had an impact on conflicts. This was evidenced through transformational leaders, transactional leadership and laissez-faire leadership. The use of these styles in an organization will either resolve the conflict once occur or will accelerate the existence of the conflict. In the second objective, the study concluded that, in managing conflict, leaders must use different styles or strategies in order to manage those conflicts, this was evidenced through avoidance conflict style, accommodating conflict styles, cooperation conflict style and conciliation or compromising” conflict style. In the last objective, the study concluded that communication factors affecting leadership capacity in resolving conflicts, this was evidenced through inability to negotiate effectively, inability to use positive language, inability to use positive language and inability to communicate clearly. It is concluded, in alleviating constraints related to communication, leaders should be empowered on effective communicationskills notably improving their abilities to negotiate effectively and listen actively in different conflicting contexts. They also need to be empowered on ways of practicing and maintaining clear and positive language to workers and other clients thereby minimising chances of creating more conflicts. Moreover, the organisation should strive to institute orrather put in place relevant and effective communication structures that would facilitate feedback mechanism. Such systems should ensure effective horizontal and vertical communication including both formal and informal communication, in order to alleviate constraints to sound conflicts management institutions the organization should devise effective conflict management policies to smoothen the conflict resolution management. The conflict resolution policies will act as a roadmap and blue prints for conflict management in the organization. The management and mechanisms for dealing with employees” complaints in the Council should be strong. The management should have the ability to manage conflict, to deal with situations of conflict effectively when they arise and to create an environment where individuals are skilled and empowered to handle differences with co-workers in a positive and productive. For example, Trade unions such as CWT, TUGHE and TALGWU should be strong and knowledgeable enough in settling employee”s conflict because if they are not knowledgeable, instead of solving conflict in a better way they can be the source of increasing conflict in the Council in LGAs. Also, the complaints officer should have an office for receiving and settling conflict in Arusha city council, the Council should conduct regular meetings between the management and employees, this will help the management to know the problems facing their employees as a result occurrence of conflict can be minimized. The integrity and disciplinary committee should be known to all employees and meet regularly so as to handle conflict when it arises.

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LIST OF ABBREVIATIONS

LGAs	Local Government Authority
THTU	Tanzania's Higher Learning Institutions Trade Union
RAAWU	Researchers, Academicians and Allied Workers Union
SPSS	Statistical Package for Social Sciences
ZATU	Zanzibar Teachers Union
TUGHE	Tanzania Union of Government and Health Employees

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

This chapter highlights the main points of the study it gives the background of the study, statement of the research problems, research objectives, research questions/ hypothesis, significance of the study, scope and organization of the study

1.1 Background to the Study

Globally, conflict is common in all aspects of life and exists at all levels. Accordingly, the task of managing conflict is an essential one for leaders in Local Government Authority (Green, 1984; Marion, 1995). Conflict is inevitable in workplace settings and can arise between co-workers, supervisors and subordinates or between employees and external stakeholders. Managing conflict is a key management competency, and all employees should study and practice effective conflict management skills to maintain positive and healthy work environment.

In many developing countries like Tanzania, conflict is an endemic problem of any social situation. Whenever people who have different goals and different outlooks on life come together, conflict is inevitable. Finding a way to manage these natural conflicts and limit them is crucially important in Local Government Authorities. Conflict distracts from work, so reducing it will improve an organization's effectiveness performance. Conflict management strategies can be measured to gauge their effectiveness. Conflict and its outcomes are crucial to the study of individuals and teams within organizations. Relationship conflict, due to its personal and emotional nature, has been shown to interfere with team performance and decreases satisfaction (De Dreu & Weingart, 2016). Conflicts may be caused by a number of factors which include but not limited to structural factors

such as specialization of employees, resources scarcity, poor communication, misuse of authority as well as the differing peoples' roles and expectations (Barmao, 2018). Moreover, conflicts happen when the parties have a situation in which their concerns, desires, preferences, and goals differ from those of other parties (Baton, 2000). This can be caused by different perceptions, opinions, personalities, communication styles, values, backgrounds, interests, wants, needs, preferences or goals, differing values, lack of trust and understanding, personality conflicts, hostility, opposing interests, poor communication, personal problems as well as frustration.

Lack of good leadership and management practices that jeopardized the leaders from effectively managing conflicts include but not necessarily limited to the lack of effective leadership and management skills, leaders' failure to opt for effective management style as well as lack of sound policies and structures for managing conflicts. These challenges correspond well with the existing literatures as formerly discussed in Tanzania and outside Tanzania such as (Brewer, Mitchell et al. 2018, Rahim 2020, Spaho 2013, Saeed, Almas et al. 2017, Fusch and Fusch 2015, Johansen and Cadmus 2016, Rispens, Jehn et al. 2020). Wide literature establishes that conflict management is a skill that leaders must be able to employ when needed to help foster a productive working environment (Guttman, 2004). However, even though this skill is a priority for leaders, most of the leaders do not possess it. This jeopardises their capacity to manage and resolve conflicts effectively in their respective organisations (Kazimoto, 2013).

In Tanzania, local government authorities are run by two groups of people who have different status. One group consists of councilors who are elected through a democratic process and then qualify to become the key decision-makers on issues pertaining to the management of the councils (Browarys, 2018). Their term of office is five years, but they are free to compete for a second term or more. The second group comprises permanent public officials who implement the decisions

made by the councilors. These are the permanent public officials of the council. So the conflict can be inter conflict between permanent public officials of the council or it can be permanent public officials of the council and the councilors. In order for the local government authorities (LGAs) to perform their duties effectively and efficiently, councilors and permanent public officials need to work as a team or as partners. They should forge an alliance geared towards both creating more collaborative arrangements and facilitating each other in their initiatives for the LGAs development. However, local government authorities in Tanzania depict a different and unexpected scenario. A number of the LGAs are characterized by growing conflict, misunderstanding and mistrust between the councilors and the permanent public officials. The situation hinders cooperation and effectiveness in achieving the LGA's objectives.

Leadership plays a major role in conflicts management. It is defined in terms of "particular type of power relationship characterized by a group member's perception that another group member has the right to prescribe behaviour patterns for the former regarding his activity as a group member" (Janda, 1960). One of the critical roles played by leadership in conflict management is based on its values such as active listening skills, team management, ethical and moral standards. Such values play a positive role in both preventing as well as resolving conflicts (Kazimoto, 2013; Maier, 2010; Bass & Riggio, 2006). Conflict management naturally applies leadership skills such as paying attention to good interpersonal communications, operating with a strategic plan as well as clarifying roles and responsibilities that are obviously essential for conflicts management in organisations (Program, 2006; Kazimoto, 2013). Specifically, leadership helps to prevent or resolve conflicts through providing balance between organization's interests over the individual's own interests that ultimately ensure harmonious relationship between leaders and subordinates thus either preventing conflicts or minimising negative effects of conflicts (Bass & Riggio, 2006).

Furthermore, effective leadership ensures the situation whereby subordinates are capable of cooperating with one another rather than maintaining rigidity that leads to conflicts (Bass & Riggio, 2016). Specifically, leaders play a critical role of moving employees involved in a conflict situation from antagonistic to a more integrative and collaborative solutions, thus changing conflict situation into a mutual problem sharing situation (Bass & Riggio, 2016). Needless to mention, effective leadership has been associated with higher rates of solidarity among workers. This has created collective identity among workers and subsequently maintained harmony and prevent conflicts (Carless et al., 2015). To this end, it is therefore fair to conclude that leaders in organizations play a major role of managing conflicts both directly and indirectly, since they guide, direct and often inspire their employees or teams to focus on positive aspects of the conflict in an organisation (Monteset et al., 2012).

Due to the crucial role played by leadership in managing conflicts in public institutions, various relevant stakeholders including trade unions, the government of Tanzania have made significant efforts towards ensuring effective conflicts management within and outside organizations. Some of the efforts include but not limited to the formation of trade unions aimed at managing conflicts at organisational, regional and national levels which include the Tanzania's Higher Learning Institutions Trade Union (THTU), Researchers, Academicians and Allied Workers Union (RAAWU), Zanzibar Teachers Union (ZATU) and Tanzania Union of Government and Health Employees (TUGHE). Above all, there are also a number of formulated laws, policies as well as strategies for enforcing conducive working conditions through conflict settlement between the parties in various public organizations (Babeiya, 2011; Nchimbi, 2018).

For example the government has established employment and labour relations Act [principal legislation] as well as employers' associations and federations in order to enforce employment standards (Salum, 2017). Above all, the formulated Acts spell out organisational as well as

employees' duties and rights, collective bargaining strategies, strikes and lockouts as well as dispute resolution mechanisms for the purposes of overseeing and resolving conflicts in the organizations. Other dispute resolution mechanisms enacted include compulsory arbitration, correction of arbitration award, and revision of arbitration award and application of arbitration ordinance. In other words, the Act has established the strike and lockout mechanisms such as right to strike and lockout restrictions on the right to strike and lockout, essential services, disputes of interest in essential services, and minimum services during a strike or lockout. The Act further spells procedure for engaging in a lawful strike, procedure for engaging in a lawful secondary strike, procedure for engaging in a lawful lockout with an intention of minimizing conflicts, however, conflicts are witnessed to great extent in the organizations (Mcclinton, 2014).

Despite the existence of leadership in organisations as well as the various efforts put forward to create conflicts management mechanisms, there is evidence that leadership or leaders in some public organisations are incapable of managing conflicts (Chanzi 2017). Such situation has led to existence of many conflicts in organisations with side effects resulting from poor conflict management in organisations (Barmao, 2013; Thomas, 2000; Terzievet al., 2018). The above noted situation raises a question as to whether the leaders are capable of playing their critical role of managing conflicts in the organisation. Indeed, tackling this matter is of critical importance because organizational conflicts results into several negative effects which include lack of smooth working environment, delay in decision making process, hence reducing performance of the organization and reduced communication among employees (Barmao, 2013; Thomas, 2000; Terzievet al., 2018). The existence of conflicts in the organisation coupled with poor conflict management demotivates and leads to employees' dissatisfaction. It further demoralizes others stakeholders, frustrates both internal and external clients, aggression towards others, and paralyses effective communication (Barmao, 2013; Thomas, 2000; Terzievet et al., 2018). Commenting on other

negative consequences of unresolved conflicts in an organization Turkalj et al. (2008) writes that unresolved conflicts leads employees blocking each other's efforts for accomplishing organizational goals, reduction of work performance and efficiency in general, reduced communication among employees, motivation fall and ultimate employees' dissatisfaction. In addition, conflicts lead to increased and unnecessary costs, resignation of potential employees, low morale of the workers, poor quality services delivery and delay in project completion and implementation. It is further recorded that lack of interest in work, work anxiety, peptic ulcers, respiratory problems such as asthma, hypertension, headaches, coronary problems to mention just a few may be caused by unresolved conflicts (Omisore&Ph, 2014;Mcclinton, 2014).

1.2 Statement of the Problem

Conflict can be a serious problem in an organization; it creates chaotic conditions that make nearly impossible for employees to work together (Belcourt, 2019). On the other side, conflict has the positive side that it improves the quality of decision, stimulates creativity and innovation, encourages interest and curiosity among group members and provides the medium through which views can be aired and tensions released. Also, it fosters an environment of self-evaluation and change (Berry, 2017)

In Tanzania, many LGAs the situation is so unsettled that it has sometimes led to the dissolution of councils and the sacking of the executive directors. For example, the Dar es Salaam City Council was dissolved in 2012 by the Prime Minister who is responsible for local government (Majira 10th November 2012:3) . There are also cases where the local government authorities` directors were suspended. This list includes council directors for Kibaha, Bagamoyo, Ifakara, Arumeru, Morogoro Rural, Korogwe District Councils and Morogoro and Dodoma Municipal Councils. There have been cross-country transfers that were aimed at removing unwanted technical staff from the above

respective councils. Hence, many, if not all, of the above mentioned councils were managed by acting directors and heads of departments whose ability and capacity of making quality strategic decisions were very poor (Majira 10th November 2012:3). On the other side, conflict has the positive side that it improves the quality of decision, stimulates creativity and innovation, encourages interest and curiosity among group members and provides the medium through which views can be aired and tensions released. Also, it fosters an environment of self-evaluation and change (Robbins, 2001). Thomas (2000) in his report stipulates that leaders and managers spends about 25% of the time per week dealing with conflict resolution as well as 75% of managers spend their time on solving conflicts in most organization, he argued that management takes more time to solve conflicts rather than in productivity.

Therefore, it is the intention of this study to assess the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council

1.3 Research Objectives

1.3.1 General Objective

To assess the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council

1.3.2 Specific Objectives

1.3.2.1 Specific Objectives

The following specific objectives were used in this study:

- i) To identify Impact of leadership style on conflicts
- (ii) To determine the styles or strategies leaders used in managing conflict
- (iii) To examine the Communication factors affecting leadership capacity in resolving conflicts

1.4 Research Questions

- (i) What are the Impact of leadership style on conflicts?
- (ii) What are the styles or strategies leaders used in managing conflict
- (ii) What are the Communication factors affecting leadership capacity in resolving conflicts?

1.5 Significance of the study

Data obtained from this study will add the existing knowledge body on the issues related to factors affecting leadership capacity in resolving conflicts in Tanzanian local government authorities and whether these conflicts had an influence on organization performance. It is through this study that a bridge in terms of literatures for future studies will be identified. It is through this study that the government of Tanzania will take serious strategies or mechanisms used most to solve conflict among the employees.

Policy makers at the LGAs will be in a good position to formulate appropriate policies and strategies which will be geared towards establishing mechanisms for reducing conflict between employers and employees.

It is through this study that a researcher will be awarded a master degree in leadership as a partial fulfillment of the requirements for the award of master degree.

1.6 Scope of the Study

The study assessed the factors affecting leadership capacity in resolving conflicts in Tanzanian local government authorities, A case of Arusha city council. Arusha city council have been selected in this study because it is one among the LGA in Tanzania witnessed a lot of conflicts among its employees despite of having the leaders from the council level up to the ward level, therefore a researcher expects to get the relevant information concerning the factors affecting leadership capacity in resolving conflicts in Tanzania. The research focused on the main areas such as to

show the Impact of leadership on conflicts, **the** styles or strategies leaders used in managing conflict and the Communication factors affecting leadership capacity in resolving conflicts

1.8 Organization of the study

The report was organized in five chapters. Chapter one provided the introduction, which consists of background to the problem, statement of problem, research objectives, and research questions, significance of the study and scope of the study. Chapter two presented the review of related literature, covering such aspects as theoretical framework, empirical part and conceptual framework. Chapter three described the methodology employed in the study, chapter four discusses findings of the results and the last chapter of this report made a conclusion and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter described a review of literatures whereby, identified concepts are discussed. It is based on the definitions of the key terms, theoretical literature review, empirical literature review, conceptual framework and research gap. Also, the chapter described the previous studies which explained the gap that was filled by this study.

2.2 Definitions of Concepts and Terms

2.2.1 Conflict

Conflict is an ensuing of social interaction, and according to Abiodun (2014), conflict is the product of the cooperation between two or more parties that indicates the lack of compatibility in goals and interest. To Modh (2014), not only are the goals and interests of conflicting parties discrepant, their behavior commensurate those differences. Hopkins and Yonker (2015) added that conflicting parties are interdependent and perceive each other as interfering in pursuit of their goals. In other words, conflict is the behavioral manifestation of the observed differences that conflicting parties have about each other. It occurs when one party perceives the actions and inactions of the other to be an obstruction.

2.3 Theoretical Framework

2.3.1 George Simmel's Conflict Theory

The theory of conflict views conflict as a normal part of the social order. According to Simmel, conflict is a result of competition and its relation to law. Competition is and indirect conflict that is

neither offensive nor defensive (Sagashya, 2009). He describes competition as those conflicts which consist in parallel efforts by both parties concerning the same prize. However, when competition employs violence, damage to property and fraud then it is said to be illegitimate. The relationship between two parties forms the simplest sociological formation. However, when the formation of social, interactions is fundamentally altered, then the third party appears in between who function either as mediator with the interest of bringing together to disputing parties in order to produce harmonious agreements between them or as an arbitrator who balance the disputing parties contradictory claims.

The conflict theory by Simmel acknowledges the issue of resources to be one of the contributing factors of conflict within the society. It points out how conflicts can be resolved either by the disputing parties themselves or through the presence of the third party by mediation or arbitration depending on the nature of the conflicts. Therefore; it is good to note that not always land conflicts at community level should be resolved using a single mechanism, but also other mechanisms such as arbitration and adjudication can be employed.

The theory suggests competition for scarce resources to be one of the sources of conflicts within the society and recommends the use of negotiation, bargaining and mediation mechanisms which results in win-win situation in resolving the conflict. Conflict theory states that tensions and conflicts arise when resources, status, and power are unevenly distributed between groups in society, and that these conflicts become the engine for social change. In this context, power can be understood as control of material resources and accumulated wealth, control of politics and the institutions that make up society. The fact to be in hand relating to the study is that in any society with classes of rich and not rich, segregation and marginalization based on wealthy, conflict are inevitable at all. That situation is always caused by poor leadership and weak administrative institutions. When the

government fails to enforce its power invested to her, the citizens" use that opportunity to legalize their actions.

2.3.2 Transformational leadership and conflict management

The theory was developed by Zhang et al (1979) who looked at how transformational leadership affects team coordination and performance through conflict management. What they found was that transformational leaders who used conflict management methods were able influence their teams to establish stronger identities, discuss their disagreements and frustrations outwardly, and work out solutions that benefited the team (Zhang, Cao, Tjosvold, 2011). I feel that this study helps to confirm that leaders must be able to possess conflict management skills to effectively run a productive team and organization. This study also shows us that there may be a possibility that certain leadership styles are more effective at conflict management. This is not definite but hopefully there will be more studies done to determine this.

2.4 Empirical literature review

Conflicts generally can be result in positive and negative aspect as happened in any working places. In positive attitude conflict can increase efficiency and productivity in working place but in negative aspect the conflict reduces production and efficiency and this may lead to the collapsing of an organization.

The positive effects of conflict that support goals of group and improve its performance are known as functional conflict, the listed here are some positive or functional aspects that may occur in the organization (Hener,2010)

Conflict helps to establish our identity and independence, intensity of conflict demonstrates the closeness and importance of relationships. Intimate relationships require us to express opposing

feelings such as love and anger. The coexistence of these emotions in a relationship creates sharpness when conflicts arise (Lira, 2006). While the intensity of emotions can threaten the relationship, if they are dealt with constructively, they also help us to measure the depth and importance of the relationship

Conflict can build new relationships. At times, conflict brings together people who did not have a previous relationship. During the process of conflict and its resolution, these parties may find that they have common interests and then work to maintain an ongoing relationship, conflict establishes and maintains group identities (Johansen, 2016). Groups in conflict tend to create clearer boundaries which help members determine which part of the “in-group” one is and which part of the “out-group” one is. In this way, conflict can help individuals understand how they are part of a certain group and mobilize them to take action to defend the group’s interests.

Conflicts enhance group cohesion through issue and belief clarification. When a group is threatened, its members pull together in solidarity (Karadakil, 2015). As they clarify issues and beliefs, renegades and dissenters are weeded out of the group, creating a more sharply defined ideology on which all members agree and conflict creates or modifies rules, norms, laws and institutions. It is through the raising of issues that rules, norms, laws and institutions are changed or created. Problems or frustrations left unexpressed result in the maintaining of the status quo.

Medina (2015) contend that, negative effects of conflict to the organization are in terms of poor performance, lack of cooperation, wasting of resources and productivity. Miles (2014) provides the following negative effects of conflict on performance;

Conflict disturbs the equilibrium in the organization (Muhammad, 2019). The constructions of individuals do not match their inducements because of some disequilibrium that prevails for long time. It will try to bring equilibrium either by increasing the contributions or getting rid of individuals

whose contributions are low. Groups become antagonistic towards each other, tension and stress. Conflict affects the physical and mental health of people by creating tension and stress. Intensive conflict generates feelings of anxiety, guilt, frustration and hostility. Cooperation and coordination between individual and group become difficult due to climate of suspicion and distrust. Conflict may be a source of dissatisfaction to the losing party.

Conflict diverts efforts towards destructive activities (Murthy, 2016). People try to focus more on their personal goals rather than on organizational goals. They spend more time on designing tactics to win the conflict rather than on pursuing organizational goals in extreme cases even sabotage and illegal activities may take place.

Authority and responsibility relationship among members become more clearly defined. As a result the organizational structure becomes more rigid (Rahim, 2020). Groups become more task orient and leadership becomes more directive

Transformational leaders find ways to resolve conflict between subordinates. More specifically, as of 1978, Burns has postulated that, although conflict is inherent to human relationships, a shared vision developed by the transformational leader could contribute to reducing conflict. Moreover, by acting as role models, transformational leaders are able to show how subordinates can gain from cooperating with one another rather than holding rigid positions. Through intellectual stimulation, these leaders can also move employees involved in a conflict situation toward integrative and collaborative solutions, thus transforming the conflict into a mutual problem to be solved (Bass and Riggio, 2006, p. 69).

Moreover, some research studies have shown that transformational leadership is linked to higher rates of cohesion and that it strengthens the collective identity of a group of employees (Carless et al., 1995; Shamir et al., 1993). Transformational leaders can also reduce conflict by being sensitive to their subordinates' needs. This individualized consideration could therefore encourage their

employees to respect and understand the position and needs of others and, at times, overcome any rigid positions they may hold (Bass and Riggio, 2006). For their part, Parent and Gallupe (2001) argue that transformational leaders reduce conflict levels among employees involved in a group support system (i.e. an interactive-based tool that helps decision making and task completion in a group).

Finally, Abiodun (2014) established a negative relationship between emotional conflict and supervisors' emotional support and creativity encouragement, two leadership behaviors that are respectively similar to the inspirational motivation and intellectual stimulation dimensions of transformational leadership. More specifically, they found that employees who experience this kind of conflict perceive their leaders as expressing less confidence in achieving goals and encouraging their creativity to a lesser extent.

Transactional leadership and conflict By clarifying certain objectives and rewarding good performance, a transactional leader can maintain positive interactions among his/her subordinates, therefore reducing emotional conflict. Alget (2002) argue that leaders who promote clear rules of conduct and are able to manage subordinates' expectations in a team could reduce the level of frustration that could emerge from their interactions. These two authors find that the behaviors of transactional leaders are associated with lower levels of affective conflict when compared with transformational leadership. For Ammon (2006) transactional leaders should reduce conflict because they look for expedient compromises that are rewarding. This search for neutral solutions could often be more satisfactory for both parties and therefore diminish potential conflicts. However, Babeiya (2011) find that, in a group support system environment, a leader who adopts a management by exception style tends to increase conflict among subordinates

Laissez-faire leadership and conflict we found a lot less in terms of evidence in the literature respecting the relationship between laissez-faire leadership and conflict. The only study we

identified was the one by Barmao (2013), who propose that laissez-faire leadership could sometimes be a good alternative as it allows conflicts to be resolved by themselves. This positive relationship between laissez-faire leadership and conflict could nevertheless be viewed in the opposite light, as it could be argued that not intervening in a conflict situation could effectively lead to higher levels of conflict. Indeed, if frustrations, problems or frictions are allowed to pile up, then even minor disagreements may very well degenerate into major conflicts and even expand, involving other individuals. Because it seems that laissez-faire leadership can go both ways on conflict, we postulate that this leadership dimension will have an overall non-significant impact on conflict

Burton (1990) pointed out that, the concept of "conflict resolution implies reduction, elimination, or termination of conflict. There are various conflict strategies or styles which various scholars have identified. He identified five styles which are the most common in solving conflict within individuals, groups and community at larger. These

Avoidance conflict style is typically used when an individual has reduced concern for their own outcomes as well as the outcomes of others. During conflict, these avoiders adopt a "wait and see" attitude, often allowing conflict to phase out on its own without any personal involvement unfortunately, by neglecting to address high- conflict situations, avoiders risk allowing problems to fester out of control

Yielding or accommodating conflict styles are characterized by a high concern for others while having a low concern for one"s own self. This passive pro-social approach emerges when individuals derive personal satisfaction from meeting the needs of others and have a general concern for maintaining stable, positive social relationships. When faced with conflict, individuals with a yielding conflict style tend to give into others" demands out of respect for the social

relationship (for example to maintain group unity) because they believe being “agreeable may be more important than winning” (Rahim, 2020).

Competitive or “fighting” conflict style maximizes individual’s assertiveness (that is concern for self) and minimizes empathy (i.e., concern for others). Groups consisting of competitive members generally enjoy seeking domination over others, and typically see conflict as a “win or lose” predicament. Fighters tend to force others to accept their personal views by employing competitive, power tactics (for example, argue; insult; accuse; violence) that foster feelings of intimidation (Robey, 1991)

Characterized by an active concern for both pro-social and pro-self behaviour, cooperation conflict style is typically used when an individual has elevated interests in their own outcomes as well as in the outcomes of others. During conflict, cooperators collaborate with others in an effort to find an amicable solution that satisfies all parties involved in the conflict. Individuals with this type of conflict style tend to be highly assertive and highly empathetic at the same time. By seeing conflict as a creative opportunity, collaborators willingly invest time and resources into finding a “win-win” solution (Robert, 2018)

Conciliation or “compromising” conflict style is typical of individuals who possess an intermediate-level of concern for both personal and others’ outcomes. Compromisers value fairness and, in doing so, anticipate mutual give-and-take interactions. By accepting some demands put forth by others, compromisers believe this agreeableness will encourage others to meet half-way, thus promoting conflict resolution (Robbins, 2004)

Massawe (2009) in his research about the causes and methods of resolving conflicts between Councilors and Staff at Mpwapwa District Council, stipulates that the causes of Conflict were political interest, personal interest, economic interest, lack of confidence, authority not adhering to

the existing work rules, regulations and procedures. The methods used to solve conflict were meeting, seeking advice, authoritative commands, making clear rules, regulations and adhering to rules and regulations.

Ndelemba (2011) in his research on methods of conflict resolution conducted in Ministry of Transport Dar es salaam revealed that, when there is lack of openness, individual interest, delaying of promotion, lack of clarity role and responsibilities, different in attitudes, values, perception, resource sharing and lack of team work leads to conflict at work place. His findings show that meeting, arbitration, mediation, collective bargaining and education were the most strategies for conflict management at workplace.

Warioba (2008) in her research on management of conflict in Tanga City and Iringa Municipal Councils in Tanzania advocated that factors contributing to occurrence of conflict were inadequacy of funds, lack of transparency and openness, inadequate conflict management capacity, delay in promotions and salaries, interference in duties and responsibilities. Types of conflict existed between the two LGAs were goal conflict, cognitive conflict, scarce resource conflict, salary delays and misuse of funds. The negative effects outweigh positive effects and hence the need to have effective mechanisms of conflict management such as disciplinary committees, seminars, meetings, guidance and counseling, and discussion.

Caroline Goddard (2012) stipulates that conflict resolution can be a tricky thing, particularly in the workplace. You are often dealing with multiple people who may have vastly different personalities, and when people feel threatened professionally, egos can quickly get in the way of reason. The effects of conflict in the workplace are widespread and costly. Its prevalence, as indicated by three serious studies, shows that 24-60% of management time and energy is spent

dealing with anger. This leads to decreased productivity, increased stress among employees, hampered performance, high turnover rate, absenteeism and at its worst, violence and death. Leadership conflict has caused disagreements between followers and their leaders (Ciulla et al., 2018). Leadership conflict includes leaders who tend to worry about things they cannot control or are non-profitable. Many researchers tried to make conflict a positive experience (Burns, 2017; Yan, Baiyin, & Lin, 2017). Burns (2017) stated that conflict is not always destructive. Conflicts can be enlightening and inspiring. The researcher acknowledged that the method people use to address the conflict is necessary because, while understanding that the origin of conflict requires resources and is time-consuming, the outcome remains essential for the conflict resolution since many of those disapproving conflicts are related to the incompatibility of characters (Burns, 2017). Thus, it demonstrated the possible importance of communication in managing conflict because it would help identify the differences and controversies in people's personalities and interests. Çatişmanin (2015), stated that there is a psychological approach to use, based on moral guidelines required when two or more people gathered together.

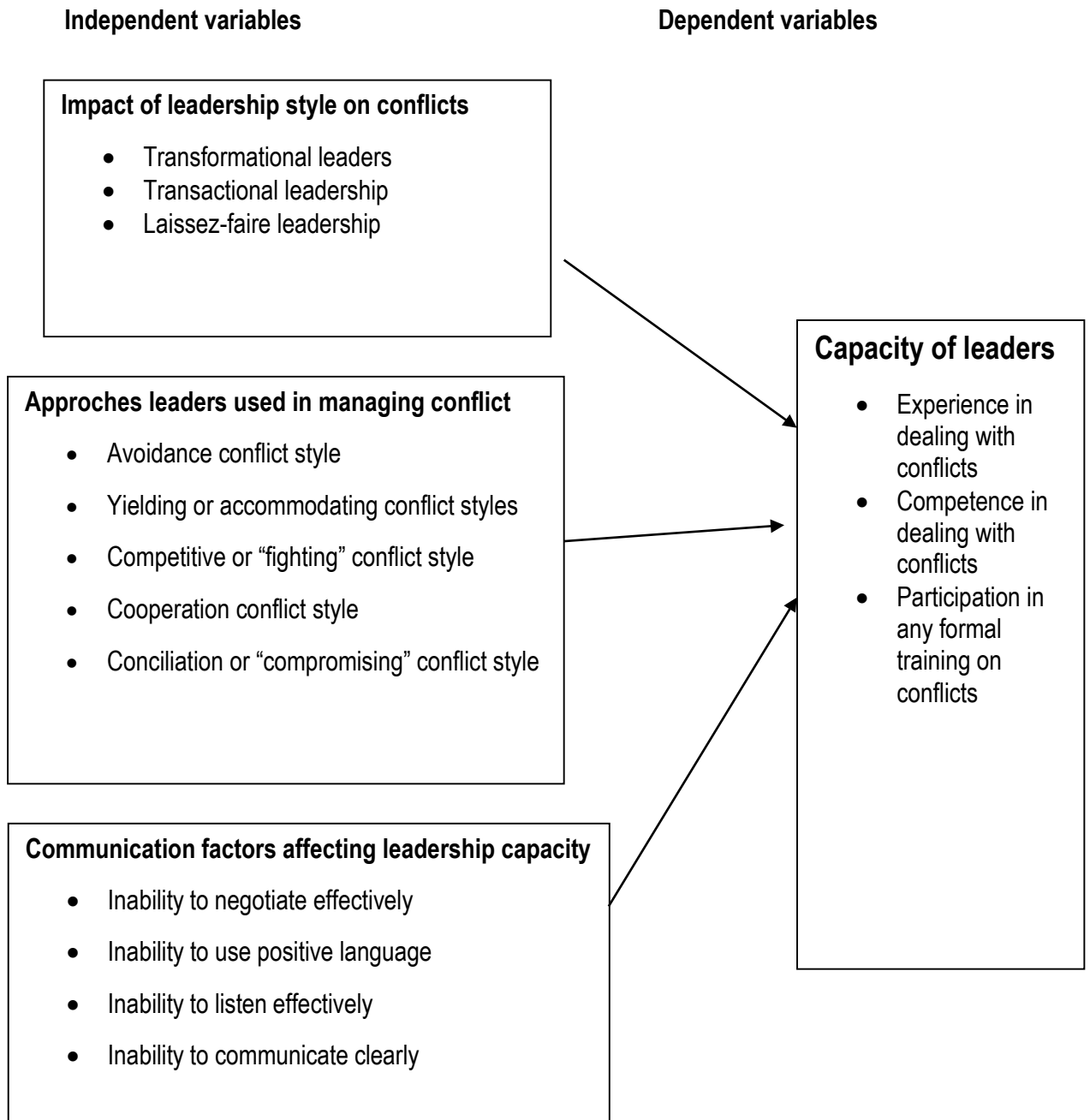
Furthermore, according to Charles et al. (2018), the accomplishment of every leader depends on the way they connect and communicate with their team. Some researchers, like De Graaf (2010), wrote about the reality of the conflict and its outcome, and others like De Graaf (2010), wrote about the importance of communication. Nevertheless, there was a lack of research on leadership conflict among protestant leaders and how it is related to communication. Thus, the researcher intended to investigate the weaknesses as well as the strengths of protestant leaders, with regards to the management of leadership conflict, to evaluate how the application of communication could help improve it. He intended to discover certain benefits when protestant leaders applied practical communication skills.

2.6 Knowledge Gap

Many researchers (several or little studies have been done on the area of conflict management in improving organization performance in Tanzanian. For example, (Warioba, 2018, Ndunguru, 2017, Ndelemba, 2019, Nchimbi, 2014, Massawe, 2019, Kunkuta, 2003), just to mention a few. However, none of the above studies didn't capture issues related to the main areas of leaders capacity in managing conflict within the LGA, therefore, it is on the basis of this gap that the present research seeks to fill this gap.

2.5 Conceptual Framework

Figure 1 Conceptual Framework showing factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council



Source: Researcher (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provided the description of the research methodology which included; research design, area of study, research approach, population, sample, sampling techniques, sample size, data collection methods, primary data, secondary data, data analysis technique, reliability and validity of the instruments and ethical considerations

3.2 Research Design

Research design is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures” by Kothari (2004). Research design explains how chosen method will be applied to answer particular research question. Research design is classified into four categories as follows; Research approach (qualitative and quantitative), according to purpose of the study (exploratory, descriptive, and casual research design), according to time dimension (cross-sectional and longitudinal design) and lastly according to topical scope (case study and survey).

The design that aims to obtain information to systematically describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem, rather than the why.

The reasons for choosing this design is that it can involve the use of many different kinds of research methods to investigate the variables in question. It predominantly employs quantitative data, although qualitative data is also used sometimes for descriptive purposes.

This research adopted descriptive research design. Descriptive research method was employed in this study in order to describe, observe, and document occurring phenomenon where frequency, were used for looking statistical significant of the variable construct. For the case of this study data were measured through five point rickets scale for dependent and independent variables to obtain results and evidence on the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council

3.3 Area of study

The study was conducted at Arusha city council based on the factors affecting leadership capacity in resolving conflicts in Tanzanian local government authorities, A case of Arusha city council. Arusha city council have been selected in this study because it is one among the LGA in Tanzania witnessed a lot of conflicts among its employees despite of having the leaders from the council level up to the ward level, therefore a researcher expects to get the relevant information concerning the factors affecting leadership capacity in resolving conflicts in Tanzania. The research focused on the main areas such as to show the Impact of leadership on conflicts, **the** styles or strategies leaders used in managing conflict and the Communication factors affecting leadership capacity in resolving conflicts

3.4 Research Approach

The study used a mixed research approach where by both quantitative and qualitative will be employed. Quantitative approach is characterized by the collection of information which can be analyzed numerically while qualitative approach is characterized by the collection of narratives from respondents (Bouma, 2010). Therefore, the use of mixed approach enabled the researcher to achieve the main objective of this study. The advantage of the mixed research approach is that

they complement each other thus the researcher was able to associate the information collected from respondents.

The reasons for choosing a mixed methods research is the combination and integration of qualitative and quantitative methods in the same study for the broad purposes of breadth and depth of understanding and corroboration (Cresswell, 2012). A design might be considered mixed if it employs qualitative and quantitative approaches at any stage, including research questions development, sampling strategies, data collection approaches, data analysis methods, or conclusions (Cresswell & Garrett, 2008). According to Mason (2006), mixing methods offers enormous potential for generating new ways of understanding the complexities and contexts of social experience, and for enhancing our capacities for social explanation and generalization.

3.5 Population, Sample Size and Sampling Techniques

3.5.1 Study Population

Population refers to the group of units with common features which a researcher is interested. In this study, a population consists of LGA employees and government officials. The reasons for including LGA employees and government officials it is because they are involved directly or in one way another in conflict issues, hence a researcher expects to get the relevant information concern the factors affecting leadership capacity in resolving conflicts in Arusha city council

Table 1 target population

Department	Population Size
Government officials	16
LGA employees	70
TOTAL	86

3.5.2 Sample Size

Table 2 Sample Size

Department	Population Size	Sample size
Government officials	20	$20/110 \times 86 = 16$
Employees	90	$90/110 \times 86 = 70$
TOTAL	110	86

Source: Researcher (2022)

3.5.3 Sampling Techniques

3.5.3.1 Probability Sampling Procedure

Simple random sampling refers to the sampling technique in which every member in the population had an equal chance of being selected (Kothari, 2011). Lga employees in Arusha city council was selected using this technique and this technique eliminates all element of biasness during selecting a representative sample.

The reasons for using this kind of sampling is that every member of the population has a chance of being selected. It is mainly used in quantitative research. If a researcher wants to produce results

that are representative of the whole population, probability sampling techniques are the most valid choice.

3.5.3.2 Non-Probability Sampling Procedure

Purposive or judgmental sampling techniques were used by the researcher as a sampling procedure in selecting procurement officers. The mentioned government officers were asked to take part in the study for the aim of giving more insight to the study. In addition, a purposive sampling technique was adopted in conducting this study to gain an insight into the phenomena. This procedure was used to select government officials

'the reasons for choosing non-probability sampling is that it is a method of selecting units from a population using a subjective (i.e. non-random) method. Since non-probability sampling does not require a complete survey frame, it is a fast, easy and inexpensive way of obtaining data.

3.6 Data Collection Methods

Primary data were collected using questionnaires and interview

3.6.1 Interview

In this study, a researcher used interview as the method of data collection. This method involve face to face interview between the researcher or interviewer and the interviewees or the respondents. Interview was used to collect information from the respondents (government officials) that questionnaires could otherwise not be able to collect. Interview guides were prepared by the researcher in order to have consistency in asking questions and the interview guides were used among the government officers in Arusha city council. The method build rapport with the respondents and it has a high response rate

A pilot study was carried out to determine the validity of the interview guides, where the responses of the subjects were checked against the research objectives.

3.6.2 Questionnaires

These are the questions prepared by the researcher and sent directly to the respondents in the field for the purpose of filling them. These questions are in two types open and closed ended questions.

Questionnaires were preferred in this study due to the fact that they enable the researcher to reach the target group with the minimum cost in terms of time and other sources. A researcher believed that, it is through questionnaires that the respondents (LGA employees) were able to provide information at their own prudence or discretion. Hence, it helped to avoid any direct influence contrary to other methods like interviews where the researcher may have direct influence in molding respondents answer. Questionnaires were used among the employees in the study area. The methods cover a wide range of respondents.

3.6.2.1 Pre-testing of the Questionnaire

In this study, a researcher pre- tested the instrument before being used. The purpose of this testing was to obtain responses in order to complete research objectives, to tests whether the wording of questions is suited and clear to the understanding of the respondents, to develop suitable procedure for administering the instrument with reference to field conditions and to test whether the content of the instrument is relevant and adequate (Cohen, 2011). Furthermore, this act of pre testing the questionnaires aimed to assess whether the questions are answerable, clear, specific, interconnected and substantial (Baxter, 2008). The whole process enabled the researcher to fine tune the questions, also some ambiguous questions were removed and others were re –phrased. After revision, the questionnaires were duplicated ready for use.

A pilot study was carried out to determine the validity of the questionnaire, where the responses of the subjects were checked against the research objectives. The questionnaire were pilot tested on fifteen (15) respondents who are part of target population but not in the sample. This represents slightly above 10% of the accessible population that is generally recommended by social researchers (Mugenda & Mugenda, 2012). After pilot testing, the questionnaires were revised to incorporate the feedback that were provided

3.6.3 Secondary Data

Refers to the data that have already been collected by someone else. A researcher used these data just to supplement from other methods of data collection like questionnaires and interviews. The data were obtained through books, meetings' minutes, newspapers, dissertations, letters, files, and internet.

The reasons for using secondary data is that it save time because the data are already collected through primary sources and made readily available for researchers to use for their own research. It is a type of data that has already been collected in the past.

3.7 Data Analysis Technique

The study had two types of data to be analyzed. The data were analyzed using Statistical Package for Social Sciences (SPSS) version 20 descriptively. Quantitative data were analyzed using descriptive statistics such as frequencies, percentages, mean and standard deviation. Quantitative data were entered and coded on SPSS version 20. Qualitative data were analyzed using content analysis. Data were grouped into themes and analysed into categories accordingly. Direct quotations from respondents were used as justification to their answers. In presentation of findings, the researcher showed how the data from descriptive statistics and content analysis relates or not.

3.8 Pilot study

In order to assess the reliability of the instruments of the study (questionnaires) and validity of the data to be collected, a pilot study was conducted prior to the main study. As suggested by Leedy and Ormrod (2006), a pilot study is an excellent way to determine the feasibility of the study. The researcher understands the importance of conducting a pilot study that include gathering field experience, to be aware of the logistics involved and most importantly, to get the overall view of the responses to the survey questions. This in turn enabled the researcher to adjust any observed weaknesses in the data collection tools before the actual survey was conducted

3.9 Validity and Reliability of the Instruments

3.9.1 Validity

Validity is the degree to which a study accurately reflects the specific concept that the instruments intended to measure (Kombo, 2006). The validity of the instruments for data collection in this study was done through expert review. Experts in research reviewed the data collection instruments and any correction or adjustments were made accordingly in relation to the topic under study. This ensured the validity of data collection tools. Also questionnaires and interview guides were checked by the supervisor and the language used was simple to every respondents involved in this study. Comments and guidance provided by the research supervisors and other experts in the field of leadership were of great and valuable inputs in validating the research instruments.

3.9.2 Reliability

Reliability is the degree to which a test is consistent and stable in measuring whatever it is measuring. Reliability requires the administration of the same test to the same respondents twice (Kothari, 2011). After pilot study, data were tested through SPSS to ensure the internal consistency.

The instrument were pre-tested through a pilot study before the actual data collection to enhance reliability. The research instruments were tested to identify possible problems during the main study and clarify on the instrument and appropriateness of the language. The importance of pre- testing a questionnaire according to Creswel (1999) is to help the researcher understand the meaning of the questions to be respondents and how they arrive at their response. The researcher carried out a pilot testing on 15 employees of ACC Test re-test method were applied, where the questionnaires were administered to the same respondents twice in the span of two weeks.

According to Leedy (2006) when Cronbach alpha is greater than 0.9 (>0.9) it means that the internal consistency reliability is excellent. When it is greater than 0.8 (>0.8) the reliability is good, while greater than 0.7 is accepted and greater than 0.6 is still acceptable. When it is 0.5 to 0.58 is poor and when it is less than 0.5, internal consistency in unacceptable.

3.10 Ethical Considerations

According to Mason (2013), ethical consideration in research is not only essential but also necessary to ensure that participants are treated with dignity and respect during the study. These are moral principles that guide researchers to conduct and report research without deception or intention to harm the participants of the study or members of the society as a whole, whether knowingly or unknowingly. Practicing ethical guidelines while conducting and reporting research is essential to establish the validity of research

During this study, the following ethical issues were observed; the researcher got data collection permit from the Institute of Accountancy Arusha and government authorities. The researcher ensured that all respondents voluntarily participate in the study and the information collected were kept confidentially and were used for the study only. The researcher always inform the respondents prior to data collection sessions.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, analyzes and interprets data on the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council. The study had three objectives namely; to identify Impact of leadership style on conflicts, to determine the styles or strategies leaders used in managing conflict and to examine the Communication factors affecting leadership capacity in resolving conflicts

4.2 Response Rate

In this study, a researcher distributed a total of 110 questionnaires to the respondents such as LGA employees and government officials of Arusha city council. From the field, only 86 questionnaires were filled and returned to the researcher and this represents 79% response rate which is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) discovered that 50% response rate is adequate, 60% is good and 70% rated very well.

Also, Bailey (2000) argued that a response rate of 50% is adequate, while a response rate greater than 70% is very good. Therefore, the high response rate in this study was attributed to the data collection procedures where the researcher pre-notified the potential respondents/ participants and applied the drop and pick method where questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires.

Analysis of data from the questionnaires was done through descriptive statistics (mean and standard deviation). Analysis of interview data was done through content analysis based on themes derived from research questions. The chapter is presented into two sections. The first section presents findings and the second section provides discussion of findings.

Table 3 Response Rate

Response	Frequency	Percent
Not returned	24	21
Returned and filled	86	79
Total	110	100.0

Source, Field Data (2021)

4.3 Characteristics of the Respondents

Demographic characteristics of the respondents were analyzed in this chapter. The characteristics were in terms of age, gender, working experience and level of education.

4.2.1 Age of the Respondents

65% of respondents with the frequency of 56 aged between 35-54 years and this was the largest age group in the sample. The second category of age was between 18-34 with the percentage of 27, the smallest frequency of 16 respondents showed that they were aged above 55 years old with the percentage of 16%. The data indicated that majority of the respondents were old enough to provide relevant information concerning the factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council.

Table 4 Age of the Respondents

Age Group	Frequency	Percent
18-34	24	27
35-54	56	65
55+	16	18
Total	86	100.0

Source: Field Data (2022)

4.2.3 Education of the Respondents

Academic and professional education has been remarked for its contribution towards shaping professional behaviours among employees, therefore the study was interested to know the level of education among the respondents. Among 86 respondents involved in this study, 43 (50%) of the respondents had attained a bachelor degree and who are the majority. Those with diplomas were 19 (22%) of the respondents, post graduate diploma were 16 (19%) of the 16 respondents and the minority were respondents with master degree composed of 8 (9%).

Data from the field indicated that majority of the respondents involved in this study were considerably trained in order to perform their duties diligently. Basically, training have been remarked to instill professional and conflict management among employees which in turn enable them to act diligently, i, the levels of academic qualification show that the respondents could give response that are actual of factual.

Table 5 Education of the Respondents

Education Level	Frequency	Percent
Master	8	9
Post graduate diploma	16	19
Bachelor	43	50
Diploma	19	22
Total	86	100

Source; Field Data (2022)

4.2.4 Working experience of the Respondents

In this part, a researcher was interested to know whether working experience of the respondents had any influence to leadership capacity in resolving conflicts. Data indicates that 50% of the respondents had 6-10 years working experience. 22% of respondents having 11-15 working years

and minority of the respondents having 6-10 years of experience and this were represented by 43%. Respondents with work experience of over 15 years formed minority consisting of 7% of all the respondents. This therefore implies that staffs at Arusha City council are well informed on factors affecting leadership capacity in resolving conflicts because majority of them consists of employees with work experience of between 6-10 years.

Table 6 Working experience of the Respondents

Working experience	Frequency	Percent
0-5	15	17
6-10	43	50
11-15	19	22
15+	6	7
Total	86	100.0

Source: Field Data (2022)

4.2 Test of Reliability and Validity

In order to determine if data collected are reliable and valid, researcher conducted validity and reliability test. Cronbach's alpha and KMO were used as a scale to measure reliability and validity of data collected respectively.

4.2.1 Reliability Test

In this study the results from the findings of Cronbach's Alpha was above 0.6 for all items, the coefficient are significant as shown in the table 4.1 below.

According to Leedy (2006) when Cronbach alpha is greater than 0.9 (>0.9) it means that the internal consistency reliability is excellent. When it is greater than 0.8 (>0.8) the reliability is good, while greater than 0.7 is accepted and greater than 0.6 is still acceptable. When it is 0.5 to 0.58 is poor and when it is less than 0.5, internal consistency in unacceptable.

The test yielded the Cronbach's Alpha of .890 for three items of objective one, .933 for four items of objective two and .965 for six items of objective three as shown in table 3.2. These results proved that the data collection tools were reliable.

In Cronbach's Alpha, in order to say the data is reliable, the reliability result should be above 0.7.

Table 7 Reliability Statistics

Variable	Cronbach Alpha	No. of items	Internal consistency
Objective one	0.890	3	Acceptable
Objective two	0.933	4	Acceptable
Objective three	0.965	6	Acceptable

Source: Field Data (2022)

4.2.2 Validity Test

Factor Analysis was used to assess the structural validity of the 5- Point Likert scale used. Factor Analysis is a technique used to find out and explore few unrelated and conceptually significant new variables (factors) by bringing together related variables. Before factor analysis method can be employed, KaiserMeyer- Oklin (KMO) test should be conducted to test the sufficiency and adequacy of the data obtained and Barlett test should be conducted to test the normality of the distribution in the population (Pallant, 2005). The KMO tests whether partial correlations are small and whether the distribution is sufficient for factor analysis. The KMO value ranges from 0-1, it is interpreted as normal between 0.5 and 0.7, as good between 0.7 and 0.8, as very good between 0.8 and 0.9 and as perfect when it is over 0.9 (Field, 2005). After analyzing data collected on SPSS v.20 the result of KMO was 0.843. This implies that the results of this study were valid.

Table 8 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	1.169
	df	136
	Sig.	.000

Source: Field Data 2022

4.4 Findings for Research Objectives

The findings in this section are presented in two sub-sections. The first subsection presents findings for questionnaire data which were analyzed using descriptive statistics (frequencies, tables). The second subsection presents findings for interview data which were analyzed through content analysis.

4.4.1 The Impact of leadership style on conflicts

The first research objective of the study was to determine Impact of leadership style on conflicts. Using a five- point likert scale, the study thought to know respondents rate of agreements on various statements relating to Impact of leadership style on conflicts.

4.4.1.1. Transformational leaders

The descriptive results on transformational leaders are presented in table 4.3. Transformational leaders at Arusha city council had an impact on conflict to a great extent. Results from the field show that majority of the respondents 43 (50%) strongly agree that transformational leaders at Arusha city council had an impact on conflict to a great extent. Furthermore, 21 (24%) also agree with this statement, 19 (22%) of the respondents were neutral on whether transformational leaders

at Arusha city council had an impact on conflict to a great extent or not. 3 (3%) of the respondents disagree with this statement transformational leaders at Arusha city council had an impact on conflict to a great extent.

Leadership style has a role/ impact to play in conflict resolution and overall team dynamics. Transformational leaders assist an individual in the process of transformation where their own beliefs and values support or align with the organizational values. During the field, it was discovered that most of the conflict occur due to Authority conflict, is a conflict which emanates from improper use of authority by the administration, or the subordinates question the appropriateness of the authority. Some of the administrators resort to authoritarian powers in their operations. They believe that every member of the group should listen and obey orders. The subordinates for various reasons may resist these orders and the result is a clash between the administrators and the subordinates. On the other hand, subordinates may challenge the administrator or the authority, not because they do not believe that the institution should have a manager, but because the manager may be considered incapable or unfit for the position. Offensive and defensive behaviors become the order of the day between the manager and the staff

Table 9 Transformational leaders

Response	Frequency	Percent
Strongly agree	43	50.0
Agree	21	24.5
Neutral	19	22.0
Disagree	3	3.5
Total	86	100

Source: Field Data, (2022)

4.4.1.2 Transactional leadership

In this sub variable, respondents in the field were requested to indicate the extent in which transactional leadership at Arusha city council had no any impact on conflict. Data from the field show that majority of the respondents strongly disagree that transactional leadership at Arusha city council had no any impact on conflict and this was supported by 46 (53%) of the respondents. Furthermore, 17 (19%) also disagree with this statement that transactional leadership at Arusha city council had no any impact on conflict, 11 (12%) were neutral on whether transactional leadership at Arusha city council had no any impact on conflict or not. 2 (7%) disagree with this statement.

The transactional-leadership approach assumes people act in their own self interests. When resolving conflicts, you must seek to understand what each party wants and determine if you can find ways to give at least one of the employees what she wants. It was discovered that, some of the leaders at Arusha city council especially the head of department prefer to use this kind of leadership, as transactional leaders use the compromising approach to conflict resolution when past problems resurface, opponents remain at an impasse or there's an imminent deadline. In this situation, the solution at least partially satisfies everyone. Everybody has to give up something to resolve the conflict.

Table 10 Transactional leadership

Response	Frequency	Percent
Strongly agree	5	5.8
Agree	7	8.3
Neutral	11	12.7
Disagree	17	19.7
Strongly disagree	46	53.5
Total	86	100

Source: Field Data, (2022)

4.4.1.3. Laissez-faire leadership

The descriptive results on laissez-faire leadership are presented in table 4.4. Laissez-faire leadership at Arusha city council had an impact on conflict to a great extent. Results from the field show that majority of the respondents 52 (60%) strongly agree that laissez-faire leadership at Arusha city council had an impact on conflict to a great extent. Furthermore, 7 (8%) also agree with this statement that laissez-faire leadership at Arusha city council had an impact on conflict to a great extent, 11 (12%) of the respondents were neutral on whether laissez-faire leadership at Arusha city council had an impact on conflict to a great extent or not. 3 (3%) of the respondents disagree with this statement that Laissez-faire leadership at Arusha city council had an impact on conflict to a great extent.

Result from the field show that, some of the leaders in the Arusha city council like HODs, prefer to use Laissez-faire leaders because it have an attitude of trust and reliance on their employees. They don't micromanage or get too involved, they don't give too much instruction or guidance. Instead laissez-faire leaders let their employees use their creativity, resources, and experience to help them meet their goals

Table 11 laissez-faire leadership

Response	Frequency	Percent
Strongly agree	52	60.5
Agree	21	24.5
Neutral	10	24.5
Disagree	3	3.5
Total	86	100

Source: Field Data, (2022)

4.4.1 The approaches leaders used in managing conflict

The second research objective of this study was to establish the approaches leaders used in managing conflict. Using a five- point likert scale, the study thought to know respondents rate of agreements on various statements relating to the styles or strategies leaders used in managing conflict.

4.4.2.1 Avoidance conflict approach

In this sub variable, respondents in the field were required to shows the extent in which avoidance conflict approaches leaders used in managing conflict. Majority of the respondents strongly agree that avoidance conflict style as the styles or strategies leaders used in managing conflict and this was supported by 47 (54%) of the respondents. 26 (30%) of the respondents also agree with this statement that avoidance conflict style as the styles or strategies leaders used in managing conflict, 10 (11%) were neutral on whether avoidance conflict style as the styles or strategies leaders used in managing conflict or not. 3 (3%) disagree with this statement.

Results from the field show that, some people attempt to avoid conflict by postponing it, hiding their feelings, changing the subject, leaving the room or quitting the project. Avoidance usually does not help to solve the problem; it just postpones the problem for another day. However, avoidance can actually be a good idea when it is a small matter not worth disrupting the harmony of the workplace over or when we need to calm down before addressing the issue

Table 12 Avoidance conflict approach

Response	Frequency	Percent
Strongly agree	47	54.6
Agree	26	30.2
Neutral	10	11.6
Disagree	3	3.4
Total	86	100

Source: Field Data, (2022)

4.4.2.2. Yielding or accommodating conflict approach

Respondents in the field were requested to elaborate if the yielding or accommodating conflict approach can be the best approach leaders used in managing conflict. Majority of the respondents strongly disagree that the yielding or accommodating conflict styles can be the best styles or strategies leaders used in managing conflict and this was supported by 51 (59%) of the respondents. 19 (22%) of the respondents also disagree with this statement that yielding or accommodating conflict styles can be the best styles or strategies leaders used in managing conflict, 11 (12%) of the respondents were neutral on whether yielding or accommodating conflict styles can be the best styles or strategies leaders used in managing conflict or not. 2 (2%) agree with this statement.

Data from the field indicates that accommodation is a convenient strategy to satisfy an immediate need for individuals or the group. It emphasizes the things conflicting parties have in common while de-emphasizing the differences. This method helps the people to focus on the current issues and put differences aside till a later time. It is slightly more effective than mere avoidance as finding common ground helps to prevent lingering ill will more simply than avoiding an argument

Table 13 Yielding or accommodating conflict approaches

Response	Frequency	Percent
Strongly agree	3	3.4
Agree	2	2.3
Neutral	11	12.7
Disagree	19	22.0
Strongly disagree	51	59.3
Total	86	100

Source: Field Data, (2022)

4.4.2.3. Competitive or “fighting” conflict approach

In this sub variable, respondents in the field were requested to elaborate if competitive or “fighting” conflict style can be the best approach leaders used in managing conflict. Majority of the respondents strongly disagree that competitive or “fighting” conflict style can be the best styles or strategies leaders used in managing conflict and this was supported by 43 (50%) of the respondents. 24 (50%) of the respondents also disagree with this statement that competitive or “fighting” conflict style can be the best styles or strategies leaders used in managing conflict, 17 (19%) of the respondents were neutral on competitive or “fighting” conflict style can be the best styles or strategies leaders used in managing conflict or not. 2 (2%) strongly agree with this statement.

Competition method is basically finding a way to resolve the issue other than fighting or arguing. Some contests where the winner gets his or her demands met. It can be used to resolve a conflict, but often causes cooperation to deteriorate, so it is best used as a last resort

Table 14 competitive or “fighting” conflict approach

Response	Frequency	Percent
Strongly agree	2	2.3
Neutral	17	19.7
Disagree	24	27.9
Strongly disagree	43	50.0
Total	86	100

Source: Field Data, (2022)

4.4.2.4. Cooperation conflict approaches

Respondents in the field were required to show the extent in which cooperation conflict style as the styles or strategies leaders used in managing conflict. Majority of the respondents strongly agree that cooperation conflict approach as the styles leaders used in managing conflict and this was supported by 57 (56%) of the respondents. 23 (26%) of the respondents also agree with this statement that cooperation conflict style as the styles or strategies leaders used in managing conflict, 1 (1%) were neutral on whether cooperation conflict style as the styles or strategies leaders used in managing conflict or not. 5 (5%) disagree with this statement.

Collaboration is when the opposing parties decide to put aside their differences and work together to accomplish the objective in a manner that satisfies everyone. This strategy encourages teamwork and cooperation within a group. This is most effective when the members of the group respect and trust each other, and are willing to remain open-minded. Unfortunately, these are ideal conditions, and not all groups will have such defined unity

Table 15 Cooperation conflict approaches

Response	Frequency	Percent
Strongly agree	57	66.2
Agree	23	26.7
Neutral	1	1.3
Disagree	5	5.8
Total	86	100

Source: Field Data, (2022)

4.4.2.5. Conciliation or compromising” conflict approaches

In this sub variable, respondents in the field were required to shows the extent in which conciliation or compromising” conflict style as the styles or strategies leaders used in managing conflict. Majority of the respondents strongly agree that conciliation or compromising” conflict style as the styles or strategies leaders used in managing conflict and this was supported by 69 (73%) of the respondents. 19 (22%) of the respondents also agree with this statement that conciliation or compromising” conflict style as the styles or strategies leaders used in managing conflict, 4 (5%) were neutral on whether conciliation or compromising” conflict style as the styles or strategies leaders used in managing conflict or not.

It was discovered that, some of the respondents in the study are prefer compromise as a technique where by the opposing parties in a conflict make concessions to each other in order to peacefully resolve the issue. It can be effective when each side is willing to negotiate and settle for less than they originally wanted, but falls apart if the demands of each side are too great or neither side honours their end of the bargain

Table 16 Conciliation or compromising” conflict approach

Response	Frequency	Percent
Strongly agree	63	73.3
Agree	19	22.0
Neutral	4	4.6
Total	86	100

Source: Field Data, (2022)

4.4.3 The Communication factors affecting leadership capacity in resolving conflicts

The third research objective of this study was to examine the Communication factors affecting leadership capacity in resolving conflicts. Using five –point likert scale, the study thought to know respondents rate of agreements on various statements relating to the Communication factors affecting leadership capacity in resolving conflicts.

4.4.3.1 Inability to negotiate effectively

In this sub variable, respondents in the field were requested to indicate the extent in which inability to negotiate effectively as the communication factors affecting leadership capacity in resolving conflicts in the study area. Data from the field show that majority of the respondents strongly agree inability to negotiate effectively as the communication factors affecting leadership capacity in resolving conflicts in the study area and this was supported by 48 (55%) of the respondents. Furthermore, 23 (26%) also agree with this statement that inability to negotiate effectively as the communication factors affecting leadership capacity in resolving conflicts in the study area, 12 (13%) were neutral on whether inability to negotiate effectively as the communication factors affecting leadership capacity in resolving conflicts in the study area or not. 5 (6%) disagree with this statement.

The study identified five communication related factors that jeopardized leaders' capacity to manage conflicts. These factors include the leaders' inability to negotiate effectively in the conflicts context, inability to use clear and positive language, inability to listen effectively and communicate clearly as well as well as inadequate communication infrastructures in the organization. It is true that leaders are supposed to handle conflicts in an amicable and gentle manner. However, these leaders of ourshere are always in panic and they can hardly negotiate or discuss effectively. They tend to always use inappropriate and disgusting words. This shows that they lack good negotiation skills in Arusha city council

Good communication is an essential ingredient to leading and building a better understanding with staff, and most importantly it establishes trust, cooperation and teamwork. The most critical communication skill is the capacity to listen. The willingness to listen and understand issues and concerns raised by staff (while not necessarily agreeing with their views or positions) can lead to increased insight, changed outlooks and the generation of solutions to problems. The simple act of bringing people together to talk makes a big difference in the course of conflict.

Management of District Councils in LGAs should encourage Councilors as well as staff to meet and talk with each other to resolve differences. The DEDs and HODs has a role in encouraging this, and can facilitate positive outcomes by providing staff with guidance on how to approach such difficult conversations.

Table 17 Inability to negotiate effectively

Response	Frequency	Percent
Strongly agree	48	55.8
Agree	23	26.7
Neutral	12	13.9
Disagree	5	5.8
Total	86	100

Source: Field Data, (2022)

4.4.3.2 Inability to use positive language

Respondents in the field were requested to elaborate if inability to use positive language can affect leadership capacity in resolving conflicts in the study area or not. Majority of the respondents were neutral on whether inability to use positive language can affect leadership capacity in resolving conflicts in the study area and this was supported by 32 (37%) of the respondents. 26 (30%) of the respondents also strongly agree with this statement that inability to use positive language can affect leadership capacity in resolving conflicts in the study area, 19 (20%) agree with this statement and 9 (10%) disagree with this statement the inability to use positive language can affect leadership capacity in resolving conflicts in the study area.

Table 18 Inability to use positive language

Response	Frequency	Percent
Strongly agree	26	30.2
Agree	19	20.1
Neutral	32	37.3
Disagree	9	10.4
Total	86	100

Source: Field Data, (2022)

4.4.3.3 Inability to listen effectively

In this sub variable, respondents in the field were requested to indicate if inability to use positive language can affect leadership capacity in resolving conflicts in the study area or not. Data from the field show that majority of the respondents strongly agree inability to use positive language affects leadership capacity in resolving conflicts in the study area and this was supported by 38 (44%) of the respondents. Furthermore, 26 (32%) also agree with this statement that inability to

use positive language affects leadership capacity in resolving conflicts in the study area, 19 (22%) were neutral on whether inability to use positive language affects leadership capacity in resolving conflicts in the study area or not. 3 (4%) disagree with this statement.

Table 19 Inability to listen effectively

Response	Frequency	Percent
Strongly agree	38	44.1
Agree	26	32.3
Neutral	19	22.1
Disagree	3	3.5
Total	86	100

Source: Field Data, (2022)

4.4.3.4. Inability to communicate clearly

Respondents in the field were required to show the extent in which inability to communicate clearly affects leadership capacity in resolving conflicts in the study area. Data from the field show that majority of the respondents agree inability to communicate clearly affects leadership capacity in resolving conflicts in the study area and this was supported by 33 (38%) of the respondents. 27 (31%) of the respondents also strongly agree with this statement that inability to communicate clearly affects leadership capacity in resolving conflicts in the study area, 19 (22%) were neutral on whether inability to communicate clearly affects leadership capacity in resolving conflicts in the study area or not. 7 (8%) disagree with this statement.

Table 20 Inability to communicate clearly

Response	Frequency	Percent
Strongly agree	27	31.3
Agree	33	38.3
Neutral	19	22.0
Disagree	7	8.1
Total	86	100

Source: Field Data, (2022)

4.1.2.2 Content Analysis Findings of Interview Data

The study collected qualitative data using interviews. The data were collected from HR officials.

The data were analyzed using qualitative content analysis.

4.1.2.2.1 Interview Question one: is the conflict a common thing in your organization

In the interview, one of respondent said;

Conflict as a situation in which it becomes impossible for two or more individuals operating within a unit to exist together. Conflict is a breakdown of communication between members of an institution or a situation where decisions are not well understood, hence causing difficulty in selecting an alternative action. She added that, conflict is the process in which one party perceives its interests as being opposed or negatively affected by another party. It is important to note that in this process, attitudes, values, and styles play an important role in determining whether conflict leads to beneficial or destructive outcomes

4.1.2.2.2 Interview Question two: what type/forms of conflict do occur in your organization

Goal conflict results from incompatible preferred or expected outcomes. It includes inconsistencies between the individual's or group's values and norms (such as standards or behavior) and the demands on tasks assigned by higher levels in the institution. Goal conflict usually occurs when, for example, the subordinates' view on the productivity standards or performance indicators become incompatible or totally contrary to the view of their supervisors. In this case, a goal conflict occurs because the subordinate and the supervisor do not agree on what should be achieved. In general terms, goal incompatibility refers to the extent to which an individual or groups' goals are at odds with the capacity to achieve the goals.

Another respondent from the HR department said that:

Cognitive conflict, which is a common form of conflict among individuals, occurs when there is an incompatibility of ideas and thoughts within an individual or between individuals. In some cases, it is referred to as inter-individual conflict. It often occurs when an individual has two different ideas on solving a problem, whereupon it becomes difficult to decide on which idea to adopt. In this case, if the situation prolongs, a cognitive conflict occurs. The same may be the case between two individuals having two different views on how to make a decision

Another respondent from the HR department said that:

When industrial experience and emotions are incompatible within an individual or between individuals, affective conflict occurs. Although it is difficult to openly experience differences of feelings and emotions between individuals, it is very common that two individuals may have different feelings about the same situation. For example, two employees could experience different feelings when discussing issues of their section. One could experience positive feelings about the decision and another could feel threatened. This would certainly result in affective conflict between these two employees

Another respondent from the HR department said that:

In Arusha city council, procedures conflict is a common thing, it is very common that in institutions the management and employees may differ in the methods, ways, and means of making decisions or solving problems. These differences amount to procedural conflict. It means that in all cases, where employees or other people differ over the process of resolving matters, a procedural conflict occurs. The most common procedural conflict occurs in negotiations between trade unions and managements.

4.1.2.2.3 Interview Question three: Can conflict build new relationships

Interview with HR revealed that;

At times, conflict brings together people who did not have a previous relationship. During the process of conflict and its resolution, these parties may find that they have common interests and then work to maintain an ongoing relationship

4.1.2.2.4 Interview Question four: Does avoiding a good way of resolving conflict as insisted by the transaction leadership

Transactional leaders want to complete work. They may avoid conflict entirely by refusing to acknowledge problems, accepting default conditions or delegating controversial decisions to someone else. While not disrupting workflow helps get work done temporarily, letting conflicts fester and go unresolved typically results in bigger problems later on. A transactional leader focuses on short-term goals. By avoiding the problem, you assume it will go away on its own. This may or not actually be the case. Avoiding conflict generally is not recommended.

4.1.2.2.5 Interview Question four: Does poor communication leads to conflict within the organization

Inadequate communication also has the potential to worsen conflict situations when either too little or too much communication takes place. Insufficient communication contributes to the development of pseudo conflict by preventing agreement between two parties whose positions are essentially compatible. The absence of adequate channels of communication can also impede attempts to achieve coordination between parties with interdependent tasks.

4.1.2.2.6 Interview Question six: Are there conflict outside the organization

In the interview, one of respondent said;

This is one of the big conflicts found at Arusha city council, where councilors who are decision makers via council standing committees; in most cases do not agree with technical advice from employees (Heads of departments and Units) in areas which do not favour their interests. For instance; councilors in one of the meetings were pushing to reallocate funds from planned projects to another projects or donor funds to be used for paying allowances and other activities, which were not planned and budgeted at the beginning of the year or are not activities targeted by the donor fund. As the city Treasurer commented “councilors do not understand that, their priorities are taken care during budgeting and not otherwise; and donor funds have their directives on which projects should be used. It is unfortunate we are arguing for something which is very clear. For instance; you cannot use money from road fund for different activities rather than construction of roads.

4.1.2.2.7 Interview Question seven: other sources of conflict

In the interview, one of respondent said;

During the study, it was observed that the following are the causes of conflict between councilors and local government employees in BMC, such as different level of education, delay of project implementation, personal interest, negative attitude, poor communication, scarcity resources, and interference in work. For instance, one councilor lamented in Swahili language that, “Hawa wakuu wa idara hatuna imani nao, wanafuja tu mali za manispaa, ndo maana miradi inachukua mda mrefu kutekelezwa...”which means that, councilors have no trust with heads of department as they believe probably are embezzling council fund for their own interest, that is why many projects are not well implemented or implementation do take long to be completed

4.1.2.2.8 Interview Question seven: is there any negative effect of conflict between councilors and employees

In the interview, one of respondent said;

“Conflicts are so bad, especially between councilors and Heads of departments, and when this happens, standing committees meetings are not effectively carried out, and when this happen, decisions are delayed and implementations of projects and programmes are delayed too; hence affects negatively the total service delivery in the municipality

4.1.2.2.9 Interview Question eight: is there any Positive Impact of Conflict between Councilors and Employees

Conflicts can enhance effective and efficient use of resources, can bring into open the clashing of interests, can forge good team work while negotiating in resolving conflicts; and further, can even improve communications between councilors and employees in local authorities. As one of the councilor reveled that,

“Nilikuwa na mgogoro na Mhandinsi wa Manispaa hii, alikuwa hajengi vizuri barabara za kwenye kata yangu, baada ya kufikishana kwenye kamati ya fedha, tuliwekwa sawa, na sasa ameweza kunijengea barabara nzuri, tena kwa kiwango cha rami”⁷ which means that, the councilor had a conflict with Municipal Engineer of not constructing good roads in his ward, this let them to Finance committee where their difference was resolved, and the engineer managed to build good tarmac road in his ward. Moreover, conflicts are not always bad to the organization, sometimes they have impacts which can positively improve service delivery especially in local authorities be the case in this study

4.1.2.2.10 Interview Question nine: Are lack of resources increases conflict in the organization

In the interview, one of respondent said;

Budget constraints is a big issue in most of the organization and ours is not excluded from this scenario. Sometime this makes it hard for leaders to ensure equal distribution of the financial resources and thus reduces leaders' capacity to solve some of the problems which could lead to conflict in the organization. It was further revealed that inadequate number of skilled human resources in managerial issues and conflict management led to inadequacy of leader to deal with conflicts

She added that, from human resource perspective. I can say we [as the organisation] are quantity oriented as opposed to quality oriented. I'm saying this because our organization has abundant human resource staff but in terms of qualified human resource who can resolve conflict are scarce in our organization. Our human capital is for doing other administrative works only

4.1.2.2.11 Interview Question ten: does effective communication and listen reduce conflict in the organization

In the interview, one of respondent said;

Listen without interrupting, the approach concerns as "us against the problem" not as "me against you"; You have to present concerns in a factual manner, by stating what has happened, how you feel about the situation and what you would like to happen in the future, separate the people from the problem, show a genuine desire to understand the other person's point of view, acknowledge the other person's views and opinions, seek to agree on a desired end outcome and then explore alternative options to achieve this end if emotions flare up agree to reschedule another time to

talk, and if you get stuck at a point and cannot move on agree to seek assistance to resolve your concerns, track and keep their emotions in check

4.1.2.2.12 Interview Question eleven: does compromising style resolving conflict

The researcher had a chance to interview one respondent to explore the extent to which the compromising style was utilized in resolving conflict and said; Compromising is very useful as it provides faster way of conflict management through sharing ideas and come up with a solution as it decreases the levels of tension and stress at workplace which can be a consequence of conflict.

4.3 Discussion of Findings

This part provides the discussion of the findings. The discussion related the findings presented in chapter four and those from past studies.

4.3.1 The Impact of leadership style on conflicts

Transformational leadership is an intrinsically based motivational process whereby leader engage followers to create a connection that raises the level of effort and moral aspiration in both (Singh & Kumar, 2013). The early idea of transformational leadership was conceived as a process in which leaders and followers raise one another to a higher level of morality and motivation (Burns, 1978). Later it was established as a follower motivation and performance enhancer (Bass, 1985). It is defined in term of the leader's effect on followers: they feel trust, admiration, loyalty, and respect toward the leader, and they are motivated to do more than they are originally expected to do. It includes four behaviors: charisma (idealized influence), intellectual stimulation, individualized consideration, and inspirational motivation (Bass & Avolio, 1990). They create vision, mobilized commitment and institutionalized change. Transformational leader is one who energizes others with vision and strategies of how to refocus and revitalize the larger organization so that change

meets people's enduring needs. The level of transformational leadership in three levels is different from each other. The upper management level exhibits maximum transformational leadership trait followed by middle management level and then the junior management level (Pandey & Singh, 2011)..

The manager or team leader adopts any of the conflict handling styles to manage the conflict situation. Leaders should avoid expecting too much from the employees rather a leader should sit together with the employee and jointly set the target or goal as well as check points (Singh & Kumar, 2013). Behavioral scientists have attempted to discover what traits, abilities, behaviors, sources of power, or aspects of the situation determine how well a leader is able to influence followers and accomplish group objectives (Bansal, 2008). The behavior exhibited by the leader influences the way conflict is handled, and is guided by the two underlying dimensions, assertiveness and cooperativeness (Thomas, 1977). Evidences show clear and interesting ties between conflict management and leadership constructs (Lewis & Jobs, 1993). Moreover, a strategic intention need not remain fixed during the course of a conflict and may change with party's reconceptualisations and emotions. As a study states that conflicts have a negative association with perceptions of supervisors' leadership behaviors (Xin & Pelled, 2003). Another study reveals a significant interaction between non-forcing influence styles used by leaders and their forcing styles on their coworkers' behavioral compliance (Emans et.al., 2003). Therefore, an understanding of the leadership behavior and style helps to comprehend the conflict handling strategy

Effective leadership has a major impact on conflict resolution. A transformational leader is very much helpful for conflicting groups working together with a single force towards common goals. He provides an environment that deals with the conflict and disorderly behavior professionally. A transformational leader adopts cooperation as the most frequently used strategy of conflict resolution. The study suggests that transformational leaders encourage creativity and flexibility and

critically analyze the policies, evaluate, and achieve effective performance (Tengi, 2017). A transformational leader focuses on future and value creativity and high motivation. A synergistic environment is created through this leadership style, which enhances the collaboration towards change. It has been found that the tone of conflict management is set through the leadership style. The personality trait of the leader plays an important role during the conflict management process. Veteran transformational leaders choose conflict management strategies and ensure any kind of relationship is not affected (Neves, 2019).

A transformational leader recognizes which conflict management strategies are suitable for each case. Leaders can use different techniques to determine conflicts at the workplace. A leader's effectiveness leads a better way of removing differences among people (Wanjiru, 2019). Successful leaders understand the reason for conflict and apply the best approach to solve the conflict and it also enhances their approach to highlight the conflict situation in the organization.

Transformational leadership refers to the ability of a leader to influence, inspire, motivate, and stimulate the actions of followers while providing individualized attention aimed at elevating the activities and the thought process of followers to transform these followers for higher-level roles (Kroon et al., 2017). Transformational leadership involves the process of influencing the behavior of followers to prioritize group/organizational goals over individual interest, and thus positively induce followers to improve efforts so that they exceed the requirements of the formal organization (Berkovich, 2016). According to Nohe and Hertel (2017), transformational leadership encompasses the attributes that encourage a leader to influence inter and intra-role performance of followers in preparing followers for higher responsibilities

4.3.2 The styles or strategies leaders used in managing conflict

The ILO Right to Organize and Collective Bargaining Convention (No. 98), 1949 describes collective bargaining as: "voluntary negotiation between employers or employers' organizations and workers' organizations, with a view to the regulation of terms and conditions of employment by collective agreements." Collective bargaining could also be defined as negotiations relating to terms of employment and conditions of work between an employer, a group of employers or an employers' organization on the one hand, and representative workers' organizations on the other, with a view to reaching agreement (Sriyan, 1996)

They contended that style is integrative in solving problems which promote cooperation among employers and employees. The Council involves Councilors, employees and trade unions such as CWT, TUGHE and TALGWU to solve and improve terms and conditions of employment of employees; such participation is likely to ensure greater acceptance and better implementation of agreed objectives and Council projects hence reduce conflict. The researcher had a chance to interview few respondents to explore the extent to which the bargaining style identified was utilized in resolving conflict, one of the respondents from administration department said

Compromising is the style of managing conflict at workplace when each party to the conflict seeks to give up something. Sharing occurs resulting in compromised outcome. The findings suggest that in compromising there is no clear winner or loser, there is willingness to rationalise the object of the conflict and accept a solution that provide incomplete satisfaction of both parts concerned. Violleta (2012) supported the results from findings as she states that people who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something and the compromiser also expects to relinquish something

The results of study were supported by Victor (2012) who argues that people who fear conflict use the avoiding style to escape from conflict situations. The biggest disadvantage is that the

issue is never directly addressed or resolved. This style is appropriate to use in the situation where there is no chance of winning or when disruption would be very costly. Findings from the study suggested that avoiding style may be appropriate: when it is not the right time or place to discuss the management issues for the person who is not responsible for disseminating information, when time is needed to think and collect information in order to be prepared before dealing with the issue, when a partner is forcing aggression, a person may choose to postpone a response until he/she is in a more favorable position to push back and allow preparation time before acting.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Three sections were involved in this chapter namely conclusions and recommendations originated from the study findings and research objectives.

5.3 Conclusion of the study

From the above discussion, it can be deduced that leadership style had an impact on conflicts. This was evidenced through transformational leaders, transactional leadership and laissez-faire leadership. The use of these styles in an organization will either resolve the conflict once occur or will accelerate the existence of the conflict. In the second objective, the study concluded that, in managing conflict, leaders must use different styles or strategies in order to manage those conflicts, this was evidenced through avoidance conflict style, accommodating conflict styles, cooperation conflict style and conciliation or compromising” conflict style. In the last objective, the study concluded that communication factors affecting leadership capacity in resolving conflicts, this was evidenced through inability to negotiate effectively, inability to use positive language, inability to use positive language and inability to communicate clearly.

5.3 Recommendations of the Study

Based on the above findings and conclusion, the following recommendations should be taken into account as strategies for alleviating constraints to leaders' capacity to manage conflicts in Arusha city council.

(i) Firstly, in alleviating constraints related to communication, leaders should be empowered on effective communication skills notably improving their abilities to negotiate effectively

and listen actively in different conflicting contexts. They also need to be empowered on ways of practicing and maintaining clear and positive language to workers and other clients thereby minimising chances of creating more conflicts. Moreover, the organisation should strive to institute or rather put in place relevant and effective communication structures that would facilitate feedback mechanism. Such systems should ensure effective horizontal and vertical communication including both formal and informal communication.

(ii) Second, in order to alleviate constraints to sound conflicts management institutions the organization should devise effective conflict management policies to smoothen the conflict resolution management. The conflict resolution policies will act as a roadmap and blue prints for conflict management in the organization.

(iii) The management and mechanisms for dealing with employees' complaints in the Council should be strong. The management should have the ability to manage conflict, to deal with situations of conflict effectively when they arise and to create an environment where individuals are skilled and empowered to handle differences with co-workers in a positive and productive. For example, Trade unions such as CWT, TUGHE and TALGWU should be strong and knowledgeable enough in settling employee's conflict because if they are not knowledgeable, instead of solving conflict in a better way they can be the source of increasing conflict in the Council in LGAs. Also, the complaints officer should have an office for receiving and settling conflict in Arusha city council

(iv) The Council should conduct regular meetings between the management and employees, this will help the management to know the problems facing their employees as a result occurrence of conflict can be minimized. The integrity and disciplinary committee should be known to all employees and meet regularly so as to handle conflict when it arises. When emotions are heightened people tend not to think as clearly as they normally would, and they can be defensive or fearful in approaching people they are in conflict with. It is useful to establish some simple ground

rules for meeting together to work through differences. When all parties involved in conflict understand and commit themselves to ground rules, it provides a base of safety and increased clarity of purpose which can help people reduce conflict.

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APPENDICES

Appendix 1:

Questionnaires for LGA employees

Dear Sir/Madam,

Dear Madam/ Sir,

A student pursuing a master degree in MBA –Leadership and governance as part of the requirements for the award of Master degree at IAA. The study will be based on factors affecting leadership capacity in resolving conflicts in Tanzania, A case of Arusha city council Therefore, I am looking for your assistance to fill the questionnaires as attached below. The research results will be used for academic purposes only and will be treated with maximum confidentiality

Thank you in advance for your cooperation

Instructions:

1. *Indicates the most appropriate answer by ticking (√) in the bracket.*
2. *Each question should have only one tick (√) for your chosen answer, unless stated.*
3. *Where the space is provided, write your answer in it.*
4. *Please use a pen to answer this questionnaire.*

PART A: Demographic Information of Respondents

1. Indicate your sex.

male

female

2. Indicates your age?

18-34

35 – 54

Over 55

3. Indicate your educational level.

Master degree

Postgraduate Diploma

Bachelor degree

Diploma

Others

4. Indicates the working experience in business?

0-5 years

6-10

11-15

more than 15 years

PART B: Indicate the Impact of leadership style on conflicts. Using a scale of “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, and “Strongly Disagree” please indicate by a tick [√] the degree of your agreement with the following statements

Response	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Transformational leaders					
Transactional leadership					
Laissez-faire leadership					

PART B: Indicate the styles or strategies leaders used in managing conflict. Using a scale of “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, and “Strongly Disagree” please indicate by a tick [√] the degree of your agreement with the following statements

Response	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Avoidance conflict style					
Cooperation conflict style					
Yielding or accommodating conflict styles					
Competitive or “fighting” conflict style					
Poor productivity					
Conciliation or “compromising” conflict style					

PART C: Indicate the Communication factors affecting leadership capacity in resolving conflicts . Using a scale of “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, and “Strongly Disagree” please indicate by a tick [√] the degree of your agreement with the following statements

Response	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Inability to negotiate effectively					
Inability to use positive language					
Inability to listen effectively					
Inability to communicate clearly					

THANK YOU FOR YOUR TIME

Time scale and Budget

Duration and Schedule of Activities

S/NO	ACTIVITY	Milestone per month				
		Mar - may	Jun- Aug	sept	Oct	Oct
1.	Proposal design					
2.	Tools designing and pilot study					
3.	Data collection and analysis					
4.	Draft report writing and submission					
5.	Final report presentation and submission					

Estimated Budget

S	Activity	Unit	Quantity	Unit Cost	Total cost
N					
1	Stationery	Lump sum	Lumpsum	Lumpsum	300,000
2	Meals	TZS	5	50000	200,000
	Collection of Data				
3	Transport	Km	200	1000	200,000
4	Payment for enumerators	TZS	5	30000	150,000
	Data Analysis				
5	Coding and entering	TZS	100	1000	100,000
6	Data Analysis	TZS	110	5000	550,000
	Report				
7	Typing, printing and binding	TZS	100	1000	100,000
	Report presentation				
8	Binding	Lumpsum	Lumpsum	300,000	300,000
Grand total					1,900,000/=