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

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Abstract— This study examines the contribution of conflict management on employee's performance in Tanzania with particular reference to Dar es Salaam Maritime Gateway Project (DMGP). Specifically, the study intended to examine the nature of communication flow at DMGP, to identify the conflict resolution approaches practiced at DMGP and to associate practiced conflict resolution approaches with employees' performance in Dar es Salaam Maritime Gateway Project. The study adopted the use of case study research design in generating the required primary data and was limited to the employees of DMGP. The study involved 45 technical employees who were conveniently and purposively selected for inclusion in the sample. Collected data was coded then analyzed with the help of SPSS version 23. Findings revealed that employees fear to speak out their inner concerns to supervisors because of insecurity of their job despite having a chance to express their opinions. Results have also indicated that interpersonal conflicts were predominantly solved by involving the conflicted parties. Workers at DMGP prefer more settling job issues with their immediate supervisors than third parties. Also, training and development offered at DMGP has significantly contributed to the performance of employees in different departments. Generally, it was revealed that conflict management has significant contribution to employees' performance at DMGP. The study recommends to managers to enhance interpersonal relationships amongst co-workers to inculcate trust, unleash communication and consequentially boost morale of the employees.

Keywords— Conflict Management, Employees' Performance, Trade Union, Dar es Salaam Maritime Gateway Project.

I. INTRODUCTION

Conflict management is broadly urged by scholars and practitioners to have detrimental impact to performance of individuals. Adomi and Ozioma (2006) define organizational conflict as the presence of discord amongst the parties that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization. Conflict management is broadly conceived as a crucial aspect of human resource management. It is so because, in any organization, employees are obliged to work jointly to achieve the organization's goal. Studies in organizational behavior appraise the prevalence of conflicts in organizations, arguing that it is from conflicts that individuals learn to live and work together, hence adapting more effectively to environmental dynamics (Behfar et al., 2008). However, conflicts, if not well managed, may have detrimental effects on the performance of employees; consequentially mitigate the growth and prosperity of the entire organization (Ayinde et al., 2021).

The task of management is therefore not to suppress or resolve all conflicts but to manage them to evade

dysfunctional consequences that accrue to it. The Tanzania Employment and Labour Relations Act, 2004 Part VIII proposes mediation and arbitration as a means to conflict management. In this Act, the government emphasizes timely dispute resolution to bring justice to the conflicted parties. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed that may prompt the establishment to effect changes and search for positive solutions. Delerue (2005) argue that a hostile working environment that does not promote conflict management is probably of yielding misbehavior of the employees and consequentially their diminished performance factor. According to Gasiorek and Giles (2013),"conflict is not just an annoyance. It costs money and those costs can be calculated using wasted time, bad decision and lost employees".

Laursen et al., (2001) averred that there are productive and destructive conflicts. According to them, "conflict is said to be productive when the parties constructively discuss it and amicable terms for the settlement reached". Constructively managed conflict induces a positive performance while poorly managed conflict heats up the environment to bring about dislocation of the entire group and polarization, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities, escalation of differences into antagonistic position and malice and increased hostility and reduced productivity on job performance (Kinsley, 2014).

At its initial stage, the DMGP witnessed a series of organizational conflicts that seriously affected the smooth running and performance of the project. The main causes of the conflict were labour payments, environmental working conditions, cultural differences, communication barriers, friction and discrepancies based on differences of opinion, view and interest. The management of DMGP adopted various approaches to manage conflicts including for instance introduction of Grievance Redressal Mechanism (GRM) to handle all complaints for the employees' effective and efficient performance. However, to the best knowledge of the researcher, there is no documented empirical evidence that has examined the effectiveness of the implemented approach specifically associating the influence of such conflict management mechanism to performance of employees at DMGP. Therefore, this study sought to fill this knowledge gap by examining the nature of communication flow adopted by DMGP, identifying the conflict resolution techniques practiced at DMGP and associating practiced conflict resolution approaches with employees' performance in DMGP.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

The study was guided by two theories, Motivation theory by Abram Maslow (1954) and the theory of Social conflict by Karl Max (1848).

2.1.1 Motivation Theory

"A Theory of Human Motivation" subsequently introduced by Maslow (1954). Maslow believed that for people to survive, they need food, shelter and clothing as human basic needs. Also, Maslow added that, people need to be safe, where he explains that people should be free from physical and economic harm. Maslow gave more emphasize on people to be recognized by others; esteem and self-esteem plays an important factor in motivating people in life, moreover he adds self-actualization needs as the desire an individual has for self-fulfillment and developing to their full potentiality.

Despite the different scholar's views on Maslow theory by even put it in "hierarchy" or pyramidal flow, Maslow never put in such manner. Maslow (1945) tries to encourage employers that for the good results of product, motivation to employees is a fundamental principle, employers should provide inputs for employees, salaries, and bonuses, for effectively performance. Maslow theory emphasis on physiological needs, when employees are given bonuses, adequate salaries and other supportive things to his work, a spirit of working and feel respected will increase the work product and fasten development (Reider. 1945)

In a work place, the employees need adequate tools and other facilities to simplify work and for the effectiveness of work performance. Maslow proposed that, employers should create an environment where individuals are comfortable challenging requests that are free from dangerously. Maslow (1945) put a mark on social needs to employees for the good outcome in production. Workers needs schedule for project team meeting in solving and emerged conflicts in an organization. Employers should give the employees chances of expressing their gratitude and grief if are there for the benefit of all. Sharing ideas and free expression of thought is a psychotherapy to treat stress and other mind unset for workers.

Maslow theory of motivation, great core tools for organizational managers to understand and to apply this theory in running or leading and successful firm or organization in correct motivation issues. Recognition of team member for excellence attribution to the project, ensure each employee understand how essential they are to the organization. Carrier development in a work place is very important in a work place. Workers/employees need to advance from one level of skills to another level of skills

from effectives of an organization when assignment is given, take into account each member professional goals also empower team members so that they can develop and grow (Bridwell, 1976).

According to Maslow's theory (1981) is grounded on the simple assumption that once an individual derive satisfaction from meeting a lower-level need, they will move into the higher-level needs. This view and passion of satisfaction based on the human cognitive is hard to measure the satisfaction delivered from meeting human needs (Rutledge, 2011)

2.1.2 Criticism Against Maslow's Theory

Maslow's theory assumes that, human behavior is universal. There are some point those basic needs instincts are concerned as universal trend by not all individual think the same. Some individual social affection, social status and respect are more important than Maslow's safety needs, also some individual put altruistic ones, religious values before physiological needs (Reina,2000). Maslow theory of hierarchy of needs, does not take into account cultural differences. The theory is based much on clinical observation of the Western world, the burning issue here is that western world like USA has individualistic culture which is different from Africa, Asia, India, where originated in communal life. In India, for example, family is very important, before you think about meeting your needs, you have to think about family first (Reina,2000).

All Maslow's needs require a social connection to be fulfilled; In a modern society. Maslow's theory of needs can be applied with closed heart because an individual first requires establishing social connection. In fulfilling the requirements of shelter, food and clothing, a human being requires the collaboration of other individuals. Collaboration and team work act as essential resources for survival (Cowan, 2005; Nadler & Lawler,1979).

2.1.3 Application of Maslow's Theory to the Study

As you apply Maslow's Hierarchy of Needs, an employer can provide ways to fulfill many of these needs, but we also need to be aware of how these needs impact workers overall success in certain roles, hence conflict management will be easier terminated, for example, if one struggle with rejection, a career in sales could make it more challenging to meet your needs. To reach the top level of this motivational theory in the workplace as the employees of DMGP needs, we must be self-actualized, which means understanding your skills, abilities and what you're capable of handling. A healthy and engaged workforce is filled with individuals who have reached the top level of Maslow's Hierarchy of Needs.

The ability to identify ones needs and make sure those needs are fulfilled positively can help to increase chances of success. When you feel safe, supported, a sense of belonging and self-actualized, and your attitude may also influence those around you in the workplace. Engagement and motivation are often team-based attitudes, so a team of individuals who feel their needs are being met can create a more positive, engaging culture within the workplace. Employers with low engagement rates often have higher turnover rates that results into low productivity, as well as issues with low morale and unhappy employees.

2.2 Social Conflict Theory

This is a Marxist-based social theory which argues that individuals and groups (social classes) within society interact on the basis of conflict rather than consensus. Through various forms of conflict, groups will tend to attain differing amounts of material and non-material resources (e.g. the wealthy vs. the poor). More powerful groups will tend to use their power in order to retain power and exploit groups with less power.

Güçlü, (2014). view conflict as an engine of change, since conflict produces contradictions which are sometimes resolved, creating new conflicts and contradictions in an ongoing dialectic. In the classic example of historical materialism, Karl Marx and Friedrich Engels argued that all of human history is the result of conflict between classes, which evolved over time in accordance with changes in society's means of meeting its material needs, i.e. changes in society's mode of production.

Conflict theorists view the relationship between the owner and tenant as being built primarily on conflict rather than harmony. Even though the owner-tenant relationship may often appear harmonious, any visible harmony is only a product of the law and other elements of the superstructure which constrain the relationship and which are they a product of an even deeper conflict, class conflict. A conflict theorist would say that conflict theory holds more explanatory power than consensus theory in this situation since consensus theory cannot explain lawsuits between owners and tenants or the legal foundations of the asymmetrical power relationship between the two (Gould1995).

From a social conflict theorist/Marxism point of view social class and inequality emerges because the social structure is based on conflict and contradictions. A contradiction in interests and conflict over scarce resources between groups is the foundation of social society, according to the social conflict theory (Engels & Marx, 1848). The higher class will try to maintain their privileges, power, status and social position - and therefore try to influence politics, education, and other institutions to protect and limit access to their

forms of capital and resources. Whereas the lower class - in contradiction to the higher class - has very different interests. They do not have specific forms of capital that they need to protect. All they are interested in is in gaining access to the resources and capital of the higher class.

Marx believed that western society developed through four main epochs—primitive communism, ancient society, feudal society and capitalist society. Primitive communism is represented by the societies of pre-history and provides the only example of the classless society. From then all societies are divided into two major classes—master and slaves in ancient society, lords and serfs in feudal society and capitalist and wage laborers in capitalist society.

2.3 Empirical Literature Review

Ghafoor et al., (2015) conducted a study on conflict resolution and employee performance in Commercial Bank of Pakistan. The study used formal questionnaire to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation and variance, and factor analysis were applied to analyze and interpret the data. The major findings are that there is a significant effect of conflict on employees' performance. The study suggested that management should adopt conflict resolution strategies that improve the performance of the employees, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among coworkers to boost their morale.

According to Dias and Maynard-Moody (2010) conflict management shapes relationships amongst individuals hence plays a pivotal role in team building. Some scholars associate conflict management with individuals' ability to learn and adapt to rapidly changing environment, hence fostering innovativeness and accountability of employees in task accomplishment (Kraus et al., 2004; MacIntosh& Stevens, 2008; Markman et al., 1993; Wall &Callister, 1995)

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

Also, a study that was done by (Frooman et al., 2012) in Ghana found that 30% of absenteeism in public sectors resulted from the pervasiveness of conflict. Other imaging facets of conflicts in organizations include inefficiency of employees and feeling bad, factors which impair communication pattern (Jackson & Dean, 2001), the willingness of employees to cooperate (Tyler & Blader, 2001), mistrust relations (Delerue, 2005) and anti-social (Ross, 2000), elements which determine individual's performance in a given organization.

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

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

III.   RESEARCH METHODOLOGY

This study employed descriptive survey method whereas it collected and analyzed data through both qualitative and quantitative approaches in a single study. The rationale for descriptive survey method was based on the fact that it relates data collected through both qualitative and quantitative approaches and it also created a solid foundation for drawing conclusions about the study findings.

This study used a finite population since it was possible to know the number of staff within an organization. Employees from different departments and sections were used to form the research population from which the sample was drawn. The population of the study had a total of 150 staff which include ten (10) administrators, eight (08) Environmental Health, and Safety workers, one hundred fifteen (115) Operation's Officers, ten (10) drivers, and seven (07 cleaners.

From the targeted population, purposive and convenient sampling techniques were employed to select the study sample which consisted of 45 respondents which included 8 Administrators, 8 Health and Safety Workers, 15 Operation's Officers , 7 Drivers and 7 Cleaners. Data necessary to address the research objectives were collected using questionnaires, interview and observation.

The approach involved setting the questions on the topic or group of topics to be answered by the respondents. The researcher set structured and semi structured conversation based on the topics of Contribution of Conflict Management on Employees Performance to allow the respondents provide answers and structured opinion. Another planned tool for data collection was questionnaire which had a list of questions printed in a sequence on a form that used for obtaining specific information from respondents. Both structured and semi-structured questions was set to enable the researcher unfold information needed for the study. The questionnaires were administered physically.

IV. DATA ANALYSIS AND FINDINGS

The analysis of data involved inspecting, cleaning, transforming collected data with the goal of discovering useful information, informing conclusions and supporting decision-making (Burnard et al., 2008). The data were summarized and coded to allow the researcher to analyze it by using Statistical Package for Social Sciences (SPSS) version 20 as well as qualitative analysis.

Tabulation and classification used as major methods, followed by frequency distribution and percentages description of the variables. The frequency distribution enabled the researcher to squeeze the data, making it small enough for the researcher to get a pretty good idea at glance on how the scores are distributed. Burnard et al. (2008) encourage organizing the data thematically to enhance ease narration and description. The themes described by verbatim quotes, then presented through description, interpretation and explanation. In ensuring ethical conduct in this study, the researcher briefed participants on the purpose of the research, expectations from them and their relevance in the research process as clarifications concerning the study for their willingness to participate.

They were told that the data they provide will be treated confidentially and for academic purposes only. This was done to enable respondents to cooperate with minimum risk. Privacy was maintained and anonymity of respondents was assured.

The nature of communication flow prevalent at Dar es Salaam Maritime Gateway Project

In the first objective of this study, the researcher aimed to study the nature of communication flow prevalent at DMGP. Respondents were asked to express their opinions on a statement "I can freely express my opinions to my supervisor". When responded to the statement mentioned, the results show that most of employees, about 52.4% agree with the statement, while 16% strongly agree and is only 4.8% and 2.4 who did not agree with the statement.

Table 1: I can freely express my opinions to my supervisor

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

Results in table 1 show that, conflict can be avoided when people are given a chance to express their feelings or opinions to supervisors or colleagues. Also, a researcher asked the respondents on importance of communication in working environment. The statement posed to respondents was "communications amongst the members of the organization enable me to develop my carrier and grow professionally", Results show that most of respondents strongly agree with the statement. This proves that, communication is a very important pillar in any institution as it is the link between people in any institution. Communication brings good results and builds good relationships at work. It should be noted that many conflicts everywhere result from poor communication amongst people or between leaders and employees.
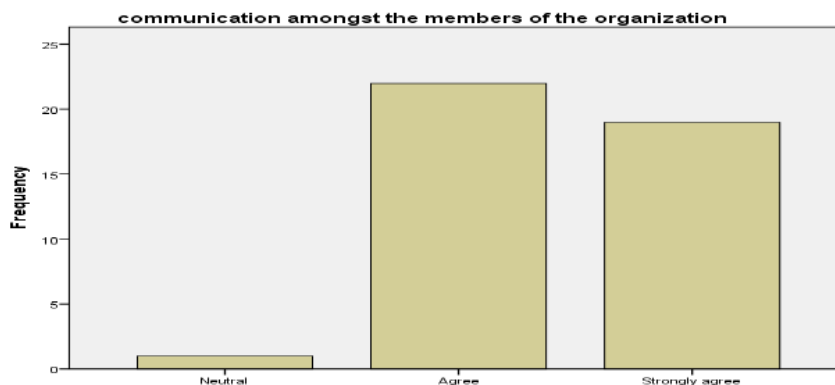
Fig1: Communications amongst the members of the organization.

Figure 1 indicate that, most of employees agreed that good communication at work between employees and their leaders has been a catalyst and motivation in raising efficiency in the project area so as employees are now aware of the importance of good communication in the workplace that bring the efficiency and effectiveness to the project for the purpose of meeting the targets/ goals.

Conflict resolution approaches applicable to Resolve Conflicts at Dar es Salaam Maritime Gateway Project

The study intended to find out whether administrators have a good social relationship technique to solve conflict in work place. The first set of analysis investigated the technique used by DMGP management team in solving the matter concern; the researcher posed a statement which required respondent to be free to give out their opinions/ view about a statement, **"the workers union in DMGP is very effective in resolving interpersonal conflict",** the results show that 21 respondents which is 50% strongly agree with the statement mentioned, 20(47.6) of all participants agree with the statement that the workers union in DMGP is very effective in resolving interpersonal conflicts.

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

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

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

"TASIHU is our Trade Union, It is difficult for non-members to see its importance, but for workers they know its importance and it becomes their refuge, you know if you have nothing you will not know its importance until you get in trouble, in fact the trade union here is a very important link between employers and employees because the ideas of the employees reach us very well and we offer great cooperation."
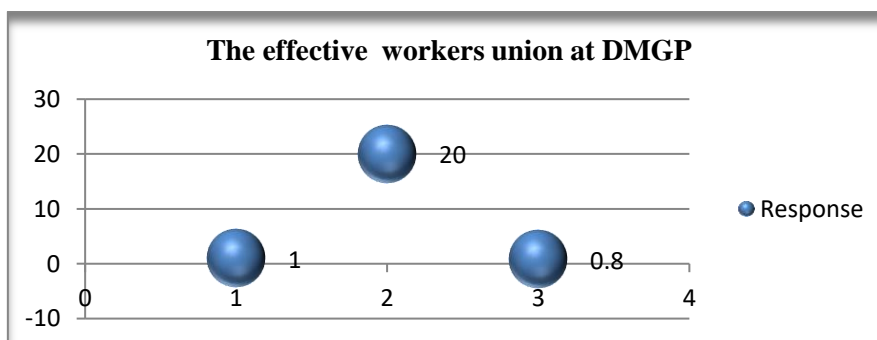

Fig.2: the effective of workers Union

Source: Survey Data, 2021.

Figure 2 proved that Trade union at DMGP is very effective in resolving interpersonal conflicts. In computing the findings 90% of employees responds to the question by agreed that Trade Union play a great role in resolving workers conflicts.

Furthermore, another statement was posed, "DMGP prefer more settling their issues with their immediate supervisor than the third part". In responding to the statement 23 (54.8) respondents strongly agree with the statement, 18 (42.9) Agreed and only 1 (2.4) was neutral (see Table 3).

Table 2: DMGP prefer more settling their issues with their immediate supervisor than third parties

Table 2: DMGP prefer setting their issues with their supervisor

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

Table 2 legitimate that, DMGP prefer more settling their issues with their immediate supervisor than third parties. In its lightness the employee insisted all conflicts are handled internally and despite the individual differences at DMGP, there is a culture of sharing ideas, opinions and perception that promote individual's belongingness to the project as the results below verified.

Moreover, another statement was set as," there is a culture of sharing ideas, opinions and perception that promote individual's belongingness to the project". The results below verified.
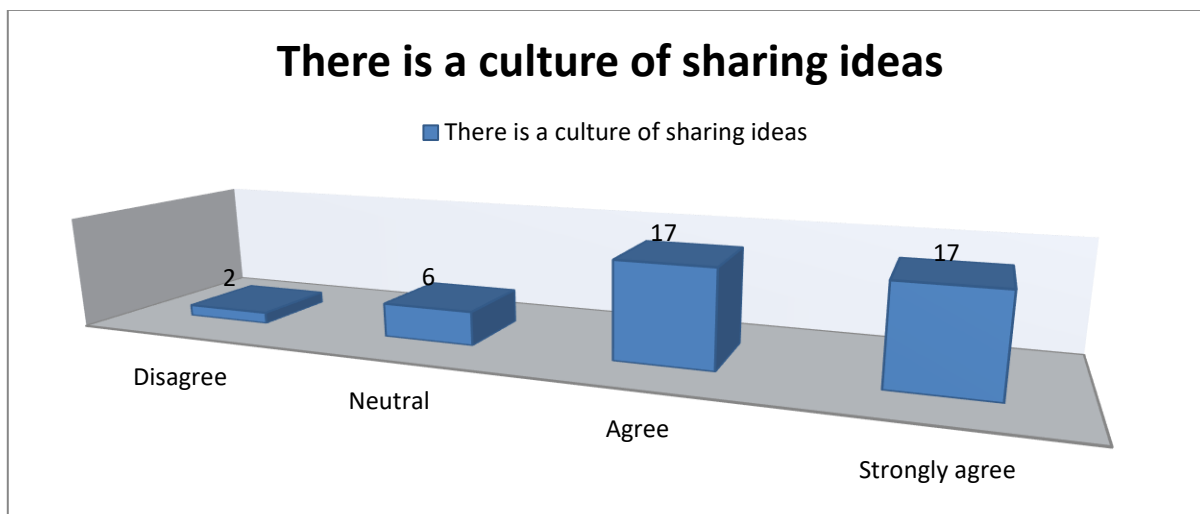

Fig.3: Culture of sharing ideas

Source: Survey Data, 2021.

Figure 3 show that, 17 respondents which make 40.5%, 17 respondents also who make 40.5% agreed that at DMGP there is a culture of sharing ideas, opinions and perception that promote individual belongingness to the project. The employees live as brothers and exchange ideas without discrimination, when asked by the researcher one of Human Resource member explained;

"Through meetings, day to day supervision, employees who are involved in decision-making feel their contribution is

valued, and the process of sharing opinions and discussion work matters itself can foster a sense of teamwork and improve relationship between workers themselves…"

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

"It is an indisputable fact that in the workplace there are all kinds of people, behaviors may not be the same, there are all kinds of behaviors and differences of opinion but I have witnessed for more than five years workers living as

brothers, exchanging ideas, helping each other through hardships and pleasures. This is a culture that we have built here from the rulers to the working class, we respect each other as human beings and this is the reputation of DMGP"

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

The association between practiced conflict resolution approaches and employees' performance in Dar es salaam Maritime Gateway Project (DPGP).

Based on objective three the study intended to outlook the associated conflict resolution approaches on employees' performance at Dar salaam Marine Gateway Project. It was investigated out by the researcher that, DMGP is a place that contributes significantly to knowledge creation. When responding to the question "Is DMGP the place that contributes to knowledge creation?" The employees replayed by agree 83% and 17% strongly agree that the training and development offered at DMGP are contributing significantly to the performance of employees in different departments. The relationship that exists between employees and employer makes employees feel like a sense of ownership of the project in DMGP hence highly productive is the outcome.
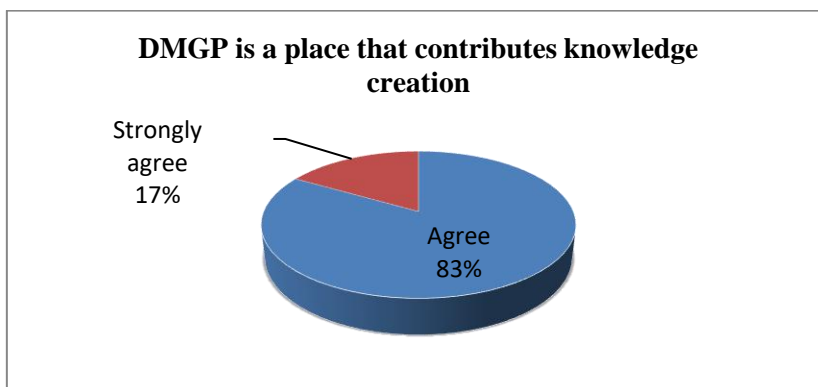

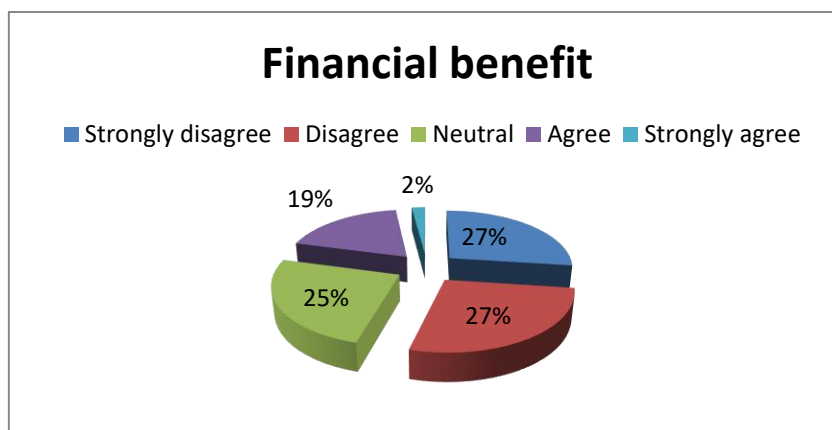*Fig.4. DMGP is a place that contributes knowledge creation.*

Fig.5: Financial benefits given by DMGP

Source; Survey Data, 2021.

Figure 5 show that, employees are not satisfied with the finance given by DMGP. When responding to the statement "Financial benefits given by DMGP are contributing significantly to the performance of individuals", responding to the above statement most of employees strongly disagree with the statement. When asked by the researcher for justification, one of employee said;

"In fact, our exclamation here is low wages that are not in line with the work we do, we have nowhere to go because employment is a challenge and it means they give us wages that do not meet social needs due to rising living conditions, and when we complain, we are told to choose jobs or quitting so how should we do? we are working hard to uphold the motto of our beloved former president, John Magufuli, that we should be patriotic."

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

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

They also refused to agree if financial benefits given by DMGP are contributing significantly to the performance of individuals due to unsatisfied salaries given by DMGP as figure 6 proved.

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

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

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

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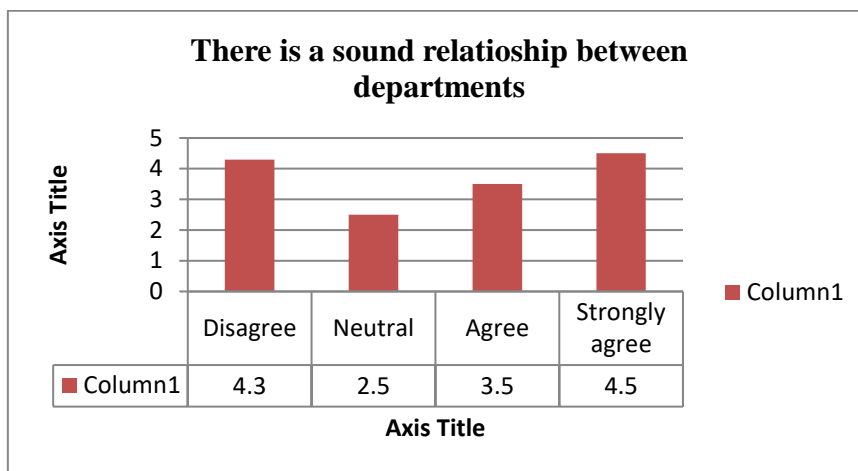

Fig.6. There is a sound relationship between departments.

Source: Survey Data, 2021.

Figure 6 show that the majority of employees strongly agree that, at DMGP there is a sound relationship between departments and hence accelerates work performance to the project. There was a significant positive relationship in these findings with those of Adomi OziomaAnie (2006), Kazimoto (2013), Delerue (2005), Kehinde,(2011), just to mention a few, who proved that in many organizations intergroup conflicts are common.

Table 3: Conflict Management in Organization

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

Table 3 shows that 20 respondents (47.6%) said conflicts are easily managed due to the approachable way of handling conflicts. In Cameroon, there is a saying that says that *"there are no shortcuts to the top of the palm tree"* This means that to achieve any success you have to go through thorny paths and every problem, when conflicts are resolved then success will be achieved here at DMGP in fact leaders are very helpful in resolving conflicts in different ways. In finding the valid information a researcher asked one of the administrators and responded that;

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

V. CONCLUSION AND RECOMMENDATIONS

The present findings might help to suggest several courses of action to solve this problem. It was observed that the basic requirements of human beings are both physical and psychological needs. Food, shelter, and other basic material necessities are needed for physical survival. Love, affection, security, and self-esteem satisfy psychological needs. Lack of these physical and psychological conditions of human beings are responsible for the stage of conflicts.

In parallel to that, Professional HR Capability is crucial if an organization has a culture of conflict. An organization accepting good conflict resolution management can be a purposeful way to highlight and solve problems in the workplace. Precious time, energy, and wasted cost can be saved if the conflict can be resolved quickly and effectively.

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

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