Managing Conflicts in Relationships and Networks

A case study IT-firms in Nigeria and Uganda.

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ABSTRACT

Title: Managing Conflicts in Relationships and Networks. A case study of IT-firms in Nigeria and Uganda.

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Aim: The aim of this study is to investigate on how the information technology (IT) firms in Nigeria and Uganda manage conflicts, to understand how conflicts among employees can be minimized with the help of managerial training, and to also understand how improved performance of their employees can influence the network performance.

Method: This study uses a qualitative method, the data was collected through interviews with top employees from AfriLabs (Nigeria), Hive Colab (Uganda), and Wennovation Hub (Nigeria). The interviews were conducted through Skype, respondents were selected using purposive sampling technique. The analysis was done with the help of a grounded theory.

Result & Conclusions: The findings from this study are that Managerial training can help minimize conflicts among employees, if the training is been administered properly. Conflicts among organizations in business relationships and networks are properly managed through negotiations, and by signing a valid contract with their members with whom they have formed relationships and networks. The study also reveals that, when employees put in too much effort in accomplishing a task, or too few or too many employees are chosen for task, this will affect the network performance.

Suggestions for future research: Future studies should delve more on managerial training to minimize issues of conflicts, as there are few established theories on this. It may be interesting to use different countries in Africa, to test the results of this study.

Contribution: This study provides business managers with strategies to minimize issues of conflicts among employees. It also provides ways in which they can manage conflicts in organizational relationships and networks.

Keywords: Business Relationships, Business Networks, Conflicts, Managerial training, Performance.
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1. INTRODUCTION

This chapter provides a brief background about the research aim, problematization and research questions, as well as the delimitation of the study. The chapter concludes by providing the summary of the study structure.

1.1 Background

Small businesses strive to succeed, often encouraged to develop relationships with external organizations that have the potentials to assist in its business development, survival, and growth (Street & Cameron, 2007).

Strategic alliances are assuming an increasingly prominent role in the strategy of leading firms, large and small. Such cooperative relationships can help firms gain new competencies, conserve resources, share risks, move into new markets, and create attractive options for future investments (Hutt, Stafford, Walker & Reingen, 2000:1). An important reason why organizations participate in alliances is to learn know-how and capabilities from their alliance members, and at the same time organizations want to protect themselves from the opportunistic behaviour of their partners in order to retain their core assets (Kale, Singh & Perlmutter, 2000). Yet, despite the promise, many alliances fail to meet expectations, because little attention is given to nurturing the close working relationships and interpersonal connections that unite partnering organizations (Hutt et al., 2000:1).

Powell & Grødal (2005) suggest that inter-organizational networks have played a great significant role over the past decades. The performances of firms have been improved through the enhancement of networking. Hence, over the years, researchers and managers gave more attention in understanding what business relationships and networks means (Ritter, Wilkinson & Johnston, 2004). Relationships and networking are important marketing strategies that every firm needs to put into consideration, to be successful in the competitive world and in the future. Nowadays, the attention has shifted to how business relationships and networks can be maintained. Relationships and networking are the most vital elements of the firms, because firms come in contact with several kinds of relationships and networks, with people in power and control positions, or with people who have a strong impact over others (Ritter et al., 2004). A firm can select its relationship partners and control and direct the way the relationships are managed. At the network level, “
firm is in control of a network of other firms and operates as a hub firm, channel, or network captain, and is concerned with the management of the network, and management in networks, Where the firm operates as one of many having an influence on the structure and functioning of the network.” (Ritter et al., 2004). Strategic relationships and networking are the two most important marketing strategies that every firm needs to put into consideration, to be successful in the competitive world and in the future (Ritter et al., 2004).

The information technology industry implements strategic alliances to acquire technology, expand their areas of technical expertise, acquire operational expertise, increase the size of their market, etc. This simply means that this strategy is used by the firm to expand their business and to be more advantageous in the competitive market (Davies & Brush, 1997:4).

Despite the advantages of relationships and networks, there are also downsides. Networks appear to encounter problems for a variety of reasons, e.g. inter-firm conflict, lack of scale, external disruption, and lack of infrastructure (Pittaway, Robertson, Munir, Denyer & Neely, 2004).

The strategic relationships and networks amongst IT start-ups in Nigeria and Uganda will be discussed in this study, using the AfriLabs (Nigeria), Hive Colab (Uganda), and Wennovation Hub (Nigeria) as cases for illustration.

1.2 Problematization and Motivation

Business relationships and networks are important in today’s business environment. Many firms, investors, managers, management scholars, and business consultants, are beginning to understand the need for a business to network, where some form of a relationship with other firms help them to be more competitive in the market. Even when companies are involved in relationships and networks in the same line of business, they do not consider such relationships and networking as a threat. Companies, including Information Technology (IT) companies, have now realized that they need relationships or networks, to succeed in today's overcrowded market.
Previous research have studied relationships and network management from the perspectives of: strategy tools (Cheng & Holmen, 2015), framework (de Lurdes Veludo, Macbeth & Purchase, 2006.), cultural beliefs on governance (Hu & Chen, 2015), the role of communication (Olkkonen, Tikkanen & Alajoutsijärvi, 2000), the rise of networks era (Möller & Halinen, 1999).

Business relationships and network management in Business-to-Business(B2B) has become of great importance for business managers. Firms benefit in close relationships and in the formation of networks, because this will improve coordination, control and resource distribution while minimizing risks (Anderson & Jap, 2005). To build strong relationships and networks, there can be different components involved. Studies discovered motives and trust as two important variables in developing relationships and networks (e.g., Atkinson & Butcher, 2003; Hyder & Abraha, 2004).

Appraising business relationships and networks and how conflict is managed across IT firms in Nigeria and Uganda could give managers and researchers important information on said industry. Business relationships and networks management give participating firms a competitive advantage and the opportunities to access a broader range of resources and expertise (Donaldson & O’Toole, 2007).

In today's business environment, it is possible to recognize several kinds of relationships networking between competitors. One example are information technology firms that accept to cooperate to form team-based relationships. In this case, the actors cooperate in alliances with a possible merger or acquisition in the future (Tidström, 2009). While relationships network produces benefits, such as bringing core competency together for mutual goals, problematic issues arise mainly with the interaction of individuals in the teams, and the utilization of the scarce resources in the network. This is the reason why conflict is likely to take place in a relationship networks (Simmel, 1955). Here, conflict is defined as a situation in which at least a member of the team perceives incompatibility in the relationship with another member of the team. General opinion view conflicts as negative and should thus be avoided. There is a risk of simplifying conflict in relationships network, as being only negative without properly looking into what conflicts can offer to an organization (Simmel, 1955).
As a viewpoint for the author, the initial perception of conflict is negative, while the outcome of the conflict may be positive.

Teamwork is part of the process of collaborative relationship networks, especially to information technology firms, where team members come together for a common purpose. When these teams are formed, they become a social resource where ideas can be shared through communication for the betterment of the project. As team members interact with one another, this process may trigger conflict amongst the team members.

1.3 Aim of the Study
The aim of this study is to investigate on how the information technology (IT) firms in Nigeria and Uganda manage conflicts, to understand how conflicts among employees can be minimized with the help of managerial training, and to also understand how improved performance of their employees can influence the network performance.

1.4 Research Questions
1) How do IT firms manage conflicts?
2) How does managerial training reduce conflicts among employees?
3) How can improved performance of the employees affect their network performance?

The purpose of this study is to understand how information technology (IT) firms in Nigeria and Uganda manage conflicts among parties with which they have formed relationships and networks, to study the importance of managerial training in resolving conflicts among employees, and to study how improved performances of the employees can influence their network performance. This study will serve as a guideline for other companies in relationships and networks, both in Africa and in the world in general. This study will use three companies as a point for illustration; these companies are AfriLabs (Nigeria), Hive Colab (Uganda), and Wennovation Hub (Nigeria). A brief introduction about the three companies is highlighted below;
AfriLabs (Nigeria)

AfriLabs is a network organization of 135 innovation centers across 36 African countries, and was founded in 2011. The organization provides its members with knowledge sharing and collaboration, capacity building, programs, and events. Recently, Kenya airway airline and Liquid tele-com formed partnership with the organization (AfriLabs, 2018).

Hive Colab (Uganda)

Hive Colab is a non-profit, community-owned, collaborative work-space for technology entrepreneurs in Uganda. It was founded in 2010, and currently collaborate with over 2000 members. The organization provides its members with University acceleration programme, Mentorship programme, Hive Colab consultancy, Hive Colab community programmes, an Women empowerment programmes (Hive Colab, 2018).

Wennovation Hub (Nigeria)

Wennovation Hub is a pioneer innovation accelerator in Nigeria since 2011. The organization has supported more than 60 members, seeded over a dozen of companies, and also supported more than 300 high impact entrepreneurs (Wennovations Hub, 2018).

Delimitations

Delimitations were necessary for this study. The author will not investigate Business-to-Customer (B2C) relationships. Another delimitation is that, there might be other types of networking, but the author shall not investigate all aspects of network management.
1.5 Structure of the study

The study is structured in a way that each chapter is developed to address a particular topic. The study consists of six chapters: Chapter 1. Introduction, gives a brief background on relationships and networks management. The aim of the study, a Problematization of the phenomenon, and research questions are discussed. Chapter 2 presents the review of the theories in the field of the study, and a model for the study. Chapter 3 presents the methodology and methods of data collections of the study. Chapter 4 includes the empirical findings of the interviews. In chapter 5, the findings are analyzed critically by comparing and contrasting. Chapter 6 includes the conclusion of the study and presents the theoretical and managerial contribution of the study. The study structure is illustrated in figure 1, below.
Figure 1. Structure of the Study, own.

CHAPTER 1
   Introduction

CHAPTER 2
   Literature Review

CHAPTER 3
   Methodology

CHAPTER 4
   Empirical Findings

CHAPTER 5
   Data Analysis

CHAPTER 6
   Conclusion & Contribution
2. LITERATURE REVIEW

In this chapter, the author discusses the phenomena to be investigated. The phenomena are business relationships and business networks, teams; conflicts and performance, and managerial training. The table of state of the art and reflection is given. A research model which summarize the intentions of the study.

2.1 Business Relationships and Business Networks

Studies on business relationships view relationships from different concepts. Business relationships were defined by Anderson & Narus (1991) “…as a process whereby two firms or other types of organizations establish strong and extensive social, economic, service and technical ties over time, with the intent of lowering total costs and/or increasing value, thereby achieving mutual benefit.” Holm, Eriksson & Johanson (1996) suggest that a business relationship is a framework, in which interactions takes place, and these interactions are the coordination of resources and activities among two firms. Holmlund (2004) reviewed several definitions of business relationships from different studies and gave one encompassing definition, as repeated interactions between two counterparts, which could be dynamic because they evolve and change over time. This means that business relationships occur between two or more firms, to communicate or interact. Hence, it is important to understand business-to-business (B2B) relationships.

Relationships in business-to-business (B2B) are of great importance in research (see, for example, Patterson & Spreng, 1997; Ulaga & Eggert, 2006; Woo & Ennew, 2004). Some studies that conducted research in business-to-business relationships viewed business relationships as dyadic (e.g. Anderson, Håkansson & Johanson, 1994; Ross Brennan, Turnbull & Wilson, 2003; Svensson, 2006). Havila, Johanson & Thilenius (2004) suggest that relationships need to be not only dyadic, but can be triadic. A dyadic business relationship occurs when two actors engages in interaction and focus is the interaction over time (Ritter & Gemünden, 2003). A triadic business relationship occurs when three parties are seen interacting in communication and exchanging products (Havila et al., 2004).

**Customer relationships**

In developing good working relationships with customers, firms need to understand customers’ needs and always develop new products and services.

**Supplier relationships:** Relationships with suppliers of valuable products and services is very important and this can serve as a source of competitive advantage, which will be difficult to imitate or copy.

**Complementor relationships**

Firms engage in relationships with many other types of firms, whose outputs or functions can increase the value of their own outputs. For example, Procter and Gamble teamed up with Coca-Cola in promotion campaigns.

**Competitor relationships**

Cooperative relationship can be developed among competitors for various reasons. Some competitors might collaborate for technological development or to develop a new market.

Halinen & Tähtinen (2002) proposed three types of business relationships and their ending: continuous, terminal, and episodic relationships. In *continuous relationships*, the actors are with each other for the “time being”. In a *terminal relationship*, both actors would prefer to operate independently, or with someone else, but are unable to do so. In an *episodic relationship*, the relationship is established for a specific purpose, or for a limited time.

Business relationships are formed for a variety of reasons, including long-term planning, sharing benefits and burdens, extendedness (time and trust), systematic operating information exchange, and e.t.c.(Cooper & Gardner, 1993), trust and reliance (Confident and reliable)
(Blois, 1999), and technological trust (Belief that the technological Infrastructure meets their expectations) (Ratnasingam, 2005). Firms in the Information technology sector (IT) form relationships to maximize their ability to offer products or services or compete effectively (Koh & Venkatraman, 1991).

Business relationships archetypes can be classified into four categories; (1) Bilateral (close) relationships, (2) Recurrent relationships, (3) Dominant partnerships, and (4) Discrete relationships (Donaldson & O’Toole, 2000: 495).

*Figure 2. Relationship archetypes, Donaldson & O’Toole (2000:495)*

(1) **Bilateral (close) relationships**

In bilateral relationships, the belief in the relationships and actions are at a high level and partners cooperate for mutual benefits. The relationships are unique and cannot be easily copied.

(2) **Recurrent relationships**

Recurrent relationships are hybrid form of relationships. The relationships are open, but the partners involved do not see it as a strong relationship, which makes the committed actions low.
(3) *Dominant partnerships*

These are one-way relationships. The dominant partner dictates the interactions between the partners.

(4) *Discrete relationships*

The strength of these relationships are low, and it is assumed that firms make rational decisions as independent actors in the market.


“...*Business networks can be defined as a set of two or more connected business relationships, in which each exchange relation is between business firms that are conceptualized as collective actors.*” (Anderson et al.1994; Johanson & Vahlne, 2003).

Håkansson & Ford (2002) suggest that a business network is a structure, where several nodes are related to one another by a specific thread. The nodes are the business units and the threads are the relationship that exists between manufacturing and service companies.

Achrol (1996) proposed four types of business networks; (1) Internal market networks, (2) vertical networks, (3) inter-market networks and (4) opportunity networks.

(1) *Internal market networks*

These are firms organized into internal enterprise units that operates as independent profit centers in buying, selling, and investing from internal and external units.
(2) **Vertical market networks**

Vertical networks are focal organizations that perform a few manufacturing functions. They are also referred to as integrators, i.e. firms that organize and coordinate networks between a supplier and a distributor.

(3) **Inter-market networks**

Inter-market networks are institutionalized group of firms, operating in different industries and linked in exchange relationships, in terms of resource sharing, decision making, culture, and identity.

(4) **Opportunity networks**

Opportunity networks are firms specialized in various products, technologies, or services, which usually assemble, disassemble, and reassemble particular projects or problems.

Dean, Holmes & Smith (1997) suggest that business networks can be formed for a variety of reasons, including: sustainable growth, profitability, exchange of information, quality of product(s) or service(s), goal achievement, business recognition, expansion of sales, export potentials, sharing of ideas, staying in the business, customer satisfaction, combined advertising/marketing, and increased resources. Lapiedra, Smithson, Alegre & Chiva (2004) proposed two business networks periods: the trial and the integration period. The trial period can be characterized by market mechanisms, price-based relationships, low-volume transactions, establishment of rules, and mutual knowledge-building. The integration period is characterized by frequency in communication, high-volume transactions, willingness to improve relationships, reciprocal investments, and information sharing. Business networks formation can also be terminated, based on the following reasons: Concern with information disclosure, Uncertain assistance to business, Distrust of other firms, Lack of suitable partners, Increased risk to firms, Lack of suitable information/guidance, Uncertainty with initiating network, Type of manufacturing/service, Financial resources, Lack of personal contacts, Size of business, and Geographic distance (Dean et al. 1997).
Business networks characteristics include: knowledge sharing (Möller & Rajala, 2007), resources (Ritter & Gemünden, 2003), size, density, and diversity (Brüderl & Preisendörfer, 1998).

2.2 Teams; Conflicts and Performance

Team conflict occurs when a team member holds discrepant views or have interpersonal incompatibilities in respect of the other in the group (Weingart & Jehn, 2000). Conflict is a disagreement discord and friction that occurs when the action or beliefs of one or more members of the group are unacceptable to and resisted by one or more of the other team members (Levine & Thompson, 1996). Allies in relationships network sometimes turn into adversaries, especially when the routine course of events in the group is disrupted, such as difference of opinion, disagreements over who should lead the group, individual competing for scarce resources, and the like (De Witt, Greer & Jeh, 2012).

Conflicts are inevitable in team work. Conflict occurs due to various reasons, such as personality clashes, ego clashes, differences of opinions, cultural differences, perceptions, mis-communication, ambiguity in roles and responsibility, stress and scarcity of resources. Conflict arises when there is a gap between expectation and the realities, especially when people are unable to meet their expectations. Inter-firm conflict is a natural consequence of people working together as a group (Rao, 2017). The group bound members and their member’s outcome together, and this interdependence can lead to conflict when members’ qualities, idea, goals, and motivations clashes with other members in the relationships. Team conflict leads to increased stress and burnout, it diverts the attention from the core issues and productivity and performance. It can result to misunderstanding among people and waste of resources, it can lead to a crisis if not well managed. Hence, it is necessary to understand the causes of conflict properly before an attempt to resolve it (Rao, 2017).

Team conflict helps to identify what did not work, paving a way to improve the systems and structure. Team conflict might lead to establishing new tools and technologies. Conflicts are productive when the outcomes are positive. Conflicts helps to bring emotional unity among the
employees as they come together to resolve the issues. Individually, conflicts help team members to access their inner potential, it also helps team members to test their limit and touch their upper limits. Conflicts help team members to find out what works and what can be changed and finally what helps the member to become more mature and excel in better leadership rule (Rao, 2017). Conflict can help maintain a favourable level of stimulation and activation among organizational members, contribute to an organization’s adaptive and innovative capabilities, and serve as a basic source of feedback regarding critical relationships, the distribution of power, and the problems that requires management attention (Callanan & Perri, 2006). When conflicts are managed properly, they can contribute to improved decision-making quality in an organization (Callanan & Perri, 2006).

Information technology (IT) firms are no exceptions to conflict. Therefore, it is imperative to look at ways, in which these conflicts can be resolved. Anderson & Narus (1991) suggest that the parties in the relationship can jointly solve the problem or bring in a third-party intervention. Most conflicts between individuals and groups, are resolved directly through negotiation (Tang & Kirkbride, 1986; Moore, 2014). Moore (2014: 11-12) proposed five (5) approaches or ways organizations can resolve conflicts; negotiation, mediation, arbitration, administrative justice, and adjudication.

Figure 3. Ways to resolve conflicts, Moore (2014).
1) *Negotiation*

Negotiation is a problem-solving process, in which two or more people with perceived or actual competing views or interests and/or are in dispute, voluntarily discuss their differences and work together to develop a mutually satisfactory agreements or resolution.

2) *Mediation*

Mediation is a voluntary conflict resolution process, in which an individual or a group help people in conflict to negotiate tangible and mutually acceptable agreements that can resolve their differences.

3) *Arbitration*

Arbitration is a voluntary dispute resolution method, whereby people involved in the conflict bring their issues to a mutually acceptable third party, and request that he or she should make a decision for them regarding the resolution of the conflict.

4) *Administrative justice*

Administrative justice is when people in disputes submit their complaints, claims, or disputes to an official, agency, institution, or statutory authority formed by the legislature. The official or agency has both legislative and judicial powers to bind the decisions on issues within its authority.

5) *Adjudication*

Adjudication is a conflict resolution process, in which a judge or jurist hear and reviews evidence, arguments and legal reasoning provided by lawyers of the opposing parties (complaint/defendant) and makes a binding decision on the rights and obligations of the involved parties.
The focus of how a work is performed in an organization has shifted from individuals to teams (Gully, Incalcaterra, Joshi & Beaubien, 2002). A team is defined as “...a distinguishable set of two or more individuals who interact dynamically, interdependently and adaptively to achieve specified, shared and valued objectives.” (Bowers, Salas, Prince & Brannick, 1992). It is important that teams have a common commitment. Without commitment, the team’s members perform as individuals, but with it they become a powerful unit of collective performance (Katzenbach & Smith, 2005:2).

Team performance can be defined as the extent to which teams meet to establish quality, quantity, and flexibility objectives (Shaw, Zhu, Duffy, Scott, Shih & Susanto, 2011). “Team performance can be evaluated on basic criteria, such as evidence of continuous problem-solving, the continual search for alternative solutions, continuous improvement of quality outputs, error and wastage rates, productivity improvement, etc.” (Erdem, Ozen & Atsan, 2003). Teams are capable of outstanding performance and they are primary unit of performance for an increasing number of organizations. However, high performance teams are rare (Castka, Bamber, Sharp & Belohoubek, 2001). High performance teams are teams that “...consistently satisfy the needs of customers, employees, investors and others in its area of influence, and as a result these teams frequently outperform other teams that produce similar products and services under similar conditions and constraints.” (Castka et al. 2001). There are several steps that could be followed in creating high performance teams: (1) common interests, goals, and strategies, (2) shared values, (3) individual responsibilities, (4) highly effective collaboration, (5) agreed behaviors, (6) shared leadership, and (7) continual improvement (Azmy, 2012).

Haleblian & Finkelstein (1993) suggest that large size teams tends to create coordination and communication problems that smaller groups do not have. Smaller teams are more cohesive, and their members experience more satisfaction than members of larger teams (Haleblian & Finkelstein, 1993). Teams are most effective when they have sufficient number of members, not greater than those sufficient to perform the task (West & Anderson, 1996). Large teams with more than 12 or 13 people, are too big to enable effective interaction, exchange, and participation (Poulton & West, 1993). Paris, Salas & Cannon-Bowers (2000) claim that if too few people are chosen to perform a task, undue stress will be placed on the team members and if too many are chosen, resources will be wasted.
Conflicts are inevitable in relationships (Ting-Toomey & Oetzel, 2001:360). Conflicts can interfere with team performance and reduces satisfaction, because it produces tension, antagonism, and distracts team members from performing their task (De Dreu & Weingart, 2003), but there is no guarantee that teams will flourish in harmony (Bohlander & McCarthy, 1996). Hackman & Morris (1975:2) suggest that teams can operate in great harmony when a member from the team gives a quick and innovative responses. When team members are upset with each other, feel antagonistic to one another, it can affect their performance and productivity (Jehn, 1994). Jehn (1995) claims that there are three ways, in which relationship conflicts can affect team performance. Firstly, they reduce the ability of team members to assess new information provided by other members. Secondly, it makes members less responsive to the ideas of other group members. Thirdly, the time and energy needed on working on a task is used to discuss, resolve, or ignore the conflicts. However, conflict among team members can enhance quality decisions and strategic planning (Cosier & Rose, 1977), creativity, and innovation (Chen, 2006). Tjosvold (1991) suggests that through conflicts, problems can be identified, solutions are created and accepted, and fairness and justice is established. Conflicts can be used to investigate problems, create innovative solutions, learning from experience, and making relationships worthwhile (Tjosvold, 2008).

Meetings are necessity for building successful teamwork (Kauffeld & Lehmann-Willenbrock, 2012). Team success can be achieved when teams meet and interact frequently, which could motivate team members and enable them to be committed to the team’s mission and goals (Drach-Zahavy & Somech, 2001). Kauffeld & Lehmann-Willenbrock (2012) suggest that teams exhibiting functional interaction, such as problem-solving interaction and action planning during meetings, are likely to be more satisfied with their meetings and better meetings are associated with higher team productivity. Dysfunctional interaction, such as criticizing others or complaining during meetings, have negative effects on both the team and organizational success (Kauffeld & Lehmann-Willenbrock, 2012). No matter the industry, effective teamwork is critical for success. Teamwork starts with team players; individuals working together to accomplish agreed-upon goals and objectives (Parker, 1990:12). “Teamwork enables team members to plan, organize and coordinate the activities of the team for goal attainment” (Pineda & Lerner, 2006). Research on attitudes to teamwork suggests that a team member’s satisfaction with his team could lead to greater commitment, fewer absences and reduced turnover in the workplace (Pineda & Lerner, 2006). Scarnati (2001) argues that teamwork creates commitment, because everyone must accept
ownership and responsibility for success or failure of a project. However, teamwork cannot be achieved without big effort, training, and cooperation (Bolman & Deal, 1992).

Hall (2005) suggests that a clear and recognizable idea or goal must serve as the focus for team members for teamwork to be successful. Teamwork requires intentionality (i.e. the working together of a group of people with a shared objective). To be more specific, the only way team members can reach their goal is through competitive effort; having a strong desire to succeed as a team (Parker, 1990:13).

Wateridge (1998) suggests that success in the information systems/information technology can be measured in terms of how a project was delivered on time, meeting its budget (cost) and specifications. The three basic criteria for measuring success are time, cost, and quality (Chan & Chan, 2004; Ika, 2009). Other requirements such as safety, functionality, value and profit, and satisfaction are attracting increasing attention (Chan & Chan, 2004). The information system (IS) project success is measured in terms of how well a team meets its critical time, budgetary and functional goals (Wixom & Watson, 2001). However, the main reason for any team assessment, is to improve performance. Thus, when a team is willing to devote itself, to identify its measures of success, the team might encounter resistance, when it is time to do the actual measuring (McDermott, Waite & Brawley, 1999).

2.3 Managerial Training
Training has a significant impact on team success (e.g. Kirkman, Rosen, Gibson, Tesluk & McPherson, 2002; Hollenbeck, DeRue & Guzzo, 2004). “Training” is a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Aguinis & Kraiger, 2009:452). The main aim of training is to prepare trainees for the task they are going to perform on their jobs (Barnard, Veldhuis & van Rooij, 2001). Training is a formal and informal process, which is carried out to improve the performance of employees. Therefore, effective implementation of training processes at all levels of management have significant impact on employees’ performance (Afaq, Yusoff, Khan, Azam & Thukiman, 2011). However, Training may not be effective in a high-stress environment (Driskell & Johnston, 1998:192). Training alone is not enough to substantially improve and maintain performance, not until when
feedback is provided (because this will help to understand if the training is useful and effective) (Cooley, 1994). Different training types include: Managerial training, Professional training, Technical training, Skilled training, and Clerical training (Lillard & Tan, 2012:7). The focus of this study will be on Managerial training. Managerial training is defined as a procedure by which individuals gain various skills and knowledge that increases their effectiveness in different ways, these includes leading and leadership, guiding, organizing, and influencing others (Skylar Powell & Yalcin, 2010). “Every year, managerial training and development programs are implemented in most private and public organizations.” (Burke & Day 1986).

Managerial training is widely recognized. The aim of most managerial training and development programs is to educate or improve various managerial skills to improve on-the-job performances (Burke & Day, 1986). Managerial training is specifically carried out to improve job performance in the areas of human relations, self-awareness, problem-solving, decision making, motivation/values, and general management (Burke & Day, 1986). The teaching of conflict management in college courses, in management training, and in the academic and popular press conferences, is something of great importance (Callanan & Perri, 2006). However, despite considerable investments in managerial training, its effectiveness has often been questioned. That is, do employees actually learn useful information for meeting organizational goals? (Mafi, 2001). Mafi (2001) suggests that managerial training conducted on the job, along with classroom training, and aligned with business goals may improve the overall effectiveness of managerial training. Managerial training has low priority in many organizations and is regarded as an expense, rather than as an investment (Sharma, 2014).

2.4 The Evaluation of the theories used and State of the Art

This section evaluates the articles used in the literature review to learn how the scientific community evaluates the strength of the theories of these articles. The criteria for evaluating these different scientific articles is summarized in the table below.

<table>
<thead>
<tr>
<th>Phenomenon</th>
<th>References</th>
<th>Citations</th>
<th>Shatre of validation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theory</td>
<td></td>
<td>Low &lt; 200</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medium</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High &gt; 500</td>
<td>Proposal</td>
</tr>
</tbody>
</table>

*Figure 4. Sample table on how to evaluate the state of art, Philipson (2017-11-03)*
Figure 5 explains how each of these extant theories used in the literature review will be evaluated. The strength is the result of two independent measures, the level of citations and the share of validity.

Figure 5. Evaluation of the state of the art; own
<table>
<thead>
<tr>
<th>Phenomenon</th>
<th>References</th>
<th>Citations</th>
<th>Validity</th>
<th>Strength in the theories</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Holmblad (1994)</td>
<td>202</td>
<td>Some validation</td>
<td>Emerging</td>
</tr>
<tr>
<td>Evaluated as: Dominating and Emerging</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reasons for forming business relationships</td>
<td>Blois (1999); Ksh &amp; Venkatraman (1991)</td>
<td>626</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
<tr>
<td></td>
<td>Cooper &amp; Gardner (1993)</td>
<td>256</td>
<td>Some validation</td>
<td>Emerging</td>
</tr>
<tr>
<td></td>
<td>Ratnasingam (2005)</td>
<td>200</td>
<td>Limited validation</td>
<td>Proposal</td>
</tr>
<tr>
<td>Evaluated as: Dominating, Emerging and Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business networks definition</td>
<td>Anderson et al. (1994); Johanson &amp; Vähne (2003); Håkansson &amp; Ford (2002)</td>
<td>3011, 1259, 1669</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
<tr>
<td>Evaluated as: Dominating</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Business networks termination</td>
<td>Dean et al. (1997)</td>
<td>136</td>
<td>Limited validation</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td>Lapinaho et al. (2004)</td>
<td>34</td>
<td>Limited validation</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td>Dean et al. (1997)</td>
<td>136</td>
<td>Limited validation</td>
<td>Proposal</td>
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<tr>
<td>Evaluated as: Proposal</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Causes of team conflicts</td>
<td>De Witt et al. (2012)</td>
<td>672</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
<tr>
<td>Evaluated as: Dominating, Proposal</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Ways in resolving conflicts</td>
<td>Anderson &amp; Narus (1991); Tang &amp; Kirkbride (1986)</td>
<td>711, 130</td>
<td>Well validated</td>
<td>Dominating, Proposal</td>
</tr>
<tr>
<td>Team performance definition</td>
<td>Shaw et al. (2011)</td>
<td>168</td>
<td>Limited validation</td>
<td>Proposal</td>
</tr>
<tr>
<td></td>
<td>Erdem et al. (2003)</td>
<td>74</td>
<td>Limited validation</td>
<td>Proposal</td>
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<tr>
<td>Evaluated as: Proposal</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>High performing teams</td>
<td>Carvaka et al. (2001); Azmy (2012)</td>
<td>178, 31</td>
<td>Limited validation</td>
<td>Proposal</td>
</tr>
<tr>
<td>Evaluated as: Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team size</td>
<td>Halebian &amp; Finkelstein (1993); West &amp; Anderson (1996); Poulton &amp; West (1993); Paris et al. (2000)</td>
<td>1119, 1352, 231, 375</td>
<td>Well validated</td>
<td>Dominating, Emerging</td>
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<tr>
<td>Evaluated as: Dominating, Emerging</td>
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</tr>
<tr>
<td>Conflicts interferes with team performance</td>
<td>De Dreu &amp; Weingart (2003); John (1994); John (1995)</td>
<td>276, 958, 4149</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
<tr>
<td>Evaluated as: Dominating</td>
<td></td>
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<tr>
<td>Conflicts improves team performance</td>
<td>Cross &amp; Rose (1977); Tjosvold (2008); Chen (2006); Tjosvold (1991)</td>
<td>250, 499, 180, 131</td>
<td>Some validation</td>
<td>Emerging, Proposal</td>
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<tr>
<td>Evaluated as: Emerging and Proposal</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Effective teamwork is important for success</td>
<td>Parker (1990); Pineda &amp; Lerner (2006); Scarnati (2001)</td>
<td>597, 42, 149</td>
<td>Well validated</td>
<td>Dominating, Proposal</td>
</tr>
<tr>
<td>Evaluated as: Dominating, Proposal</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Training is important for team success</td>
<td>Kirkman et al. (2002); Hollenbeck et al. (2004); Barnard et al. (2001)</td>
<td>620, 221, 25</td>
<td>Well validated</td>
<td>Dominating, Emerging</td>
</tr>
<tr>
<td>Evaluated as: Dominating, Emerging and Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial training definition</td>
<td>Burke &amp; Day (1986); Callanan &amp; Perri (2006)</td>
<td>794, 50</td>
<td>Well validated</td>
<td>Proposal</td>
</tr>
<tr>
<td>Evaluated as: Dominating, Proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measuring success</td>
<td>Wateridge (1998); Chan &amp; Chan (2004); Wixom &amp; Watson (2001); Ika (2009)</td>
<td>642, 780, 1577, 554</td>
<td>Well validated</td>
<td>Dominating</td>
</tr>
<tr>
<td>Evaluated as: Dominating</td>
<td></td>
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</tbody>
</table>
2.5 Research Model
The research model in figure 4 shows how the author intends to make the study; Firstly, to understand if managerial training will reduce conflicts among team members/employees. Secondly, to if conflicts can improve the performance of employees/teams. Lastly, how improved performance can affect the network performances of Information technology (IT) firms in Nigeria and Uganda. These conceptual relations will be studied within the realm of relationships and networks.

*Figure 6. Research model; own.*

**Definition of terms**
- Reduces
- Improves
- Affect
2.6 Definitions of phenomenon used in this study

Managerial training

Managerial training is defined as the process by which individuals acquire various skills and knowledge that increases their effectiveness in various ways, including leading, leadership, guiding, organizing, and influencing others (Skylar Powell & Yalcin, 2010). Managerial training is specifically conducted to improve task performance in the field of human relations, self-awareness, problem-solving, decision-making, motivation, values, and management in general (Burke & Day, 1986). The teaching of conflict management in college courses, in management training, and in academic and popular press conferences, is of great interest (Callanan & Perri, 2006).

Conflicts

Conflicts are disagreements that occur when the action or beliefs of one or more members of the group are unacceptable and rejected by one or more of the other team members (Levine & Thompson, 1996). Parties in relationships and networks sometimes turn into adversaries, especially when the routine course of events in the group is disrupted (De Witt, Greer & Jeh, 2012). Conflicts occur due reasons such as personality clashes, ego clashes, differences of opinions, cultural differences, perceptions, mis-communication, etc. (Rao, 2017).

Team performance

Team performance is defined as an extent to which teams meet to develop quality, quantity, and flexibility objectives (Shaw et al.2011). If teams performs exceedingly high, they are able to meet the needs of customers, employees, etc., and perform much better than other teams (Castka et al. 2001). Teams are usually grouped into large and small size teams. Large size teams creates coordination and communication problems, while small size teams are cohesive and usually experience satisfaction more than larger teams (Halebian & Finkelstein, 1993).
3. METHODOLOGY

This chapter presents the methodological choices made, how the interviews will be conducted, and how the results will be analyzed. The chapter ends with an evaluation of how these choices affect the validity and reliability of the thesis.

3.1 Research Design

Research design is a conceptual structure within which a research is conducted; it serves as a blueprint for the collection, measurement and analysis of data (Kothari, 2004:31). Research purpose and research questions are suggested to be the starting points in developing a research design, because they provide important clues about the substance that a researcher wants to analyze (Wahyuni, 2012:72). The purpose of a research design is to ensure that the data obtained enables us to answer the initial questions as clearly as possible (De Vaus & de Vaus, 2001:9). Gray (2013:36-37) proposes four possible types research design: exploratory, descriptive, explanatory, and interpretive research design. The author will focus on explanatory research design; exploratory, descriptive, and interpretive design will not be discussed.

Explanatory research tries to find explanations of observed phenomena, problems, or behaviors (Bhattacherjee, 2012:6). Explanatory research seeks answers to ‘why’ and ‘how’ types of questions. It attempts to “connect the dots” in research, by identifying causal factors and outcomes of a target phenomenon (Bhattacherjee, 2012:6). De Vaus & de Vaus (2001:2) argue that, answering ‘why’ questions involves developing causal explanations. For example, causal explanations argue that phenomenon Y is affected by factor X. Some causal explanations may be simple, while others might be more complex.

The researcher of this study has chosen to make an explanatory study, with the aim of understanding how the information technology (IT) firms in Nigeria and Uganda manage conflicts, to understand how conflicts among employees can be minimized with the help of managerial training, and to also understand how improved performance of their employees can influence the network performance.

Each of these companies (i.e. AfriLabs (Nigeria), Hive Colab (Uganda), and Wennovation Hub (Nigeria) forms relationships and networks with some organizations in their home country as
well as other companies in Africa countries, therefore it will be interesting to understand and investigate how each of them have been able to maintain their relationships and networks with other firms within their hub.

3.2 Data collection

Data can be collected as Primary or Secondary data.

“Primary data are data that are collected for a specific research problem at hand, using procedures that fit the research problem best. On every occasion that primary data are collected, new data are added to the existing store of social knowledge. Increasingly, material created by other researchers is made available for re-use by the research community generally; it is then called secondary data.” (Hox & Boeije, 2005).

Secondary data are data sets that are already in existence, such as census data. Researchers may select variables to use in their analysis from one secondary data set or combine data from across sources, to create new data sets (Harrell & Bradley, 2009). Each companies’ information was also retrieved from each company’s websites.

For this study, a type of primary data collection method, interviews has been chosen. Interviews can serve as a primary data collection method to gather information from individuals about their own practices, beliefs, or opinions. They can also be used to collect information on past or present behaviours or experiences (Harrell & Bradley, 2009).

Interviews

Interviews are used as main data collection method. Over the years, interview has been the basic tool of social sciences (Denzin, 2001). Ninety per cent of all social science investigations use interviews; increasingly the media, human service professionals, and social researchers get their information about society through interviews. Interviews are generally used in conducting qualitative research, whereby the researcher is interested in collecting facts or deep understanding of opinions, attitudes, experiences, processes, behaviors, or predictions (Rowley, 2012). Interviews can be conducted through the internet, over the telephone, or face-to-face
(Brinkmann, 2014), and through innovative communication technologies, such as Skype (Deakin & Wakefield, 2014). A total of ten (10) interviews have been conducted with participants from each of these companies, which means, four (4) participants from AfriLabs (Nigeria), three (3) participants from Hive Colab (Uganda), and three (3) participants from Wennovation Hub (Nigeria).

For this study, the interviews will be conducted through Skype.

“Skype is a free software application that enables communication by video using a web-cam on a computer or a smart phone. Skype appears to have a number of significant advantages for qualitative interviewing: (1) Skype saves travel time and money, opens up more possibilities in terms of geographic access to participants, and is less disruptive in terms of scheduling and carrying out the interviews. (2) Skype interviews can be more comfortable because they occur in one’s own private spaces” (Seitz, 2016).

Skype may present some challenges for interviewing, such as dropped calls and pauses, inaudible segments, inability to read body language and non-verbal signs. Some strategies have been adopted to successfully solve these possible challenges: having stable internet connection, finding a quiet room without distractions, slowing down and clarifying talk, being open to repeated answers and questions and paying close attention to facial expressions (Seitz, 2016).

The author has chosen Skype, because the companies to be researched are based in Nigeria and Uganda, while the researcher is based in Sweden. Skype interviews will be in video or audio form, depending on what the respondents’ desires. But all respondents will be aware that their voices (audio) will be recorded, in order not to mis-quote their statements. Skype has also been chosen because it saves time, cost, and location. The author communicated with all ten participants in English, as this is the general and official language that both participants and the author speaks. The study is also in written in English.

Interviews can be classified as Structured, Unstructured, and Semi-structured interviews (Qu & Dumay, 2011; Rowley, 2012). I use semi-structured interviews, as structured interviews and
unstructured interviews seem irrelevant for this study. In a structured interview, the same questions are asked to all respondents (Kajornboon, 2005). While an unstructured interview is a non-directed and flexible method, the interviewer do not need to follow a detailed interview guide. This can create some problems, because the interviewer may not know what to look for or what direction to take the interview (Kajornboon, 2005).

*Semi-structured interviews* take a variety of different forms, with various numbers of questions and different degrees of adaptation of questions and questions to accommodate the interviewee (Rowley, 2012). In semi-structured interviewing, a guide is used, with questions and topics that will be covered. The interviewer decides the order, in which standardized questions will be asked. Probes may be provided to ensure that the researcher covers the correct material. This type of interview is somehow conversational in style. Semi-structured interviews are often used when a researcher wants to delve deeply into a topic and to understand the answers provided thoroughly (Harrell & Bradley, 2009).

This study investigates on how the information technology (IT) firms in Nigeria and Uganda manage conflicts, to understand how conflicts among employees can be minimized with the help of managerial training, and to also understand how improved performance of their employees can influence the network performance. The author decided to use semi-structured interviews, with the aim of gaining a deep understanding of the phenomena. Semi-structured interviews were chosen because that enables the interviewees to give responses in their own words and in the way, they think and use language. The interviewees were selected based on their years of experience in Information Technology (IT), ranging from 2 to 11 years, of which some of the respondents have had previous experience in an IT company, before being employed in their current organization. The interviews, Figure 7 gives an overview of the interviews. The figure gives information of each representative for each company, their post in the organization, the date that each participant was interviewed, and time span of each interview.
3.3 Population and Sample

“A population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study. The unit of analysis may be a person, group, organization, country, object, or any other entity that you wish to draw scientific inferences about” (Bhattacherjee, 2012).

Information technology (IT) firms in Nigeria and Uganda have been selected as an area to be investigated for this study. The target population for this research are IT firms in Nigeria and Uganda: AfriLabs (Nigeria), Hive Colab (Uganda), and Wennovation Hub (Nigeria). These companies were selected because they have made names of themselves in the domain information technology firms. They exhibit some form of relationships and networks, by working together with other IT firms, particularly in their respective countries and in Africa in general. The figure below gives a brief information of each of these companies used in this study.
Sampling technique

“Sampling is the statistical process of selecting a subset (called a ‘sample’) of a population of interest for purposes of making observations and statistical inferences about that population” (Bhattacherjee, 2012:65).

Sampling techniques can be categorized into probability (random) and non-probability sampling. This study will use a non-probability sampling, whereby some units of population have zero chance of selection or where the probability of selection cannot be accurately determined (Bhattacherjee, 2012:69). It is cheaper and can often be implemented more quickly (Etikan, Musa & Alkassim, 2016). Non-probability sampling techniques are Convenience, Quota, Snowball sampling (Bhattacherjee, 2012:69), and Purposive sampling (Etikan et al., 2016). The author has chosen ‘Purposive sampling’. It is a non-random technique that involves the selection of individuals or group of individuals that are well-informed about the phenomenon to be studied (Etikan et al., 2016). Purposive sampling is largely used in qualitative research to identify and select rich and quality information that is related to the phenomenon of interest (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015). However, the empirical results from the data cannot be generalized beyond the sample, but theoretical generalization can be made (Acharya, Prakash, Saxena & Nigam, 2013).

Respondents from three Information technology (IT) sectors were chosen in order to study the research questions.

<table>
<thead>
<tr>
<th>Company</th>
<th>Founded</th>
<th>Branches</th>
<th>Aims and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>AfriLabs (Nigeria)</td>
<td>2011</td>
<td>Lagos, and Abuja</td>
<td>They support hubs to raise successful entrepreneurs that will create jobs and develop innovative solutions to African problems. They provide knowledge sharing &amp; collaboration, capacity building, and programs &amp; events to African tech hubs.</td>
</tr>
<tr>
<td>Hive Colab (Uganda)</td>
<td>2010</td>
<td>Kampala, and Mbarara.</td>
<td>They focus on technology verticals (Delivers specific services) that they consider as cornerstones to the country’s emerging digital economies: financial technologies (fin tech), medical tech, education technologies (ed tech), agricultural technologies (ag tech), and technology for governance (tech4gov).</td>
</tr>
</tbody>
</table>
3.4 Operationalization

“Operationalization is a process of designing precise measures for abstract theoretical constructs.” (Bhattacherjee, 2012: 22).

Operationalization means interpretation of concepts based on theories into empirical measurements (Wendel, 2009), it is also referred to as “…turning concepts into measurable variables by defining the variable in terms of the procedure used to measure it.” (Hohn & Gollnick, 2012).

All respondents are asked to answer three (3) control questions, these three control questions were based on Sex, Age, and Years of experience in the industry, thereafter the questions for the interview were based on three concepts: Managerial training, Conflicts, and Performance. Under each concept, questions were created, and backed up with extant theory. Questions for each concept were administered to the appropriate respondents, (See appendix I) for detail explanation.

3.5 Analysis Method

Basit (2003) Claims that data analysis is the most difficult and most important aspect of a qualitative study. Because it is seen as dynamic, creative process of inductive reasoning, thinking, and theorizing.

“Qualitative research produces large amounts of textual data in the form of transcripts and observational field-notes.” (Pope, Ziebland & Mays, 2006).

Undertaking qualitative research can be an exciting challenge, and at the same time, it can be a difficult venture (Charmazn & Belgrave, 2007). Hence, in analyzing qualitative data, Martin & Turner, (1986) adopted Grounded theory,

“Grounded theory is an inductive, theory discovery methodology that allows the
researcher to develop a theoretical account of the general features of a topic while simultaneously grounding the account in empirical observations or data.” (Martin & Turner, 1986:141).

Inductive researchers usually use grounded theory approach for data analysis and theory generation. This approach seems useful when generating theories out of data (Bell, Bryman & Harley, 2018).

Therefore, I have chosen to analyze the data according to Philipson (2013-09-23), which states that an abductive method is suitable for analyzing qualitative data to use of the empirical material well, along with a well-grounded theory. This method is useful for studies on interviews, focus, groups, and observations. Philipson (2013) outlined steps that can be used for a well-grounded theory:

- Each respondents’ interview was recorded, and their statements were written down.

- A matrix in Microsoft excel is made, with the interviewees in columns and questions in row, answers to each question were placed to the appropriate cell. Keywords were selected based on their importance and marked in bold. The words not in bold format were eliminated.

- Each question with ‘sets of answers’ were splitted into separate rows. Each row with more than one filled cell got its own header, which represent its own answer. The header was used on the basis of the words used by the interviewees, rather than theoretical definitions.

- All filled cells were marked in light yellow colour background, as this serves as visual identifier. The rows were re-arranged, and the cells marked in yellow came first. The columns (interviewees) were re-arranged, and the interviews that were similar were placed next to each other.

- Global patterns (for all questions) and Local patterns were found.
3.5 Validity and Reliability

Validity and reliability are two factors any qualitative researcher should consider, while designing a study, analysing results, and judging the quality of a study (Golafshani, 2003). Validity and reliability are ways of revealing and communicating rigour of research processes and the trustworthiness of research findings (Roberts, Priest & Traynor, 2006).

Traditionally, there have been debates on the validity and reliability of interview research. Critics argued that interviews are not a valid research instrument, because of the dependence of the interviewer, who is unreliable, because different researchers will do their interview and analysis in different ways. But many researchers accept interviewing as a valid research method, emphasizing the fact that the researcher as the research instrument is actually a virtue of interviewing, and that interviewing, due to its dialogue quality, is the most valid research instrument to study qualitative, discursive, and conversational aspects of a social world (Brinkmann, 2014).

Validity refers to the extent to which a measure adequately represents the underlying construct that is supposed to measure. Validity can be assessed using theoretical or empirical approaches, and should be measured using both measures (Bhattacherjee, 2012:58). For this study, the concepts to be measured are illustrated under Operationalization. In the Operationalization table, each question for the interview are supported with existing sub-theories.

To increase the validity of this study, the following procedures were carried out: 1) The questions for the interview were directed to top employees who have knowledge and expertise about the phenomenon to be studied, 2) Before the interview commenced, a mail notification was sent to participant to ensure that they are in a calm and quiet environment, so as to avoid network interruptions or mis-communication, 3) During the interview process, each respondent was informed that their voices (audio) will be recorded, in order not to mis-interpret what they have said, and 4) The participant were chosen based on their years of experience in the industry.

Reliability can be replaced with terms like; ‘credibility’, ‘neutrality’, ‘confirmability’, ‘dependability’, ‘consistency’, ‘applicability’, ‘trustworthiness’, and ‘transferability’ (Cohen et
al., 2013:148). Silke (2001) argues that an explanatory study provides reliable insights into a subject, empirically reviewing the precedents, analysing the current, and predicting the future. In qualitative research, reliability is seen as a fit between what researchers record as data and what actually occurs in the natural setting that is been researched, i.e. a degree of accuracy and comprehensiveness of coverage (Cohen et al., 2013:149).

A semi-structured interview guide provides a clear set of instructions and gives reliable, comparable qualitative data (Cohen & Crabtree, 2006).

To boost the reliability of this study, the questions for the interviews in the Operationalization was sent to my supervisor for thorough scrutiny, in order to ensure that the study measures what its meant to measure. The author also ensures that each respondent understands the questions that were presented to them, and also allow them to gain some of form trust in the author, by communicating with them like a colleague and friend.
4. EMPIRICAL FINDINGS

This section will give the results from the empirical analysis. The chapter continues with an explanation on how the data was collected and processed.

4.1 Findings from the interviews

The interviews were conducted based on three components: Managerial training, Conflicts, and Performance. The information gathered from the interviews is summarized under each of these concepts (i.e. Managerial training, Conflicts, and Performance), with responses of the interviewees of each organization to help the reader understand and compare the facts gathered from the interviews.

A detailed discussion of the interviews with respondents of each company is presented in Appendix II.

For each concept, keywords have been generated from the responses gotten from the interviewees Question 4a-23. In each of the figures below, Local patterns 1-15 have been created, and these local patterns were deduced from the global patterns in figure 12. The local patterns were found based on similar interview answers for each concept (see fig. 9-11).

4.2 Managerial training

Generally, all respondents confirmed that meetings relating to employees’ goals and objectives have contributed tremendously to the success of their employees’ and also for the organization.

But each company has different schedules for when these meetings are conducted. Respondents from AfriLabs, have meetings relating to goals and objectives on a monthly basis, and this has been helpful for the employees, because they will understand what the company expect them to do. During these meetings, employees’ work has been reviewed to know if they are doing the job correctly, so that they are on track. Respondents from Hive Colab have meetings once or twice weekly, and this has helped the organization in meeting its goals, the employees to be in alignment, and progress check on what has been done are done. Respondents from
Wennovation Hub have meetings weekly, yearly, and when the need arises, this has helped employees to be at the same page in terms of what they are supposed to do, delivering what is right. This has improved the productivity of the organization (Q4a & b). Two respondents explained that during these meetings, employees discuss the problems they have encountered during a particular task, they give updates on the opportunities for the organization. Employees are often given inspirational talks, thereafter, the organization acknowledges successful employees (LP1)

“Meetings are conducted every month, and this has helped employees to understand what the organization expect from them, It has helped review their work and if they are not doing it well, it brings them back on track” (Operations manager, AfriLabs).

“Meetings relating to goals and objectives are done weekly, it has helped the organization to be on track in terms of its goals, and has helped to make sure everyone is on the same page in terms of what work has been accomplished, and progress check on to do list” (Co-founder, Hive Colab).

“Employees conduct weekly meetings, and an employee can call another employee to quickly help to discuss something relating to their goals. This has helped everybody to be on the same page on what to do, in delivering what is required, and has influenced the productivity of the organization” (Chief operating officer, Wennovation Hub).

All interviewees gave their responses that their employees work together as teams. Despite that each employee is given its own individual task, everybody still sees the task of another employee as its own, and this has contributed to success for the organizations. The task is mainly inter-departmental, which means that an employee will need the assistance of another employee in carrying out a task. It is important that every department communicate and work with one another, so that they can execute all projects, and each employees’ role has to be implemented on each other’s project when needed. Tasks are done collaboratively, because there is a collective goal, and each employee is striving to work towards the goal, and how they can add to the project (Q5). Respondents also clarified that the employees have a shared and common goal, and they always endeavour in achieving the goals (LP2).
“Most of the task are inter-departmental, so an employee can need a help of another. Which means that an employee does not work alone”. (Cooperate communications & events manager, AfriLabs).

“All departments communicate with each other. They all work together, so that everybody can touch base on all projects that is going on, and everyone’s role can be applied to each other project that is needed”. (Co-founder, Hive Colab).

“Employees work collaboratively together. All employees have a collective goal, and everybody is pushing towards it, which means that every employee tries to see how he contributed to the quota”. (Managing director, Wennovation Hub).

In answering (Q6), respondents gave their views that employees’ project is been assigned and reviewed by their superiors, as well as how it should be carried and who to work together with. The organization uses different communication platforms (e.g Whatsapp, emails, and Asana) to follow up on project progress. The interviewees also declared that

“For goal attainment, what an employee is expected to do is been outlined by the operations manager, and that is what guides the employees in their job entirely”. (Programmes Officer, AfriLabs).

“This is been achieved during weekly meetings. We use various mechanisms like emails, whatsapp, and Asana to track progress on to do list on various projects”. (Co-founder, Hive Colab).

“We have different project management tools, specifically for projects. So that team members can collaborate more effectively and see what everyone is doing, and this is been reviewed by the senior level manager, whom the team reports to”. (Managing director, Wennovation Hub).
All respondents gave their responses from experience, that a project being assigned to an employee is ultimately the responsibility of that employee to see to its success irrespective of the help an employee gets from another team member (Q7). Participants from AfriLabs, explains that it is the responsibility of an employee to execute and deliver a task that has been given, because whatever has been delivered, will be evaluated or assessed. Participants from Hive-Colab responded that each employee is given his/her own task, and it is the responsibility of each individual to carry out this task, in order for the team to exist. Participants from Wennovation Hub explains that the employees have a feeling from the beginning of a project that the project is theirs, as the project is in progress, all they seek from each other is advice, finally, they come forward with a final decision (Q7) (LP3).

“When a task is given to an employee, you are expected to deliver, and what you deliver is what you are been appraised for”. (Operations manager, Afrilabs).

“Everyone is assigned their roles and responsibility, and this has to be carried out. Everybody has to execute in their lane in order for the team to continue”. (Co-founder, Hive Colab).

“Each employee has a sense of ownership in the organization. As a project is on-going, you have the sole authority of what to do and all you seek from other members of the team is advice, and at the end, you come out with the final decision”. (Chief operating officer, Wennovation).

All respondents agreed that training is highly important, and this has really helped employees in achieving success, both for themselves and for the organization. In AfriLabs, training assists in educating employees on what the organization want from them, and they are meant to execute their task. For Hive-Colab, training is necessary, because they collaborate with very young inventors, and ensure that they go through thorough training on how to manage the organization. Wennovation Hub sees training as extremely important, because training assists employees in succeeding excellently in a task (Q8a) (LP4).
“Training is extremely important, because it educates the employees on how the organization expect them to carry out a particular task”. (Operations manager, Afrilabs).

“Training is very important for the employees. Looking at the work we do, working with very young innovators, training is paramount. For every staff, we take them through rigorous training on how to handle the start-ups”. (Programs manager, Hive Colab).

“Training is very important, because you can only be able to retrieve the best out of people when they are well trained. So, we try to invest on our staff training”. (Managing director, Wennovation).

All interviewees accept that training reduces stress and anxiety, because when an employee is given the right training on a particular task, such employee is relaxed on what to do in carrying such task that the employee is been trained for. It is believed that when an employee is properly trained, the task becomes easier to implement. It helps employees to be suitable for a task and to be able manage resources effectively (Q8b). Two respondents claimed that when an employee is adequately trained, they will have the perfect knowledge for carrying out the task, and handle it effectively. It will assist the employees to collaborate effectively with each other (LP5).

“Yes, because once you are aware of what you are supposed to do, then you are less anxious or stressed, and that even makes the task easier for the employees”. (Operations manager, AfriLabs).

“Yes, it actually does. It goes a long way to help an employee fit, and that takes away a lot of stress”. (Programs manager, Hive Colab).

“Yes, when you are trained, you are in a better position to handle issues and that is
when an employee no longer sees problems but opportunities and can manage project and resources more effectively”. (Managing director, Wennovation Hub).

All respondents from each of the company confirmed that the organization provides the employees with different kinds of training. But these trainings given to employees differs from one organization to the other (Q9). Three participants explained that employees are often given technical training, master classes, and managerial training (LP6). Two respondents clarified that employees are usually given leadership, leadership and management training, or project management training (LP7).

“...We give trainings on capacity building, technical know-how, Global way of doing things in the eco-system, professional training, and master classes training”. (Operations manager, AfriLabs).

“We provide leadership training, project management training, and IT trainings to the employees”. (Co-founder, Hive Colab).

“We provide technical training, Finance and investment training, Impact measurement trainings, Project management training, and leadership and management training”. (Chief operating officer, Wennovation).

All respondents agreed that they are familiar with managerial training and that its effectiveness can actually be questioned. However, each respondent from each organization gave their different opinions on why managerial training effectiveness can be questioned (Q10).

“Yes, we call it master classes training. The effectiveness depends on the manager that is been trained. All managers are expected to disseminate information to their employees, but some don’t know how to carry it out, and this goes a long way in affecting the employees”. (Operations manager, AfriLabs).
“Yes of-course. Anything can literally be questioned. The effectiveness depends on the person carrying out the managerial training, if the person carrying it out is doing it wrongly, then the effectiveness can be questioned”. (Co-founder, Hive Colab).

“Yes. The effectiveness depends on the recipient, if the recipients are not going to apply whatever they have gotten from the training, then it can be rendered ineffective”. (Group business development executive, Wennovation).

Respondents from AfriLabs and Hive Colab confirmed that managerial training has not been given to their employees, while respondents from Wennovation agreed that the organization has conducted managerial training to the employees, and this has been successful (Q11).

AfriLabs offers managerial training to only employees who are in the managerial positions, Hive-Colab has not included managerial training to their curriculum, but they include it to their types of training in the coming years (Q11).

“No. Managerial training is given only to the managers, and not to the employees because they are not in the managerial position and it is a different ball game”. (Operations manager, Afirilabs).

“No. Because most of our training is not that high level. We may, in the coming year as we continue to improve our staff, and the products that the organization offers to the community in the IT industry”. (Co-founder, Hive Colab).

“Yes. The organization has provided the employees with managerial training, this has been successful and we invest a lot on it”. (Managing director, Wennovation).
Respondent from AfriLabs do not accept that issues of conflict can be reduced when employees are given managerial training, while respondents from Hive-Colab and Wennovation accepts that problems with conflicts can be minimized when employees are provided with managerial training (Q12).

“No. Because the fact that an employee is given managerial training when an employee is not a manager, does nothing to conflicts”. (Operations manager, AfriLabs).

“Yes, but employees are humans and humans are always going to have conflict in any situation. The more training, the more hands that you are always on, so there is always an opportunity to reduce or hinder any potential conflict within employees”. (Co-founder, Hive Colab).

“Yes, because they will be in a better position to manage stress and teams. Usually, conflicts arise when team members do not agree together on a particular project, but when this training is given, every team member works together for the success of the project and not for individual or personal interest”. (Managing director, Wennovation Hub).

All respondents agreed that their organization measure the success of their employees, but each company has its own different techniques on how their employees’ success is been measured.

It is usually measured based on time, performance, and quality of a project (Q13).

“Yes, success is measured on how an employee is able to meet up with deliverables and timing”. (Programs officer, AfriLabs).

“Yes. Primarily, it is been measured on how well they met their objectives, in terms of the roles and responsibilities that is been assigned to them, and then decide whether they over performed or under performed”. (Co-founder, Hive Colab).
“Yes. But, measuring success based on time is not ideal for us, because an employee might deliver on-time, but the quality can be compromised. So, the organization looks at the quality of the project design on its own, how well has the project been designed”. (Managing director, Wennovation Hub).

Respondents from AfriLabs and Wennovation Hub confirmed that their employees are not confused on how their success is been measured, while respondent from Hive Colab agreed that some of their employees might be confused on how success is been measured (Q14). One interviewee declared that employees are aware of how their success is measured. Another respondent confirmed that they might be confused on what criterias are used in measuring their success. But overall, both respondents replied that their success is measured based on their key performance indicators (LP8).

“No, because each employee has been told by the operations manager, what their key performance indicators are, and their targets”. (Member service coordinator, AfriLabs).

“Yes, some of them will always be confused on how success is been measured, but we try to let them understand it from the goal”. (Programs manager, Hive Colab).

“No, because there is a job description which actually states the key performance indicators”. (Chief operating officer, Wennovation Hub).
Figure 9. Effects of managerial training, own.

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<td>Q8 How do they plan and prepare activities as teams for goal attainment?</td>
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<td>Q7 How does each employee accept or take ownership and responsibility for success or failure of a project?</td>
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<td>Q9 Can you describe the different kinds of training the organization gives the employees?</td>
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<td>Q10 Are you aware of managerial training? Did you think its effectiveness can be questioned?</td>
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<td></td>
<td>Most of our training hasn’t been used/Not been given to employees</td>
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<td>Yes it has been successful/Weighing and putting off</td>
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<td>Q11 Did managerial training been given to your employees? Has it been successful?</td>
<td>No</td>
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<td>Q12 Do you think that issues of conflict can be reduced, when employees are given managerial training?</td>
<td>No</td>
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<td>Q13 Do you measure the success of your employees? Based on what criteria is success measured?</td>
<td>Yes</td>
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<td>Targets/Exceeds/Performance check</td>
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<td>Underperforms/Exceeds/Highly performing/Performance appraisal</td>
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<td>Key performance indicators</td>
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<td>Deliverables and time/attent and attitude</td>
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<td>Quality of the Project/Project design</td>
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<tr>
<td>Q14 Do you think employees might be confused on how you measure their success?</td>
<td>Yes</td>
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<td>Key performance indicators</td>
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</tbody>
</table>
Figure 9 presents a summary of the respondents’ responses to the questions on managerial training. The keywords are identified, in order to show the differences in the answers given by the respondents from each company, and to have a view of the similarities among the different respondents.

Q4a - How often do your employees have meetings relating to their objectives and goals?
Q4b - Has these contributed to their success and growth of the organization? How?
Q5 - Can you please explain how your employees have been working together in achieving
Q6 - How do they plan and prepare activities as teams for goal attainment?
Q7 - How does each employee accept or take ownership and responsibility for success or failure of a project?
Q8a - How important is training for the employees\organization?
Q8b - Does training reduce stress or anxiety? How?
Q9 - Can you describe the different kinds of training the organization give the employees?
Q10 - Are you aware of managerial training? Do you think its effectiveness can be questioned?
Q11 - Has managerial training been given to your employees? Has it been successful?
Q12 - Do you think that issues of conflict can be reduced, when employees are given managerial training?
Q13 - Do you measure the success of your employees? Based on what criteria is success measured?
Q14 - Do you think employees might be confused on how you measure their success?
4.3 Conflicts

During the interview with the co-founder of Hive Colab, he responded that conflicts do not occur because the relationship is more of a collaborative environment than adversary, but the Programs manager confirmed that conflicts arises. While all respondents from Afrilabs and Wennovation agreed that conflicts arise between their organization and the firms within their hub (Q15). Two respondents confirmed with a ‘Yes’ as an answer, that conflicts occurs between their organization and with those organization they have formed relationships and networks with, and conflict is definitely certain to occur between them (LP9).

“No, because we are more of a collaborative environment than adversarial”.
(Co-founder, Hive Colab).

“Yes, Conflicts is inevitable in any organization”. (Programs manager, Hive Colab).

“Yes, it arises when they see that you are trying to compete with them”.
(Operations manager, AfriLabs).

“Yes, but none has ever gotten to the level of litigation”. (Group business development executive, Wennovation).

All respondents from each company gave different reasons why conflicts occur between their organization and other firms within their hub (Q16). Two respondents revealed that these conflicts occur because of competition, lack of information, and miscommunication (LP10).

“The reasons for these conflicts are: competition, lack of proper communication, when they see that Afrilabs is not adding value to them, and favouritism.” (Operations manager, Afrilabs).

“These conflicts arise mainly because we have different ways of thinking,
disagreement, and relationships between the human beings generally.” (Programs manager, Hive Colab).

“The reasons are competing interest, communication flaws, and there is an up-head.” (Managing director, Wennovation).

The respondents gave their views on the different methods that the organization uses in resolving these conflicts, and these methods has been successful for each organization(Q17).

“We try to make the communication as transparent as possible, and carry everybody Along.” (Operations manager, Afrilabs).

“We try to engage and reason with them, negotiation, and having a common ground, and this has been successful for us for the past 7years.” (Programs manager, Hive Colab).

“It is usually communication problem, so it is usually resolved through the communication method, by initiating a mail conversation.” (Managing director, Wennovation).

In answering (Q18), Respondent from Afrilabs do not agree that conflicts can improve employees’ performance, Respondent from Hive Colab agrees that conflicts can improve the performance of employees only when the conflict has been resolved, while the Managing director of Wennovation agrees that conflict can improve the performance of employees if the conflict is handled in a professional way, but the Group business development executive do not agree that conflict can improve employees’ performance, because there will be distractions
Respondents also clarified with a ‘Yes’ as an answer, that conflict can improve employees’ performance, because the employees will cooperate and interact effectively (LP13).

“No, it doesn’t. When there is conflicts, the employees won’t be able to work as they Should.” (Operations manager, AfriLabs).

“Yes, but performance is only improved when the conflict is resolved in the right way. Everyone understands where they went wrong and acknowledge this. otherwise, there will still be tension when the parties involved in the conflict are not happy with the resolution.” (Programs manager, Hive Colab).

“No, because it distracts the team from its focus and dissipates group energy.” (Group business development, executive, Wennovation Hub).

“Yes, when conflicts happen, they are usually due to employees having different perspectives to handling project components. If such conflict is escalated to the management, we intervene and reposition the team to the right direction based on organizational objectives. Employees’ performances would be improved since everyone now has a clearer view of the direction the organization is aiming at, therefore they all work towards it.” (Managing director, Wennovation).

All respondents agreed that conflicts definitely affects the performances of employees, each respondent gave reasons on how conflicts can affect employees’ performance (Q19).

“It can, because Afrilabs completely believe in team synergy, so when there is conflicts, you tend not to communicate well as you should.” (Operations manager, Afrilabs).

“It can affect the performance of employees through demoralization”. (Programs
manager, Hive Colab).

“It will demoralize, and there will be some level of distraction." (Chief operating officer, Wennovation).

Figure 9 gives a summary of the interviewees’ responses to the questions on conflicts. The keywords indicate the differences in the answers given by the respondents from each company, in order to have a view of the similarities among the respondents.

Q15 - Do conflicts arise between your organization and other firms within your hub?
Q16 - Can you please give reasons why these conflicts arise or occurs?
Q17 - What ways or method has your organization used in resolving such conflicts? Has this been successful?
Q18 - When conflicts occur between employees, does it improve their performance? How?
Q19 - Can you please explain how conflicts can affect the performance of employees?
4.4 Performance

All respondents agreed that their organization has high performing teams/employees (Q20). These are employees that are able to fulfill the objectives and goals of the organizations, and they often learn while implementing their tasks (LP 14). These high performing teams come up with new ideas, perform tasks excellently, and they also come up with possible solutions without the need to follow-up with what have been done (LP15).

“Yes, we have teams that are able to think outside the box, and come up with solutions To meet up with targets.” (Member services coordinator, AfriLabs).

“Yes, we have employees who perform much better than others, employees who give you over and above what you expect.” (Programs manager, Hive Colab).

“Yes, we do, because we pride ourselves as people who like to work as teams.”

(Group business development executive, Wennovation Hub).
Each respondent from each company gave different opinions on how their high performing teams/employees has impacted in the success of the organization (Q21). They always meet the targets and goals set up by the organization, the goals and targets are usually accomplished, and they also fulfil their targets and goals by delivering (LP16).

“They have been able to meet up with targets and goals for each quarter.” (Member services, AfriLabs).

“You find them pushing up in order to meet up with their targets.” (Programs manager, Hive Colab).

“They are the reason why the company exist.” (Group business development executive, Wennovation).

Respondent from AfriLabs do not agree that size has anything to do employees’ performance, but rather the individual drive of team members, while respondent from Hive Colab and Wennovation Hub confirmed from experience that small size teams perform much better than large size teams (Q22). They explained, that small size teams work and perform much better, because they usually reach consensus faster, and they are easier to handle (LP17). Five (5) people come into agreement better than twenty (20) people, because they understand each other, they also come up with prompt decisions, and there will be mutual relationships between them (LP18). Teams that consists of five (5) people are usually active and perform their task better. However, Large size teams will have too many ideas, and will rarely interact or relate with one another better than small teams (LP19).

“Whether large or small size. It all depends on the individual drive of the team Members.” (Member services coordinator, AfriLabs).

“Small size teams perform better than large size teams because it is easier to get
A respondent from AfriLabs agrees that employees will under undue pressure when too few employees are chosen for a task, but resources may not be wasted, especially when the employees are efficient to handle the task. A respondent from Hive Colab says, it depends on the kind of task given to the employees, and resources can only be wasted if a project wasn’t executed at the stipulated time. Respondent from Wennovation Hub says, undue pressure can only occur when the workload is more than the capacity of the team members, and resources will be wasted when the task is beyond the optimum range of the teams (Q23). The respondents were of the opinion that when fewer employees are chosen for a task, they will have to put in more effort and more time to fulfil the task, which means that resources maybe wasted (LP20).

“Yes, when too few employees are for a task beyond them, then there will be need for undue pressure. But the resources will not be wasted, especially when they are efficient to accomplish it.” (Member services coordinator, Afrilabs).

“It depends on what kind of task, if the task is too huge to be executed by two people, and they feel burdened, then there will be alot of pressure, but if the number assigned for a task is enough, then there will be no problem. Resources can only be wasted, if the project or task takes longer than expected.” (Programs manager, Hive Colab).

“What will cause pressure is if the workload is much more than the capacity of the team. For every task, there is an optimum amount of employees, so if yo go beyond the optimum range, resources will be wasted.” (Group business development executive, Wennovation).
Figure 11. Opinions on performance, own.

Figure 11 presents a summary of the respondents’ responses to the questions on performance. The keywords are identified to show the differences in the answers given by the respondents from each company, in order to have a view of the similarities among the respondents.

Q20 - Do you have high performing teams/employees in your organization?

Q21 - What impact do they have on the success of the organization?

Q22 - Do you think large size teams perform better than small size teams? Do they perform tasks effectively?

Q23 - Do you think that when too few employees are chosen for a task, they might be under undue pressure? Do you think resources might be wasted when too few employees are chosen for a task?

4.5 Identification of Global patterns

For the final step, two global patterns (blue ovals) were identified, and (see figure 12). A total of ten (10) participants partake in the interviews. Five (5) participants were grouped in first global pattern, the remaining five (5) participants were grouped in the second global pattern. This process was done in order to find the similarities and differences between the respondents.
Figure 12. Identification of Global patterns, own.
4.6 Summary of the empirical findings

Global patterns GP1 and GP2 show the similarities and differences between the respondents based on the overall answers from the interview. The similarities between GP1 and GP2 were deduced by two or more (i.e., 2*3 or 2*4) respondents who have answered in a similar way, while the differences between GP1 and GP2 were derived by two by null (i.e. 2*0, 3*0, 2*1, etc.). The similarities and characteristic differences between global pattern1 and global pattern 2 are highlighted in figure 13 below.

Figure 14. Summary of the empirical findings, own.

<table>
<thead>
<tr>
<th>Concepts</th>
<th>Characteristics differences</th>
<th>Similarities</th>
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</thead>
<tbody>
<tr>
<td>Q4a How often do your employees have meetings relating to their objectives and goals?</td>
<td>Discuss challenges and opportunities of the company. Motivational talk. Celebrate top achievers.</td>
<td>Employees must and discuss about their goals and objectives on a monthly basis.</td>
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<tr>
<td>Q4b Has there contributed to their success and growth of the organization? How?</td>
<td>Work is reviewed and progress is checked, which has helped them to be on track, and on the same</td>
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<tr>
<td>Q5 Can you please explain how has your employee been working together in achieving the goals and objectives of the organization?</td>
<td>Employees have common goals, work as teams, communicate, and collaborate.</td>
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<tr>
<td>Q6 How do you plan and prepare activities as team for goal statements?</td>
<td>Employees get feedbacks, and work on planned rounds.</td>
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<tr>
<td>Q7 How does each employee accept or take ownership and responsibility for success or failure of a project?</td>
<td>Employees have a sense of ownership to deliver according to plan.</td>
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</tbody>
</table>

**Managerial training**

| Q8a How important is training for the employee organization? | Training educates employees. | Training is highly important. |
| Q8b Does training reduce stress or anxiety? How? | Employees able to handle issues. | Yes. |
| Q9 Can you describe the different kinds of training the organization gives employees? | Employees are given technical, managerial, professional training, leadership, and project. | |
| Q10 Are you aware of managerial training? Do you think it effectiveness can be questioned? | Managerial training effectiveness differs for every organization. | |
| Q11 Has managerial training been given to your employees? Has it been successful? | Gained in managers, and employees not in managerial. | No. |
| Q12 Do you think that issues of conflict can be reduced, when employees are given managerial training? | Yes | No. |
| Q13 Do you measure the success of your employees? Based on what criteria in success measured? | Employees’ success is measured from their key performance indicators. | |
| Q14 Do you think employees might be confused on how you measured their success? | Employees may or may not be confused, but they are aware that their success is measured from key | |
| Q15 Do conflicts arise between your organization and other firms within your hub? | Conflict is inevitable. | Conflicts occur between parties in business relationship and networks. |
| Q16 Can you please give reasons why these conflicts arise or occur? | Conflicts arise due to miscommunication. | Conflicts occur due to competing interest. |
| Q17 What ways or method has your organization used in resolving such conflicts? Have this team | Conflict is managed by signing a valid contract. | |
| Q18 When conflict occurs between employees, does it improve their performance? How? | No | Performance will improve, when resolved right. |
| Q19 Can you please explain how conflicts can affect the performance of employees? | Conflicts affect the quality of employees’ work. | Conflicts amongst employee leads to distractions and demoralization. |

**Conflicts**

| Q20 Do you have high performing teams/employees in your organization? | Yes, they come up with possible solutions. | |
| Q21 What impact do they have on the success of the organization? | High performing teams and employees are responsible for organizational success. | |
| Q22 Do you think large size teams perform better than small size teams? Do they perform tasks | Small-size teams work best, and are easier to manage. | |
| Q23 Do you think that when too few employees are chosen for a task, they might be under undue pressure. Do you think motivation might be wasted when too few employees are chosen for a task? | Resources may or may not be wasted, depending on the employees’ skills. | |
5. ANALYSIS

This chapter will present the analysis of the empirical data, as well as the similarities and differences between the patterns.

As specified in the Operationalization, the questions for the interview will be based on three concepts; Managerial training, Conflicts, and Performance. Each concept is analysed below.

5.1 Managerial training

Similarities

Respondents in both patterns, global pattern 1 & 2, give similar responses, stating that employees meet to discuss on their goals and objectives monthly (Kauffeld et al. 2012)

Training is highly necessary for employees and the organization, which is in line with what Kirkman, Rosen, Gibson, Tesluk & McPherson (2002) and Hollenbeck, DeRue & Guzzo (2004).

Pattern 1 (Employees’ conducts meetings relating to their goals and objectives for the organizations, and they are on same page).

Respondents in the first global pattern, answer for questions 4a, 4b, 5, 6, 7, 8a, 8b, 9, 10, 11 & 12, that employees discuss and interact on the challenges and opportunities of the organization. There are motivational talks, and top achievers are often been celebrated (cf. Drach-Zahavy & Somech, 2001, Kauffeld et al. 2012). The employees’ work and their progress are reviewed, which has helped them to be on track, and to be on the same page (Kauffeld & Lehmann-Willenbrock, 2012).

Employees are said to have common goals and work in teams, (cf. Parker, 1990:12, Hall, 2005). Employees’ are stated to receive feedbacks regarding their progress. They perform their task based on projects plans and are aware that they have to deliver according to plan (cf. Pineda & Lerner, 2006).
Training is said to have helped to educate employees on their jobs (cf. Barnard, Veldhuis & van Rooij, 2001), and they have been able to manage issues with the help of this training (cf. Driskell & Johnston, 1998:192). Employees are therefore given technical, managerial, and professional, leadership, and project management training (cf. Lillard & Tan, 2012:7). The effectiveness of Managerial training is different for every organization (Mafi, 2001). It has been given to managers, and employees’ who are not in the managerial positions and it is believed to have help to minimize issues of conflicts.

**Pattern 2 (Employees have not been given managerial training)**

Interviewees in the second global pattern stated for question 8b, 11, 12, 13 & 14, that training helps in minimizing stress or anxiety (cf. Driskell & Johnston, 1998:192). The employees have not received Managerial training and they have thus not learnt reduce issues of conflicts.

Employees’ success is measured based on meeting their targets (cf. Wateridge (1998), their performance, and their key performance indicators. Although, employees may be confused on how their successes is being measured (cf. McDermott et al.1999), it is overall measured by their key performance indicators.
Overall analysis on Managerial training.

<table>
<thead>
<tr>
<th>Empirical Findings</th>
<th>Theory</th>
<th>Analysis</th>
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<tbody>
<tr>
<td>The findings shows that, Employees meets and interact about their goals and objectives monthly, in order to achieve success for the teams as well as for the organizations.</td>
<td>Kauffeld et al. (2012)</td>
<td>Theory indicates that in every organization, meetings are necessary for building successful teamwork.</td>
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<td>The results reveals that organizations value training, because it is very essential for both the organizations and the employees.</td>
<td>Kirkman et al. (2002); Hollenbeck et al. (2004).</td>
<td>Extant theories shows that training has a huge effect on teams’employees’ success.</td>
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<td>From the result, it is revealed that, during meetings, employees talk about the difficulties they have encountered as well as the opportunities for the organizations. Afterwards, the employees will be given motivational talks, and those who performed excellently are celebrated for their success.</td>
<td>Drach-Zahavy &amp; Somech (2001); Kauffeld et al. (2012).</td>
<td>Past studies have showed that meetings are fundamental for developing successful teamwork. Hence, teams that displays functional interactions in problem-solving and planning during meetings, are mostly likely to be satisfied with their meetings, and successful meetings literally translate to higher team productivity.</td>
</tr>
<tr>
<td>Employees’ progress on a task is been evaluated, so as to keep them on track and be on the same page.</td>
<td>Parker (1990); Hall (2005).</td>
<td>Extant theory reveals that in every organization, effective teamwork is essential for success. Therefore, teamwork begins with team-players (i.e. individuals working together to achieve acceptable goals and objectives.</td>
</tr>
<tr>
<td>The findings shows that, employees have a common goal, and they work together as teams.</td>
<td>Cooley (1994)</td>
<td>Theory shows that feedback is essential in order to improve and maintain employees' performance.</td>
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<tr>
<td>Study reveals that employees get feedbacks based on their work progress.</td>
<td>Pineda &amp; Lerner (2006).</td>
<td>Extant literature reveals that when employees are able to accomplish their task, they will be satisfied with their team members, and this will lead to better commitment, fewer absences and low turnover at workplace.</td>
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<tr>
<td>Employees accomplish their task with the help of a planned project, and they are aware that they have to deliver according to the planned projects.</td>
<td>Barnard et al. (2001).</td>
<td>Extant literature shows that the main purpose of training, is to help prepare trainees in their tasks that they will perform on their jobs.</td>
</tr>
<tr>
<td>Training has assisted employees by educating them on their task</td>
<td>Driskell &amp; Johnston (1998).</td>
<td>Theory shows that Training is ineffective in a high-stress environment.</td>
</tr>
<tr>
<td>When employees are fully trained, they can now manage issues among themselves. Training also aids in reducing stress and anxiety in a task.</td>
<td>Lillard &amp; Tan (2012).</td>
<td>Previous study reveals that organizations usually conduct several trainings like; Managerial training, Professional training, Technical training, Skilled training, and Clerical training.</td>
</tr>
<tr>
<td>Employees are often given technical, managerial, professional, leadership, and project management trainings</td>
<td>Mafi (2001).</td>
<td>Extant theory indicates that the effectiveness of managerial training has often be questioned, that is, has each individual employee learnt useful information that is required in meeting organizational goals.</td>
</tr>
<tr>
<td>My study shows that, managerial training effectiveness are often questions. But, its effectiveness is different for every organization.</td>
<td>Wateridge (1998)</td>
<td>Past literature shows that employees in the information technology sector’s success is usually measured based on how a project was delivered on time, meeting its budget, and specifications.</td>
</tr>
<tr>
<td>The findings reveals that employees’ success is measured based on meeting targets.</td>
<td>McDermott et al. (1999).</td>
<td>Previous study indicates that when a team is willing to know its measures of success, the team may encounter resistance, when it is time to carry out the actual measuring.</td>
</tr>
</tbody>
</table>
5.2 Conflicts

Similarities

The interviewees in the two patterns answers similarly for this concept, stating that organizations in business relationships and networks get into conflict because of competition (cf. De Witt, Greer & Jeh, 2012).

Conflicts amongst employees often leads to distraction, tension, demoralization, and inability to perform task effectively (cf. De Dreu & Weingart, 2003).

Pattern 1 (Conflicts exists, and it affects quality of employees’ task).

However, there are some characteristic differences between the patterns. Respondents in the first global pattern answer for questions 16, 18 & 19 that conflicts exist between their organization and with employees in the organizations with which they have formed business relationships and networks. This is because of lack of adequate information, and mis-communication (cf. Rao, 2017).

Conflicts is said to not improve employees’ performance, but rather affect the quality of employees’ work (cf. Jehn, 1994).

Pattern 2 (Conflicts are inevitable, but it is usually managed, and this has helped in improving employees’ performance).

While the responses to questions 15, 17, 18 & 19, for the interviewees in global pattern 2, indicate that conflicts are unavoidable for parties in business relationships and networks (cf. Ting-Toomey & Oetzel, 2001:360; Rao, 2017). This is usually managed through negotiation, and by signing a valid contract (a written agreement between two parties) (cf. Moore, 2014; Tang & Kirkbride, 1986).
Conflicts amongst employees improves performance (cf. Callanan & Perri, 2006; Cosier & Rose, 1977; Chen, 2006; Tjosvold, 1991; Tjosvold, 2008), if they are resolved adequately. If they are not well-resolved, information will not be shared, employees will lose their morale, co-ordination will be interrupted, and they will not be able to communicate with each other (Jehn, 1995; Rao, 2017).

Figure 16. Overall analysis on Conflicts, own.

<table>
<thead>
<tr>
<th>Empirical Findings</th>
<th>Theory</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>This study reveals that organizations in relationships and networks have discrepancies due to competition.</td>
<td>De Witt et al. (2012).</td>
<td>Previous study shows that parties in relationships and networks turn into adversaries, because of difference of opinion, disagreements over who should lead the group, individual competing for scarce resources, and the likes.</td>
</tr>
<tr>
<td>Conflicts between employees usually leads to distraction, tension, demoralization, and inability to execute tasks efficiently.</td>
<td>De Dreu &amp; Weingart (2003).</td>
<td>Extant theory reveals that conflicts among teams reduces satisfaction, and therefore, increases tension, antagonism, and distracts team members from performing their tasks.</td>
</tr>
<tr>
<td>My findings shows that organization in business relationships and networks develop conflicts, because of inadequate information, and mis-communication.</td>
<td>Rao (2017).</td>
<td>Previous study indicate that conflict occurs due to personality clashes, ego clashes, differences of opinions, cultural differences, perceptions, mis-communication, ambiguity in roles and responsibility, stress and scarcity of resources.</td>
</tr>
<tr>
<td>This study reveals that conflict can not improve employees’ performance, because it will affect the quality of an employee’s work.</td>
<td>Jehn (1994)</td>
<td>Previous study shows that when employees are upset with one another, or feel antagonistic with themselves, it will affect their performance and their productivity.</td>
</tr>
<tr>
<td>My study has shown that conflict is certainly to occur between organizations in relationships and networks.</td>
<td>Ting-Toomey &amp; Oetzel (2001), Rao (2017).</td>
<td>Previous theories indicate that conflict is inevitable among members in relationships and networks.</td>
</tr>
<tr>
<td>My findings reveals that parties in relationships and networks manage conflicts with the help of negotiation, and by signing a contract that is valid.</td>
<td>Moore (2014), Tang &amp; Kitchin (1986).</td>
<td>Extant theories reveals that allies in relationships and networks implement several methods in managing conflicts among themselves. These methods includes; negotiation, mediation, arbitration, administrative justice, and adjudication.</td>
</tr>
<tr>
<td>My study reveals that conflict can improve employees’ performance, if the conflict is properly handled.</td>
<td>Callanan &amp; Perri, (2006), Cosier &amp; Rose, (1977), Chen (2006), Tjosvold (1991), Tjosvold (2008), Jehn (1995), Rao (2017).</td>
<td>Previous studies also shows that, when conflicts are properly managed, it can add to improve decision making, creativity and innovation, learning from experience, the cause of the conflict will identified, and solutions will be provided.</td>
</tr>
<tr>
<td>My findings shows that when conflicts among employers is not properly managed, it could lead to lack of information sharing among themselves, they will be demoralized, they will lack co-ordination with one another, and there is going to be inadequate communication</td>
<td>Jehn (1995), Rao (2017).</td>
<td>Extant literatures reveals that, when conflict among employees is not well resolved, it will lead to inability of team members to access new information from other team members, they will be less responsive to ideas, the time and energy needed to work on a task is diverted in resolving the conflict, stress and burnout, misunderstandings, and waste of resources.</td>
</tr>
</tbody>
</table>

5.3 Performance

Similarities

For this concept, there are no similarities between the two patterns.

Pattern 1 (Questions were not posed to respondents in this pattern).

None of the respondents in pattern 1 answered questions, 20, 21, 22 & 23.
**Pattern 2 (Employees’ that performs exceedingly exists, and Small teams works best).**

In the answers to questions, 20, 21, 22 & 23, the respondents in global pattern 2 state that in organizations high-performing teams exist (cf. Castka et al. 2001). They are responsible for the success of the organization, because they meet their targets and goals (cf. Azmy, 2012). They learn most of their tasks on the job and come up with solutions to problems for the organization (cf. Castka et al. 2001).

Small-sized teams work best and are easier to manage (cf. Haleblian & Finkelstein, 1993). Five people can come to an agreement that is difficult for a team of 20 people, and they do much better (cf. West & Anderson, 1996; Haleblian & Finkelstein, 1993). Large-sized teams will have too many ideas and will rarely come in contact with each other (cf. Haleblian & Finkelstein, 1993; Poulton & West, 1993). Hence, resources may be wasted if employees put in too much effort and time in achieving tasks, and when the capacity of the teams is not enough for the work (cf. Paris, et al. 2000). However, resources may not be wasted, depending on the skills of the employees, and if the optimum number of employees are chosen for the task (cf. Paris et al. 2000).
Figure 17. Overall analysis on Performance, own.

<table>
<thead>
<tr>
<th>Empirical Findings</th>
<th>Theory</th>
<th>Analysis</th>
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<tbody>
<tr>
<td>This study shows that, in every organization, there are teams/employees who perform tasks exceedingly than other employees.</td>
<td>Castka et al.</td>
<td>Previous literature reveals that, in organizations high performing teams are scare. They are teams that frequently outperform other team members that produce the same products and services, under similar constraints and conditions.</td>
</tr>
<tr>
<td>My findings reveals that, teams/employees that perform tasks much better than other team members are responsible for organizational success, they meet up with targets and goals of the organization, they learn on the job, and come up with favorable solutions of the organization.</td>
<td>Azmy (2012), Castka et al. (2001).</td>
<td>Extant theories shows that high performing teams/employees are teams that frequently meets the needs of customers, employees, investors, and in other areas of influence. These teams have common goals, shared values, shared leadership, and continual improvements.</td>
</tr>
<tr>
<td>This study shows that teams in small size performs better than teams in large size, and they are easier to manage. It is easier for five (5) people to reach an agreement twenty (20) people. Larger teams will have too many ideas and will hardly connect with each other.</td>
<td>Halebian &amp; Finkelstein, (1993), West &amp; Anderson (1996), Poulton &amp; West (1993).</td>
<td>Previous studies indicate that Large size teams creates coordination and communication problems that small size teams do not have. Small-size teams are cohesive in nature, and their members receive satisfaction than larger teams. Furthermore, teams are very effective, when they have sufficient number of members, that are not greater than those sufficient to perform the job. Large-size teams having more than 12 or 13 people, are too big to implement effective interaction, exchange, and participation.</td>
</tr>
<tr>
<td>My study reveals that, resources will only be wasted, if employees devotes too much effort and time in achieving the task, and if the capacity of the teams/employees are not sufficient for the task. Although, resources will not be wasted, depending on the skills of the teams/employees, and if the optimum number of teams/employees are provided for the job.</td>
<td>Paris, et al. (2000).</td>
<td>Previous study shows that, when fewer teams/employees are chosen to perform a task, there will be undue stress on the team members, and when too many are chosen to perform a task, there resources will be wasted.</td>
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</table>
6. CONCLUSIONS

This chapter presents the answers to the research questions based on the findings from the previous chapter. The author brings forward the theoretical and managerial implication of the study, its limitations, as well as recommendations for future research.

6.1 Answers to the research questions

The aim of this study was to understand how the information technology (IT) firms in Nigeria and Uganda manage conflicts, to understand how conflicts among employees can be minimized with the help of managerial training, and to also understand how improved performance of their employees can influence the network performance.

Based on that, three research questions were formulated. Hence, answers will be provided for each of the research questions below:

1) How do IT firms manage conflicts?

This findings from this study, reveals conflict is certain to arise between IT companies in relationships and networks. These conflicts occur due to competition, lack of information, and mis-communication. Therefore, each organization manages conflicts with the help of negotiation, and signing a contract that is valid with members with which they have formed relationships and networks.

My study has also shown that, when conflict arises between employees in IT firms, Conflicts may affect employees’ performance by the quality of employees’ work, leading to distractions, and employees’ loss of confidence in themselves. However, conflicts can also have a positive effect on employees’ performance, only if the conflict is properly handled or resolved. Hence, employees are aware of each individual’s strengths and how they can complement each other.

Therefore, this simply means that conflict can either have a positive or negative effect on employees’ performance depending on how the conflicts was resolved.
2) How does managerial training reduce conflicts among employees?

Organizations in business relationships and networks accept that training is highly important for their employees’ as well as the organizations itself. Employees’ are given several kinds of training. However, Managerial training, has been given to employees who are not in the managerial positions, and this has been effective, by helping employees to minimize issues of conflicts among themselves. Managerial training effectiveness also differs for every organization.

3) How can improved performance of the employees affect their network performance?

This study shows that employees who perform exceptionally exists in organizations, and they are directly responsible for the success of the organizations. My study also reveals that, when employees are grouped in smaller teams, they tend to perform tasks more effectively than when they are grouped in larger teams, as this may lead to waste of resources, and lack of coordination.

However, improved performance can affect network performance, when employees put in too much efforts to accomplish a task, and when fewer employees are chosen to implement a task.

6.2 Theoretical and managerial implications

There are several studies on business relationships and networks among IT firms, but there are no studies on managing conflicts in relationships and networks, with regards to IT firms in Nigeria and Uganda. Thus, this study has added to literature, by investigating on how the information technology (IT) firms in Nigeria and Uganda manage conflicts, how conflicts among employees is minimized with the help of managerial training, and also how improved performance of their employees can influence the network performance.
The findings have revealed that if employees that are not in the managerial positions are given managerial training, this can help minimize issues of conflicts, if it is rightly given to the employees. However, Conflicts amongst parties in business relationships and networks have discrepancies due to competition, thus, it can be managed by signing a valid contract, and through negotiation.

Hence, resources will be wasted when employees devote too much of their time and energy on a particular task, and it may not be wasted, if the employees have the right skills for the task given. Organizations need to be aware that some employees’ might be confused on how their success is being measured, therefore, employees should be given clearer measures of success.

6.3 Limitations

There are some limitations for this study.

Firstly, a total of ten (10) participants contributed to this study, which may reveal that the overall findings of the study may not apply to all firms implementing business relationships and networks in the Information technology (IT) sector. Therefore, more interviewees’ with higher years of experience should be chosen in future studies.

Secondly, the author has used two companies in Nigeria, and one company in Uganda. In the future, it will be more interesting to use three different African countries for this study to understand if the results will be similar or different with the countries that have been studied.

Thirdly, due to time and financial issues, the interviews were conducted through Skype. Therefore, it is necessary to use a face-to-face interviewing or any other form of interviewing, so as to study the respondents’ body language and facial expressions.

6.4 Recommendations for future research

Business relationships and network management is a broad topic. Therefore, the author has concentrated on one aspect, which is conflict resolution. A qualitative study was used to understand how relationships and networks are managed amongst IT firms in Nigeria and Uganda, in order to gain understanding of the phenomenon studied. But it will also be interesting if a quantitative study can be used to investigate the phenomena studied.
Again, the author noticed that none of the female respondents were comfortable about giving out their age. Hence, it is necessary to investigate whether gender issues have negative or positive effect to organizations in business relationships and networks.

This study has found that managerial training can help minimize issues of conflict. Therefore, the author employs other companies who took part in this study but have not yet given managerial training to their employees’, should try to implement this, as this will help minimize issues of conflicts.

Furthermore, there are few studies on this aspect, it will be interesting to investigate and have deeper understanding of this phenomenon.
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http://www.scholarcommons.usf.edu/cgi/viewcontent.cgi?article=1002&context=oa_textbooks


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Simmel, G. (1955), *Conflict and the Web of Group Affiliations*, Glencoe, IL: The Free Press,


Appendix

Appendix 1 (Operationalizing, own)  

<table>
<thead>
<tr>
<th>Concept</th>
<th>Q Interview Question</th>
<th>Theory</th>
<th>Purpose</th>
<th>Appropriate for...</th>
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<tr>
<td>Control Questions</td>
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</tr>
<tr>
<td>1. Gender</td>
<td>Bhattacharya (2012).</td>
<td>To know if the interviewees are experts in this field</td>
<td>All respondents</td>
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<tr>
<td>2. Years of experience</td>
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<tr>
<td>3. Age</td>
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<tr>
<td>46. How often do your employees have meetings relating to their objectives and goals?</td>
<td>Kauffeld &amp; Lubman-Wilkinson (2012).</td>
<td>To know if the organization’s teamwork is functioning or not, and to know if this has contributed to the success of their task and to the goals of the organization.</td>
<td>Operations Manager, Corporate Communications and Events Manager, Programmes Officer, Co-founder, Community Analyst, Managing Director, Chief Operating Officer</td>
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<tr>
<td>46. Can you please explain how have your employees being working together in achieving the goals and objectives of the organization?</td>
<td>Parker (1990,12)</td>
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<tr>
<td>6. How does each employee accept or take ownership and responsibility for success or failure of a project?</td>
<td>Sczanik (2001).</td>
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<tr>
<td>6a. How important is training for the employees/organization?</td>
<td>Kirkman et al. (2002); Hollenbeck et al. (2004).</td>
<td>To know if training given to the employees has been effective either in a positive or negative way</td>
<td>Operations Manager, Member services coordinator, Programmes Manager, Co-founder, Managing Director</td>
<td></td>
</tr>
<tr>
<td>6c. Can you describe the different kinds of training the organization gives to its employees?</td>
<td>Liland &amp; Tang (2012,7).</td>
<td>To know if the organization has been conducting just one specific kind of training and how successful it is</td>
<td>Operations Manager, Co-founder, Managing Director, Corporate Communications and Events Manager, Community Analyst, Chief Operating Officer</td>
<td></td>
</tr>
<tr>
<td>6d. Are you aware of managerial training? Do you think its effectiveness can be questioned?</td>
<td>Burke &amp; Day (1988); Math (2001); Sharma (2014).</td>
<td>To know if managerial training has been conducted to the employees, and what role has it played on employees.</td>
<td>Operations Manager, Co-founder, Managing Director, Group Business Development Executive</td>
<td></td>
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<tr>
<td>6e. Has managerial training been given to your employees? Has it been successful?</td>
<td>Callan &amp; Perri (2006); Burke &amp; Day (1988).</td>
<td></td>
<td>Operations Manager, Corporate Communications and Events Manager, Co-founder, Community Analyst, Managing Director, Group Business Development Executive</td>
<td></td>
</tr>
<tr>
<td>12. Do you think that issues of conflict can be reduced, when employees are given managerial training?</td>
<td>Burke &amp; Day (1988).</td>
<td>To know if managerial training has a negative or positive impact in reducing conflicts.</td>
<td>Operations Manager, Co-founder, Managing Director, Programmes officer, Group Business Development Executive</td>
<td></td>
</tr>
<tr>
<td>13. Do you measure the success of your employees? Based on what criteria is success measured?</td>
<td>Wartridge (1998); Chan &amp; Chan (2004); Wren &amp; Watson (2003); Liu (2009).</td>
<td>To know how they measure success and how this has impacted to the success of the organization.</td>
<td>Programmes Manager, Programmes officer, Member services coordinator, Co-founder, Managing Director, Group Business Development Executive</td>
<td></td>
</tr>
<tr>
<td>14. Do you think employees might be confused on how you measure their success?</td>
<td>McDermott et al. (1999).</td>
<td>To know if the employees are aware that success can be measured and if it has motivated them to achieve more success</td>
<td>Member services coordinator, Programmes Manager, Chief Operating Officer</td>
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<tr>
<td>Conflicts</td>
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<tr>
<td>15. Do conflicts arise between your organization and other firms within your hub?</td>
<td>De Witt et al. (2012).</td>
<td>To know if conflicts do occur and how these conflicts have been resolved overtime. And if these has been successful?</td>
<td>Operations Manager, Member services coordinator, Programmes Manager, Co-founder, Managing Director, Group Business Development Executive</td>
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<tr>
<td>16. Can you please give reasons why these conflicts arise or occur?</td>
<td>Ras (2017).</td>
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<tr>
<td>17. What ways or method has your organization used in resolving such conflicts? Has this been successful?</td>
<td>Anderson &amp; Nams (1991); Tang &amp; Kellbride (1986); Moore (2014).</td>
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<tr>
<td>19. Can you please explain how conflicts can affect the performance of employees?</td>
<td>De Dreu &amp; Weingart (2003); John (1994); John (1995).</td>
<td>To know what effect conflicts has on its employees’ performance.</td>
<td>Operations Manager, Corporate Communications and Events Manager, Programmes Manager, Group Business Development Executive, Community Analyst, Chief Operating Officer</td>
<td></td>
</tr>
<tr>
<td>20. Do you have high performing teams/employees in your organization?</td>
<td>Carvalho et al. (2001).</td>
<td>To know what roles they play in achieving success and meeting the companies’ goal.</td>
<td>Member services coordinator, Programmes Manager, Programmes officer, Group Business Development Executive</td>
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<tr>
<td>22. Do you think large size teams perform better than small size teams? Do they perform tasks effectively?</td>
<td>Kalkhoff &amp; Finklestein (1997); West &amp; Anderson (1996).</td>
<td>To know if the size of their teams/employees can affect their performance and resources.</td>
<td>Member services coordinator, Programmes Manager, Group Business Development Executive</td>
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<tr>
<td>23. Do you think that when too few employees are chosen for a task, they might be under undue pressure? Do you think resources might be wasted when too few employees are chosen for a task?</td>
<td>Poulin &amp; West (1997); Paris et al. (2000).</td>
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Appendix II (Responses from the interviews).

Respondents from AfriLabs

Operations manager

Gender: Female

Age: Not willing to tell the author

Years of experience: 11yrs.

How often do your employees have meetings relating to their objectives and goals?

Employees have meetings that relates to employees’ goals every month. So, every starter in the meeting will meet to discuss about their past, what you suppose to have done in the previous month, your progress, and what you are expected to do for the next month.

Has these contributed to their success and growth of the organization? How?

Yes, it has contributed to the success of the organization and the success of the employees as well. Because, most of starters after the meeting are a bit clearer and understands what the organization wants from them. So, what the meeting actually does, is to review your work, your next step and how to carry it out, and put you back on track. It is important that everyone is asked about challenges they have faced during the previous month.

It is Important for there to be a motivational talk by supervisor to enable employees do better next month. It is Important for a proper communication of end goal of each tasks and how it can be broken into bits. It is important to celebrate the top achievers for the month.

Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?

What is really important to us in AfriLabs is team synergy. There is a common goal and it is broken down into departments, so we will understand that if there is break in between those
employees, we don’t tend to achieve our goals. So, we always over-emphasize the importance of team synergy. We link every department to each other, so that when information is given, nobody will be left alone. What we do with team synergy, is to make sure that everybody is working together to achieve a common goal. In AfriLabs, we are recognized with team synergy and teamwork.
How do they plan and prepare activities as teams for goal attainment?

The employees prepare and plan their activities through the operations manager. So, the operations manager disseminates information and tell them how to carry out a task. There is always a work plan, which is usually created by the operations manager, where your roles is been broken down, it shows the team that you are going to work with, how you are going to work with them, what is expected of you as a team, and what is expected of you as an individual. There is also a map on team synergy, at the end of the quarter, you are appraised on what your team member has done, in order to know if you are a team player or not.

How does each employee accept or take ownership and responsibility for success or failure of a project?

What we do in AfriLabs is try to make a staff as dependent as he should be. So, when a task is given to you, you are expected to deliver, and we do this because, it is what is been delivered that is been appraised for. And I have noticed from experience, that it has helped in making them extremely responsible for that task. For example, during a webinar, each employee was appraised based on the success of the webinar. So, before and after the webinar, each employee was constantly looking for ways to make sure that the webinar was a success, not as a team, but as an individual.

How important is training for the employees\organization?

Training is extremely important. It can’t be over-emphasized, it actually educates the employees on how the organization expects them to carry out a particular task. At AfriLabs, we constantly train, before we involve an employee in any task, we bring in a trainer, who will train you on that particular field, and we found out that this has been really helpful.

Does training reduce stress or anxiety? How?

Definately, because once you are aware of what you are supposed to do, you don’t tend to be anxious or stressful. And this even makes work much more easier for the employees.
Can you describe the different kinds of training the organization give the employees?
We give trainings on capacity building, technical know-how, Global way of doing things in our eco-system, professional training, and master classes.

Are you aware of managerial training? Do you think its effectiveness can be questioned?
Yes we call it master classes training. It depends on the manager. All managers are expected to disseminate information to the employees, but some don’t actually know how to carry it out, and on the long run, it goes a long way in affecting the employees. So, if a manager is adequately trained, it goes a long way in affecting the subordinates.

Has managerial training been given to your employees? Has it been successful?
No, managerial trainings are given only to the managers. I don’t think managerial training should be given to those who are not in the managerial position, because it is a different ball game.

Do you think that issues of conflict can be reduced, when employees are given managerial training?
No, because the fact that you are being trained like a manager and you are not a manager does nothing to issues of conflicts.

Do conflicts arise between your organization and other firms within your hub?
Yes, conflict arises.

Can you please give reasons why these conflicts arise or occurs?
Conflict arises because of competition, Lack of information, when they see that AfriLabs is not adding value to them, and favouritism. For instance, when we have a job that involves
collaboration, and we use a particular country, sometimes, it causes conflicts, whereby other members might feel that they were not carried along.

**What ways or method has your organization used in resolving such conflicts? Has this been successful?**

We make the communication as transparent as possible. For instance, during an election, we make sure that everybody is carried along. We send them emails, and even call them to check their emails, in order to let them know that it’s time for an election, and they don’t feel left out. We also make sure that we don’t compete with them when it comes to founders. So, what is given to hubs is given to hubs, and what is given to founders, is given to founders.

Lack of proper communication has been the major problem, so we communicate every of our agenda to them.

Yes, to an extent, it has been successful, because we found out now that the major problem affecting us was lack of proper communication.

**When conflicts occurs between employees, does it improve their performance? How?**

No, it doesn’t. When there is conflict the person cannot perform any task at all from my experience. There tend to be a sashy job if there is conflict.

**Can you please explain how conflicts can affect the performance of employees?**

Yes, it can affect their performance. Because, obviously they work as a team, so without the other employee, the task cannot be carried out because it is either, the other person has an information to give you. So, when there is conflict, you tend not to communicate as well as you should.
Cooperate communication and events manager

Gender: Female

Age: Not willing to tell the author

Years of experience: 3yrs

How often do your employees have meetings relating to their objectives and goals?

Employees conducts mini-meetings and monthly meetings.

Has these contributed to their success and growth of the organization? How?

It has helped a lot, because it has helped everyone to be on the same page, and each employee has been able to support each other to achieve a common goal.

Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?

Most of the tasks are inter-departmental, so an employee might be working on something, and may need the help of another employee in another department. Which means that everybody works together.

How do they plan and prepare activities as teams for goal attainment?

There is always a project. So, per project, we have a project plan, where everyone’s responsibilities and time-lines are outlined. So, we use that to monitor progress, and just to see where each employee stands, and to know what they haven’t done, and who is lagging behind with the help of the project plan.

Can you describe the different kinds of training the organization give the employees?

Most times, we give virtual training, technical training, professional training, and master classes
training.

Has managerial training been given to your employees? Has it been successful?

No, managerial training has not been given to employees that are not managers.

Can you please explain how conflicts can affect the performance of employees?

Conflicts can definitely affect the performance of employees, especially when you need the help of other members from other departments to do your job. So, when there is conflict, you cannot get the best from your colleagues, which will definitely affect your work. For example, if there is conflicts between two employees, and if one person needs information from the other person, he/she may not be able to ask the other because of the mis-understandings between them, which will affect the quality of their work.

Member services coordinator

Gender: Female

Age: Not willing to tell the author

Years of experience: 2yrs

How important is training for the employees/organization?

Training is very essential. Every employee gets to be trained, and learn most of what they do on the job. Recently, there was a training session within the team, where they brainstormed, and came up with visible plans for this year.

Does training reduce stress or anxiety? How?

Yes, it actually reduces stress and anxiety. Because, you are aware of what to do, and helps you to work together with the team.

Do you measure the success of your employees? Based on what criteria is success
measured?

Yes, employees’ success are measured.

We have key performance indicators which is used for certain tasks among employees. Everybody has a task assigned to them, so in a quarter, you have some tasks and targets, and at the end of the day, it is actually measured on how well you were able to achieve those targets.

**Do you think employees might be confused on how you measure their success?**

No, because this has been explained to them by the operations manager. The operations manager explains to them, what their key performance indicators are, their targets for each month, and this is been monitored at the end.

**Do conflicts arise between your organization and other firms within your hub?**

Yes, once in a while. Conflict is bound to arise, but we have a way of resolving it among our members.

**Can you please give reasons why these conflicts arise or occurs?**

Most times it’s actually mis-communication. Maybe one of our member did not get to understand a message that was sent, but this is usually tackled and explained.

**What ways or method has your organization used in resolving such conflicts? Has this been successful?**

We have a way of bridging the communication gap between our members. So, we have listening talks, where we get to call members of the network and hear their feedbacks about being a member of the network, what their takes are, what their concerns are, and we also do a monthly updates with the networks. These are actually measures that we put in place. Most times the executive director and members of the board are involved.

**When conflicts occurs between employees, does it improve their performance? How?**
Conflicts among employees does not linger. It doesn’t get to the extent that it has to affect their work. Because the conflicts is usually resolved before getting to affect their performance, and there is alot of teamwork.

Do you have high performing teams\employees in your organization?
Yes. We have teams who are able to think outside the box and come up with solutions to meet most of the targets and solve problems, and meet criterias set out for the given year.

What impact do they have on the success of the organization?
The high performing teams helps to actually meet targets and goals for each quarter. So, in a quarter, each goal and target sets comes into realization.

Do you think large size teams perform better than small size teams? Do they perform tasks effectively?
It depends on the drive of the team members. So, if there is a team, whether large or small that actually binds into the vision of the organization and are soft-driven, it is possible that they are going to produce more results. So, it’s about the individuals, do they bind to the vision, do they want to see the visions and goals of the organization coming to success.

Do you think that when too few employees are chosen for a task, they might be under undue pressure? Do you think resources might be wasted when too few employees are chosen for a task?
Yes, when very few employees are chosen for a task beyond them, the pressure increases. Because, the staffs’ strengths might not be able to carry out a project, such employees will have to put in extra time, extra work, extra efforts just to achieve it. Which will definately increase their pressure.
Resources might not be wasted, especially if the members are efficient enough to accomplish it.

**Programs officer**

Gender: Female

Age: Not willing to tell the author

Years of experience: 2yrs

**How often do your employees have meetings relating to their objectives and goals?**

Once in every month, but a very more detailed meeting on every quarter, which relates more to employees’ goals and objectives.

**Has these contributed to their success and growth of the organization? How?**

Of-course, it has. Because at each of these meetings, we review work done previously, and try to come up with how employees can work better. So, at each meeting, you try to examine yourself, and look for ways to work on other things you achieved in the previous months or in the previous quarter.

**Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?**

Employees work as teams here in Afrilabs even though everybody has their own departments or particular areas. So, the overall goal of the organization is known to every member of the team. So, beyond you working in your own department, you still have to do your work with the other team members. So, the teamwork here is, after you have done your work in your department, you also try to get the views and opinions of other team members, so that way,
employees do not derail from the ultimate goal of the organization. Which means that, every employee works together with members of the team.

**How do they plan and prepare activities as teams for goal attainment?**

For goal attainment, of-course organizations has a hierarchy. So, for this organization, the operations manager puts like a key performance indicator for everybody. So, what you are expected to do, is outlined to you by your superior. Because, it is not you as an employee that is going to say this is what I am expected to do. So, the operations manager tells you what to do, and that is what guides you in your entirely, and which is also monitored.

**How does each employee accept or take ownership and responsibility for success or failure of a project?**

Of-course, whatever credit of any project assigned to an employee, is firstly credited to you, so also you take credit for failure. So, when a project is directly assigned to an employee, it becomes that person’s ultimate responsibility to see that the project succeeds, irrespective of the input of the team. You could seek opinions, advice from members of the team, but it is your core responsibility, so the success or failure of the project is in your hands.

**Do you measure the success of your employees? Based on what criteria is success measured?**

Yes, of-course. Success is measured by meeting up deliverables, and time. An employee could be assigned to a certain task, which is supposed to be delivered within certain period. So, success is measured by time, and the quality of the project that is been delivered.

**Do you have high performing teams\employees in your organization?**

Yes, we really do. Because, alot of employees here in Afrilabs learn on the job. So, it is not like, somebody is going to sit you down, and tell you exactly all that you need to do. So, you find yourself constantly researching, and finding ways of executing your duties.
What impact do they have on the success of the organization?

Of-course, it is these high performing teams that carries out activities of the organization. So, they are directly responsible for any success the organization achieves.

Respondents from Hive Colab

Co-founder

Gender: Male

Age: 41yrs

Years of experience: 8yrs

How often do your employees have meetings relating to their objectives and goals?

Weekly or every two weeks. We try to have one weekly, but at the very least, we do at every week.

Has these contributed to their success and growth of the organization? How?

Obviously, regular meetings helps to make sure that the organization is on track in terms of meeting its goals, and also makes sure that regular meetings keeps everyone on the same page, in terms of what information is coming through, and what has been accomplished, and what needs to be done, basically progress check on what to do list.

Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?

All departments have to communicate with each other. For instance, for an event team, that means that the communication department has to be on board at the events team itself, as well as client relations. All of those have to work together, we can’t have one team doing another thing and the other doing another thing. Part of the reason we have weekly meetings is to touch base in all projects and everyone’s role can be applied to projects that are needed.
How do they plan and prepare activities as teams for goal attainment?

During meetings all of these has to be achieved. So, we use various mechanisms, either email, WhatsApp, and we also use apps like Asana to track progress check on some various projects.

How does each employee accept or take ownership and responsibility for success or failure of a project?

Everyone is assigned their roles and responsibilities. For example, if you are in communication, your job is communications and not operations. So, from the top down, roles have to be issued and those need to be carried out by the employees. So, you hire people with specific roles and give them, they are supposed to take care of that. So, everybody has to execute in their lane for the team to continue happen.

How important is training for the employees\organization?

Training is very important. You have to constantly get better to make sure that your team gets better. So, there is always training, mentorship, there is always things to be learn, there are always new tools that makes a particular job more better. So, you always need to increase your knowledge in a particular department. You constantly learning on the job.

Does training reduce stress or anxiety? How?

Of course. The more you reduce the ignorance about a particular job, then the more employees function better. I think anxiety is often brought up, when they are told to do something, they are not prepared to do.

Can you describe the different kinds of training the organization give the employees?

We provide leadership training to all of our teams, we provide project management training to our event teams. We also encourage the IT teams to go to conferences to learn new tricks, and training is also internal.
Are you aware of managerial training? Do you think its effectiveness can be questioned?

Yes of-course.

That is relative, anything can be literally questioned. The effectiveness of managerial training is different for every organization. For example, the person who is carrying out managerial training maybe doing it wrong, so the effectiveness obviously may not actually work out versus someone in another organization that is doing the same thing but executing much more better. So, it varies depending on who is carrying out the training and what their expertise are, and their ability to actually carry it out.

Has managerial training been given to your employees? Has it been successful?

No. Most of our trainings isn’t that high level. We don’t necessarily focus on that methodology per-se. We may in the coming year, as we continue to improve our kind of staffs, and as our responsibilities and the products that we offer to our community in the IT industry becomes larger and larger.

Do you think that issues of conflict can be reduced, when employees are given managerial training?

Yes, in one aspect sure. But, employees are humans, and humans are always going to have conflict in any situations. So, the more training, the more hands on that you are. So, there is always an opportunity to reduce or to hinder any potential conflict within employees. Because, it could also have an adverse effect, because the more training that you do provide, the more competitive everyone gets, which creates a much more hostile environment.

Do you measure the success of your employees? Based on what criteria is success measured?

Yes. We have annual audit, everyone has deliverables that they are responsible for. So, in the annual audit, they get an assessment for it.
Primarily, success is measured on how well they met their objectives, and in terms of their responsibilities that are assigned to their roles. If it is an events for example, there are various roles that are assigned to the communications’ person, various targets that they need to hit, various activities that they need to be undertaken. So, we review each of those based on their roles, and decide whether they under-perform or over-perform.

**Do conflicts arise between your organization and other firms within your hub?**

No, because we are more of a collaborative environment than adversarial.

**Programs manager**

Gender: Male

Age: 28yrs

Years of experience: 3½yrs

**How important is training for the employees/organization?**

Training is very important for the employees. Looking at the kind of work we do, working with very young innovators. So, training is paramount, for every staff, we get to take them through rigorous training on how to handle the start-ups, and then we have training schedules, so all our staffs are taken through that as well.

**Does training reduce stress or anxiety? How?**

Yes, alot. It actually does, it goes a long way in helping employees fit, and that takes away alot of stress and anxiety.

**Do you measure the success of your employees? Based on what criteria is success measured?**
Yes. So, what we do is that we set milestones for the employees. So, every employee has a work-plan laid out, which is reviewed by their superior or by myself or by the executive director. And, we measure their performance as per that work-plan or key performance indicators (KPIs) that are laid out in the project. So, that’s how we measure success or how highly performing they are.

**Do you think employees might be confused on how you measure their success?**

Yes, some of them will always be confused about how we measure it. But, we try to make sure that they understand it from the goal. But, we measure it against their key performance indicators. So, when we are coming up with their key performance indicators, you will have to sign a contract, that you agree that you can meet the required targets. What they might not understand, is the actual work done, out of your actual scope.

**Do conflicts arise between your organization and other firms within your hub?**

Yes, because conflict is inevitable in any organization. Because, in one way or the other we may not agree on some things, either they did something wrong, or they are not following what we are telling them to do, and it might be financial issues. So, the conflict has always been there, but it has always been properly managed not to escalate.

**Can you please give reasons why these conflicts arise or occurs?**

These conflicts arise mainly because we have different ways of thinking, disagreements, another thing is just the relationships between the human beings generally.

**What ways or method has your organization used in resolving such conflicts? Has this been successful?**

We try to engage and reason with them. We sit them down, so it is more of a negotiation. We try and find a common ground. We have not experienced any situation that we parted away with a company just because of conflicts. And these has been successful, It has really worked well for us in the last five to seven years that we have been very active in the innovation space.
Another thing that we have encountered, maybe a change of position, because of a harbour agreement. We have encountered a change of goal post, just because they just feel, they can just change it, so we have adopted a situation, where we have to let the other company commit to whatever we are doing, or commit them to having them sign a contract that is binding.

**When conflicts occurs between employees, does it improve their performance? How?**

Yes. But performance is only improved when the conflict is resolved in the right way. Everyone understands where they went wrong and acknowledge this. Otherwise, there will still be tension when the parties involved in the conflict are not happy with the resolution.

If resolved right, they then now start to recognize each other's strengths and how they can complement each other.

**Can you please explain how conflicts can affect the performance of employees?**

Conflicts can affect the performance of employees through demoralization. They just loose the morale, they don’t feel the urge to push on or go the extra miles. The word coordination is going to be interrupted, you will not be able to meet up with deadlines, and that will affect the performance of the organization as a whole, if the conflict is not resolved.

**Do you have high performing teams/employees in your organization?**

Yes. We have some high performing teams, we have employees who perform much more better than others, employees who give you over and above of what you are expecting, and who will not need a follow-up.

**What impact do they have on the success of the organization?**

The performance of the high performing teams literally translates to the performance of the organization. So, you find them pushing, in order to meet their targets, hit their milestones,
meeting up with deliverables, no time lags, no delays, and everything is just going to be smooth. So, the high performing they are, then the more efficient the organization will be.

**Do you think large size teams perform better than small size teams? Do they perform tasks effectively?**

Small size teams perform more better than large size teams. Because, it is much easier to get consensus in small size teams. It is easier, if we are 5 people to come to a consensus compare to a team of 20. Small size teams will get consensus faster, it will make quicker decisions, everybody in the team will have enough time to have their input. Most people that are 5, are most active.

On the other hand, the large size teams will have a larger pool of ideas, and make better decisions. So, it’s a question of what works best, which is better than the other. But, small size teams works best, because they seem to be more focus, everyone has a say, and consensus is arrived much faster.

**Do you think that when too few employees are chosen for a task, they might be under undue pressure? Do you think resources might be wasted when too few employees are chosen for a task?**

It depends on what kind of task. If the task is too huge to be executed by two people, and they feel burden, then there will be alot of questions that will come with that. But, if the task is small and the number you have assigned there, is enough, then there will be no problem. So, it all comes to what type of task that is been assigned to the few employees. It also comes down to the skills the employees have. If you assign employees with the same skills to do one task, then there is no problem.

It may only be wasted, if the project or task takes longer than expected, it drags on because there are too few to complete it in the required time.

**Community analyst**

Gender: Female
Age: Not willing to tell the author.

Years of experience: 3yrs

**How often do your employees have meetings relating to their objectives and goals?**

Employees do have team meetings every week, which is usually about task. But, meetings relating to their goals and objectives are done once in a month.

**Has these contributed to their success and growth of the organization? How?**

Whenever these meetings are conducted, it is either they are changing and looking for the next level, and what they have done. With the help of these meetings, the organization has improved, for example, we have now open a new hub, the organization expands, the organization serves the start-ups better, and offer them what they currently need.

**Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?**

During meetings, they form team group on whatsapp or twitter. We have project management soft-wares such as Asana, where we keep track of what they are working on. As a team, each employee communicate with each other at least three hours in a day. So, the employees are team players and work as teams.

**How do they plan and prepare activities as teams for goal attainment?**

In every meet, they sit and decide on what they are going to work on, and who you are going to work with. There are also software project management tools like Asana and Trello that is used to keep track of what they are working on.

**Can you describe the different kinds of training the organization give the employees?**

We give trainings on investment, HR, and culture and environment.
Has managerial training been given to your employees? Has it been successful?

No, managerial training has not been given to the employees.

Can you please explain how conflicts can affect the performance of employees?

If there is a conflict, and you have a project that you have with another employee, that project will be done individually. It is not done in a team, and of-course, when it comes to reporting time, everyone gives their own information separately. So, it delays, there will be waste of time, and they will not be comfortable while working.

Respondents from Wennovation Hub

Managing director

Gender: Male
Age: 29yrs
Years of experience: 6yrs

How often do your employees have meetings relating to their objectives and goals?

Employees meet weekly. They meet over lunch to discuss about their work, and what they are looking up to. There is also a yearly and quarterly review, where two employees are able to discuss the activities and to see if it is aligning with the objectives and goals of the organization.

Has these contributed to their success and growth of the organization? How?

There is always an appraisal, so each person tries to look at what he has been doing in the last appraisal period, and where he is now. And look at the key performance indicators to see how much of them were you able to meet, and those ones you couldn’t meet, what were the challenges. We use to see that, for the next quarter, when we do another review, employees would have improved on those areas that we have pointed out that is impeding their growth, the company would have adjusted on some policies and some procedures that employees has
complained that is affecting their productivity. So, the review process is usually translated into positive outcome, helping both employees and organization to grow.

**Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?**

Employees at Wennovation hub works collaboratively together. We have a collective goal, so everyone is put towards that. That means, everyone has to look at how can he contribute his own quota. So, there are designated roles for each person, each person strives to fulfil his roles and meet his deliverables. Strategically, the company has ensured that communication channels are properly structured in the organization, such that their established communication avenues (such as emailing, whatsapp, regular skype calls, the use of slack, and also the use of trello). So, alot of project management and communication tools that the company uses, which means that we invest heavily on communication.

**How do they plan and prepare activities as teams for goal attainment?**

There is a project activity, so the project is unveiled by a kind of designing project charter, more like stating what the project seems to achieve, what are the deliverables, what are the impediments you should be looking out for, and the risk factor. So, we have special project management tools that we use for each project. So each team member can collaborate with each other, and it is hosted in the cloud, so that everybody can contribute and see what everyone is doing. Usually, it is been reviewed by the senior level management whom the team reports to. So, the person oversees and ensures everybody gets feedbacks, and can always prepare for the next activity. So, the activities are planned based on using project management tools, we look at the schedule, cost and all other project management constraints.

**How does each employee accept or take ownership and responsibility for success or failure of a project?**

Everyone sees himself as a critical part of project success. So, what Wennovation hub does, is to ensure that each employee has a stake in the company. We usually call it vested share, in
which an employee has a stake in the company no matter how little. So, everyone tries to work as if, they are the owners of the company, and when there are failures, because there are bound to be failures. The person primarily responsible for that project accepts failure, but the company does not necessarily turn down a cast look at the person. So, it is always seen as a collective issue and everyone strives to work hard to ensure that it leads to success.

**How important is training for the employees/organization?**

Training is very important to us because, we believe that you can only be able to retrieve the best out of people when they are properly trained and empowered. So, we try to invest on our staff trainings.

**Does training reduce stress or anxiety? How?**

Yes. When you are trained, you are in a better position to deal with issues. That is when you no longer see problems, but start to see opportunities. So, the right training does reduces stress and anxiety, because, when you are trained, you can manage the project more effectively, you can manage time, manage resources, and manage every components of the project. That means, you can save more money, save more time, and more productive.

**Can you describe the different kinds of training the organization give the employees?**

There are in-house trainings, regular trainings, schedule trainings, MBA trainings, technical trainings, and managerial training.

**Are you aware of managerial training? Do you think its effectiveness can be questioned?**

Yes.

Yes, because we see progress in employees’ delivery. We see progress before they were trained and we try evaluating them after the project. After the project, we noticed that alot has changed.
From people’s ability to manage stress, to the ability to communicate effectively, to the ability to relate with external stakeholders, to the ability to connect themselves everywhere they go in the company.

**Has managerial training been given to your employees? Has it been successful?**

Yes, of-course. And yes it has been successful.

**Do you think that issues of conflict can be reduced, when employees are given managerial training?**

Yes. Because they are in a better position to manage stress and teams. So, usually conflicts arises when team members are not agreeing on a particular aspect of the project. But when this training is given, everybody already knows that you don’t necessarily have to be right always, and learn to shift grounds, everyone works towards the success of the project and not their individual and personal gain. So, conflicts definately will be reduced when employees are properly trained, and in this case when given managerial training.

**Do you measure the success of your employees? Based on what criteria is success measured?**

At Wennovation hub, we don’t see success as being able to deliver a project. We see success in the attitudinal approach of the staff. We don’t measure success on the ability to hit the set targets, but ability to see that this employee has put together what is expected to help him win, and when he doesn’t win, we try to look at what went wrong. So, we try to place that against next outing. So, success is measured on the effort and attitude you have put into a project and all components of the project that you have put into it, that actually sees you to that level.

From experience, some could be delivered before the scheduled period, but alot of projects are after because of alot of constraints. Measuring success based on time is not ideal for us, because probably you will be scoring everybody below 50. So, we try to look ate project design on its
own, how well it has been designed. So, when the project is well designed, the part to success is clearly identified.

**Do conflicts arise between your organization and other firms within your hub?**

Yes. But they are better managed by the project manager.

**Can you please give reasons why these conflicts arise or occurs?**

The reasons are due to competing interest, when there is an up-head (maybe Wennovation hub published an article, and the article talks about a company, and maybe the company is painted in a way that is not pleasing to them), and communication flaw.

**What ways or method has your organization used in resolving such conflicts? Has this been successful?**

So, usually it is still about communication. For instance, if we have issues leading to competing interest in a particular project, or in a press release. It will still be resolved using the communication method, by initiating a mail conversation and explaining what has happened.

**When conflicts occurs between employees, does it improve their performance? How?**

When conflicts happen, they are usually due to employees having different perspectives to handling project components. If such conflict is escalated to the management, we intervene and reposition the team to the right direction based on organizational objectives. Employees' performances would be improved since everyone now has a clearer view of the direction the organization is aiming at, therefore they all work towards it.

What can demoralize employee and reduce their performance is if we blame or criticize one employee for the other. So, It depends on how it's managed. Yes, if the work related conflict is handled professionally, and No, if otherwise.
Group business development executive

Gender: Male
Age: 33yrs
Years of experience: 8yrs

Are you aware of managerial training? Do you think its effectiveness can be questioned?

Yes.
The effectiveness of any form of training depends on the recipient. It depends on the recipient, if the recipients are not going to apply whatever it is that they have gotten from the training, then it is of no use. So, it can be rendered ineffective, if the recipients do not apply the basic rules and principles of the training.

Has managerial training been given to your employees? Has it been successful?

Yes.
But not as frequently as we want it. Yes it has, so far so good, it’s yielding and paying off.

Do you measure the success of your employees? Based on what criteria is success measured?

Yes.
We have performance appraisals. We have an official big one that happens annually, where all the goals for each personnel at the beginning of the year is compared to what is achieved. So, we do have performance check at different intervals, and success to us is not just the end result.

Do conflicts arise between your organization and other firms within your hub?
Yes, but none has ever gotten to the level of litigation. Definitely, sometimes competing interest, but most of it has always been handled by agreement had on ground. So, sometimes we just try to seal the relationship and move on.

**Can you please give reasons why these conflicts arise or occurs?**

The reason is competing interest. We have had just a very few, not serious because if you choose your partners right from the beginning, the tendency for you to enter into such conflict is rare.

**What ways or method has your organization used in resolving such conflicts? Has this been successful?**

The major method is to revert to whatever agreement that has been signed at the beginning of such relationship. So, the proactive method to deal with conflicts even in the future is to ensure the types of agreement signed is such that your own interests are well covered and then the opportunity to exit such relationship is also stated. So, that has been met.

**When conflicts occurs between employees, does it improve their performance? How?**

No.

Because it distracts the team from it’s focus and dissipates group energy.

**Can you please explain how conflicts can affect the performance of employees?**

Yes, it can, if not well handled. It can also demoralize.

**Do you have high performing teams\employees in your organization?**

Yes, we do. We pride ourselves, even from the name of our hub. We pride ourselves as people who like to work in teams.
What impact do they have on the success of the organization?

They are the reason why the company exists and succeeds itself.

Do you think large size teams perform better than small size teams? Do they perform tasks effectively?

Naturally, one will tend to believe that small size teams perform better, because there is more compartment, and each team member is really able to fully understand the other team member.

However, number shouldn’t be the case because, what is done at a small level can be replicated on a much larger scale. But, theoretically speaking, small size teams can do much more better, because you can relate to every individual, there is more inter-personal relationships, and naturally easier to manage, unlike the large team where you rarely get to interface with one person or the other.

Do you think that when too few employees are chosen for a task, they might be under undue pressure? Do you think resources might be wasted when too few employees are chosen for a task?

What will cause pressure, is if the load is much more than the capacity of the team. Now, one cannot compromise capacity just because you want a that will gel. So, if you have a very big project that requires a large team, the best professional advice, is to either put your large team together and try to make it work or put your large team in smaller, smaller teams for the same task. So, at the end of the day, you still have a very large team, only that there are different cells that makes up the large team. So, what you intend to achieve by bringing the team, for the team to bond. They can bond within their sub-teams and all the team leas can also bond. So, at the end of the day, all the teams are in unionism, because their heads are in unionism.

Yes, I think so. I think for every task or workload, there is an optimum amount of employees. When I use the word optimum, I mean there is a range of a minimum and a maximum. So, if you go below the optimum range, meaning that you put so much load on a very few team
members, and you put them under undue and unnecessary pressure, and their performance drops. If you put too much that goes above the required resources for the project, what happens is that, there will be alot of idle time, that can lead to a more lot of trouble for the team. Apparantly and economically speaking, it is not viable. So, I believe that there is an optimum level for every project. There is a human resource component that needs to determine the basic amount of resources to be deployed, to be effectively delivered on the project. So, if you go beyond that range, resources will be wasted.

Chief operating officer

Gender: Male
Age: 27yrs
Years of experience: 2yrs

How often do your employees have meetings relating to their objectives and goals?

Employees conduct weekly meetings. Weekly meetings which are Mondays, as the need arise, an employee can call another maybe for 20minutes or 30minutes meetings to discuss something relating to their goals. But, there is always a weekly meeting.

Has these contributed to their success and growth of the organization? How?

When employees are able to meet and discuss, everybody is on the same page on what to do and their objectives. So, it clearly what makes everybody get in line to deliver well on what is required, and gets everybody in alignment.

Can you please explain how has your employees been working together in achieving the goals and objectives of the organization?

In working together, they collocate, even though the organization is having three branches in different cities. They often get on skype calls to discuss different tasks and objectivities, and what to do. And most often it’s weekly, so everybody gets updates on an information and advance over a task that they are doing. So, it’s mostly collocating at work.
How do they plan and prepare activities as teams for goal attainment?

The goals are set by the management. We have the management teams that says, this is the strategy, and then we have the managers who come together to say, this is how we are going to achieve this goal. The strategic goals are break into things that are more operational or project wise, and then most times, this is done. And at the end, everyone is able to work. Project owners or activity owners are selected and tasks and projects are dedicated to whoever is responsible for giving report. So, there had been alot of planning and everybody is accountable for each segment of the overall objectives.

How does each employee accept or take ownership and responsibility for success or failure of a project?

Accepting responsibility for success or failure is particularly starting from the sense of ownership. So, each employee has the sense of ownership of the organization, and his or her project. And as project is ongoing, you have the sole authority on what to do and what not to do, and all you seek from other members of the team is advice, re-handling, and strategies. Then, you are able to come to a particular decision on your own.

So, an employee who has been assigned to a particular task or project, is responsible for taking the blame, without anybody’s influence and then coming back, to give report on what has been done. So, there is a sense of ownership and synergy, and alot of reports.

Can you describe the different kinds of training the organization give the employees?

Basically we do trainings on general business training (proposal developments, finance and investments, evaluation training, impact measurement training), project management training, programming and graphic design, and leadership and management training.

Do you think employees might be confused on how you measure their success?
No. There is a job description which actually states the key performance indicators.

**Can you please explain how conflicts can affect the performance of employees?**

It will demoralize. It can cause distractions, and some level of questioning on what was the purpose or bottom line was, and the cause of the conflict will have to be a point of discussion.
Appendix III (Letter of Co-operation)

Gävle 10/10/2017

Co-operation for Master Thesis
To whom it may concern/Hive Colab.

My name is Kudirat Alade, a student on the MBA programme at University of Gävle, Sweden. I am currently undertaking my Masters thesis. My thesis concerns "RELATIONSHIP AND NETWORK MANAGEMENT: A CASE STUDY OF AFRICA IT FIRMS" and I will like to study how the relationships and network is managed by your firm with regards to other firms within the hub.

I want to investigate the relationship and network management, this may involve simple questions to be answered by the company or some of its employees, if possible. I promise you anonymity if you want and I will not publish the names of managers or companies and customers if you wish.

In March 2018, I can visit you (if it is possible) and present the results of my study if you want and you will receive two copies of the thesis. You are also welcome to participate in the defence seminar in March 2018. I need your help and depend on your cooperation to write my thesis. Please help me and thank you very much for your cooperation.

Sincerely yours,

Maria Fregidou-Malama,
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