

# **Conflict Management and Ethical Leadership: Reflections on Nyerere's Principles in Organisational Effectiveness in Chake Chake-Pemba, Zanzibar**

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## **Abstract**

This study examines the role of conflict management strategies in enhancing organizational effectiveness within the context of ethical leadership inspired by the legacy of Mwalimu Julius Nyerere. Focusing on public and private sector institutions in Chake Chake-Pemba, Zanzibar, the research explores how selected conflict resolution approaches, namely competing, collaborating, compromising, avoiding, and accommodating, align with ethical governance principles and influence institutional performance. Employing a cross-sectional survey design, data were collected from 160 purposively selected employees using structured questionnaires. Analysis was conducted through descriptive statistics and multiple linear regression, facilitated by SPSS. The findings reveal that competing and collaborating strategies significantly improve organizational outcomes, reflecting Nyerere's emphasis on principled dialogue, accountability, and shared leadership. Conversely, compromising, avoiding, and accommodating approaches showed limited or weak influence on organizational effectiveness, suggesting the need for more proactive and ethical engagement in resolving disputes. Correlation analysis further confirmed strong positive associations for competing and collaborating strategies, while avoiding and accommodating displayed minimal relational strength. Grounded in Nyerere's ethical framework, the study recommends the institutionalization of participatory decision-making processes, team collaboration, and formal conflict mediation training to build leadership capacities that foster sustainable organizational development. These strategies, reflective of Nyerere's vision for harmonious and people-centred governance, are essential for cultivating conflict-resilient organizations in Zanzibar and beyond.

**Keywords:** Conflict management strategies, Ethical leadership, Organizational effectiveness, Nyerere's leadership principles, Chake Chake-Pemba, Zanzibar

## **1. Introduction**

### **1.1 Background of the Study**

In the complex and dynamic environment of organizational operations, conflict is not merely inevitable but can be considered a structural component of institutional life. It arises from diverse goals, perceptions, values, and interpersonal relationships among employees, management, and stakeholders (Thomas, 2024). Rather than viewing conflict as solely detrimental, contemporary organizational theory increasingly acknowledges it as a potential driver of transformation, innovation, and cohesion provided it is managed effectively and ethically (Johnson & Wang, 2024). As organizations evolve amidst rapid globalization and increased workforce diversity, the challenges associated with conflict resolution have become more nuanced, particularly in culturally and politically unique environments such as Zanzibar.

Zanzibar, a semi-autonomous region of the United Republic of Tanzania, embodies a mosaic of economic, cultural, and historical complexities. Within this setting, the district of Chake Chake-Pemba represents a microcosm of the wider organizational challenges confronting the public and private sectors. Its socio-economic infrastructure is primarily sustained through governmental institutions and small to medium-sized enterprises. These organizations frequently face internal conflicts from unequal resource allocation, rigid hierarchical structures, poor communication flows, and competing interests among personnel (Hassan & Mohamed, 2024). Such unresolved conflicts disrupt institutional harmony and hinder service delivery, decision-making, and overall organizational effectiveness.

However, if approached strategically, conflict can also become a powerful instrument for organizational learning and transformation. Properly managed conflict can clarify roles, uncover systemic inefficiencies, foster innovation, and strengthen organizational culture (Rahim, 2017). The effectiveness of conflict resolution mechanisms is therefore deeply linked to the leadership ethos adopted within the institution.

In this regard, the philosophical and political legacy of Mwalimu Julius Kambarage Nyerere, Tanzania's founding father and a renowned advocate of African humanism and ethical leadership, offers a compelling framework. Nyerere championed leadership grounded in dialogue, mutual respect, participatory governance, and moral accountability (Nyerere, 1974). His model of Ujamaa, which emphasized collective welfare, equity, and consensus, offers enduring relevance for modern organizational management, especially in post-

colonial societies grappling with internal divisions and development challenges (Suleiman & Issa, 2024; Shivji, 2009).

By anchoring this study in Nyerere's ethical leadership paradigm, the study examines how various conflict management strategies, namely competing, collaborating, compromising, avoiding, and accommodating, contribute to or hinder organizational effectiveness in Chake Chake-Pemba. As articulated in conflict management literature (Rahim, 2017), these strategies represent distinct approaches to resolving disagreements, each with unique implications for organizational culture and performance. Exploring their application through the lens of Nyerere's moral and governance ideals provides a valuable intersection between theory and practice.

Ultimately, this study recognizes that effective conflict management must transcend technical procedures; it requires a deep commitment to ethical leadership, cultural sensitivity, and inclusive decision-making. In doing so, it contributes to the broader discourse on sustainable organizational development in Zanzibar. It provides actionable insights into how leadership inspired by indigenous African philosophies can shape more just and effective institutions.

## **1.2 Motivation of the Study**

In organizational settings where resources are constrained and divergent interests routinely intersect, the capacity to manage conflict effectively has become increasingly critical to ensuring institutional harmony, performance, and long-term sustainability. This study is fundamentally motivated by the recognition that conflict management is a managerial function and a strategic imperative, particularly in regions such as Chake Chake-Pemba, where economic vulnerability, institutional complexity, and social diversity coalesce to produce unique organizational challenges.

Zanzibar, particularly Chake Chake-Pemba, presents a distinctive socio-political landscape shaped by a blend of traditional authority structures, bureaucratic governance, and pluralistic cultural norms. These dynamics often manifest in organizational contexts as conflicts stemming from misaligned expectations, administrative inefficiencies, and limited resource availability (Ng'ang'a & Saidi, 2024). When conflicts are left unresolved or mismanaged, the repercussions include reduced employee morale, erosion of trust, diminished productivity, and ultimately, a decline in organizational effectiveness (Kassim et al., 2024). Within this framework, the current research situates its inquiry—

seeking to understand not only how conflicts arise in such contexts but, more critically, how they can be resolved in ways that foster institutional resilience and inclusive growth.

While existing scholarship on conflict management in Tanzania has provided valuable insights, it remains concentrated mainly in urban centres such as Dar es Salaam, with limited empirical engagement with peripheral and semi-urban regions like Pemba. This geographical and contextual research gap has left a vacuum in understanding how localized sociocultural dynamics, leadership traditions, and institutional structures influence conflict resolution processes and outcomes in such regions (Kassim et al., 2024). The lack of context-specific data undermines efforts to design appropriate conflict management frameworks and impedes the implementation of ethically grounded and culturally responsive leadership strategies.

Equally important to this study's motivation is the enduring relevance of Mwalimu Julius Kambarage Nyerere's leadership philosophy, which serves as both a conceptual lens and a normative guide. Nyerere's commitment to dialogue, unity, ethical governance, and participatory leadership provides a robust framework for examining organizational dynamics in post-colonial African contexts. His insistence on solidarity, social justice, and the intrinsic dignity of every individual resonates powerfully with contemporary calls for value-driven leadership and inclusive conflict resolution (Suleiman & Issa, 2024; Nyerere, 1974).

Therefore, this study is inspired by both a scholarly imperative and a moral vision. The former seeks to address a neglected area in organizational conflict research, and the latter is committed to reviving and applying Nyerere's principles of ethical leadership to current institutional challenges. By examining how different conflict management strategies, competing, collaborating, compromising, avoiding, and accommodating, influence organizational effectiveness in Chake Chake-Pemba, the study aims to contribute not only to academic knowledge but also to the development of practical, contextually appropriate tools for improving governance, accountability, and cohesion in Tanzanian organizations.

### **1.3 Significance of the study findings**

The findings of this study offer critical insights with far-reaching implications for theory, practice, and policy in conflict management and organizational leadership, especially within semi-urban and rural contexts such as Chake

Chake-Pemba. By analyzing the real-world effectiveness of different conflict management strategies in enhancing institutional performance, the study contributes to a deeper understanding of how leadership dynamics intersect with cultural, economic, and structural factors in non-metropolitan regions. It advances theoretical discourse by shedding light on the nuanced ways in which competing, collaborating, compromising, avoiding, and accommodating strategies function within distinct organizational ecologies. This is particularly valuable in expanding the global literature on conflict management, which traditionally emphasizes urban corporate environments while overlooking localized and culturally diverse settings.

On a practical level, the study equips organizational leaders, especially in the public and private sectors, with a robust framework for diagnosing and addressing conflict. By identifying which strategies are most closely linked to improved performance, team cohesion, and productivity, the research offers actionable guidance for enhancing workplace dynamics. The evidence that competing and collaborating approaches yield stronger organizational outcomes provides a strategic foundation for leadership decisions, especially in environments where clarity, decisiveness, and collaboration are key. At the same time, the study cautions against overreliance on strategies such as avoiding and accommodating, which may be less effective in addressing deep-rooted structural issues or may delay resolution. These insights are vital for leaders who must navigate a range of conflict scenarios and choose appropriate responses based on context and intended outcomes.

In addition to its organizational relevance, the study carries significant implications for policy formulation and institutional development. It highlights the urgent need to strengthen conflict resolution capacity across sectors, particularly through structured training programs to build skills in mediation, ethical negotiation, and consensus-building. Such initiatives would benefit organizational effectiveness and contribute to broader national goals of peace building, equitable development, and social cohesion. The alignment of these recommendations with the ethical leadership ideals of Mwalimu Julius Nyerere, emphasizing dialogue, cooperation, and moral responsibility, further reinforces their relevance for Tanzanian institutions seeking to uphold a legacy of inclusive and principled governance.

Ultimately, the study's findings serve as a roadmap for fostering high-performing, ethically grounded organizations in Chake Chake-Pemba and similar regions. By promoting conflict management strategies that are both

effective and ethically conscious, the research supports the cultivation of a leadership culture that is resilient, just, and attuned to the realities of diverse workplace environments. It strengthens the argument that ethical leadership and proactive conflict resolution are not just complementary but essential to realizing sustainable development goals, honouring the enduring vision of Nyerere and contributing to the future of transformative leadership in Tanzania and beyond.

## **2. Theory underpins the study**

This study is grounded in Servant Leadership Theory (SLT), a leadership philosophy first articulated by Robert K. Greenleaf in his seminal 1970 essay *The Servant as Leader*. Greenleaf's vision challenged traditional, hierarchical notions of leadership by proposing an ethical model in which leaders prioritize the growth, well-being, and empowerment of those they lead (Greenleaf, 1977). Servant leadership emphasizes stewardship, empathy, collaboration, and ethical use of power, fostering environments where individuals thrive and organizations achieve sustainable effectiveness.

Servant Leadership is distinct in its inversion of the traditional leadership hierarchy. Rather than asserting authority from the top down, the servant leader begins with a genuine desire to serve others. Leadership, in this context, is a natural consequence of service. The servant leader's primary role is to ensure that followers are supported in ways that enable personal development, professional growth, and holistic well-being (Liden et al., 2008). This approach demands that leaders be deeply attuned to the needs of their team members and create inclusive environments where trust, empathy, and participatory decision-making flourish.

Key dimensions of Servant Leadership Theory, such as listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community, resonate strongly with ethical governance models and conflict resolution processes (Spears, 1995). Servant leaders do not merely resolve conflict reactively but work proactively to nurture a culture of respect, dialogue, and shared values. In doing so, they create organizational ecosystems that are productive, morally grounded, and socially responsive.

This theory aligns closely with the leadership legacy of Mwalimu Julius Kambarage Nyerere, whose governance model was steeped in humility, ethical responsibility, and social justice. Nyerere's vision of Ujamaa, a collectivist and

community-centred form of African socialism, advocated for leaders to be servants of the people, accountable to the communities they governed, and committed to upholding the dignity and agency of all citizens (Nyerere, 1974). His approach embodies many servant leadership tenets, making SLT a conceptually appropriate and culturally relevant framework for exploring leadership effectiveness in the Zanzibari context.

Servant leadership offers a compelling model for navigating conflict constructively and inclusively in regions like Chake Chake-Pemba, where cultural norms, resource scarcity, and interpersonal complexities influence organizational structures. The theory emphasizes ethical conduct, participatory leadership, and long-term capacity building in semi-urban and rural settings, where leadership must balance formal authority with community legitimacy and interpersonal sensitivity.

Servant Leadership Theory also supports the development of conflict management strategies that are collaborative rather than coercive, and empathetic rather than authoritarian. Leaders embody servant leadership values are more likely to use collaborating and compromising strategies that prioritize dialogue, mutual understanding, and shared outcomes—thereby enhancing organizational performance and employee morale (Eva et al., 2019). Moreover, such leadership practices contribute to creating psychologically safe environments where staff feel valued, respected, and motivated to contribute meaningfully.

In contemporary organizational contexts where ethical leadership, social responsibility, and employee well-being are becoming central performance indicators, the relevance of Servant Leadership has only grown. Across sectors, public administration, civil society, and private enterprise, this model has been linked to increased employee engagement, reduced turnover, higher trust levels, and improved organizational resilience (Hunter et al., 2013). These outcomes underscore the theory's applicability to the present study's exploration of conflict management in Zanzibar.

Therefore, Servant Leadership Theory provides a normative and analytical lens through which the relationship between leadership behaviour and conflict resolution can be examined. It reinforces the central argument of this study: that ethical, inclusive, and service-oriented leadership—modelled after Nyerere's enduring values can significantly enhance conflict management

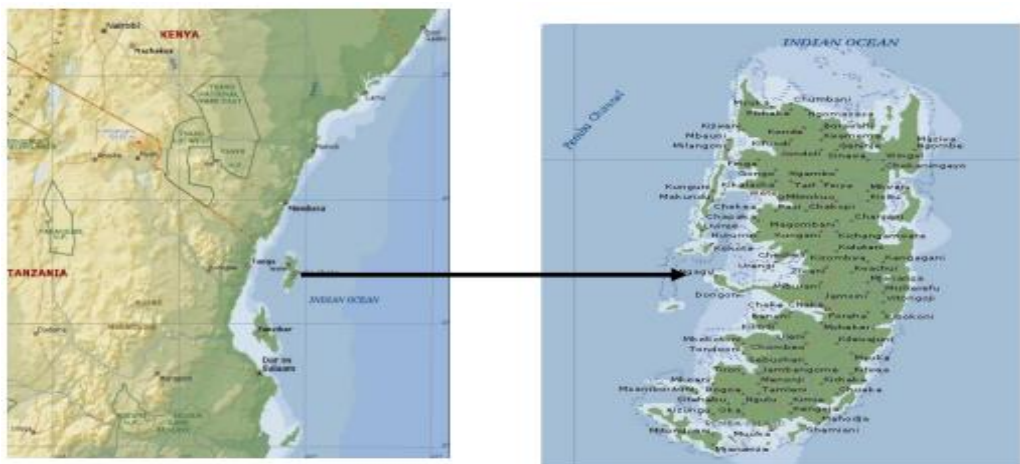
practices and organizational effectiveness in Chake Chake-Pemba and similar contexts.

### 3. Research methodology

#### 3.1 Study area and its rationale

Pemba Island, part of the Zanzibar Archipelago, is one of the main islands in the Indian Ocean, as indicated in Figure 1. It is divided into four districts: Wet, Micheweni, Chake Chake, and Mkoani, with Chake Chake being the study's focal point. Chake Chake District is located in central Pemba and is characterized by its economic activities, including small-scale enterprises, agriculture, and public sector operations. This district has historically faced developmental challenges, including limited resources and socio-economic disparities, which make it a prime location for examining the effectiveness of conflict management strategies in organizations.

The rationale for selecting Chake Chake lies in its diversity of organizations, ranging from government institutions to private enterprises, all of which encounter conflicts arising from resource allocation, cultural differences, and organizational structures. These challenges mirror the broader issues in Zanzibar's organizational landscape, making Chake Chake an ideal microcosm for the study (Ahmed & Suleiman, 2024).



**Figure 1:** The map of the study area (Chake Chake)

#### 3.2 Research approach

This study adopted a mixed-methods research approach to capture the multifaceted nature of conflict management and ethical leadership within organizations. This methodological choice was informed by the need to obtain

measurable outcomes and rich, contextual insights. The quantitative component assessed the statistical relationship between various conflict management strategies, such as competing, collaborating, compromising, avoiding, accommodating, and organizational effectiveness indicators. These included team performance, employee satisfaction, and operational efficiency metrics.

Conversely, the qualitative strand offered a deeper exploration into employees' and leaders' lived experiences, perceptions, and interpretations regarding conflict resolution practices and leadership behaviour. Through interviews and open-ended survey questions, the study examined how these individuals understood the ethical dimensions of leadership and how these values aligned with or diverged from Nyerere's philosophical principles.

By integrating quantitative rigor with qualitative depth, the study achieved methodological triangulation, enhancing its findings' validity, reliability, and comprehensiveness (Creswell & Creswell, 2024). This approach enabled the researcher to cross-verify results from both data sets and develop a more nuanced understanding of how servant leadership and conflict management strategies interact to influence organizational outcomes in Chake Chake-Pemba.

### **3.3 Research design**

The research employed a descriptive research design, which is particularly well-suited for studies aiming to systematically describe phenomena, analyse current practices, and examine relationships among variables. In this context, descriptive design allowed the researcher to capture existing conflict management strategies, perceptions of ethical leadership, and their combined influence on organizational performance.

This design was chosen due to its effectiveness in mapping organizational behaviour in real-world settings, particularly where nuanced interpersonal and cultural dynamics play significant roles. It facilitated the collection of quantitative survey data and qualitative narratives, enabling a holistic analysis of organizational practices and leadership approaches in Chake Chake's public and private sectors.

The descriptive approach also allowed for exploring associations without manipulating variables, thus maintaining ecological validity. It helped generate detailed profiles of how organizations in this unique socio-economic and

cultural setting manage internal disputes, foster collaboration, and interpret leadership ethics inspired by Mwalimu Nyerere (Tesfaye, 2024).

### **3.4 Population of the study**

The study population consisted of employees from selected public and private organizations in Chake District, which represents a semi-urban administrative and commercial hub within the Pemba region of Zanzibar. These organizations included government departments, local authorities, small and medium-sized enterprises, and non-governmental institutions.

The participants were drawn from diverse occupational categories and hierarchical levels, including administrative officers, middle managers, supervisors, technical staff, and frontline workers. This diversity was essential for capturing various perspectives on how conflicts are experienced and managed within different organizational structures. The estimated total population available for participation was approximately 800 employees, as derived from selected institutions' most recent staffing rosters and human resource records (Hassan et al., 2024).

Such a heterogeneous population provided a robust foundation for generalizing the findings across similar institutional and geographical contexts, particularly within Zanzibar's semi-urban districts, where organizational challenges are shaped by local governance, culture, and economic realities.

### **3.5 Sample size and sampling procedure**

To ensure representativeness and statistical reliability, the study employed Slovin's formula to determine an optimal sample size, with a 95% confidence level and a 5% margin of error. Based on the total population of approximately 800 employees, a sample size of 160 respondents was deemed adequate to capture meaningful patterns and allow for inferential analysis.

A simple random sampling technique gave each individual within the sampling frame an equal chance of selection. This method minimized selection bias and enhanced the generalizability of the study results. The sampling frame was constructed using updated organizational personnel records, ensuring all eligible employees were considered.

The final sample included a balanced mix of employees from both public and private sectors, enabling the researcher to compare perceptions, strategies, and leadership experiences across different institutional types. This procedural

rigor enhanced the credibility and depth of the study's empirical insights (Fairfax County Department of Management and Budget, 2024).

### **3.6 Data collection methods**

#### **3.6.1 Primary data collection methods**

Primary data for this study were collected using a mixed-method strategy, combining structured questionnaires and in-depth interviews. The structured questionnaires were developed to gather quantitative data on employee perceptions of conflict management strategies and their perceived impact on organizational effectiveness. These instruments featured closed-ended questions, which facilitated standardized statistical analysis, and open-ended items, allowing respondents to elaborate on nuanced aspects of their experiences (Victor, 2024).

To complement the survey data, in-depth interviews were conducted with key informants, including senior organizational leaders, human resource managers, and conflict resolution specialists from both the public and private sectors in Chake Chake-Pemba. These interviews provided qualitative insights into the ethical dimensions of leadership, the contextual nature of conflict, and the relevance of Nyerere's principles in present-day organizational governance. This triangulation of perspectives enriched the research findings and added interpretive depth to the statistical patterns identified.

#### **3.6.2 Secondary data collection methods**

In addition to primary sources, secondary data were gathered to provide a contextual and theoretical foundation for the study. This included academic journals, published books, government reports, institutional policy documents, and data from online databases. The literature review informed the design of the data collection tools. It supported interpreting empirical findings by aligning observed practices with established conflict management models, ethical leadership, and organizational development (Kumar, 2024). These sources also helped validate the relevance of servant leadership theory and the enduring applicability of Nyerere's governance principles in Zanzibar's organizational contexts.

### **3.7 Data analysis**

The study employed a dual analytical framework to process quantitative and qualitative data. Quantitative data from the structured questionnaires were analysed using the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics, including frequencies, means, and percentages, were

used to summarize the data. For inferential analysis, Pearson correlation and multiple linear regression techniques were applied to assess the strength and significance of relationships between conflict management strategies and organizational effectiveness indicators.

A thematic analysis approach was adopted for qualitative data from interviews. Interview transcripts were coded inductively, and emerging themes were categorized based on recurring patterns in participants' narratives. This method enabled the researcher to explore the subjective dimensions of conflict, ethical leadership, and organizational culture in Chake Chake. By synthesizing these findings with the quantitative results, the study presented a holistic and empirically grounded analysis (Muhammad, 2024).

### **3.8 Reliability and validity of data**

#### **3.8.1 Reliability of data**

To ensure the internal consistency of the research instruments, Cronbach's Alpha was calculated for each scale used in the questionnaire. A reliability threshold of  $\alpha \geq 0.70$  was acceptable for social science research. The results showed reliability coefficients ranging from 0.701 to 0.825, indicating high levels of consistency across the instruments used to measure conflict strategies and organizational performance (Tavakol & Dennick, 2024). These results affirm that the tools were stable and reliable for the intended analyses.

#### **3.8.2 Validity of data**

The validity of the instruments was established through a rigorous pre-testing and expert validation process. A pilot study was conducted at the Mwalimu Nyerere Memorial Academy with a small group of participants resembling the target population. Feedback obtained was used to refine ambiguous items, improve question clarity, and ensure logical sequencing.

Additionally, content validity was ensured by aligning questionnaire items with the study's specific objectives and theoretical constructs. Subject-matter experts from academia and organizational practice were consulted to evaluate questions' relevance, coverage, and phrasing. This process enhanced the credibility and construct validity of the instruments (Opoku, 2024).

### **3.9 Ethical considerations**

This study adhered strictly to the ethical standards of academic research. Ethical clearance was obtained from the Mwalimu Nyerere Memorial Academy. All participants were provided with informed consent forms, clearly outlining

the purpose of the study, their right to withdraw at any time, and assurances of confidentiality and anonymity. Organizational permissions were formally sought and granted before data collection. All collected data were securely stored and used exclusively for academic purposes, without disclosing identifiable personal or institutional information. These procedures reflected a strong commitment to ethical integrity and the protection of participant rights (Victor, 2024).

### **3.10 Limitations of the study**

Despite its methodological rigor, the study encountered several limitations. First, using self-reported data introduced the potential for social desirability bias, where participants may have offered responses that they perceived to be socially acceptable rather than entirely candid. Second, geographical and logistical constraints limited access to some respondents in remote or less connected parts of Chake Chake-Pemba, thereby restricting the geographic scope of data collection.

Furthermore, resource and time limitations constrained the sample size to 160 participants, which, while statistically adequate, may not fully capture the breadth of organizational dynamics present across the region. These constraints suggest that future research could benefit from broader geographic coverage, inclusion of additional sectors, and longitudinal designs to track changes over time (Ahmed & Suleiman, 2024).

## **4. Findings**

### **4.1 Socio-demographic characteristics of respondents**

The study engaged 160 employees from various organizational contexts in Chake Chake–Pemba, including government ministries, district departments, and privately owned enterprises. The demographic structure of the sample in Table 1 reveals significant insights into the region's human capital driving conflict management practices. One of the most notable findings is the near-equal gender representation: 52.5% of respondents were female and 47.5% male. This balance underscores the inclusivity of organizational processes in the area, indicating that contributions from both genders shape perspectives on conflict and its resolution. It also marks a progressive shift from earlier Tanzanian organizational studies, which frequently reported male-dominated samples, especially in managerial or decision-making roles. The findings suggest evolving gender dynamics in workplace participation and leadership engagement within Chake Chake–Pemba.

Age distribution further reinforces the region's demographic diversity in organizational contexts. Most respondents fall within the young to mid-career age range: 43.1% are between 20 and 35 years, 34.4% are aged 36 to 45, and 22.5% are between 46 and 55. This demographic composition presents a promising synergy between youthful energy and seasoned experience. Younger professionals bring a modern outlook and are typically more adept with digital tools and collaborative work cultures, while their older counterparts contribute institutional memory, leadership experience, and strategic foresight. Together, they form a dynamic workforce capable of integrating innovation with tested practices in conflict resolution.

The educational profile of the sample is imposing, pointing to a workforce well-equipped to engage with complex organizational challenges. Over 84% of the respondents hold at least a bachelor's degree, with approximately 28% possessing master's-level qualifications. This high academic achievement suggests a population with strong analytical abilities, critical thinking capacity, and a predisposition toward evidence-based decision-making. Educated employees are generally more receptive to ethical leadership frameworks and are more inclined to favour collaborative and dialogic methods of conflict management over coercive or autocratic strategies.

Work experience data also paints a compelling picture of organizational maturity and readiness. Nearly half of the respondents (46.3%) have six to ten years of professional experience, while another 36.9% have worked for one to five years. This strong mid-career presence is critical, as these employees often serve as informal mediators and cultural interpreters within their organizations. Their deep familiarity with organizational structures, informal networks, and conflict triggers equips them with practical skills for diagnosing and managing disputes. A smaller proportion (6.9%) are newcomers with less than a year of experience, bringing fresh perspectives and enthusiasm that can invigorate organizational practices and challenge entrenched routines.

The socio-demographic profile of respondents in this study indicates that organizations in Chake Chake–Pemba benefit from a diverse, balanced, and capable workforce. The presence of a gender-inclusive, academically accomplished, and experientially diverse employee base lays the foundation for a conflict management environment grounded in participation, ethical reasoning, and collective problem-solving. These attributes reflect the potential for more equitable and effective conflict resolution mechanisms and

align with broader principles of good governance and sustainable organizational development.

**Table 1:** Socio-demographic characteristics of respondents

<b>S/n</b>	<b>Details</b>	<b>Category</b>	<b>Frequency</b>	<b>%</b>
1	Gender	Male	76	47.5
		Female	84	52.5
		<b>Total</b>	<b>160</b>	<b>100</b>
2	Age	20-35	69	43.1
		36-45	55	34.4
		46-55	36	22.5
		<b>Total</b>	<b>160</b>	<b>100</b>
3	Respondents education	High school	10	6.3
		Degree	90	56.3
		Master's degree	45	28.1
		Others	15	9.4
		<b>Total</b>	<b>160</b>	<b>100.0</b>
4	Work experience of respondents	Less than a year	11	6.9
		1-5 years	59	36.9
		6-10 years	74	46.3
		11-16 years	16	10.0
		<b>Total</b>	<b>160</b>	<b>100.0</b>

## 4.2 Correlation Analysis

The Pearson correlation analysis presented in Table 2 offers crucial insights into how various conflict management styles relate to global organizational effectiveness (GOE) within the context of Chake Chake–Pemba’s public and private institutions. These statistical associations provide a nuanced understanding of how specific strategies advance or inhibit organizational performance.

Among the five examined styles, the competing strategy emerged with the strongest positive correlation ( $r = .895, p < .01$ ). This result indicates that assertive, goal-driven conflict management approaches—when guided by ethical standards—are closely aligned with pursuing organizational performance outcomes. In such contexts, competing tactics likely empower leaders to make timely decisions, resolve disputes firmly, and maintain productivity under pressure. This finding suggests that in high-stakes environments where clear direction and accountability are essential, a strategic application of competition can catalyse performance excellence.

Collaborating also demonstrated a robust positive correlation with organizational effectiveness ( $r = .691, p < .01$ ). This finding emphasizes the significance of cooperative conflict resolution grounded in shared interests, open communication, and mutual respect. Collaborative strategies, which mirror Mwalimu Julius Nyerere's leadership principles of consensus-building and participatory governance, appear to foster inclusive environments where stakeholders feel heard and valued. Collaboration promotes sustainable solutions and strengthens team cohesion, which is critical for long-term organizational success. It suggests that institutions in Chake Chake–Pemba that embrace collective problem-solving are better positioned to adapt to change and drive innovation.

By contrast, compromising and avoiding strategies revealed only weak but statistically significant positive relationships with organizational effectiveness ( $r \approx .186, p < .05$ ). These findings suggest that while such strategies may help de-escalate tensions or maintain superficial harmony, they do not substantially contribute to deeper organizational performance improvements. Compromise may be beneficial for resolving low-stakes disputes or when time constraints require expedient decisions, but it often fails to address root causes. Similarly, avoidance may prevent immediate conflict but can foster resentment or allow underlying issues to fester. As such, both strategies should be used sparingly and contextually, rather than as primary tools for managing disputes.

The accommodating strategy, however, showed a weak and negative association with organizational effectiveness ( $r = -.070$ ), though this result was not statistically significant. This implies that consistently yielding to others may undermine performance, especially when it results in poor decision-making or reinforces structural imbalances. In organizational settings where assertiveness and accountability are critical, over-accommodation can marginalize dissenting views, reduce morale, and lead to inefficiencies.

Collectively, these results align with the core tenets of servant leadership theory, which cautions against excessive deference or passivity in conflict situations. Servant leaders are expected to uphold ethical stewardship by promoting accountability, facilitating dialogue, and taking decisive action when necessary. Over-reliance on avoidance or appeasement, as the findings suggest, not only diminishes leadership integrity but also jeopardizes institutional coherence and effectiveness.

Thus, the correlation analysis reinforces the value of assertive yet inclusive conflict resolution strategies—competing and collaborating—as critical enablers of organizational effectiveness. It also underscores the limitations of passive approaches like accommodating or avoiding, particularly in dynamic, performance-driven contexts. For organizations in Chake Chake–Pemba, balancing assertiveness with ethical leadership principles will be key to fostering environments where conflicts become opportunities for growth rather than barriers to success.

**Table 2:** Correlation analysis

		<b>BCS</b>	<b>CCS</b>	<b>DAS</b>	<b>EAS</b>	<b>FCS</b>	<b>GOE</b>
<b>BCS</b>	Pearson Correlation	1	.602**	.181*	-.104	.667**	.895**
	<b>Sig. (2-tailed)</b>		<b>.000</b>	<b>.022</b>	<b>.192</b>	<b>.000</b>	<b>.000</b>
	N	160	160	160	160	160	160
<b>CCS</b>	Pearson Correlation	.602**	1	.083	-.055	.898**	.618**
	Sig. (2-tailed)	.000		.294	.486	.000	.000
	N	160	160	160	160	160	160
<b>DAS</b>	Pearson Correlation	.181*	.083	1	.109	.100	.186*
	Sig. (2-tailed)	.022	.294		.170	.207	.019
	N	160	160	160	160	160	160
<b>ECS</b>	Pearson Correlation	-.104	-.055	.109	1	.006	-.070
	Sig. (2-tailed)	.192	.486	.170		.945	.378
	N	160	160	160	160	160	160
<b>FCS</b>	Pearson Correlation	.667**	.898**	.100	.006	1	.691**
	Sig. (2-tailed)	.000	.000	.207	.945		.000
	N	160	160	160	160	160	160
<b>GOE</b>	Pearson Correlation	.895**	.618**	.186*	-.070	.691**	1
	<b>Sig. (2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.019</b>	<b>.378</b>	<b>.000</b>	
	N	160	160	160	160	160	160

**Source:** Field Data (2023).

**Note:** **BCS** (Competition strategy), **CCS** (Collaboration strategy), **DAS** (Avoiding strategy), **ECS** (Accommodating strategy), **FCS** (Collaboration strategy), **GOE** (Organizational effectiveness).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

### 4.3 Regression analysis

The multiple regression analysis presented in Tables 3 through 7 offers a more comprehensive and statistically rigorous understanding of how conflict management strategies affect organizational effectiveness in Chake Chake–Pemba. The results provide compelling evidence that not all conflict resolution approaches are equally impactful and that some play a significantly more influential role in shaping organizational outcomes than others.

To begin with, the model demonstrates excellent explanatory power, with an adjusted  $R^2$  of 0.812. This means that 81.2% of the variation in organizational effectiveness can be attributed to the five conflict management strategies under investigation: competing, collaborating, compromising, avoiding, and accommodating. Such a high  $R^2$  is notable in social science research, where many unpredictable factors often influence human behavior and institutional dynamics. The strength of this model implies that the way conflicts are managed within organizations in Chake Chake is not just peripheral, but it is central to achieving operational success.

The statistical significance of the overall model is further affirmed through the ANOVA results, with an F-value of 138.797 and a p-value less than 0.001. This indicates that the combined set of independent variables exerts a significant effect on the dependent variable, namely organizational effectiveness, beyond what would be expected by chance. In other words, the strategies leaders employ to handle conflict are shaping their organizations' performance trajectories.

A closer look at the standardized beta coefficients reveals that among the five strategies, competing is by far the most influential predictor of organizational effectiveness ( $\beta = 0.778$ ,  $p < 0.001$ ). This suggests that a competitive approach characterized by assertiveness, decisiveness, and a results-oriented mindset is dominant in advancing organizational goals in the study context. Far from being inherently aggressive or harmful, competition empowers leaders to make tough decisions, enforce accountability, and resolve conflicts swiftly when applied ethically and strategically. This aligns with Julius Nyerere's philosophy of principled firmness, where leadership was expected to safeguard collective interests with resolve and integrity.

The second significant predictor is collaborating ( $\beta = 0.188$ ,  $p = 0.028$ ), which affirms the value of inclusive, dialogic conflict resolution. Although its impact is less pronounced than that of competing, the significance of collaboration supports the idea that shared decision-making, transparency, and empathy are essential for sustainable organizational health. Collaborating encourages teams to build consensus and co-create solutions, a principle deeply embedded in Nyerere's political and ethical legacy of participatory leadership and mutual respect.

In contrast, the remaining three strategies, compromising, avoiding, and accommodating, do not significantly predict organizational effectiveness in this context. All three show minimal and statistically insignificant beta values ( $|\beta| < 0.03$ ). While these strategies may occasionally serve valuable roles in reducing tension or reaching temporary agreements, they appear to lack the transformative power necessary to drive performance consistently and meaningfully. This suggests that while flexibility and emotional intelligence are valuable, they must be paired with assertiveness and strategic clarity to yield measurable results.

From a methodological standpoint, the robustness of the regression model is well supported. Multicollinearity, a condition that could undermine the reliability of individual predictors, was not found to be a concern. Tolerance values were all above 0.16, and variance inflation factors (VIFs) remained comfortably below the threshold of 10, confirming that the predictors are independent and contribute uniquely to the model. Additionally, the Durbin-Watson statistic of 2.189 indicates no serial correlation in the residuals, reinforcing the analysis's statistical soundness and internal consistency.

Thus, the regression findings offer a strong empirical foundation for advocating strategic conflict management in Chake Chake–Pemba. Competing and collaborating strategies emerge as critical levers of organizational effectiveness, especially when implemented through ethical leadership. These results emphasize the importance of proactive, decisive, and participatory approaches to conflict resolution, reflecting the enduring relevance of Nyerere’s principles in shaping governance and everyday organizational life.

**Table 3:** Model summary

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SEE	Change Statistics				Durbin-Watson	
					R <sup>2</sup> Change	F Change	df1	df2		Sig. F Change
1	.905 <sup>a</sup>	.818	.812	1.64957	.818	138.797	5	154	.000	2.189

**SEE** =Standard Error of the Estimate

a. Predictors: (Constant), Accommodating, Collaborating, avoiding, competing, compromising.

b. Dependent Variable: Organizational effectiveness

**Table 4:** ANOVA summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1888.396	5	377.679	138.797	.000 <sup>b</sup>
	Residual	419.048	154	2.721		
	Total	2307.444	159			

a. Dependent Variable: Organizational effectiveness

b. Predictors: (Constant), Accommodating, Collaborating, avoiding, competing, compromising.

**Table 5:** Testing Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.999	1.286		2.332	.021
	competing strategy	.712	.043	.778	16.450	.000
	collaborating strategy	.169	.076	.188	2.213	.028
	compromising strategy	-.025	.094	-.021	-.263	.793
	avoiding strategy	.030	.038	.028	.783	.435
	accommodating strategy	.007	.044	.005	.153	.879

**Table 6:** Variable-collinearity statistics

95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
.458	5.540					
.627	.798	.895	.798	.565	.527	1.898
.018	.319	.691	.176	.076	.164	6.098
-.211	.162	.618	-.021	-.009	.190	5.251
-.045	.105	.186	.063	.027	.949	1.053
-.080	.094	-.070	.012	.005	.944	1.060

**Table 7:** Coefficients table with hypothesis decision

Model	Unstandardized Coefficients		Sig.	Hypothesis	Decision (at 0.05 level)
	B	t			
1 (Constant)	2.999	2.332	.021		
competing strategy	.712	16.450	.000	H <sub>1</sub>	Accepted
collaborating strategy	.169	2.213	.028	H <sub>2</sub>	Accepted
compromising strategy	-.025	-.263	.793	H <sub>3</sub>	Rejected
avoiding strategy	.030	.783	.435	H <sub>4</sub>	Rejected
accommodating strategy	.007	.044	.879	H <sub>5</sub>	Rejected

## **5. Discussions**

### **5.1 Root Causes of Workplace Conflict in Chake Chake**

The study conducted in Chake Chake-Pemba, Zanzibar, highlights a complex interplay of organizational, behavioural, and structural factors contributing to intra-organizational conflict. Chief among these triggers is poor communication, which consistently emerged as the most prevalent and disruptive contributor to conflict across the studied organizations. This finding aligns with earlier research in Zanzibar institutions such as the Zanzibar State Trading Corporation (ZSTC), where ineffective communication characterized by the absence of active listening, non-transparent feedback systems, and ambiguous messaging was found to exacerbate interpersonal tensions (John-Eke & Akintokunbo, 2020). Unstructured meetings and unclear directives often transform minor misunderstandings into entrenched disputes, reducing operational efficiency and eroding employee trust.

Another major trigger identified is the imposition of unrealistic performance expectations, often without adequate managerial support or clear communication of resources and priorities. When leaders demand high productivity under constrained or ambiguous conditions, it fosters a climate of self-preservation, undermines teamwork, and promotes individualistic behavior over collaboration (Maiti & Choi, 2021). This competitive dynamic, particularly when resources are limited, escalates tensions and contributes to the erosion of trust in leadership, a critical ingredient for organizational harmony and effectiveness.

Role ambiguity also plays a significant role in organizational conflict. Frustration and confusion will likely follow when employees are unclear about their specific responsibilities, reporting lines, or performance metrics. Research in Tanzanian healthcare institutions reveals that such uncertainty leads to emotional exhaustion and workplace inefficiencies, often culminating in internal disputes and institutional dysfunction (Lan et al., 2024). In Chake Chake-Pemba, this lack of clarity has similar implications, leading to blame-shifting, lowered morale, and accountability gaps, further entrenching workplace conflict.

While not the primary source of conflict, personality clashes and interpersonal differences frequently intensify pre-existing organizational issues. In highly competitive environments, minor irritations can escalate into significant conflict, notably when empathy is lacking or there are no established norms for conflict resolution. As Mayaki and Stewart (2024) observe, stress and

competition exacerbate latent personality tensions, which, if left unchecked, can derail collaborative work and degrade team cohesion.

The study also links unresolved conflict to broader organizational dysfunction, including reduced productivity, absenteeism, and a pervasive sense of demoralization among staff. These effects are often magnified by inadequate managerial oversight, where leaders address only the symptoms of conflict rather than tackling their root causes (Sadeghi, 2024). When leadership fails to engage in preventive conflict management, tensions become entrenched, trust in leadership declines, and teams become fragmented. Moreover, structural issues such as overlapping authority, poor resource allocation, and misaligned work responsibilities further deepen these divisions, creating a persistent conflict that undermines institutional integrity.

Another dimension of concern is opaque leadership and decision-making, which significantly weakens organizational legitimacy. Lack of transparency in how decisions are made or communicated fosters resentment among employees and undermines the moral authority of leaders. This is particularly troubling in ethical leadership models, such as those advanced by Mwalimu Julius Nyerere, emphasizing participatory governance, consensus-building, and respect for collective agency (Nyerere, 1974). Ethical leadership cannot be actualized without transparency, and organizational conflict is likely to intensify.

However, the study also recognizes the transformative potential of constructive conflict management. When approached ethically and strategically, conflict can catalyse innovation, problem-solving, and deeper interpersonal understanding (Hussein & Al-Mammary, 2024). This mirrors Nyerere's principle of Ujamaa (cooperation), which advocates resolving disputes through open dialogue and mutual respect, reinforcing the view that conflict need not be inherently harmful if managed within a participatory and principled framework. Thus, the study underscores the importance of ethical leadership and structured conflict management in fostering organizational effectiveness. It argues that conflict, when managed ethically and proactively, can serve as a springboard for institutional growth and resilience, rather than as a source of disruption.

## **5.2 Conflict Management Strategies in Chake Chake**

The findings from the Chake Chake-Pemba study reveal that conflict management within many public and private organizations in the district

continues to lean heavily on competition and avoidance as dominant resolution strategies. While such approaches may offer temporary relief by containing disruptive situations, they often do so at the expense of long-term organizational cohesion and trust. When misapplied or overused, competition fosters adversarial relationships among staff, as it emphasizes winning over collective progress. Similarly, avoidance may suppress overt disputes but fails to address the root causes, creating an illusion of harmony that allows deeper tensions to persist beneath the surface (Maiti & Choi, 2021). In the case of Chake Chake, respondents reported that avoidance often delayed resolution efforts and made conflicts more entrenched, especially when leadership did not follow up with meaningful interventions.

Critically, respondents expressed a strong sense of scepticism regarding the ability of their managers to resolve conflicts effectively. Many felt that organizational leaders often resorted to superficial, reactive solutions rather than engaging in comprehensive problem-solving. This managerial inadequacy undermines trust in leadership and perpetuates a culture of unresolved grievances. Such superficial approaches indicate a leadership style that prioritizes expedience over ethical responsibility, contradicting Nyerere's vision of participatory, principled governance (Suleiman & Issa, 2024). Ethical leadership, rooted in integrity, inclusivity, and servant stewardship, calls for active engagement with conflict as an opportunity for institutional learning and moral growth (Greenleaf, 1977; Spears, 1995).

In contrast, the study found that collaborative and compromising strategies—though significantly underutilized—were widely recognized by employees as more authentic, sustainable, and aligned with organizational effectiveness. By fostering open communication and joint ownership of problems, collaboration creates a sense of shared purpose and builds long-lasting interpersonal bonds. Though more time-consuming, it aligns with Mwalimu Nyerere's Ujamaa (cooperative spirit) principles and consensus-based governance, which emphasize collective problem-solving to achieve enduring societal harmony (Nyerere, 1974). When properly facilitated, collaborative processes resolve disputes, nurture innovation, strengthen morale, and promote ethical leadership.

Similarly, compromise emerged as a proper short-term mechanism for de-escalating tensions in high-pressure situations. However, its efficacy depends on subsequent reflection and engagement. If used merely as a transactional strategy to "split the difference," compromise risks neglecting the systemic or

interpersonal drivers of conflict. This underscores the need to treat compromise not as an endpoint but as a bridge toward deeper collaboration and structural improvement (Turner & Nguyen, 2021).

The study also uncovered that behavioural and identity-based factors—such as gender, power hierarchies, self-concept, and individual expectations—play a crucial role in shaping how conflict is experienced and resolved. For instance, women and junior employees reported feeling less empowered to initiate or participate in resolution processes, particularly in male-dominated or hierarchical spaces. These dynamics point to the importance of intersectionality in conflict management strategies. An ethical leadership approach must be sensitive to these socio-cultural factors and adopt adaptive methods reflecting diverse organizational actors' lived realities (Başoğul, 2021; Owsiak & Diehl, 2021).

Drawing on these insights, the study advocates a clear paradigm shift—from reactive and top-down conflict management to proactive, participatory systems. Such systems include early detection of tensions, structured dialogues facilitated by trained mediators, inclusive decision-making frameworks, and ongoing post-resolution monitoring. These practices align with ethical governance models emphasizing transparency, dialogue, mutual respect, and shared accountability (Ansell & Boin, 2021; Neupane, 2022). Importantly, embedding ethical leadership values in conflict resolution processes creates a foundation for institutional integrity and organizational resilience in the face of complexity and change.

Thus, the findings highlight that the persistent reliance on competitive and avoidance strategies in Chake organizations undermines long-term harmony and performance. For conflict management to truly support organizational effectiveness, it must be reframed through ethical leadership, drawing inspiration from Nyerere's principles of justice, equality, and participatory governance. Organizations must invest in cultivating trust, emotional intelligence, and structured frameworks for dialogue that empower all voices and promote constructive transformation.

### **5.3 Effectiveness of Conflict Management Approaches in Chake Chake**

The study's findings on the relative effectiveness of conflict management strategies in Chake Chake-Pemba present a compelling narrative on how ethical leadership, particularly when inspired by the legacy of Mwalimu Nyerere, can foster more sustainable organizational practices. Among the

various strategies assessed, collaboration emerged as the most influential contributor to organizational effectiveness. This strategy, which emphasizes mutual engagement, shared problem-solving, and participatory decision-making, has transformative effects on interpersonal trust, institutional cohesion, and innovation. In environments where stakeholders work together toward common goals, creativity is unleashed, interpersonal respect is cultivated, and durable, context-specific solutions are developed (Ansell & Boin, 2021). These collaborative outcomes reduce recurrent conflict and reinforce the ethical leadership paradigm that Nyerere championed—rooted in consensus, justice, and inclusive governance (Nyerere, 1974).

The study corroborates extensive research suggesting collaboration significantly correlates with enhanced organizational performance and employee satisfaction. For example, Sinskey et al. (2019) assert that organizations that institutionalize collaborative conflict resolution mechanisms benefit from improved morale, increased accountability, and stronger cross-functional teamwork. Although collaboration is resource-intensive, demanding more time and emotional labor than other approaches, its long-term benefits outweigh these costs. It fosters collective ownership of decisions and cultivates the relational infrastructure needed for resilient institutions—especially in settings characterized by complex social dynamics such as those in Zanzibar (Krishnakumar et al., 2019).

Compromising also surfaced as a moderately effective strategy, particularly in situations that require rapid de-escalation. This approach facilitates timely resolutions by encouraging mutual concessions, enabling teams to move forward without allowing disagreements to stagnate. According to Davis and Patterson (2022), compromising can preserve working relationships during tense moments and serve as a pragmatic tool for maintaining momentum. However, its limitations lie in its superficial treatment of deeper structural or emotional issues, which, if left unaddressed, may resurface later. Thus, compromise is best used as a transitional mechanism, ideally leading toward more collaborative processes that address the underlying roots of conflict.

Although less frequently employed, accommodation plays a valuable role in situations where relational harmony is paramount. It involves one party yielding to preserve peace, often when the issue at hand is less important than the relationship itself. Russo and Flynn (2022) argue that accommodation can diffuse tension and promote goodwill, particularly in culturally sensitive or hierarchical settings. However, overused or unevenly applied—without

transparent communication about its rationale—it may foster resentment or perceptions of favoritism, quietly eroding team cohesion (Wagner & Cho, 2022). Therefore, ethical leaders must balance accommodation with fairness and consistently communicate their purpose to ensure alignment with broader organizational values.

In stark contrast, competition and avoidance, although commonly practiced, contributed minimally—and sometimes negatively—to organizational effectiveness. The competitive approach, characterized by assertiveness and goal orientation, may sometimes be necessary in high-stakes scenarios. Yet, when left unchecked, it breeds rivalry, exclusion, and distrust among colleagues (Turner & Nguyen, 2021). The Chake Chake data revealed that competition often led to fragmented teams and reinforced power struggles rather than resolving issues collaboratively. Similarly, avoidance—the deliberate evasion of conflict was associated with diminished transparency and suppressed dissent. This strategy delays necessary conversations, exacerbates misunderstandings, and ultimately undermines leadership credibility and employee morale (Grant & Reyes, 2023). In a region where communal values are foundational, such evasion runs counter to Nyerere's cultural ethos and the legacy of ethical engagement.

Therefore, the study affirms that conflict management strategies aligned with ethical leadership principles, particularly collaboration and fair compromise, yield far more positive organizational outcomes than competitive or avoidant tactics. This finding validates the enduring relevance of Nyerere's philosophy of Ujamaa (cooperative living) and provides practical guidance for modern leaders navigating complex institutional landscapes. Organizations in Chake Chake-Pemba and beyond are encouraged to institutionalize inclusive dialogue, cultivate relational intelligence, and foster decision-making frameworks that prioritize empathy, transparency, and shared responsibility.

## **6. Conclusion and Recommendations**

### **6.1 Conclusion**

This study has illuminated the pivotal role of conflict management strategies in shaping the dynamics and effectiveness of organizations operating in both public and private spheres. By grounding the research in the principles of ethical leadership championed by Mwalimu Julius Nyerere, particularly inclusivity, moral integrity, and consensus-building, the study offers a unique lens through which organizational challenges in Zanzibar can be understood and addressed.

The findings demonstrate that organizational effectiveness is not merely a product of structural efficiency or resource availability, but is fundamentally intertwined with how conflicts are perceived, approached, and resolved. Conflict is an inevitable component of organizational life; however, how it is managed determines whether it becomes a source of disruption or a driver of transformation.

Collaborative strategies emerged as the most effective approach for enhancing organizational performance. Collaboration fosters participatory decision-making, collective problem-solving, and mutual respect among team members. It aligns with Nyerere's African ethos of Ujamaa (familyhood), which emphasizes unity, shared responsibility, and harmony in social and institutional interactions. By enabling all stakeholders to have a voice in the resolution process, collaboration reduces resistance, builds trust, and encourages innovation qualities essential for organizations navigating complex operational landscapes in Chake Chake–Pemba.

Compromising strategies also hold substantial value, especially in high-pressure environments where quick yet acceptable solutions are needed to maintain operational continuity. However, the study cautions against using compromise as a substitute for deeper dialogue. While it can serve as a temporary solution, overreliance on compromise without follow-up often leads to superficial resolutions that fail to address underlying structural issues.

On the other end, avoidance strategies contributed little to sustainable organizational effectiveness. While avoidance may temporarily prevent confrontation, it allows tensions to simmer beneath the surface, potentially culminating in more destructive outcomes. If not paired with long-term resolution mechanisms, such a strategy leads to a decline in employee morale, transparency, and productivity.

Although rooted in maintaining harmony and preserving relationships, accommodation strategies can also produce unintended consequences if not balanced with assertiveness. The study shows that while accommodation may prevent conflict escalation, its overuse may breed resentment, power imbalances, and disempowerment among staff members. Hence, ethical leadership must guide its use by applying it thoughtfully and reciprocally, not exploitatively.

A recurring theme throughout the study is the need for ethical leadership as the backbone of effective conflict management. Leaders who embody integrity, empathy, transparency, and servant-mindedness are better equipped to navigate complex interpersonal dynamics and guide organizations toward unity and shared success. The legacy of Nyerere offers a timeless blueprint that emphasizes moral governance, social justice, and participatory leadership as the cornerstone of institutional resilience and harmony.

The study concludes that conflict, when approached constructively, becomes a strategic asset rather than a liability. Organizations in Chake Chake–Pemba and by extension, throughout Tanzania, must adopt a deliberate and ethical framework for conflict management, tailored to their socio-cultural context, to unlock the full potential of their human capital and institutional mandates. This transformation calls for a cultural shift: from reactionary, fragmented strategies to proactive, integrated, and values-based approaches rooted in collective well-being and sustainable development.

## 6.2 Recommendations

Based on the study’s findings and the contextual realities of organizations in Chake Chake–Pemba, the following recommendations are proposed to improve conflict management and advance ethical leadership:

<b>S/N</b>	<b>Recommendations</b>	<b>Explanations</b>
1.	Strengthen the communication infrastructure	Establish open, transparent, and bidirectional communication channels that encourage clarity, mutual respect, and timely feedback. Organizations should utilize digital tools, intranet platforms, and regular team meetings to promote information flow and minimize misunderstandings. Active listening should be institutionalized as a key leadership competency.
2.	Integrate realistic and participatory goal-setting	Set achievable performance targets in collaboration with employees to align organizational objectives with staff capacity. This participatory approach fosters a sense of ownership, reduces frustration, and prevents conflicts triggered by perceived managerial insensitivity or unrealistic expectations.
3.	Clarify roles and responsibilities.	Define, document, and regularly update job descriptions and departmental mandates to reduce ambiguity. When employees clearly understand their duties and performance expectations, the likelihood of

		overlap, blame-shifting, and internal disputes is significantly minimized.
4.	Institutionalize collaborative practices	Create forums and mechanisms—such as cross-functional teams, dialogue circles, and task forces—that promote collaboration in conflict resolution. Encouraging inclusive decision-making reinforces organizational unity and boosts interpersonal trust across departments.
5.	Invest in mediation and negotiation training.	Equip managers and team leaders with practical mediation, negotiation, and conflict transformation skills. This can be done through structured training, mentorship programs, and scenario-based learning. Skilled mediators are essential for de-escalating tension and fostering compromise without undermining justice.
6.	Promote emotional intelligence and psychological safety.	Develop employees’ emotional awareness and interpersonal sensitivity through targeted workshops and coaching. Environments that promote psychological safety enable individuals to express concerns, challenge ideas constructively, and collaborate more openly, reducing the incidence and intensity of conflicts.
7.	Shift from avoidance to proactive engagement.	Encourage a cultural shift where potential conflicts are addressed early through structured dialogue and fact-finding. Avoidance should be replaced with responsible confrontation, enabling early detection of systemic issues and timely interventions.
8.	Establish transparent feedback and accountability mechanisms.	Create confidential channels—such as suggestion boxes, employee hotlines, or regular review forums for staff to raise concerns about conflict management practices. This promotes accountability and enables leadership to refine strategies based on real-time feedback.
9.	Regularly evaluate conflict management systems.	Conduct periodic audits, surveys, and performance reviews of conflict resolution mechanisms to assess their effectiveness, inclusiveness, and alignment with organizational goals. These evaluations should inform policy reforms and leadership development plans.
10.	Align conflict management with Nyerere’s ethical leadership values	Encourage leaders at all levels to embody the principles of servant leadership, community solidarity, and moral stewardship. Ethical leadership should guide all conflict resolution efforts, ensuring they are fair, inclusive, and transformative.

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