

The Impact of Conflict Management on Organizational Performance in Somalia

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ABSTRACT

This study investigates the influence of conflict management on organizational performance in Somalia, a country plagued by long-standing sociopolitical instability and recurring wars. Conflict inside firms may stymie production, cooperation, and employee morale, reducing overall organizational performance. However, effective conflict resolution tactics can reduce these negative consequences and establish a work atmosphere favourable to higher performance.

Understanding the relationship between conflict resolution tactics and organizational outcomes is critical in Somalia, a country plagued by long-term violence and instability. Every business in society strives to create an extremely conducive environment where employees may operate effectively and without any outside influences that could obstruct the achievement of individual and organizational goals. Thus, organizational effectiveness—including work-life balance and client and customer satisfaction—is essential for any institution.

This study adopted an exploratory method to investigate and provide useful insights into the link between conflict resolution methods and organizational performance in an unstable setting. The study has significance for organizational leaders, politicians, and practitioners who want to alter workplace dynamics and promote organizational performance.

The paper intends to shed light on the dynamics of conflict management inside Somali companies, providing useful insights into the link between conflict resolution methods and organizational performance in an unstable setting. The findings have significance for organizational leaders, policymakers, and practitioners who want to improve workplace dynamics and increase organizational performance in conflict-affected settings. Finally, recognizing and addressing the influence of conflict management on organizational performance might help Somalia achieve long-term peacekeeping and socioeconomic development goals.

Keywords: Somalia, conflict management, organizational performance, conflict resolution strategies, employee relations in Somalia

INTRODUCTION

Organizations, whether public or private, may encounter disputes at some time throughout their activities. The existence of war in Somalia poses serious threats to organizational success. Unresolved conflicts can reduce productivity, weaken trust, and lead to employee disengagement. In contrast, well-managed disagreements may boost creativity, improve decision-making, and promote organizational resilience (Adamu et al., 2023). Understanding how conflict management affects organizational performance is crucial for Somalia's long-term development. Organizations that promote good dispute resolution can help to promote stability, economic growth, and social advancement. However, violence has a significant influence on organizational performance in Somalia, a country afflicted by decades

of violence and political instability. Primarily, it is critical to recognize the negative consequences of conflict on organizational performance.

Conflict in Somalia threatens organizational stability and performance. It can take several forms, including internal power battles, foreign political meddling, and resource rivalry. The continual state of conflict causes a lack of trust and cooperation among individuals and groups within an organization, leading to a breakdown in communication and collaboration. This, in turn, leads to decreased efficiency and production, resulting in a fall in organizational performance. As a result, it is critical to investigate the influence of conflict management on organizational performance in Somalia.

In Somalia, currently complex and dynamic workplace, conflict management has become a critical factor in evaluating an organization's performance and productivity. The unique sociopolitical environment of the nation, marked by extended bouts of instability and civil disturbance, has encouraged the growth of effective conflict management strategies among organizations doing business in the area. The way that global instability is presented, seemingly without consideration for local dynamics, trends, and viable remedies in Somalia, has made the situation worse. The failure of Africans and world leaders to critically examine the local factors that exacerbate misgovernance, instability, and the lack of secure political institutions to guarantee the achievement of outstanding business performance and productivity in the Horn of Africa (Yeboah & Okoro, 2024).

Employee conflict is not a given in all organizations; rather, it is a characteristic of complex organizations. On the other hand, if conflict management is done correctly, it might improve worker performance and satisfaction. According to contemporary conflict management by executives, companies now take twice as long to resolve internal conflicts as they would ten years ago. By choosing the most suitable course of behaviour, which will enable the organization to make better use of its limited resources and accomplish its goals, conflicts can be resolved. On the other hand, poorly handled internal conflict has a detrimental effect on worker satisfaction and output. Effective conflict management may boost worker satisfaction and productivity by giving individuals the tools they need to handle conflict in a constructive manner, which promotes productive conflict management inside the organization. Accordingly, conflict is defined as an argument between two or more mutually reliant individuals who are aware of the hostility between their goals, the lack of advantages, and the interference of other parties to keep them from accomplishing their goals. Through emotional intelligence, conflict management plays a crucial role throughout time in addressing an issue or disagreement and preserving good working relationships inside the firm. (Sharma & Sharma, 2024).

It is worth saying, that companies in the 21st century are not necessarily getting better at conflict management; rather, they are constantly adjusting to increase their competitiveness. More attention is paid by researchers, leaders, and administrators to devising methods for reducing, avoiding, or terminating conflict than to understanding it and managing it positively. It appears that nothing has changed in this respect. Workers engage in unhealthy conflicts within themselves, squandering valuable resources in the process, and miss out on the opportunity to employ functional conflict to improve their performance (Lundula, 2024). This implies that conflict itself may be beneficial and productive and that opposing points of view should be promoted to provide a variety of perspectives and options for conflict-related issues. The integrationist viewpoint stresses that rather than seeing conflicts as either good or harmful, they should be considered essential to a community's ability to function. This perspective on conflict is similar to the interactionist perspective. Consequently, one approach to conflict management must use the notion that conflicts might be beneficial to the collective. Since the conflict, when managed well, presents a possibility, it is crucial to create a culture in human resources that fosters innovation and gives individuals the freedom to express their ideas

without fear because effectively handling disagreement provides an opportunity for growth and ultimately fortifies the bond between businesses, society, and staff members. Conflicts are certain to occur whenever people work together, and they are frequently assumed to be the product of apparent differences between the participants. Distinctions between conflicts about tasks, interactions, and processes are frequently made in the literature. Task conflicts arise when team members disagree on concepts, viewpoints, and ideas related to the work. Relationship problems arise from disagreements and mismatches between coworkers about non-work-related personal topics, such as political thought, gossip, and social events. Process conflicts are disagreements about the distribution of duties, responsibilities, and resources, or disagreements over who should perform something and who bears responsibility for it. (Rispen, Jehn, & Steinel, 2021).

Conflict management plays a crucial role in determining the success and performance of organizations, especially in regions like Somalia that have been plagued by prolonged conflicts and instability. This article explores the impact of conflict management strategies on organizational performance in Somalia, analysing the challenges faced by businesses operating in such environments and the strategies they employ to mitigate conflict-related risks. By examining the relationship between effective conflict management and organizational success, this article aims to provide insights into how businesses can navigate the complex socio-political landscape of Somalia to enhance their performance.

LITERATURE REVIEW

Conflict also causes increased anxiety and uncertainty, which has a direct influence on employee well-being and job satisfaction. Employees in Somalia, where violence is frequent, may be concerned about their own and their family members' safety, impacting their ability to focus and contribute to company goals. Fear of violence and instability can also contribute to a high turnover rate, as employees seek more stable employment elsewhere (Andrade et al., 2024). This turnover can disrupt an organization's operations and cause delays in projects, harming its overall performance. Internationally, conflicts are distinct and have features arising from governments' failure to accomplish their goals. Furthermore, individual participants try to get their countries to adopt similar goals; it is clear that disagreements have existed for a long time throughout the global system (Pembi et al., 2023).

Somalia has been marred by decades of civil unrest, political instability, and armed conflicts, creating a challenging environment for businesses and organizations operating within its borders. The impact of conflict on organizational performance cannot be understated, as it disrupts operations, hampers growth, and poses significant risks to the sustainability of businesses. Effective conflict management is therefore essential for organizations in Somalia to navigate these challenges and thrive in a volatile environment (Dahir & Sheikh Ali, 2024).

Furthermore, the continuous turmoil in Somalia has resulted in a shortage of resources and infrastructure, limiting organizational performance. The fighting has caused the loss of physical infrastructure, making it difficult for organizations to operate successfully. The ongoing instability also restricts the movement of people and products, making it harder for organizations to acquire critical resources and reach their target customers. A lack of resources and infrastructure has a substantial influence on an organization's capacity to produce products or services, resulting in lower performance.

On the other side, effective conflict resolution improves organizational performance. When disputes are effectively managed, they may act as a catalyst for development and progress within a company. In Somalia, where conflict is a permanent reality, organizations that have effectively applied conflict resolution tactics have been able to adapt and survive despite the difficult circumstances. These firms have established a culture of open communication and collaboration, instilling trust and cooperation among employees. This has

enhanced production and efficiency, resulting in better organizational performance (Dolor & Aranguren, 2022).

According to Hasim et al. (2021), effective conflict management also assists businesses in identifying and addressing underlying issues that may impede their effectiveness. Understanding and resolving underlying issues can be critical to an organization's success in Somalia, where disputes are frequently deeply rooted in political and cultural reasons. Mediation, negotiation, and problem-solving are all conflict management approaches that aid in identifying the fundamental causes of problems and finding solutions that benefit all parties. This strategy supports a more inclusive and long-term settlement, resulting in higher stability and organizational performance.

In organizations, conflict is an occurrence that happens frequently. Conflicts within organizations can arise from a variety of factors, including disparities in ability and makeup, divergent aims among members, the existence of multiple roles or unclear duties, or even just the presence of a conflict-inducing reward structure. Although it cannot be eliminated, conflict within an organization can be reduced. In an organization, conflict may arise between members of the same group or between leaders. Because of the comprehensive performance created in terms of revenue generation, human factors, elements of work practices, and a conducive atmosphere, it may also be utilized as a measure of organizational success when dealing with conflict (Nurhalim, Tinggi, & Wiyatamandala, 2022)

An imbalance between one's interests and others' interests leads to conflict. Conflict arises when people's goals or actions are not compatible with one another. Conflict avoidance is a sign of indifference, denial, or lack of real concern for others in individuals or groups. All conflicts arise from the failure to recognize the basic human values of fairness and respect. People who are conflicted think that the other side is losing out while they are winning. Recognizing and accepting conflict may help you handle it constructively since it can remove imbalance, encourage personal development, and improve relationships (Kilag et al., 2024).

Although it might be challenging to prevent conflicts, it is possible to deal with them once they start to emerge inside the company by keeping an eye out for their signs. Therefore, a company must manage the signs of conflict. An organization may eventually need to manage disputes if it does not act swiftly to address the signs of developing conflicts. Conflicts typically arise when an organization's ability to function depends primarily on the collaboration, ingenuity, and teamwork of its workforce, yet the emphasis is typically placed on obtaining outcomes rather than on retaining and growing the workforce, reciprocal connections between workers (Nwafor, 2023). The performance of most businesses has drastically decreased in the last several years because of regular conflict inside the company. Employee morale has declined as a result of their persistent demands for better working conditions, which eventually affects the efficiency of the arrangement. Any firm usually has a wide range of occupations and roles. These individuals have distinct opinions, goals, mindsets, and worries. It is challenging to envision a society or organization devoid of the innate contradictions and contrasts that give rise to conflict. Extremely serious conflicts can be a significant problem for a company. It is wrong to do this, and employees on the same site will be unable to do their duties. An organization can only be developed and maintained via the accomplishment of set goals and objectives if its material input is continuously and efficiently operated, with the human element being crucial (Gogoi & Borah, 2023).

It has been suggested that collaborative governance might reduce conflict to a point where negotiation is feasible using a variety of strategies, such as changing one's beliefs. Diverse policy actors are involved in consensus-oriented discourse about shared objectives or issues through collaborative governance methods. These procedures frequently encourage information exchange and learning, which over time may cause actors' ideas to evolve and maybe even converge. Still, beliefs are notoriously hard to shake. Boundedly rational agents

not only have ingrained worldviews, but they also frequently integrate new knowledge in a biased way that confirms rather than contradicts their preexisting ideas. Collaborative methods can also improve social capital and trust among policy players, which may make people more open to negotiating with others who have steadfastly different opinions. However, there is a dearth of empirical data about the precise mechanisms by which collaborative governance reduces conflict, which hinders our capacity to both understand and support the development of policy procedures that encourage negotiated change (Koebele & Crow, 2023).

Various authors have described conflict in the workplace in various ways. In the workplace, conflict is a sign of unease and disagreement that employees or managers use to bully one another to obtain what they want. This viewpoint is as follows: workplace conflict is defined as a dispute that results from differences in the objectives, values, or interests of any number of groups within an organization. According to this interpretation, workplace conflict within the context of commercial partnerships can be understood as an unavoidable, irreconcilable circumstance that arises from questions of shifting power within and between any of the distinct actors in the interaction. Because of this, conflicts in groups lacking common ideals are unavoidable. Conflict is any conflict that develops between people or groups that need to communicate either formally or informally inside an organization. Therefore, define it as a disagreement within at least two individuals or groups over goals and aspirations that are equivalent or achievable. It might entail one person or group interfering with or blocking another activity, or it could be carried out in a way that declines the likelihood of conflict happening (Gogoi & Borah, 2023).

The Triumph of the Structure against Opposition, a framework for an organization that facilitates productive interaction between individuals and groups is characterized by the administration. A significant portion of the delegates in these organizations are well-educated, experienced, and equipped to recognize a range of judgment standards. When trying to find a solution to the conflict, people seem to be acting in an honest, fair, and determined manner. They are also motivated to participate by the organization's values, reliability, and shared beliefs among its members. There is a clear tendency to find a positive solution rather than escalating the conflict. The solutions discovered are frequently incredibly creative and better than the resolutions put up by the disputing parties (Rispen et al., 2021).

In a society where people with diverse interests, viewpoints, and moral principles coexist, differences between individuals and organizations are to be expected. The purpose of this research project is to investigate situations of conflict, and their causes, including possible solutions to improve the working environment inside a business. According to our perspective, conflict arises from conflicting goals and interests, and if it continues, it will lead to the organization's destruction. There are several detrimental impacts of conflict on the organization, such as decreased productivity, employee discontent, insubordination, poor performance, and financial loss (Pembi et al., 2023).

Conflicts are inevitable in the growth and development of organizations; hence it is essential and fundamental to implement convincing conflict resolution strategies to maintain positive relationships amongst and/or among representatives. More significantly, employees are an organization's most crucial dynamic support system for the generation manager. Therefore, there has to be a strong, happy connection between the employer and employees of such businesses for such commitments to impact organizational goals (Nwafor, 2023). In a similar vein, conflict management has a major influence on organizational performance in Somalia. The negative consequences of fighting on a country already experiencing multiple problems cannot be overlooked. However, by employing good conflict management techniques, companies may limit these disadvantages and even transform conflict into an opportunity for growth. Organizations in Somalia must emphasize conflict resolution in order to achieve long-term success and contribute to the country's overall stability and prosperity.

METHODOLOGY

The methodology used in this article is designed to explore the influence of conflict management on organizational performance in Somalia. To do this, an exploratory research method was adopted to clarify and get better understanding of the exact nature of this paper by allowing for a thorough examination of the subject at hand. The first phase in our technique is to undertake a thorough evaluation of available research literatures and scholarly papers on conflict management and organizational performance in Somalia. This offers a theoretical knowledge of the topics and assist in identifying any gaps in the present studies.

The exploratory method in this paper aims to get a better knowledge of why conflicts occur when limited information is available or when there is little current knowledge about a subject or when the issue is complicated and multidimensional such as in conflicts management in an organization. To enhance this, an organized survey was employed to collect information from managers and seasoned workers across several sectors.

RESULTS OF THE FINDINGS

Impact of Conflict on Organizational Performance

According to Safitri and Saputra (2023), conflict within an organization can have a substantial influence on its overall performance in a variety of ways. When left neglected or unmanaged, disagreement may diminish productivity, increase turnover, lower employee morale, and stifle innovation. It may also foster a hostile work atmosphere, which reduces employee engagement and overall organizational effectiveness. One of the most significant ways that conflict undermines organizational effectiveness is through decreasing productivity. When employees are involved in confrontations with coworkers or supervisors, their attention and energy may be diverted away from their professional tasks to resolve the issue. This can lead to project completion delays, work mistakes, and general organizational inefficiencies.

Moreover, conflict in Somalia has had a significant influence on organizational performance in the nation. The prolonged civil conflict, political instability, and bloodshed have presented considerable hurdles to corporations and other groups working in Somalia. These armed conflicts in Mogadishu have resulted in untold destruction of lives and livelihoods, devastated and dilapidated infrastructure, and above all, disrupted medicated services, and international supply chains and continued to interrupt supply lines, slowed economic development, and destroyed infrastructure, making it harder for businesses to operate efficiently. Furthermore, conflict-related insecurity and instability have contributed to significant staff turnover, lower productivity, and higher expenses for Somali enterprises (Seyoum, 2024). Supply chain disruption is one of the most significant ways war undermines corporate performance in Somalia. Conflict may destroy roads, bridges, and other infrastructure, making it harder for organizations to carry commodities and supplies. This can lead to manufacturing delays, increased expenses, and challenges in satisfying client demand. Furthermore, war can impair communication networks and access to critical resources such as power and water, reducing organizational effectiveness. Furthermore, the turmoil in Somalia has resulted in substantial employment turnover as individuals leave violence and instability. Continuous turnover can disrupt operations, impair productivity, and raise recruiting and training expenses for firms. Furthermore, persistent violence and instability can create a hostile work atmosphere, reducing employee morale and motivation.

Overall, Somalia's conflict has a considerable and diverse influence on organizational performance. Organizations operating in the nation confront various obstacles, including supply chain interruptions, high staff turnover, lower productivity, higher expenses, and a hostile work climate. Addressing these difficulties demands a comprehensive strategy that takes into consideration Somalia's complicated political and security circumstances.

As examined by Bolatito and Mohamoud (2024), the lack of a credible regulating body and regulations to protect workers' rights has resulted in a precarious employment market. A large proportion of workers are unaware of their rights and regularly face unfair treatment from their employers. This creates a sense of precariousness and dissatisfaction among workers, resulting in lower morale and output. The gender gap is a significant barrier in Somalia's workforce. Women make up just one-third of the labour force and face several challenges in the work, including discrimination, unequal pay, and limited opportunities for professional development. This not only influences the efficiency and job satisfaction of female employees but also impedes the nation's overall growth and progression.

Importance of Effective Conflict Management

Somalia's lengthy history of internal disputes, civil war, and political instability need effective conflict resolution strategies. For decades, Somalia has suffered from bloodshed, clan-based wars, terrorism, piracy, and humanitarian disasters. The absence of efficient conflict resolution procedures has resulted in extensive suffering, population relocation, and infrastructure devastation, and hampered the country's socioeconomic progress. As a result, executing effective conflict resolution solutions is critical to achieving peace, stability, and long-term development in Somalia. One of the key reasons why effective conflict management is important in Somalia is that it can help prevent further violence and bloodshed. By addressing the root causes of conflicts, such as competition over resources, historical grievances, political marginalization, and clan rivalries, conflict management initiatives can help reduce tensions and promote reconciliation among different groups in Somali society. This can contribute to building trust, fostering dialogue, and preventing the escalation of conflicts into full-blown wars (Omar, 2022). Furthermore, good conflict management can make it easier to give humanitarian and development help to Somalia's most vulnerable communities. Conflict management measures may benefit communities afflicted by violence, displacement, and poverty by establishing a safe and effective environment for humanitarian agencies and development groups to function. This has the potential to enhance access to critical services including healthcare, education, clean water, and food security for millions of Somalis who are fighting to live in harsh conditions.

According to Mohamed (2017), successful conflict resolution may help improve government institutions and promote the rule of law in Somalia. Conflict management programs may contribute to a more stable and democratic society by encouraging inclusive political processes, human rights respect, accountability procedures, and transparent decision-making practices. In addition, effective conflict management can also support efforts to combat terrorism and extremism in Somalia. By addressing the grievances that fuel radicalization and recruitment into violent extremist groups such as Al-Shabaab, conflict management strategies can help undermine the appeal of extremist ideologies and promote peaceful alternatives to resolving disputes or grievances. This can contribute to enhancing national security, countering terrorism financing networks, and preventing the spread of violent extremism in Somalia and beyond. Overall, effective conflict management is essential for promoting peacebuilding, reconciliation, development, and security in Somalia. By addressing the root causes of conflicts through inclusive dialogue, mediation processes, peacebuilding initiatives, and institutional reforms, stakeholders in Somalia can work together to build a more peaceful and prosperous future for their country.

Collaborative Approaches to Conflict Resolution

Lumumba (2024) expressed very vocal collaborative approaches and engagement remain essential for promoting peace, stability, and conflict resolution in Somalia which has experienced prolonged conflicts and instability including a variety of tactics and activities

aimed at tackling the country's long-standing conflicts and instability. Given the complexities of Somalia's conflicts, collaborative approaches stress the engagement of a wide range of stakeholders, including government institutions, civil society groups, foreign partners, and local people. These techniques aim to foster discussion, reconciliation, and long-term peacebuilding initiatives to address the underlying causes of conflict and create a more stable and peaceful society. One key aspect of collaborative conflict resolution in Somalia is the emphasis on inclusive processes that involve all relevant parties in decision-making and peacebuilding efforts. This inclusivity is crucial for ensuring that diverse perspectives and interests are taken into account, thereby increasing the legitimacy and effectiveness of conflict resolution initiatives. Additionally, collaborative approaches often prioritize local ownership and participation, recognizing the importance of engaging with communities affected by conflict to develop context-specific solutions that are sustainable in the long term.

Furthermore, collaborative approaches to conflict resolution in Somalia often involve mediation and negotiation processes facilitated by neutral third parties or mediators. These processes aim to facilitate dialogue between conflicting parties, identify common ground, and work towards mutually acceptable solutions that address the underlying grievances fueling the conflict. By fostering communication and trust-building among stakeholders, mediation efforts can help de-escalate tensions and pave the way for sustainable peacebuilding outcomes.

Arı (2022) opined that mediation and collaborative approaches may include community-based reconciliation programs, capacity-building activities for local peacebuilders, and assistance with transitional justice procedures will ensure justice for the victims, therefore, attaining peace and reconciliation. These diverse methods understand that long-term peacebuilding necessitates a comprehensive strategy that tackles not just urgent security problems but also the underlying social, economic, and political causes that contribute to violence in Somalia.

Overall, collaborative methods to conflict resolution in Somalia show an understanding of the interwoven nature of conflicts and the need for holistic, inclusive, and participatory ways to establish long-term peace in the country.

Challenges and Opportunities to Conflict Resolution in Somalia

Somalia has been plagued by conflict and instability for decades, with numerous armed groups, warlords, and international involvement all contributing to the country's persistent turmoil. The barriers to conflict settlement in Somalia are numerous and deeply entrenched, making the route to peace complicated. Despite these limitations, the region offers prospects for long-term peacebuilding and conflict resolution.

One of the primary challenges to conflict resolution in Somalia is the proliferation of armed groups and militias vying for power and control. These groups often operate outside the authority of the central government, leading to a fragmented security landscape that hampers efforts to establish a unified and stable state. Additionally, the presence of external factors, such as neighbouring countries and international powers, further complicates the conflict dynamics in Somalia.

Somalia also has a tremendous challenge in terms of effective government structures and institutions. The lack of governmental capacity and rampant corruption have damaged public faith in the government, making it impossible to undertake substantial reforms and address the core causes of violence. Furthermore, clan-based politics and identity have long been causes of conflict and division in Somali society, impeding efforts to establish inclusive and coherent national institutions. Furthermore, Somalia's humanitarian crisis exacerbates conflict resolution issues, with widespread poverty, food shortages, and displacement destabilizing the country. The lack of essential services and infrastructure not only exacerbates human misery but also provides an ideal ground for radicalization and violent extremism to thrive. Despite

these limitations, Somalia offers an opportunity for conflict settlement. International assistance and diplomatic engagement may play an important role in establishing communication between opposing groups and promoting peace. Regional organizations such as the African Union have participated in peacekeeping operations in Somalia, suggesting the potential for collaborative methods for conflict resolution in the area. Furthermore, grassroots initiatives led by civil society groups and local communities have shown the potential in creating community-wide healing and social cohesion. These efforts, which empower underrepresented groups such as women and youth, can help resolve underlying concerns and promote long-term peace from the ground up.

In conclusion, while Somalia has enormous conflict resolution obstacles, there are also chances for good change via coordinated international efforts, inclusive government changes, and community-driven peacebuilding projects. Somalia may progress toward a more peaceful and secure future by addressing the underlying causes of conflict and encouraging communication among varied parties.

RECOMMENDATIONS FOR POLICY MAKERS

Somalia's policymakers should promote dispute resolution solutions inside organizations to improve organizational performance and overall country stability. The influence of conflict management on organizational performance in Somalia is a crucial issue that must be addressed immediately. Policymakers can reduce the negative consequences of conflict on productivity, employee morale, and organizational success by putting in place effective conflict resolution systems. Investing in dispute resolution training programs for managers and employees, supporting open communication lines, and cultivating a culture of collaboration and mutual respect may all help Somali organizations improve their performance dramatically. In addition, authorities should consider developing mediation and arbitration systems to settle issues early on and avoid them from escalating. Policymakers may foster sustainable development by proactively addressing conflict management.

Since Somalia has seen decades of violence and instability, which has had a significant influence on the country's organizational performance. To overcome this issue, governments must prioritize the implementation of effective conflict management measures. In this paper, we take a deeper look at the influence of conflict management on organizational performance in Somalia and give recommendations to policymakers to ameliorate the situation as follows;

1. Encourage and promote peace discussions between Somalia's contending parties. This will aid in the development of long-term conflict resolution strategies as well as the establishment of a more stable company environment.
2. Invest in conflict resolution training: Leaders and staff from both commercial and public companies should get conflict management and resolution training. This will provide students with the skills and resources needed to resolve disagreements professionally.
3. Strengthen the judicial system: A functioning and fair justice system is essential for resolving disputes and implementing laws and regulations. Policymakers should invest in Somalia's legal system to guarantee that conflicts are resolved quickly and fairly.
4. Encourage economic development: Economic instability and poverty are major contributors to violence in Somalia. Policymakers should emphasize investments in economic growth to raise living standards and eliminate inequities, thus lowering the chance of conflict.
5. Encourage a culture of cooperation and teamwork: Somali organizations should create a culture of collaboration and teamwork to develop strong connections and effective communication. This will assist to avert confrontations and promote togetherness.

SUMMARY

The consequence of conflict management on organizational performance in Somalia is a complicated and diverse subject with far-reaching consequences for the country's economic development and stability. In a country plagued by decades of civil unrest and political instability, organizations must employ effective conflict resolution tactics to prosper and contribute to societal well-being. According to the findings in this paper, unresolved disagreements inside businesses can reduce productivity, raise attrition rates, lower employee morale, and ultimately impede organizational growth and success. As a result, understanding the nature of conflict in Somali companies and adopting proper conflict resolution methods is critical for increasing organizational performance and creating a positive work environment.

To increase organizational performance in Somalia, authorities must emphasize the implementation of effective conflict management practices. Thus, conflict management in this paper refers to the procedures and strategies used to detect, address, and resolve internal disputes in a company. It is necessary to maintain a pleasant and productive work atmosphere. Effective conflict resolution can assist in mitigating the detrimental impact of conflict on organizational performance in Somalia. Organizations may maintain a healthy corporate environment by addressing the fundamental cause of problems and seeking peaceful solutions.

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