

**CONFLICT MANAGEMENT IN EMERGING COOPERATIVES
IN THE NORTHERN CAPE PROVINCE**

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Submitted in fulfilment of the requirements in respect of the master's degree

Master of Development Studies

in the Centre for Development Support

Faculty of Economic and Management Sciences

at the

University of the Free State



Bloemfontein

July 2021

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DECLARATION

I, Lesedi Edward Piki, hereby declare that the structured master's degree mini-degree dissertation that I herewith submit for the master's degree qualification *Master of Development Studies* at the University of the Free State, is my independent work and that I have not previously submitted it for a qualification at another institution of higher education.

.....

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DATE

ACKNOWLEDGEMENTS

My most sincere gratitude goes to the following people for their support and assistance during my study:

- My supervisor, Mr W.F. Ellis, for his guidance, coaching and support throughout this study during the peak of the COVID-19 pandemic.
- All MDS lecturers and Ms Hesma van Tonder for her patience and support when searching and availing the academic journals timeously.
- Dr Homman Nyamazunzu at Integrated Data Expertz for assistance and guidance with transferring and interpretation of data on Atlas.ti software.
- My loving wife and also my MDS classmate, Lorato Piki, for her unwavering support throughout this difficult journey.
- My sons, Lefika Piki and Leatile Piki and all Piki family members, I am grateful for everyone encouraging me to weather this storm.
- I thank the almighty God for keeping me safe and alive while conducting this study during the COVID-19 pandemic. I give praise for His blessings throughout my entire life and for the achievement of this degree.

ABSTRACT

Cooperatives are autonomous and voluntarily associations of people with common socio-economic goals striving for a democratically jointly owned business enterprise ILO (2014). Cooperatives are used throughout the world to achieve the Sustainable Development Goals as set by the United Nations. Although it is evident that cooperatives are a vehicle for socio-economic development, the mortality rate of emerging cooperatives in South Africa is alarmingly high, with the Northern Cape Province in the lead at 97.5%. Mismanagement of conflict is among the prominent causes of this high failure rate.

In this study, a qualitative research design was used that involves semi-structured questionnaires. The overall aim of this research was to explore the in-depth knowledge, perceptions and opinions of the research participants on conflict management strategies in four emerging cooperatives in the Northern Cape Province, South Africa. This research further investigated how conflict management contributes towards the collapse of emerging cooperatives.

The four cooperatives chosen for this research postulated the underlying causes of conflict, conflict management strategies and the impact thereof. The findings indicated that dealing with conflict management in emerging cooperatives is one of the critical success factors for the sustenance of emerging cooperatives. The underlying causes of conflict include goal and opinion differences, lack of transparency and poor communication. Furthermore, mismanagement of conflict yielded job losses, business sabotage, distortion of member commitment, reduced productivity and strained social cohesion.

The participants recommended continuous communication, establishment of operating rules, transparency and teamwork as internal critical measures for the sustenance of the emerging cooperatives that must be coupled with third-party assistance, training and mentorship.

Keywords: cooperatives, conflict, conflict management, conflict resolutions, - up to 10 keywords

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES AND TABLES	ix
LIST OF ABBREVIATIONS/ACRONYMS	x
Chapter 1 INTRODUCTION	1
1.1 INTRODUCTION	1
1.2 PROBLEM STATEMENT	4
1.3 RESEARCH QUESTIONS, AIM AND OBJECTIVES	6
1.3.1 Research aim	6
1.3.2 Research questions	6
1.3.3 Research objectives	6
1.4 IMPORTANCE OF THE RESEARCH	7
1.5 ANALYTICAL FRAMEWORK	8
1.6 LIMITATIONS OF THE STUDY	9
1.7 STRUCTURE OF THE STUDY	10
1.8 SUMMARY	11
Chapter 2 LITERATURE REVIEW	12
2.1 INTRODUCTION	12
2.2 THE CONCEPT OF COOPERATIVES	13
2.2.1 Definitions of cooperatives	13
2.2.2 Evolution of cooperatives	14
2.2.3 Concept and purpose of cooperatives	15
2.2.4 Characteristics and principles of cooperatives	16
2.2.5 Types of cooperatives	17
2.2.6 Importance and impact of cooperatives	19
2.2.7 Role of governments and external stakeholders in the promotion of cooperatives: Boundaries and successes	20
2.2.8 Challenges faced by cooperatives	22

2.2.9	Role of cooperatives in socio-economic development	23
2.3	HISTORY OF COOPERATIVES IN SOUTH AFRICA.....	24
2.3.1	Legislation governing cooperatives in South Africa.....	25
2.3.2	Success and failures of cooperatives.....	26
2.4	CONFLICT MANAGEMENT	29
2.4.1	Concepts and definition of conflict	29
2.4.2	Types of conflict.....	30
2.4.3	Possible causes of conflict in cooperatives.....	31
2.4.4	Concept and definition of conflict management	33
2.4.5	Conflict management in emerging cooperatives	35
2.5	APPROACHES TO CONFLICT MANAGEMENT	37
2.5.1	Conflict prevention	37
2.5.1.1	Conflict settlement.....	38
2.5.1.2	Conflict resolution	38
2.5.1.3	Conflict transformation.....	38
2.6.	Summary	39
	Chapter 3 RESEARCH DESIGN AND METHODOLOGY	40
3.1	INTRODUCTION	40
3.2	RESEARCH APPROACH.....	40
3.3	RESEARCH DESIGN	42
3.3.1	Case study proposition.....	44
3.4	DATA COLLECTION STRATEGY	45
3.5	SAMPLING DESIGN.....	48
3.5.1	Non-probability sampling.....	48
3.5.2	Sampling of cooperatives.....	50
3.5.3	Sampling of participants.....	51
3.5.4	Sample size	52
3.6	RESEARCH ETHICS.....	52
3.6.1	Informed consent	52
3.6.2	Harm to participants.....	53
3.6.3	Confidentiality	53
3.6.4	Honesty.....	54
3.6.5	Conflict of interest	54

3.7	MEASUREMENT MAP	55
3.8	DATA ANALYSIS.....	58
3.9	SUMMARY	59
	Chapter 4 DATA ANALYSIS AND INTERPRETATION.....	60
4.1	INTRODUCTION	60
4.2	DEMOGRAPHIC PROFILES OF PARTICIPANTS	60
4.3	RESULTS	62
4.3.1	Theme 1: Formalisation initiative	63
4.3.1.1	Collaborative initiative.....	63
4.3.1.2	Member developed constitution.....	64
4.3.1.3	Third-party assistance	64
4.3.2	Theme 2: Causes of conflict.....	67
4.3.2.1	Differences of opinion.....	67
4.3.2.2	Poor communication.....	67
4.3.2.3	Lack of transparency and openness.....	68
4.3.2.4	Complaints	68
4.3.3	Theme 3: Effect of conflict on socio-economic development	71
4.3.3.1	Job losses	71
4.3.3.2	Reduced productivity	71
4.3.3.3	Strained social cohesion.....	72
4.3.3.4	Distortion of member commitment.....	72
4.3.3.5	Business sabotage	73
4.3.4	Theme 4: Conflict management interventions.....	75
4.3.4.1	Continuous communication	75
4.3.4.2	Establishing operational rules.....	75
4.3.4.3	Member engagement	76
4.3.4.4	Equality.....	76
4.3.4.5	Transparency and openness	77
4.3.4.6	Teamwork and collaboration	78
4.3.4.7	Third-party assistance	78
4.3.4.8	Mentorship and training workshops	79
4.4	SUMMARY	81
	Chapter 5 SYNTHESIS AND IMPLICATIONS OF THE FINDINGS.....	82

5.1	INTRODUCTION	82
5.2	FORMALISATION INITIATIVE	82
5.3	CAUSES OF CONFLICT	83
	5.3.1 Opinion differences	83
	5.3.2 Poor communication	84
	5.3.3 Lack of transparency and openness	84
	5.3.4 Complaints	85
5.4	EFFECT OF CONFLICT ON SOCIO-ECONOMIC DEVELOPMENT	85
	5.4.1 Job losses	85
	5.4.2 Reduced productivity	86
	5.4.3 Strained social cohesion	86
	5.4.4 Distortion of member commitment	87
	5.4.5 Business sabotage.....	87
5.5	CONFLICT MANAGEMENT INTERVENTIONS	87
	5.5.1 Continuous communication.....	88
	5.5.2 Establishing operating rules	88
	5.5.3 Member engagement.....	88
	5.5.4 Equality	89
	5.5.5 Transparency and openness.....	89
	5.5.6 Teamwork and collaboration	90
	5.5.7 Third-party assistance.....	90
	5.5.8 Mentorship and training workshops	91
5.6	SUMMARY	91
	Chapter 6 CONCLUSION AND RECOMMENDATIONS.....	92
6.1	INTRODUCTION	92
6.2	CONCLUSIONS	92
	6.2.1 Conclusions on the first objective.....	92
	6.2.2 Conclusions on the second objective	93
	6.2.3 Conclusions on the third objective	94
	6.2.4 Conclusions on the fourth objective	94
6.3	RECOMMENDATIONS.....	94
	6.3.1 Recommendation 1: Capacity building of cooperatives	95
	6.3.2 Recommendation 2: Social cohesion and organisational culture	96

6.3.3	Recommendation 3: Conflict management model	96
6.3.4	Recommendation 4: Cooperative development institution	98
6.3.5	Recommendation 5: Adoption of information and communication technology tools	98
6.4	IMPLICATIONS FOR THEORY	99
6.5	LIMITATIONS OF THE STUDY	99
6.5.1	Sampling	100
6.5.2	Data collection	100
6.5.3	Data analysis	100
6.6	RECOMMENDATIONS FOR FUTURE RESEARCH.....	101
6.7	SUMMARY	101
	REFERENCES.....	102
	APPENDIX A RESEARCH STUDY INFORMATION LEAFLET AND CONSENT FORM ENGLISH AND SETSWANA	122
	APPENDIX B RESEARCH QUESTIONNAIRE ENGLISH AND SETSWANA	132

LIST OF FIGURES AND TABLES

Figure 2-1: Tuckman's model: Stages of group development	34
Figure 3-1: Research design	45
Figure 4-1: Themes from data analysis	62
Figure 4-2: Formalising initiative network	66
Figure 4-3: Causes of conflict network	70
Figure 4-4: Effect of conflict on socio-economic development network	74
Figure 4-5: Conflict management interventions network	80
Figure 6-1: Conflict transformation model for cooperatives	97
Table 3.1: Distribution and sampled cooperatives per district.....	.571
Table 3.2: Data measurement map.....	57
Table 4.1: Participant profiles.....	60

LIST OF ABBREVIATIONS/ACRONYMS

COVID-19	Corona Virus Disease of 2019
DTI	Department of Trade and Industry
ICA	International Cooperative Alliance
ICT	Information and Communication Technology
ILO	International Labour Organization
ILO COOP	International Labour Organization Cooperatives
CAQDAS	Computer Assisted Qualitative Data Analysis Software
SDGs	Sustainable Development Goals
SEDA	Small Enterprise Development Agency
SMME	Small, Medium and Micro Enterprise
Stats SA	Statistics South Africa
UN	United Nations

Chapter 1

INTRODUCTION

1.1 INTRODUCTION

Cooperatives are vehicles that meaningfully contribute towards the achievement of the Sustainable Development Goals (SDGs) of the United Nations (UN, n.d.). Cooperatives contribute to socio-economic growth through the creation of jobs, improvement of livelihoods and stimulation of economic participation. The cooperatives, in partnership with government, contribute to social dynamics, extending protection and security, as well as ending poverty and hunger. This partnership between social partners, such as cooperatives and government have the potential to lead to good governance, peace and stability and can boost economic and social progress (International Labour Organization [ILO] 2020).

The International Cooperative Alliance (ICA 2013) mentioned that cooperatives are recognised as a commercially efficient and effective mode of conducting business, because they have the potential to create long-lasting, sustainable and successful enterprises. In support, Wanyama, Develtere and Pollet (2009) and the ILO (2015), regard cooperatives as a vehicle that plays an important role in improving the living conditions of society, in particular, the underprivileged and low-income earners. The role that cooperatives play in society is enjoying prominent attention, as they are regarded as strategic elements for countries to achieve sustainable economic and social development and entrench greater social cohesion in the context of neoliberal globalisation (Bretos & Marcuello 2017).

When the UN General Assembly (2010) proclaimed the year 2012 as the international year of cooperatives, they highlighted the important contribution of cooperatives in socio-economic development, in particular poverty alleviation, social cohesion and creating employment. Concurring with the UN, the ICA (2020) noted that cooperatives are not just a “marginal phenomenon”, but they play an important role in socio-

economic enterprises through “sustainable economic growth and stable, quality employment” and employ 280 million people worldwide, which translates into at least 10% of the world’s employed population.

Hammond and Luiz (2016); Tremblay, Hupper and Warring (2019); Zantsi (2021) all noted that internationally, the cooperative model is evidenced as a success, albeit with grievous challenges. Kumar, Wankhede and Gena (2015) corroborated that there are several successful cooperatives in India. Abay, Koru, Abate and Berhane (2019) mentioned that the rural financial cooperatives in Ethiopia have experienced successive growth, both in numbers and membership. In the United Kingdom, the Cooperative College in Manchester promotes the provision of quality education through democratically driven growth of cooperative trust schools (Wanyama 2014).

It is unfortunate that the depiction in South Africa is different, with an exponentially increasing failure rate. The Department of Trade and Industry (SA DTI, 2012) estimated a survival rate of 12% and an average mortality rate of 88% for cooperatives. Cooperatives usually tend to collapse due to internal conflict and fraud. Cheney, Cruz, Peredo and Nazareno (2014) believe that conflict among members is one of the most common issues in cooperatives that often characterises the operational period.

The enactment of the Co-operatives Act No. 14 of 2005, gave birth to a high number of cooperatives. However, these newly formed cooperatives faced various challenges, thus making them weak and vulnerable. They tended to be highly dependent and required elevated and sustained levels of support. The survival rate of these new cooperatives was low (Bransburg 2015).

The collapse and high mortality rate of cooperatives in South Africa defeated the purpose of the cooperative programme. This is contrary to government’s strategy of focussing on the creation and development of revenue-generating enterprises. These initiatives precipitated into decent and sustainable jobs and the reduction of poverty in order to make a contribution to sustainable human development (SA DTI 2012).

The nexus of poverty, unemployment and inequality are matters of concern in post-apartheid South Africa. Statistics South Africa's (Stats SA 2019) Quarterly Labour Force Survey for the second quarter of 2019 showed that the unemployment rate has increased by 1.4% from 27.6% to 29%. Stats SA (2019) further showed that food security in South Africa was still a huge challenge with close to 13.4 million in 2017, having limited or severely inadequate access to food, while 1.6 million experienced hunger.

To address the conundrum of poverty, inequality and unemployment, the government of South Africa promoted a cooperative model. The SA DTI (2004) declared that the South African government's strategy was to support and promote the emerging and progressing cooperative enterprise as one of the vehicles for development to enhance and promote social, cultural and economic progression. The main goals of transformation comprise facilitating the social and economic advancement and development, improving living standards and empowering the previously deprived people and communities, predominantly women and the indigent (Kehler 2001).

Wanyama (2014) elucidated that cooperatives, as value-based organisations, are participatory and sustainable business enterprises that provide livelihoods to millions of people around the world. Regrettably, this socio-economic development model seems to be unsuccessful in the historically disadvantaged South African communities. Twalo (2016) acknowledged that the cooperative sector in South Africa is failing, because this sector is not organised in a manner that enables the cooperatives to thrive as businesses. The sector is compromised by its systematic, structural and organisational set-up, despite the government's concerted efforts to support this important sector of society.

Wessels (2014), on the other hand, purported that the formalisation of cooperatives does not contribute to the combat against the triple challenges of poverty, inequality and unemployment and the decision-makers may not be aware of such facts. To establish the underlying factors for this phenomenon, it was important to investigate

the causes for the high mortality rate of cooperatives in order to assist newly formalised cooperatives to be sustainable and for policymakers to make informed decisions.

This research intended to investigate and expose the issues and collate the findings in relation to the collapse of emerging cooperatives due to mismanagement of conflict in the John Taolo Gaetsewe and Frances Baard District Municipalities in the Northern Cape Province. The study focused on the strengths and weaknesses of cooperatives and drawing from lessons in managing conflict. The question was asked: How well do emerging cooperatives manage conflict throughout the conflict management process? The basis of the research was to deduce facts from the participants' perspectives, regarding the mechanisms and methods used to successfully restore relationships and peace subsequent to conflict that may have led to collapse and mortality of their business venture. The success stories of the participants will be used to guide other cooperatives to sustain their business venture amid and post-conflict.

1.2 PROBLEM STATEMENT

In South Africa, the reality is that cooperatives collapse at an alarming rate, with the Northern Cape Province being the hardest hit province in the country in this regard. The SA DTI (2012) confirmed that the Northern Cape Province was affected by the highest mortality rate of cooperatives at 97.5%.

Mhembwe and Dube (2017) noted that cooperatives in South Africa play a major role in improving the living standard of communities in rural areas, like other countries around the world. However, destructive conflict in cooperatives can be a barrier to economic development as it creates a loss of revenue and assets and ultimately, a loss of livelihoods. Wessels (2014) asserted that in South Africa, cooperatives in provinces such as the Free State lacked business and entrepreneurial skills and identified a need to learn from successful and failing cooperatives what the key catalytic variables for ultimate success could be.

In some instances, conflict in cooperatives emanates from the selection of management committees that is influenced by personal and political affiliation, thus leading to the formation of new competitive cooperatives in the same area. This is alluded to by Wessels (2014), who indicated that the formalisation explosion of cooperatives may not be due to voluntary willingness to form a cooperative but could have been stimulated through a campaign by a third party, incentivised on the number of successfully formalised cooperatives. This can be one of the underlying causes of the high failure rate in the country.

Prior research by Hosseni (2011), Khumalo (2014), Van der Walt (2005) and Wessels and Nel (2016) substantiated that a lack of conflict management was one of the causes of the high mortality rate of cooperatives. Constructive conflict management can be beneficial in the survival and sustenance of cooperatives. The high levels of conflict not only lead to the inability of cooperatives to grow but has a potential to lead to their eventual failure and decreased attractiveness as an organisational formation (Boone and Özcan 2016).

Muthuma (2012) established that the Kenyan paternalistic approach for cooperatives focused its field of education on management committees only, naturally creating knowledge gaps between general members and the leadership. The knowledge gap between the management committee and general members may be among the possible causes of destructive conflict. Ibrahim and Ngina (2019) professed that the process of developing and sustaining cooperatives involves developing and promoting a community spirit, identity, management skills, integrity in leadership and social organisation. Therefore, the need for the research was stimulated by the intent to discover those key variables that contribute to the success of cooperatives in order to assist the Northern Cape Province to curb the high mortality rate and collapse of emerging cooperatives.

1.3 RESEARCH QUESTIONS, AIM AND OBJECTIVES

1.3.1 Research aim

This primary aim of the study was to investigate the contribution of conflict mismanagement on the high mortality rate of emerging cooperatives in the Northern Cape Province. The study focused on cooperatives in the John Taolo Gaetsewe and Frances Baard District Municipalities.

1.3.2 Research questions

1. What causes conflict within emerging cooperatives and how is this conflict resolved or managed?
2. How does conflict management have an impact on the sustenance and development of emerging cooperatives?
3. What elements of conflict management need strengthening to effectively decrease the high mortality rate of emerging cooperatives?
4. What lessons can be learned from conflict management strategies in emerging cooperatives?

1.3.3 Research objectives

1. To critically review the literature on the concept of cooperatives and conflict management strategies employed by emerging cooperatives
2. To explore the elements of conflict management that can decrease the high mortality rate of the emerging cooperatives in the Northern Cape Province.
3. To investigate the effects of conflict management on the socio-economic development of members of emerging cooperatives in the John Taolo Gaetsewe and Frances Baard District Municipalities in the Northern Cape Province.

4. To identify and describe the lessons learnt in order to inform the future undertakings of cooperatives aimed at constructive conflict management for the sustainability of cooperatives in the Northern Cape Province and beyond.

1.4 IMPORTANCE OF THE RESEARCH

The research focused on management of conflict in the emerging cooperatives in the two identified districts of the Northern Cape Province. The high mortality rate of cooperatives impedes the initiative by government to fight the triple challenges of poverty, unemployment and inequality in this province. Stats SA (2014) stated that the Northern Cape Province has a high incidence of poverty and Stats SA (2017) ranked the Northern Cape Province as the fourth poorest province in South Africa. This research relates to the following SDGs (UN, n.d.):

- *SDG 1 – No poverty*: End poverty in all its forms everywhere.
- *SDG 2 – Zero hunger*: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- *SDG 8 – Decent work and economic growth*: Promote inclusive and sustainable economic growth, employment and decent work for all.
- *SDG 9 – Industries, innovation and infrastructure*: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
- *SDG 10 – Reduced inequalities*: Reduce inequality within and among countries.

The research was aimed at improving the sustainability of emerging cooperatives in the John Taolo Gaetsewe and Francis Baard District Municipalities in the Northern Cape Province, through effective conflict management principles. The sustainability or reduction of the high mortality rate of cooperatives can be achieved when internal conflict among cooperative members is clearly understood, mitigated and managed effectively and efficiently. It is vital that cooperatives are not merely content to improve their economic position but are also aiming at eliminating the negative conflict by implementing effective conflict management strategies to improve cooperation and collaboration among themselves.

The intention of the research was to establish conflict management strategies that can assist cooperatives to manage conflict effectively and efficiently. In addition, lessons learned from other successful cooperatives should be shared for the sole purpose of assisting emerging ones and those that are at the brink of collapse. This research can also be useful to the policymakers, development practitioners and other relevant institutions, within the province and nationally, to design relevant intervention programmes regarding conflict management.

Effective conflict management in cooperatives has the potential to curb their collapse, thus assisting government to better serve the poorest of the poor and boost the economy of the province and the country.

1.5 ANALYTICAL FRAMEWORK

Cooperatives are like businesses in that their success essentially hinges on value-based management and leadership, as their form of economic development facilitates peaceful social transformation (Ibrahim & Ngina 2019). This emanates from the Marxist–Leninist theories that ascertain that cooperatives can transform societies from capitalism to communism, as they are not only interested in capital gains of their members but are also focused on the social progress of the communities they serve. Furthermore, Cheney et al. (2014) articulated that cooperatives, along with other organisations, form part of sustainable economic development strategies throughout the world.

The statistical evidence of the high mortality rate of cooperatives in South Africa is a concern that merits investigation. The question is asked as to what is done wrong here and what other countries are doing correctly. Conflict, as an area of research, has been elevated for investigation in this study, because Mhando (2014) listed a myriad of factors that contribute to conflict, ranging from corruption, autocracy, heightened emotions, personality clashes, struggle for power, misappropriation of funds, as well as a lack of transparency that can lead to internal conflict within cooperatives. Cheney et al. (2014) also found that the lack of proper and effective conflict management was

a major challenge to most of the collapsed cooperatives, as their study indicated that cooperatives had poor conflict management skills.

Conflict is a painful experience that can collapse any formation or entity, such as cooperatives. It is against this backdrop that it was essential to generate evidence to assist emerging cooperatives to improve their conflict management, by addressing the underlying causes of conflict in a harmonious and constructive manner.

The goal of this research was to obtain the views and opinions on conflict management strategies used by emerging cooperatives to reduce their mortality rate and to ensure that they are sustainable. Hancock, Ockleford and Windridge (2007) submitted that the views or experiences of people in a research are essential. To achieve the objectives of this research, it was important that selected participants come from the defined groups, namely that half of the participants should come from cooperatives that are successful and the other half should be made up of cooperatives that nearly collapsed. These defined groups are cooperatives from the John Taolo Gaetsewe and Francis Baard District Municipalities in the Northern Cape Province.

The statistical figures of cooperatives that have collapsed were documented by the DTI (SA 2004). To some extent, reasons for the high mortality rate were documented; however, this study wanted to establish how many management members in the case study were utilising conflict management strategies to keep their cooperatives intact and how conflict management strategies can be employed effectively in cooperatives to ensure that they achieve their socio-economic and community development endeavours.

1.6 LIMITATIONS OF THE STUDY

According to Twalo (2016), there is a challenge in South Africa with insufficient data on cooperatives, inappropriate data collection mechanisms and the inability to regularly update cooperatives' data. The difficulty to access a comprehensive data of

cooperatives in the Northern Cape Province was limiting as the Cooperatives Registrar seem not to have reliable statistics of registered and deregistered cooperatives since 2005. Some of these registered cooperatives have never operated since registration of their entities. This limited their participation in this research, making it difficult to establish the reasons for the collapse of these cooperatives.

The research was limited to data set of cooperatives that operated in the John Taolo Gaetsewe and Francis Baard District Municipalities in the Northern Cape Province obtainable from the National Development Agency Provincial Office.

Another limitation was travelling long distances due to the vastness of the province, one of the limitations was to travel to reach the cooperatives that were based in the outskirts of these two districts.

The use of Computer Assisted Qualitative Data Analysis Software (CAQDAS), such as Atlas.ti 8 and NVivo was a limitation, as the researcher was not in possession and not conversant with their application. However, there are step-by-step guides, tutorials, books and user manuals on how to use the software. Furthermore, there were professionals who could assist in using the software. Data experts were sourced to populate data in the Atlas.ti to map out the responses and develop the themes.

1.7 STRUCTURE OF THE STUDY

The study is divided into six chapters. The introductory chapter introduces the research title, problem statement, aims and objectives, the rationale behind the study, analytical framework of the study, limitations and the structure of the research report.

Chapter 2 gives an in-depth study of the literature on cooperatives and conflict management. Data utilised in this chapter was obtained from various approved sources, such as textbooks, relevant academic journals, occasional papers,

government reports and legislation, internet publications and articles. The pivotal area in the literature study are the data that relates to conflict management in cooperatives. Thorough assessment of the data and a broad analytical approach for accessing relevant information from secondary data, were used to structure this chapter.

Chapter 3 outlines the methodology applied in the study. It provides facts and substantiates the rationale for the methodology used in this study.

Chapter 4 deals with the findings of the research. This chapter outlines the opinions of the participants, relative to their conflict management strategies.

Chapter 5 provides the analysis of the findings that precede the last section. This chapter juxtaposes and synthesises the research findings with the previous research reports.

Chapter 6 concludes on the findings and the analysis, outlines the lessons learnt and makes recommendations on the future studies.

1.8 SUMMARY

Constructive conflict can be beneficial in the survival and sustenance of cooperatives. However, destructive conflict in cooperatives can be a barrier to economic development, as it creates a loss of revenue, assets and ultimately loss of livelihood. The next chapter addresses the literature review on the concept, definition, evolution and categories of cooperatives and conflict management. Central to the literature review is the conflict that leads to the collapse of cooperatives and the conflict management strategies that were followed.

Chapter 2

LITERATURE REVIEW

2.1 INTRODUCTION

Cooperatives are powerful social forces that are present in most countries in the world and in all sectors of the economy (Committee for the Promotion and Advancement of Cooperatives 2019). The cooperative model as a member-based self-help organisation can create self-employment for even the poorest class of the population and foster social inclusivity (ILO 2016).

Cooperatives, as part of civil society, played a significant role to contribute to the restoration of sustainable peace and socio-economic development in countries, such as Rwanda during the post-genocide era (Bajo 2019). Democratic South Africa has also adopted a cooperative model for its socio-economic transformational process to eradicate poverty. This chapter gives a background and overview on cooperatives as a successful development model globally, the challenges faced and ways of managing conflict to ensure success.

The literature first deals with the evolution and concept of cooperatives, followed by the importance and impact of cooperatives, the role of governments and external stakeholders in the promotion of cooperatives, its boundaries and successes and also the challenges faced by cooperatives. The next part focuses on the perspective of cooperatives in South Africa in relation to their sustenance, contrasted with the global perspective. The following part concentrates on conflict management, the concepts, definition, and types of conflict, the possible causes of conflict in cooperatives, the concept and definition of conflict management and different strategies that encapsulate the conflict management and, finally, conflict management in emerging cooperatives.

2.2 THE CONCEPT OF COOPERATIVES

2.2.1 Definitions of cooperatives

Garoyan (1983:1096) defined cooperatives as “private decision-making and risk-taking organisations whose equity is held by patrons”. Zeuli and Cropp (2004:1) elaborated that the department of agriculture in the United States termed cooperatives as “a user-owned, user-controlled business that distributes benefits on the basis of use”.

Pezzini (2006:4) citing the International Cooperative Alliance (2005) defined a cooperative as “an autonomous association of persons united to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise”.

According to Pezzini (2006:4), cooperatives are regarded by the UN as “a form of organisation of association or enterprise whereby citizens themselves rely on self-help and their own responsibility to meet goals that include, not only economic, but social and environmental objectives, such as overcoming poverty, securing productive employment and encouraging social integration”.

Fairbairn, Bold, Fulton, Ketilson and Ish (1995, in Majee & Hoyt 2011:50), described a cooperative as an “association of people who have combined their resources of capital and labour to capture greater or different benefits from an enterprise than if the business was undertaken individually”.

In 1995, the ICA members adopted a universally agreed statement on the identity of cooperatives. This statement brought forth the definition of a cooperative in Recommendation No. 193 “as an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned democratically controlled enterprise” (ILO 2014:19).

2.2.2 Evolution of cooperatives

The origin of cooperatives is suspected to have started in Europe in the 1700s, whereas the existence of the first cooperatives can be traced back as far as 1750 in France and recognised by law in Britain in 1793 (Birchall 2004). However, Mohajan (2019) noted that the Industrial Revolution, which began in England around 1750, created employment when machinery, chemicals and engines were used for mass production in factories and the workers, through labour movements, organised themselves into worker cooperatives. Zakaria, Rahim and Aman (2020), citing the ICA (2018), indicated that the history and evolution of the cooperative's theory can be traced back to 1764 when the Fenwick Weavers' Society from Scotland was formed.

The Rochdale Society of Equitable Pioneers, founded in 1844, is regarded as the oldest, and the initiating point of the contemporary concept of cooperatives (Okem & Lawrence 2013; Winn 2015). According to Pezzini (2006), the cooperative ideology is intensely entrenched in the theories of social philosophy, which occurred during the nineteenth century and is based on the concepts of socialism, liberalism and Christian solidarity. Tchami (2007) noted that in many of the developing countries, colonialism was the fundamental turning point in the development of cooperatives.

Majee and Hoyt (2011) reasoned that cooperatives gained recognition as a form of business during the Industrial Revolution. Tchami (2007) pointed out that cooperation among people during the Industrial Revolution seemed to be the only possible avenue of defence against worsening economic and social problems, affecting communities during those times. Rena (2017) stated that in 1895, the ICA was established as a non-governmental organisation to act as an umbrella organisation that would facilitate all friendly and economic transactions and interactions among cooperative societies, nationally and internationally.

The UN established the ILO in 1919 as part of the Treaty of Versailles. The ILO recognised the importance of cooperatives as a vehicle to achieve its mandate on social justice and the creation of employment. The ILO Cooperatives Unit (COOP),

established in 1920, has been pivotal in the support of cooperatives throughout the world (ILO COOP 2016). The ICA members adopted the ILO Promotion of Cooperatives Recommendation No. 193 as an international policy guideline at an International Labour Conference in 2002. This would serve as a framework for governments to develop laws and policies for the advancement of cooperatives (ILO 2014). This document was designed to provide guidance to cooperatives, employers and workers to make the cooperative model a vehicle to achieve sustainable development.

In those years, cooperatives gained conspicuous attention and were placed as strategic vehicles to attain sustainable economic and social development, including social cohesion (Bretos & Marcuello 2017). This prominence could also be noted in December 2001, when the UN General Assembly approved Resolution No. 56/114 for Cooperatives in Social Development. The resolution recommended the guidelines that were intended to create a conducive environment or atmosphere for cooperatives to develop and grow (Pezzini 2006). In that period, cooperatives could be found in all countries worldwide (Majee & Hoyt 2011).

2.2.3 Concept and purpose of cooperatives

Emanating from the definitions of cooperatives, it can be deduced that the concept of cooperatives are in essence business entities that are entrepreneurial in nature and foster cooperation among members to solve problems that they collectively share (Tchami 2007). However, Birchall (2004) warned that cooperatives should not be equated to family businesses and philanthropic organisations, citing that cooperatives are membership-based organisations, owned and controlled by people who wants to be directly provided with goods and services, as compared to philanthropic organisations that are more concerned with meeting the needs of other people than those in the organisation. Tchami (2007) added that cooperatives are not money-making businesses, but rather social developments of communities, although members are benefitting from the revenue created by the enterprise.

Zeuli and Cropp (2004) stated that people normally organise themselves to be part of a cooperative for a range of reasons, including economic, social, cultural and political motives, aimed at accomplishing the objectives of individuals and others. Cooperatives are regarded by the UN as the vehicle that promotes active community involvement in the socio-economic development from grassroots level, including the young, people with disabilities, women and the elderly (Pezzini 2006). According to Birchall (2004) and Zeuli and Radel (2005), cooperatives promote locally owned and controlled businesses; they are basically self-help groups founded to meet and sustain the needs of members and people around them.

Cooperatives, as part of civil society organisations on a societal level, played a significant role to contribute to the restoration of sustainable peace and socio-economic development, subsequent to the Rwandan genocide in 1994 (Bajo 2019). The perpetrators and the families of the victims came together as members of the cooperatives where acknowledgement of transgression came to the fore, and the offenders were forgiven. Conflict management through lengthy interaction, learning and building of trust, were among the key variables for the cooperatives' success (Bajo 2019). Cooperatives, as societal actors, can thus also contribute to conflict resolution themselves, although this was not the focus of this study.

Besides cooperatives being a vehicle for poverty eradication, they also provide self-employment, create jobs for others, provide social cohesion, as well as participation in national and international economic activities, thus contributing to the gross domestic product.

2.2.4 Characteristics and principles of cooperatives

The ICA Blueprint Strategy (Mills & Davies 2013) recognised cooperatives as institutions that bring economic resources under democratic control by developing individual member participation, build personal self-confidence and resilience, as well as creating social capital. Cooperatives are internationally recognised business ventures with set principles. The different countries incorporate cooperatives, taking

into consideration the international principles and their sovereign country legislation (Henry 2005).

Pezzini (2006) described the seven founding principles of cooperatives as set by the Rochdale Equitable Pioneers Society in England in 1844, which have since been used in the formation of cooperatives worldwide (see also ILO 2017; Tchami 2007; Zeuli & Cropp 2004). The seven (7) principles are as follows:

- *Voluntary open membership*: People are free to join or leave the cooperative.
- *Democratic member control*: Allocation of voting rights is to each person rather than to the shareholding quota, that is, one member, one vote and members are treated equally.
- *Member economic participation*: Cooperatives' capital is democratically controlled and there is equitable contribution by members.
- *Autonomy and independence*: When entering into agreements with government or any organisation, they do not lose their democratic control or autonomy of their enterprise.
- *Education, training and information*: The need to ensure that members are trained and informed in order to effectively contribute and develop their cooperative, and also to disseminate information to other members of the public in their communities.
- *Cooperation among the cooperatives*: To strengthen the cooperative by working together and with other entities, such as government and financial institutions.
- *Concern for the community*: Cooperatives need to focus on sustainable development of their communities.

2.2.5 Types of cooperatives

Birchall (2004), the ILO (2017) and Tchami (2007) noted that there may be several types of cooperatives, but the commonly known ones are:

- *Producer cooperatives:* Most common examples include agricultural cooperatives and fishing cooperatives. The main focus of producer cooperatives is on three processes, namely inputs (for example seeds, livestock and fertiliser), marketing of the produce, and food processing to add value to the product.
- *Worker-owned cooperatives:* These are business associations that are owned and democratically governed by their employees. The management structure depends on the desire of its members; some use a hierarchical and others use a flat structure. The flat structure allows direct involvement of employees in management and decision-making (Wanyama 2014).
- *Consumer cooperatives:* Its main objective is to supply its members with goods and services for their personal use at discounted cost. Examples include clothing, food, educational goods and services, and leisure.
- *Financial cooperatives, for example, credit union and insurance cooperatives:* This type of cooperative offers financial services to its members, such as savings and loans at favourable interest rates and insurance services.
- *Public service provision cooperatives:* Supply public services to non-members, thus creating revenue.
- *Social cooperatives:* Focus on social aspects, such as caring for the sick and people with disabilities, and training people in detention.

The ILO (2017) recommended than an international classification of cooperatives should be based on two criteria: The first criterion is the main economic or industrial sector in which they operate. This approach is already used for statistical purposes, using the International Standard Industrial Classification of all Economic Activities (UN, 2008). The second criterion is based on their characteristics, often used as typology. This typology consists of four categories:

- Producer cooperative.
- Worker cooperative.
- Consumer/user cooperative.
- Multi-stakeholder cooperative.

2.2.6 Importance and impact of cooperatives

Cooperatives are crucial for development of communities and to achieve sustainable development goals in a country. Cooperatives can be an important vehicle to harness and achieve community development, as their structure is community-orientated and they have the ability to mobilise local resources into a critical mass (Fairbairn et al. 1995 and Wilkinson & Quarter 1996, cited by Zeuli & Radel 2005).

In the 1960s, the Mondragon Cooperatives Group that originated from Spain, managed to expand nationally and exported to international markets in the 1990s, making it one of the most successful and outstanding historical worker cooperatives in that country. It created employment throughout Spain through its subsidiaries (Flecha & Ngai 2014).

During the post-genocide era in Rwanda, the perpetrators and the families of the victims came together as members of the cooperatives where truth emerged, acknowledgement of transgression were appraised, and offenders were absolved from crime against humanity. These cooperatives followed a lengthy conflict management strategy, which included interaction, learning and trust. Reinteraction, learning and building of trust were among the key success variables for cooperatives. This was, however, not captured in theory under the principles and values of cooperatives (Bajo 2019).

Cooperatives are progressively and widely recognised and used as a vehicle to eradicate poverty, to create employment and to ultimately ensure local economic development in developing and developed countries around the world. Alves, Ferreira and Araújo (2017, 2019) indicated that in Brazil, cooperatives have played an instrumental role in several spheres, for instance, advancing frontier advancement by small-scale producers, enhancing market production, boosting development of technology and cultivating the scale of the economy.

The ICA Facts and Figures (2020) indicated that in Kenya, cooperatives contribute approximately 45% to the gross domestic product. According to Muthuma (2012), the World Council of Credit Unions reported in 2008 that Kenya was the leader with the largest resource mobilisation among the credit and savings cooperative sector in Africa. Furthermore, Ibrahim and Ngina (2019) reported that the Kenyan Cooperative Bank and Cooperative University were successful and displayed the potential of a well-organised and supported cooperative movement. The harmonious relationship among members enabled them to unite in solving community problems.

According to Tchami (2007), the ILO recognised cooperatives as a sector that played an essential role in the improvement or enhancement in living and working conditions, as well as for the provision of critical basic services and infrastructure, especially in countries or areas that were neglected by governments and/or investors. Bajo (2019) concluded that cooperatives can build a path towards agency, engage in advocacy, build and reconstruct social capital and strive for fair trade and just economics on a sustainable and peaceful basis; furthermore, that the capacity for innovation is enhanced, as risks are better accepted when undertaken together. Their network style behaviour shows the capability for institutional arrangements and thus to solve potential conflict by negotiating peacefully.

If cooperatives can be used as a civil society organisation to resolve conflict in post-war situations through agency and advocacy like in Rwanda, the possibility for cooperative members to be empowered to use the same skill to resolve internal conflict among themselves, prevails.

2.2.7 Role of governments and external stakeholders in the promotion of cooperatives: Boundaries and successes

Governments worldwide recognise the value of cooperatives as entities through which communities can effectually better their living conditions, while making impactful contributions to the social, cultural, political and economic development in their respective areas (Pezzini 2006). The role of government is to strengthen the capacity

of the cooperatives and to ensure success and sustainability of the cooperatives. For instance, in Indonesia, all types of cooperatives are affiliated to the Board of Indonesia Cooperative as a national organisation. Its objective is to develop and promote the ability of cooperatives as a system and agents of national change. The purpose is to achieve national economic governance, based on their Constitution of 1945, section 33 (Maskur 2016).

Recommendation No. 193, which deals with the Promotion of Cooperatives, was espoused by the ILO Conference in June 2002 and has the following features (Pezzini 2006:7):

- *“The recognition of the importance of co-operatives to economic and social development”*: Cooperatives are appreciated by ILO as the conduit for sustainable job creation and mobilisation of resources for the generation of income.
- *“The reaffirmation of the distinctive identity of the co-operatives, based on values and principles”*: This affirms the 1995 definition of cooperatives by the ILO, as the only characterisation for cooperatives and that they remain autonomous.
- *“Equal treatment for co-operatives”*: This calls government to treat and support cooperatives equally and in accordance with the national law.

Tanzania has established a cooperative college where members of cooperatives are empowered with various skills to enhance and sustain their business endeavours for the advancement of common socio-economic interest (Kanyane 2009). In support Maghimbi (2010) notes that colleges are offering courses that deals with duties and responsibilities of cooperative committee members and this training course is also offered to pre-members.

2.2.8 Challenges faced by cooperatives

Conflict is normal in any development process where more than one natural person is involved. Cooperatives, like any other organisation, experience challenges throughout their development stages. Cheney et al. (2014) mentioned that even the Mondragon Corporation which is a corporation and federation of worker cooperatives based in the Basque region of Spain (though regarded as progressive), also had tough stages of development and experienced tensions on conflict priorities.

Alemu and Asrese (2019) noted that micro and small enterprise cooperatives are failing due to the several factors of which some have the potential to cause conflict, as listed in the following phases:

In Phase 1, the members' background and structure differed in terms of age, gender, education and religion. In Phase 2, the members' motives were income generation, avoiding unemployment and leveraging registration and licences in the sector. In Phase 3, prior to formation, members' relationship that were informal had to be formal. The formalisation process includes registration through several offices, requiring documents, which could be frustrating, and the selection of executives was based on preferences of the majority and not based on capability.

In Phase 4, during the operational period, conflict was the major challenge to most of the collapsed cooperatives. The lifespan of collapsed cooperatives ranged from three months to a year. These cooperatives faced challenges, ranging from a lack of resources and markets, a lack of support from institutions, as well as no clarified roles and responsibilities. The common causes of conflict were failure to perform responsibilities, interpersonal and behavioural problems, irresponsiveness and a lack of respect for each other as well as for executive members, mistrust, domination and resource ownership issues.

In Phase 5, during the pre-collapsing period there were limited productivity, aggravated conflict among members, a lack of assistance and resources, as well as a lack of interest of other members in problem resolution. In Phase 6, during the collapse

and post-collapse, the member separation and resignation and resource-sharing was a challenge.

2.2.9 Role of cooperatives in socio-economic development

Okem (2016) stated that worldwide, cooperatives are gradually being acknowledged for their instrumental contribution in social and economic development, as governments and developmental organisations are being proactive in the direction of supporting cooperative initiatives to capitalise on their social and economic benefit. Bretos and Marcuello (2017) indicated that cooperative movements have increased significantly in popularity as strategic vehicles for the achievement of viable economic upliftment enterprises and exceptional societal cohesion in the perspective of neoliberal globalisation.

Mabunda (2017) further supported these statements when indicating that cooperatives contribute meaningfully to poverty reduction, economic growth and job creation programmes in many countries around the world. Effiom (2014) also echoed the same sentiments when stating that cooperatives are capable of creating wealth for the poor and jobs for the unemployed, thus contributing to the SDGs.

There have been extreme cases where cooperatives were used to bring peace and foster development between the conflicted parties and the perpetrators. One such case was in Rwanda where cooperatives were used to restore relationships between genocide perpetrators and survivors (Bajo 2019).

Vieta and Lionias (2014) stated that historically, several cooperatives have played a valuable role in the development of communities. An example is the Mondragon group of cooperatives in Spain that played a crucial task in reviving the Basque economy post-World War II; 20 000 cooperatives in Kerala, India; the cooperative system in Trentino, Italy, and the Evergreen Cooperatives in Cleveland, Ohio.

The indigent and the most deprived members of the society can benefit from the cooperatives because the cooperatives have a multi-purpose mission to integrate social and economic benefits. The cooperatives can create various opportunities such as jobs, income generation and education. These opportunities enhance women's development in the world and South Africa, and in particular the Northern Cape Province.

Koutsou, Iakovidou and Gotsina (2003) noted that in Greece, cooperatives are regarded as the original type of business that is excellent in the planning, organisation and management of day-to-day operations, with the main aim of growing the income of their families and elevating their social prominence. Cooperatives in Turkey are established as enterprises in agricultural development, consumer cooperatives and small handicrafts, which mostly tend to utilise manual labour and are established with a bottom-to-top movement (Ozdemir 2013).

2.3 HISTORY OF COOPERATIVES IN SOUTH AFRICA

According to Thaba and Mbohwa (2015), cooperatives in South Africa are not a new concept; they date back as far as the 1800s. During the apartheid dispensation, only the European descendants who were classified under the first economy, could register and benefit from cooperatives. The cooperatives were mainly agricultural enterprises aimed at developing the white farming communities to develop an economically successful class of "white commercial farmers who operated with disregard of black farmers" (Rena 2017:3). Kanyane and Ilorah (2015) stressed that the apartheid dispensation had a central administrative control of cooperatives and continued in the new democratic government. Through legislation, white farmers' cooperatives could access arable land, low-cost loans, subsidies and debt consolidation.

South Africa established its first national democratically elected government in 1994, which brought an end of the apartheid era that has persisted for a number of decades. Nevertheless, this country is still struggling to correct the injustices of the past through transformational processes; it is struggling to defeat the historical constraints related

to the colonial and apartheid regime. The main goals of transformation comprise of facilitating the social and economic advancement and development, improving the living standards, empowering the previously deprived people and communities; predominantly women and the indigent (Kehler 2001).

Post-1994, the reconstruction and development programme inspired the explosion of cooperatives among the black communities. Among other priorities, job creation and income generation were central in the reconstruction and development programme. One of the key strategies in the democratic dispensation post-1994, was the Black Economic Empowerment strategy, currently titled the Broad-Based Black Economic Empowerment (Sebake 2017).

The South African Government has established a number of organisations that support cooperative development (Thaba & Mbohwa 2015). These include, but are not limited to the DTI, the Cooperatives Advisory Board, Small Enterprise Development Agency (SEDA) and the National Development Agency. The provincial government established the Northern Cape Province Small, Medium and Macro Enterprise (SMME) Trust and the Department of Economic Development and Tourism. The local municipalities have local economic development units.

2.3.1 Legislation governing cooperatives in South Africa

In South Africa, cooperatives are governed by the Co-operatives Act No.14 of 2005, and the Co-operatives Regulations of 2007, as legal binding instruments. In 2013, the Co-operatives Amendment Act No. 6 of 2013, passed by parliament, made provision for the establishment of the Cooperatives Development Agency and the Cooperatives Tribunal.

The main aim of this Act is to afford a conducive environment for the establishment, institutionalising and registration of cooperatives and has also established the Cooperatives Advisory Board (Mushonga, Arun & Marwa 2019). This act empowers a

registered cooperative to adopt a constitution that makes provision for the settlement of disputes between members of the cooperative.

The Co-operatives Act makes provision for the settlement of disputes among members and between a member and the cooperative itself. Greater emphasis is placed on governments to establish appropriate policy frameworks, which are pivotal to the growth of the cooperative sector (Pezzini 2006).

There are a number of organisations that support cooperatives. The DTI developed an Integrated Strategy on Development and Promotion of Cooperatives in 2012 (SA, DTI 2012). SEDA provides training and support, and other organisations offer training and grant funding.

The Co-operatives Act No.14 of 2005, has classified cooperatives in South Africa as follows:

- *Primary cooperative* is a voluntarily organisation “formed by a minimum of five natural persons whose object is to provide employment or services to its members and to facilitate community development”.
- *Secondary cooperative* is “formed by two or more primary co-operatives to provide sectoral services to its members and may include juristic persons”.
- *Tertiary cooperative* means that its “members are secondary co-operatives and whose object is to advocate and engage organs of state, the private sector and stakeholders on behalf of its members and may also be referred to as a co-operative apex”. (Republic of South Africa, 2005, see also, SA DTI 2004.)

2.3.2 Success and failures of cooperatives

South African government interventions, supporting worker cooperatives, has not yielded the desired outcomes. This is associated with the high mortality rate of cooperatives in the country caused by various challenges. Even though emerging

cooperatives need financial support, business management skills and markets, conflict is the apex cause of disintegration, failure and mortality.

Van der Walt (2005) noted the following internal and external factors that could contribute to making cooperatives successful in achieving their socio-economic endeavours:

- Cooperatives need to manage conflict effectively, or conflict between members need to be avoided to ensure that the cooperative endures to function as a sustainable structure of business.
- Support and commitment of its members are crucial as the cooperative depends on them for its existence.
- Cooperatives need government support to be sustainable, even though they are member-driven. Government needs to guide cooperatives through policy frameworks to ensure that they deliver the socio-economic outcomes to their communities.
- Community development should be the cornerstone of their business.

Cooperatives are democratically controlled collections where disagreements must be resolved amicably. However, this is not always the case, as conflict arises on a daily basis and at some point, becomes violent. The SA DTI (2004) noted that emerging cooperatives are in most cases struggling for survival and lacked training. In support, Zeuli and Cropp (2004) indicated that the success of cooperatives hinges on effective member education, training and communication.

Zeuli and Radel (2005) stated that democratic governance structures and user-ownership models in cooperatives make the developmental process of cooperatives more complex, as compared to other business enterprises. Wessels (2016), in his study, found that conflict between members accounted for 21% as one of the reasons for collapse of cooperatives in the Free State.

Garoyan (1983) mentioned the Cartel Theory, which advocates that failure to reach agreement on some cooperative issues, lead to members of the cooperatives to fail in achieving the desired objectives of the group and that this normally lead to its collapse.

The DTI (2004) categorised emerging cooperatives among those struggling for survival and lacking training. This category of cooperatives requires support that will strengthen their capacity, financial support and marketing assistance and needs special attention. In his study, Van der Walt (2005) noted the following as the core reasons for the collapse of cooperatives in South Africa:

- Lack of skills development training.
- Lack of capital and financial assistance.
- Poor management.
- Conflict among members.
- Not all members of the cooperative want to take responsibility.
- Never started after registration.

These issues led to cooperatives rendering minimal services to the community and failing in socio-economic initiatives that they intended to achieve. Rena (2017) articulated that cooperatives have not gained much popularity in South Africa. Although cooperative societies in the world have been extensively studied, there has not been extensive and wide-ranging studies on the subject in South Africa.

Mabunda (2017), through remarking on the increased growth and evolution in the number and character of cooperatives globally, forebodingly noted that the main challenge was that the majority of these cooperatives were underperforming. This is a clear indication that efforts for development may be fruitless and wasteful undertakings, as Wessels and Nel (2016) concluded that South Africa recorded an 88% failure rate for cooperatives.

2.4 CONFLICT MANAGEMENT

The management of conflict is pivotal to the success and failures of cooperatives which is the focal point of this research, therefore, it is important to delineate the concept of conflict management. This section presents the literature on conflict and conflict management that includes definition, concepts, types and processes. Furthermore, it examines how they affect emerging cooperatives and ultimately lead to their disintegration and collapse.

2.4.1 Concepts and definition of conflict

Conflict can range from intrapersonal conflict (within an individual) to interstate conflict such as during World War I and II. Conflict can be constructive or destructive – the former builds relationships, while the latter is divisive and violent. Apipalakul and Kummoon (2017) indicated that any form of conflict, especially destructive conflict, if not managed appropriately, may be detrimental to the success of the organisation. Conflict is exclusively a multidimensional phenomenon that has emotional and social aspects, which must be treated with caution (Sarpkaya 2012).

Babajide (2018) noted that each conflict has its own unique set of circumstances and causes. Conflict, as explained by Jambreck and Penic (2008, cited by Spaho 2013:106), is “a process of social interaction and a social situation, where interests and activities of participants actually, or apparently, confront, block and disable the realization of one party’s objectives”. The Berghof Foundation (2012:10) described conflict as “a clash between antithetical ideas or interests – within a person or involving two or more persons, groups or states pursuing mutually incompatible goals”. Madalina (2016:808) defined conflict as “some form of friction, discord and disagreement arising between individuals or within a group when beliefs or actions of one or more member of the group are either resisted by or unacceptable to one or more members of another group”. It is a dynamic process where one or both parties have a feeling of grievance against one another that manifests into a commotion.

People or groups tend to engage in conflict, due to different motivations, ranging from political, cultural, power and economic differences or grievances (Brown & Stewart 2015). Bramsenr and Poder (2018) noted that anger, frustration, fear and humiliation are some of the factors that lead to grievances that can advance to conflict. In addition, fear, humiliation, anger, frustration and distrust play a critical role in the intensification and lingering of conflict. People do not trust each other and do not adhere to conflict management strategies, because they see these as a ploy to undermine their position and grievances (Berghof Foundation 2012). Madalina (2016) explained that conflict is complex, as it encompasses the interaction of physiological, psychological, cognitive and contextual dynamics.

The United Nations Development Group (2013) stated that prolonged insecurity and violent conflict impede and destroy livelihoods and discourage investment, which is critical for job creation, poverty eradication and economic growth.

2.4.2 Types of conflict

Conflict has two faces: internal and external conflict. External conflict emanates from external forces, occurring between two or more parties within and outside the organisation. Internal conflict, on the other hand, is when people within an organisation, community or group fight among themselves (Babajide 2018). The conflict referred to in this study is internal conflict, which can also be referred to as intragroup conflict. Thakore (2013) emphasised that conflict among team members is inevitable and if not managed properly, it can escalate and lead to non-productive results. However, Chaudhry and Asif (2015) noted that in certain circumstances, conflict is deemed useful and acceptable, but the groups need to set norms and standards to know when conflict is desirable or undesirable and to act to conflict that is undesirable.

Thakore (2013:9) explained the two types of internal or intragroup conflict, namely task conflict and relationship conflict:

Task conflict is a perception of disagreement in group members or individuals about the content of their decisions and involves viewpoints, ideas and opinions. Relationship conflict is a perception of interpersonal incompatibility and includes annoyance and animosity among individuals.

Several authors identified different sources of conflict which includes 'structural conflict', which is the conflict caused by external forces to the people in discord. These external forces can be geographic constraints, specialising in a particular field (Soltania, Hajatpour, Khorram and Nejati, 2013). Spaho (2013:106) added the 'role conflict' which can stem from an incomplete or otherwise fallacious understanding of the assignment given to an employee/s at a specific time. 'Resources conflict' may arise, due to limited resources; these resources may include information and technology resources, human resources, financial resources and supplies (Soltania, et al., 2013). Caputo, Marzi, Pellegrini & Rialti (2018:6) noted the "relationship conflict" which occurs when there is incompatibility between members of the company. This type of conflict may adversely affect the success of the company because it causes stress, hostile behaviour and the perception that other members have ulterior motives. 'Process conflict' which arises in disagreements on how to do work, along with internal process and task allocation" (Caputo et al. 2018:5).

2.4.3 Possible causes of conflict in cooperatives

Organisational conflict can take many forms and occurs at various levels within an organisation. These types of conflict can emanate from numerous sources and causes. Members of the organisation may clash on contrasting views, opinions and/or supporting opposing positions (Bordean, Rácz, Ceptureanu, Ceptureanu & Pop 2020).

The ILO (2015) stated that the potential conflict may emanate from the disbursement or control of finances, as a challenge the cooperatives may encounter. Some possible causes of conflict are the lack of identification of the problem, as well as the lack of removing emotions from conflict resolutions.

Power struggles between team members are among the causes of conflict that may harm the potential of the team to functionality and performance to achieve their goals.

Free ridership is among the common causes of conflict in the cooperatives where some members contribute less and expect the same benefits as those who contributed more. Tremblay, Hupper and Waring (2019) confirmed that social dilemmas are difficult to solve, because individuals may ride free on the contributions of others without personally contributing to the initiative.

Isa (2015) identified poor communication as a common cause of conflict among workers in the workplace. This originates from a lack of communication or different communication styles. Failure to communicate may lead to irrational and incorrect decisions, which can transform into poor productivity, loss of income and animosity.

People naturally have unique personalities embedded in their characters; some have brutal and harsh personalities and others have polite and fragile personalities. There are personalities that can handle stressful and emotional situations with high acumen and others are less emotionally intelligent. This is consistent with Kant (2014:158) who said that “emotional intelligence is a set of skills, attitudes, abilities and competencies that determine an individual’s behaviour, reactions, state of mind, coping style and communication style”. These contrasting personalities are possible causes of conflict among cooperative members. Fui and Hassan (2015) concurred that difference in personality, cognitive style and communication style can make someone create conflict. Differences in personality mean that their difference in thinking are a potential for irritation and conflict among workers.

Hess and Bacigalupo (2013) suggested that the ability of cooperatives to manage conflict is at the centre of both the process and outcome of the decisions they make. This is pivotal because the cooperative’s success and decision-making requires members to exercise emotional skills, while concurrently endeavouring to advance their organisation’s working relations through teamwork, building bonds, collaboration and effective communication; all these require emotional intelligence. In support,

Darvishmotevali, Altinay and De Vita (2018) submitted that emotional intelligence reinforces communication skills, thus assisting cooperative members to think more creatively in order to improve their cooperative. Emotional intelligence provides members of a cooperative with the emotional and social skills such as self-regulation, self-awareness and the ability to act under pressure so as to adjust to the environmental uncertainty that may lead to cooperative demise.

Conflict in cooperatives need to be managed in order to create a conducive environment for these entities to be successful and assist government is the reduction of poverty and other social ailments.

2.4.4 Concept and definition of conflict management

The Berghof Foundation (2012) noted that conflict management is a process that concentrates on how to handle, control, soften and attenuate conflict, and how to contain it from escalating to cause significant damage. Omisore and Abiodun (2014) and Turkalj, Fozić and Dujak (2008) concurred that conflict management can be described as a process of employing strategies to minimise the negative aspects of disputes, in order to reach an effective and long-term agreement suitable for all parties involved.

Conflict management addresses the central intellectual and practical way of identifying how and when the affected parties can discuss and resolve their conflict for the benefit of the organisation and themselves. Research recognises that conflict can be constructive or destructive, sometimes being inevitable. Research encourages that the study of conflict should be developed and stimulated (Tjosvold, Wong & Chen 2014).

There are different approaches to conflict management. Prieto-Remón, Cobo-Benita, Ortiz-Marcos and Uruburu (2015) acknowledged that in research that deals with conflict, the construal is that conflict management is a process that includes (1) problem identification, (2) resolution, (3) enactment, (4) evaluation and finally (5)

analysing the impact of the conflict type on project performance. Parties involved in conflict should follow a process of transforming the discourse, interests and relationships to point to the components that uphold the discontinuation of the conflict.

According to Jones (2019), citing Tuckman's model (Figure 2.1), a group undergoes five stages of development:



Figure 2-1: Tuckman's model: Stages of group development

Source: Adapted from Jones (2019) and Kobiruzzaman(2021)

Jones (2019), explains the stages of Tuckman's model as follows:

- Stage 1. Forming:** In this first stage the group relies on and accepts the leader's guidance and authority with little contrasting views from other members. The group members maintain a polite and distant relationship with others.
- Stage 2. Storming:** The group goes through this difficult second stage where there may be some emotional changes; these include the urge to express different viewpoints, a need for respect and so on. There is a possibility of factions and conflict.
- Stage 3. Norming:** If the norming stage is reached, then the group may have passed the turbulent times. The roles and relationships are established, new ideas are realised, risks are taken and opinions are appreciated.
- Stage 4. Performing:** During this stage, the team may have healthy conflict that do not damage the fabric of relationships. The groups conduct themselves in

a harmonious way with heightened humour. The team is powerful and well-functioning.

Stage 5. *Adjourning:* In this stage the team has developed some relationships and bonds. The next project for the team will be based on the experience from the four stages.

It can be deduced from the literature that some groups, and particularly cooperatives, may collapse in any of the stages, more especially at storming when conflict erupts.

2.4.5 Conflict management in emerging cooperatives

The conflict prevalent among cooperative members are often referred to as intergroup conflict during the daily activities of cooperatives, resulting in collapse and later mortality. Thakore (2013) enunciated that where there is a group of people working together, intergroup conflict will be more prevalent and can lead to difficulties in the day-to-day running of the organisation or grouping, which can affect the effective coordination and integration of tasks or activities. Conflict among members in cooperatives can be very complex, with Van der Walt (2005) propagating that it must be avoided between any of the members, including the management and the board of directors.

It is ideal for every emerging cooperative to develop an organisational strategy that decreases the possible adverse effects of conflict. Boateng (2014) advised that initiatives, such as enforcing rules, assigning clear tasks, and rewarding cooperation, can assist cooperatives to reduce behavioural conflict in a group. Schell-Faucon (2001) augmented this by indicating that it is imperative to teach conflict management skills to members of the cooperative, such as:

- self-esteem;
- interaction and communication skills;
- frustration and ambiguity tolerance;
- ability to analyse and evaluate conflict;

- empathy, awareness of others and self-awareness;
- mindfulness of personal and cultural approaches to behaviours in conflict situations; and
- hands-on or concrete skills to manage and subdue conflict.

Rahim (2002:216) citing Rahim and Bonoma (1979) distinguished the two basic facets or styles of conflict management, namely: “(a) concern for self and (b) concern for others.” These are related to the five prevalent styles of managing conflict, namely “confronting, dominating, compromising, accommodating and avoiding” (Prieto-Remón, Cobo-Benita, Ortiz-Marcos and Uruburu, 2015).

Mkhize (2017) specified that the lack of a unified, consistent vision and mandate tends to lead to poor cohesiveness within a group, which is the breeding ground for internal conflict within a cooperative, which in turn, leads to the inability of members to be focused and productive. It seems that a lack of conflict management is among the contributing reasons for bleak performance and unsustainability of emerging cooperatives in the Northern Cape Province. Cooperative leaders often face the challenge of balancing between cooperative economic growth and management of internal conflict between members.

Another challenge faced by emerging cooperatives is that several government and private organisations facilitate conflict management courses for cooperatives in a classroom setting, without on-site practical training. Theory alone is not adequate for achieving better results in conflict management. Practical and sufficient knowledge of tools, frameworks and structure are key to the composition of conflict and the resolution thereof (Nordby 2018).

Nonetheless, Bramsenr and Poder (2018) suggested that cooperation and constructive interaction among cooperative members can lead to positive confidence and trust that can promote action. Bøjer (2018) alluded to the fact that in real life scenarios, conflict management strategies are impactful, rewarding and inspiring, but

at the same time messy, time-consuming, complex and imperfect. Boateng (2014) noted that conflict can bring positive results, such as innovative ideas, and resolutions to challenges; while inversely, negative conflict in an organisation may lead to consequences such as negativity, violence, resentment, wasting of resources and a disintegration of organisations.

2.5 APPROACHES TO CONFLICT MANAGEMENT

It is imperative for cooperatives to implement conflict management in order to be successful and sustainable in an effort to achieve their cooperatives' goals and objectives. The following approaches to conflict management can be adopted to diffuse conflict in cooperatives.

2.5.1 Conflict prevention

Conflict prevention is defined in different ways, however, the connotation of the two words may be interpreted as averting the turmoil and its causes before intensification. Adams and Iwu (2015) described conflict prevention as a process used to control and prohibit the escalation of disputes from degenerating into crises and violence in order to create a conducive environment for negotiations. Therefore, conflict prevention is the use of a wide range of policies, initiatives and processes, all with the aim of avoiding the escalation of violent clashes.

Scholars have recommended such processes to be followed in conflict prevention. Adams and Iwu (2015) subtitled the basic features of conflict prevention as conflict anticipation, intelligence data gathering, peace education, and building an infrastructure of peace. The application of conflict prevention does not apply only to international peace-building organisations; cooperatives can also adopt such a strategy to create a platform for managing conflict.

2.5.1.1 Conflict settlement

Conflict settlement refers to all outcome-orientated strategies for achieving a sustainable way of putting an end to direct violence, without necessarily addressing the underlying conflict causes. Omoyefa (2014:53) posited that “in conflict settlement, cessation of hostilities is of prime importance while the underlying causes of conflict are neglected”.

2.5.1.2 Conflict resolution

Conflict resolution may be interpreted as the process involved in resolving the ongoing conflict by addressing the instrumental issues to the cause of the friction. According to Madalina (2016:809), “the conflict cannot be resolved if you do not first understand the causes of conflict. Only when a diagnosis develops into concrete terms, you will be able to propose alternate solutions.” Wani, Suwitra and Fayeye (2013) referred to conflict resolutions as the process-orientated activities that aim to address all underlying causes of direct, cultural and structural violence.

Conflict resolution is a multi-step process that requires not only the reduction of conflict, but also the dissolution of the underlying factors. The underlying factors of conflict might be related to personal, emotional or political financial disagreements.

2.5.1.3 Conflict transformation

Adams and Iwu (2015) and Wani et al. (2013) defined conflict transformation as the efforts, processes and outcomes aimed towards sustainable conflict management, resolution and peacebuilding. Adams and Iwu (2015, cited by Lederach 1995) emphasised the importance of the conflict transformation stage and its three cardinal issues of rehabilitation, reconstruction and reconciliation (known as the 3 Rs).

Conflict transformation centres on the permanent peace-building efforts which has to do with the results, processes and structural amendments by constructing a systematic and inclusive approach to conflict which takes into consideration the

cooperative member's independent dimensions and dynamic nature (Berghof Foundation, 2012).

Lederach (2014) indicated that the conflict transformation framework has three components, which he labelled lenses. The three sets of lenses represent the three points of inquiry and response to conflict. The first lens displays the immediate situation of conflict, the second lens displays the underlying patterns of relationship and context, and the third lens displays a conceptual framework. This framework provides a comprehensive understanding of the conflict, creating a platform to address the deeper relational patterns.

2.6. Summary

This chapter reviewed the existing literature on cooperatives and conflict management. It focused on evolution, successes and failures of cooperatives in the international and national level. Common causes of conflict, different approaches to conflict management pivotal to the success and sustenance of cooperatives were considered. The following chapter will discuss the research design and methodology used in this study.

Chapter 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The fundamental drive of any research is to produce new information and knowledge (Buys 2013). Research helps to fill the gaps that exist in the field of study and challenges the unknown. Research methodology, on the other hand, is aimed at clarifying the nature and process the researcher will adopt in addressing the research problem and questions (Welman, Kruger and Mitchell 2005).

In Chapter 2, it was evident that conflict is expressed in feelings, perceptions that are measured in qualitative terms. Hence the selection of the research methodology is critical.

This section concentrates on the research approach, research design, data collection strategies and sampling, which assists to ensure that the research questions are adequately addressed. The research ethics, the measurement map and data analysis are also discussed.

3.2 RESEARCH APPROACH

The qualitative method was used in this research to explore the in-depth knowledge, perceptions and opinions of the research participants on conflict management strategies in cooperatives. Marshall (1996) emphasised that it is vital that the essence of the qualitative approach is that it takes place in a natural setting, it conducts research on a real-life phenomenon in natural settings, rather than in an artificially created setting. Queirós, Faria and Almeida (2017) noted that qualitative research is concerned with aspects of reality that cannot be quantified; it focuses on the understanding and explanation of the dynamics of social relations. Mouton (2001)

reiterated that qualitative research focuses on natural settings where interaction occurs, as opposed to static terms.

Traditionally, qualitative research methods are used when a researcher's interest lies in understanding the "why" behind people's actions or conduct. Perspectives emanating from this are that qualitative research makes provision to get the in-depth understanding of the primary reasons, behaviours, motivations and attitudes, driving different human behaviour (Rosenthal 2016). Thorne (2000) concurred that perceptions, opinions, beliefs and experiences cannot be measured in statistical sense, hence the use of a qualitative method. What made this study qualitative is that it relied on processes of inductive reasoning to define and structure the interpretations that could be derived from the data.

The research aimed to investigate the contribution of conflict mismanagement on the high mortality rate of emerging cooperatives in the Northern Cape Province with the focus on cooperatives in the John Taolo Gaetsewe and Frances Baard District Municipalities. Therefore, the suitable method for this research was the qualitative method approach.

The numbers of cooperatives that have collapsed were documented by the DTI (2004). To some extent, the reasons for the high mortality rate have been documented; however, this study wanted to establish how management members in the case study were devoted to conflict management strategies to keep their cooperatives intact and how conflict management strategies may be employed effectively in cooperatives to ensure that they achieve their socio-economic and community development endeavours.

Castro, Kellison, Boyd and Kopak (2010) elaborated that the benefits of a qualitative approach comprise of the capability of generating detailed interpretations of human experience (feelings, beliefs and behaviours), and narrative accounts that are studied, which occur in observations.

3.3 RESEARCH DESIGN

Bryman (2012) reasoned that research design is important to afford the researcher with a structure for the data collection and analysis. Research design gives the researcher boundaries or parameters within which the assemblage and computation of data can be focussed or produced. To simplify the extraction of data aimed at adequately addressing the research questions, the study design allowed the researcher to understand and compare the operation of the organisation, practice and implementation of conflict management of emerging cooperatives.

An exploratory case study was used with exploratory research questions, as Creswell Ebersöhn, Eloff, Ferreira, Ivankova, Jansen and Plano Clark (2016) clarified that a case study design could also take the form of an exploratory research in which a particular case is investigated and analysed in detail, to explore a particular phenomenon and gain a better understanding of it.

A pragmatic research method was used to examine an existing phenomenon, concentrating on the dynamics of the case in its real-life situation. A case study involves comprehensive investigation of a specific case, which could be a community, organisation or person. Bartlett and Vavrus (2017) asserted that a case study should focus on tracking a social phenomenon of interest across sites and scales. In this research, the social phenomenon of interest, being the management of conflict, was explored.

According to Baxter and Jack (2010), qualitative case study research is a research approach that facilitates the exploration of a phenomenon within its context, through several data sources. This guarantees that the subject is not explored through a single lens, but rather dissimilar lenses that allow for multiple aspects of the phenomenon to be discovered and understood.

This research aimed at finding the “what”, “why” and “how” answers to the linkage between the collapse of cooperatives and conflict management. Yin (2009, 2011) stated that a case study design should be considered when the study focuses to answer the “how” and “why” questions. Bryman (2012) and Yin (2014) further emphasised that a case study method involves an intensive analysis of specific concerns within the confines of a particular setting, environment, organisation, phenomenon, and situations.

A case study is a comprehensive study of one case, often consisting of longitudinally examining issues, such as participants, intervention or process implementation. Percy, Kostere and Kostere (2015) agreed that case studies are in-depth investigations of a single case, using various methods and various sources of information. A case study is predominantly worthwhile for understanding and elucidating how the context impacts on the successes of an intervention and how to tailor the intervention to a specific context in an enhanced way to ensure that the intended outcomes are achieved (Goodrick 2014).

The selected design for this research entailed a multiple or collective case study. Goodrick (2014) explained that comparative case studies normally include two or more cases in order to produce more generalisable information about the research questions, in terms of “how” and “why” a certain programme or initiative is successful or unsuccessful. This was congruent to the objectives and aims of this research, which sought to understand the “why” and “how” the Northern Cape Province experienced a high cooperative mortality rate.

Bartlett and Vavrus (2017) considered a comparative case study approach to be *heuristic*, a Greek word meaning exploratory or to discover. It focusses on tracing a trend or phenomenon of concern in a study across sites and scales. In this case, the phenomenon of interest is the management of conflict. Nieuwenhuis (2016) explained that exploratory case studies are employed to explore those situations in which the interventions being evaluated has no clear, single set of outcomes, while on the other

hand, a multiple or collective case study is used to “explore differences within and between cases” with the intention of replicating the outcomes across cases.

According to Goodrick (2014:1), a comparative case study encompasses “the analysis of and synthesis of the similarities, differences and patterns across two or more cases that share a common focus or goal”.

A comparative case study is suitable when open-ended questions were asked, such as “why” and “how”, about the process of an intervention’s outcome. A comparative case study is employed to find an array of responses to the “why” questions. Yin (2009) recommended that if the researcher’s focus is on the “why” questions, in more than one act, a multiple case study should be done. The objective of this research was to establish the “why” and “how” answers to the linkage between the collapse of cooperatives and management of conflict.

Bryman (2012) asserted that a case study research design is normally criticised for not enabling the findings to be generalised, as it is believed that the evidence presented is limited, because it has restricted external validity. However, it was not the intention of this study to generalise to other cases in the Northern Cape Province, but the findings will be used to assist other cooperatives to avoid similar pitfalls that lead to the collapse or mortality through improvement of the current interventions.

3.3.1 Case study proposition

A case study proposition was used to guide the researcher to narrow the scope of the research and to assist the researcher to source evidence. A case study method was used to gain in-depth understanding of a single case. The researcher intended to analyse the process of conflict management, followed by different emerging cooperatives with more emphasis on the activity and experiences. Figure 3.1 is the depiction of the pattern the design of the research is based on.

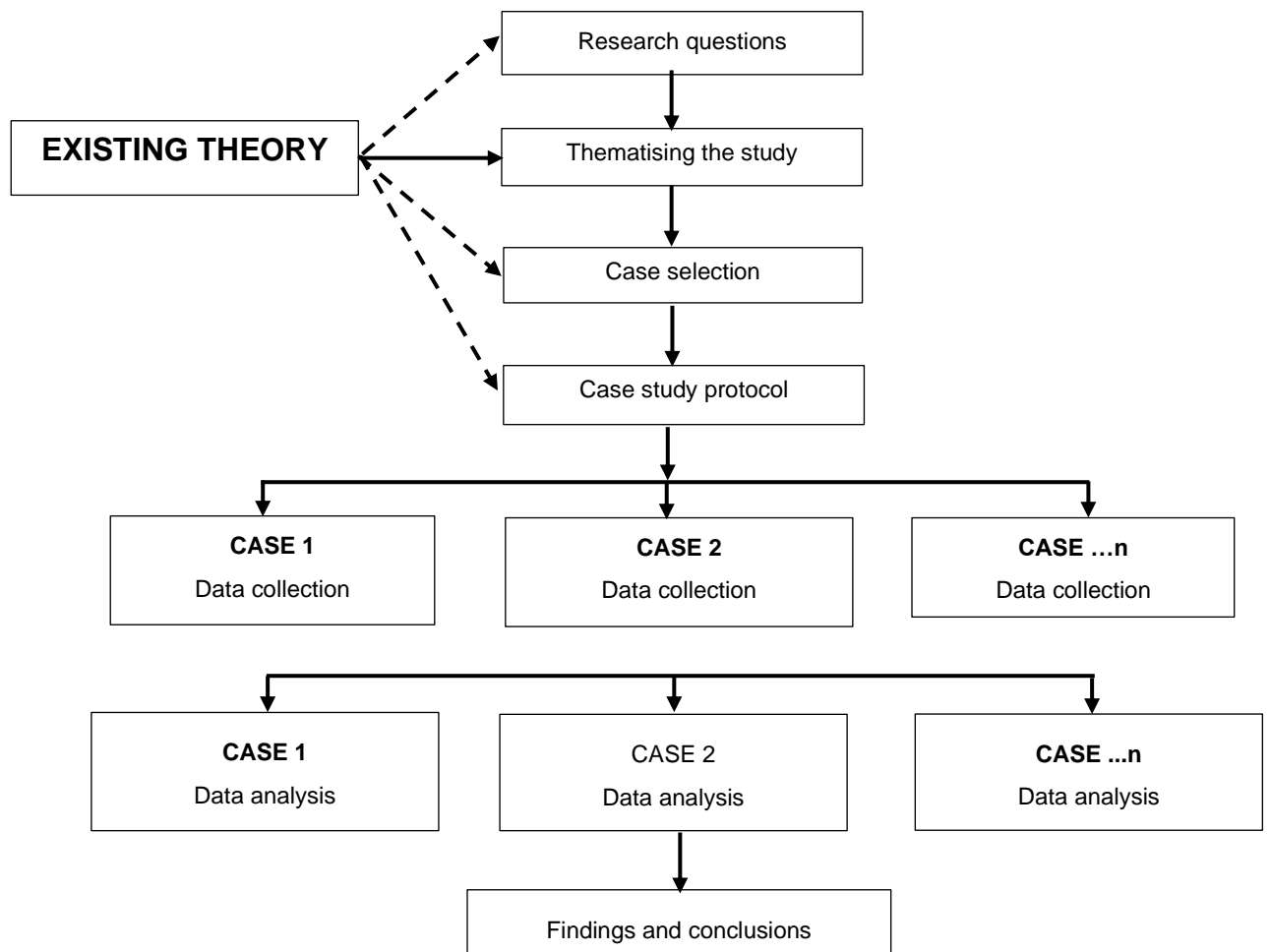


Figure 3-1: Research design

Source: Adapted from Rose, Spinks and Canhoto (2015)

Rose et al (2015) suggest that the research design should begin with reviewing the existing theory, extracting information to formulate research questions and thematising the study. Furthermore, the literature on research provides guidance on the case selection and methodology to be followed. Subsequent to literature review, collection of data and analysis were to be embarked on, the findings and conclusions were to be presented.

3.4 DATA COLLECTION STRATEGY

For empirical research to be completed, the researcher is obliged to assemble data from the sampled group, because data is the ultimate basis of the research outcome, and to furnish evidence that serves as a platform for the findings and conclusion reached (Polkinghorne 2005).

The researcher collected qualitative data using in-depth semi-structured interviews with a detailed interview plan and themes to focus on. The interview was developed using themes emanating from the research questions and a literature review. Rosenthal (2016:510) stated:

[T]here are six primary kinds of open-ended in-depth interviews or focus group questions: (1) experience or behaviour questions, (2) sensory questions, (3) opinion or value questions, (4) knowledge questions, (5) feeling questions and (6) background or demographics questions.

The aim was to develop an understanding and interpretative framework of the process of conflict management.

The interviewer used open-ended questions to mine the data from the research participants. Data was collected through semi-structured interviews, interviewing emerging cooperative members of a management committee, using an interview guide (Appendix B). Interviews are communication styles where a researcher poses questions to an interviewee, in order to source data, such as experiences, beliefs and opinions of the interviewee (Nieuwenhuis 2016).

Data was collected through one-on-one interviews, referring to documentation, where possible, while being audio-recorded. One-on-one interviews were used to keep participants apart, in order to avoid contamination from copying the responses of other participants. One-on-one interviews were preferred because the subject may have been sensitive to others and thus to avoid unnecessary conflict and harm. It was useful to avoid peer pressure and to obtain independent views. The participants were able to discuss issues without fear of victimisation by others.

The researcher piloted the research instrument on colleagues to determine the feasibility of the questionnaire. Subsequent to that, the research schedule comprising open-ended questions, was executed on the research participants. The open-ended questions afforded the participants the liberty to voice their experiences, perceptions and to ultimately provide detailed responses.

Data collection was done in person by the researcher with recordings of the content of the conversation. Rosenthal (2016) advised that note-taking should be kept to a minimum as it often distracts the interviewee. Data was collected at the site of the investigation, in this case at the cooperative premises.

The rationale for the research was not generalisation, but to identify challenges that contributed to the high mortality rate in emerging cooperatives, in order to contribute to the sustenance and survival of emerging cooperatives in the Northern Cape Province. Creswell et al. (2016) elaborated that quantitative data collection aims to generalise the findings to a population, while qualitative data collection pursues the development of an exhaustive understanding from people without generalisation.

A semi-structured interview was preferred for this research because it allowed room for supplementary questions, as compared to a structured interview. In-depth interviews were used to pose open-ended questions and follow-up probing questions designed to obtain an in-depth understanding of the participants' experiences, perceptions, opinions, feelings and knowledge (Rosenthal 2016).

The questions were divided into small sets of topics in the survey instrument to ensure that the participants did not lose focus, and each set was followed by a minimum of one open-ended question, because questionnaires may lack exhaustive responses and provide inadequate information. If the questionnaire is long, the participants may lose interest and abandon the survey.

Creswell et al. (2016) stated that it is important to prioritise data saturation in a qualitative research study in the design stage. Fusch and Ness (2015) emphasised that failure to reach data saturation has an impact on the quality of the research and hampers content validity. Bowen (2008), Kerr, Nixon and Wild (2010) and Mason (2010) supported the fact that saturation determines the majority of the sample size. Morse (1994) recommended at least six participants for phenomenological studies.

Therefore, in this research, the researcher believed that a minimum of 12 participants would suffice to reach data saturation.

The qualitative approach used open-ended questions to interview participants who identified the causes, the extent and consequences of conflict management.

3.5 SAMPLING DESIGN

The researcher selected two emerging of cooperatives in Frances Baard and John Taolo Gaetsewe districts, which made a total of four cooperatives. Each cooperative is represented by three participants, which made a total of twelve participants. A frame of successful cooperatives was developed in the two districts that were selected purposively.

Worker-owned cooperatives were selected for this study. The cooperatives that were selected have won awards, secured funding from the public and private sector, secured contracts or have been in existence for longer periods with fewer interventions of conflict management.

3.5.1 Non-probability sampling

According to Onwuegbuzie and Collins (2007), all sampling arrangements fall into two classes: random sampling associated with a quantitative model (i.e., probabilistic sampling) and non-random sampling linked to a qualitative design system (i.e., non-probabilistic sampling). According to Maree (2016), a probability sampling method tends to generalise the findings on the population, while non-probability sampling methods draw imperative conclusions about the population. The objectives of this research focused on the emerging cooperatives in the John Taolo Gaetsewe and Frances Baard District Municipalities, therefore the non-probability sampling was best suited as the sample was already predetermined. Non-probability sampling was used

to select the information rich samples and therefore not all individuals had an equal chance of participation.

Sampling is the technique of selecting a distinct quota of the population to represent the whole population of interest (Bryman 2012). For this research, the population were emerging cooperatives in the Northern Cape Province and the targeted population were cooperatives in the John Taolo Gaetsewe and Frances Baard District Municipalities in the Northern Cape Province.

Maree and Pietersen (2016) itemised the main categories of non-probability sampling as:

- convenience sampling;
- purposive sampling;
- quota sampling; and
- snowball sampling.

The most suitable category for this research is the purposive sampling as the cooperatives that were studied, were part of the research question and objectives. Bryman (2012:418) said that the main goal of purposive sampling is to sample cases that are relevant to the research question:

Purposive sampling is a non-probability sampling process where the researcher is not obliged to sample research participants on a random basis. The goal of purposive sampling is to sample cases / participants in a strategic way, so that those sampled are relevant to the research questions that are being posed.

Onwuegbuzie and Collins (2007) advised that the size of the sample should be informed predominantly by the research objective and research questions, but also by the research design. Nieuwenhuis (2016) proposed that the sample size should not be too large or too big to impede the extraction of rich and valuable data for the study. However, like all other research, the information should be credible and authentic (Bryman 2012).

In this study, the researcher selected two near-collapse cooperatives and two progressive cooperatives in the Northern Cape Province. This type of sampling is explained by Bryman (2012) as extreme or deviant case sampling, where the sampling cases are unusual or that they are unusually at the far ends of a particular dimensions of interest.

The organisational leaders, namely the management of the cooperatives were selected due to their leadership roles. An assumption is that as leadership, they are entrusted with conflict management roles. In this study, the same research participants provided both structured and unstructured data, so that information could be effortlessly compared and merged.

3.5.2 Sampling of cooperatives

Emerging cooperatives have been identified for the study. The comparative analysis of registered cooperatives in company intellectual property commission (CIPC) and the DTI baseline study revealed that 78% mortality rate and 22% survival rate of cooperatives in the textile sector ((DTI, 2012).

The Registrar of Cooperatives in South Africa seems not to have a reliable spread of statistics of cooperatives per district. An existing database of cooperatives was updated with the provincial database of the National Development Agency, including other stakeholders who supported the emerging cooperatives in the province. The researcher consulted both private and public entities for a detailed database of the cooperatives. The researcher updated the final database and made follow-up telephonic verification on their existence and willingness to participate in the research. The final database was used for sampling of emerging cooperatives that were interviewed.

The emerging cooperatives, based in the John Taolo Gaetsewe and Frances Baard District Municipalities, were sampled. The cooperatives were sampled based on their years of existence, in this case, less than five years of operation.

Table 3.1. shows the total number of cooperatives that were included in population according to the sample criteria including the number of years they have been in existence.

Table 3.1: Distribution and sampled cooperatives per district.

District Municipality	Total Number of Cooperatives	Total Number of Cooperatives sampled	Number of years in existence
John Taolo Gaetsewe	15	2	1 to 5 years
Frances Baard	25	2	1 to 5 years

Source: Northern Cape National Development Agency

3.5.3 Sampling of participants

Judgement sampling, also known as purposive sampling, is the most commonly used sampling technique. The researcher deliberately chose the most appropriate sample to address the research questions (Marshall 1996). Purposive sampling was used to select the participants that had rich information in relation to the purpose of the research. Out of every two emerging cooperatives, three members were purposively sampled, due to their relevance to the research questions. The management of the cooperatives were the participants in the research, because they were entrusted with the success of the cooperative and various management functions, including management of conflict.

The researcher has opted for purposive sampling that focused on the top management of the cooperatives, such as the chairperson, the deputy chairperson, secretary or deputy secretary and the treasurer, as research participants.

3.5.4 Sample size

Samples for qualitative investigations tend to be small (Marshall 1996). The sample used three participants from four emerging cooperatives (n=4) in the Northern Cape Province drawn from two collapsed emerging cooperatives and two progressive emerging cooperatives to address the research questions. This is in line with the suggestion by Creswell (2014) that a minimum sample size should be between three and five participants.

3.6 RESEARCH ETHICS

Ethics in research has evolved to protect people that will be affected by the research. According to Mondal (2018), no research work can be deemed viable without ethical value. Research ethics requires the researcher to be respectful and honest to legitimise the outcome of the research. Therefore, it is important that a research study is conducted in an ethical manner. Fouka and Mantzorou (2011) pointed out that the emphasis of the Nuremberg Code of 1947 was on voluntary informed consent, freedom to withdraw from the research, protection from mental and physical harm, anonymity and confidentiality of individuals.

3.6.1 Informed consent

The researcher worked closely with the emerging cooperatives and therefore the researcher-built rapport with participants to minimise the risk of misperceptions and conflict of interest among participants. The investigator conveyed the true purpose of the proposed research without deception.

Informed consent strives to incorporate the rights of independent individuals through self-determination (Fouka and Mantzourou 2011). It was therefore an obligation to obtain approval of the research ethics committee, signed consent from the entire group and individuals, in order to protect the rights of the research participants.

The research participants involved members of the emerging cooperative who occupied positions of authority. In this proposed research, the participants were requested to provide both verbal and written consent to participate in the academic research study prior to the commencement of the study. The participants were informed about the risks and benefits of the proposed research, in order to obtain consent without undue influence and or inappropriate incentives to participate (Appendix A).

The participants were informed about the purpose of the research subsequent to the approval by the ethics committee, the expected duration of the participation in the research and the procedure to be followed. It was clarified to participants that they could withdraw their consent should the research infringe on their rights without being penalised (Appendix A).

3.6.2 Harm to participants

Most people regard research that is likely to cause harm to participants as unacceptable (Bryman 2012). All participants in this research were adults and no minors were interviewed. The researcher committed to search for truth and knowledge, but not at the expense of the research participants that Mouton (2001:138 & 239) referred to as “epistemic imperative”.

3.6.3 Confidentiality

All private and confidential information of participants were protected, as recommended by Guraya, London and Guraya (2014). They emphasised that to maintain the subject’s confidentiality, the researcher should collect only anonymous

data, which are actually a requirement, store names and data separately by using identification numbers instead of names, use passwords to protect the data files and secure the office and computer. Neither the name of individuals nor their organisations were disclosed in the report. The participant cooperatives were given names such as “Cooperative A”.

The researcher used an audio recording device to record the interview responses. The researcher requested signed consent for the recording of the interviews. Mouton (2001) stressed that the participants being studied should understand the working of such devices and should give consent or reject the use of the recording device.

In terms of privacy, the participants were secluded from the members of the cooperative and were interviewed individually. Guraya et al. (2014) advised that this is to safeguard the right of the participants to make decisions on how much information about their thoughts and feelings would be shared with the researcher.

3.6.4 Honesty

The researcher ensured that there was no falsification of data and strived for honesty in all scientific communications. The research participants were not deceived in any manner into divulging information that would influence the outcome of the study.

3.6.5 Conflict of interest

The researcher personally conducted the interviews, therefore, conflict of interest and biasness might have come to the fore, because the employer of the researcher funded the identified cooperatives. It should be noted that the researcher did not work directly with the cooperatives but supervised the development practitioners who work directly with the cooperatives. However, Crabtree and Miller (1999) disagreed that one of the advantages of a case study design is the close alliance or collaboration between the participants and the researcher, thus enabling the participants to give more information to the researcher regarding their experiences and knowledge on the subject matter.

3.7 MEASUREMENT MAP

According to Garger (2010), balanced research in social science involves the use of both reliable and accurate measures. Mandal (2018) stressed that for a qualitative research method, the researcher ought to apply suitable evaluation criteria to ensure the rigour, integrity, relevance and quality of the outcome of the research. Bryman (2012) and Guba and Lincoln (1994) accentuated that the two primary criteria for assessing qualitative study are trustworthiness and authenticity.

To determine trustworthiness, the following criteria should be used:

- *Credibility (internal validity)*: Involves establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research. In internal validity, the researcher will check whether there is a good match between the research findings and the theoretical ideas and concepts. This will ascertain the credibility of the research. Bryman (2012) supported that the establishing of the credibility of the findings involves both ensuring that the research is carried out in accordance with the standards of ethical practice and submitting research findings to the members of the social world who have been studied, to confirm that the researcher has correctly understood the social sector.
- *Transferability (external validity)*: Relates to the degree to which the outcome of the research can be transferred to other settings or contexts with other participants (Bryman 2012; Korstjens & Moser 2018). The researcher used a thick, detailed description of the participants and the research process. This means that the researcher did not only describe the behaviour and experiences, but also their context to ensure that the outcome of the research becomes meaningful to the other researchers and readers.
- *Dependability (reliability)*: Relates to the aspect of consistency (Korstjens & Moser 2018). The researcher needs to ascertain whether the analysis process is in line with the accepted standards for the research design chosen. In addition, the researcher ought to base all interpretation processes that are

embedded in the analysis process and on the data received, and not on his or her own particular preferences of viewpoints.

- *Confirmability (objectivity)*: This refers to the degree to which the outcome of the research can be confirmed or collaborated by others (Bryman 2012; Murphy & Yelder 2009). In this instance, the researcher needs to provide a balanced opinion without being judgemental and this is achieved by ensuring a clear audit trail of documents, such as raw field data, analysis notes, processed notes and personal notes, in order to provide evidence to support this neutrality.

According to Mertens (2012), authenticity in qualitative research refers to the provision of a balanced and fair view from all angles and perspectives of the research. Addressing authenticity in the research, the following conditions were critical:

- *Fairness*: Fair representation of different viewpoints on issues of interest that are to be investigated.
- *Ontological authenticity*: The ability of the investigation to make members aware of the views that they were unaware they held, that is, help them to arrive at a better understanding of their social settings.
- *Educative authenticity*: The ability to help the participants to better appreciate the perspectives from other people in their own social settings.
- *Catalytic authenticity*: The outcome of the research should not only shed new light on the problem stated but should also engender enough interest that will make members engage in positive action to change their circumstances.
- *Tactical authenticity*: Enrich, empower and train members to act, in order to change their circumstances (Mertens 2012, citing Lincoln 2009 and Bryman 2012).

Table 3.2. shows the data measurement map.

Table 3.2: Data measurement map

Objectives	Construct	Variable	Data source	Data / Question	Data analysis
Objective 1: To critically review the literature on the concept cooperatives and conflict management strategies employed by emerging cooperatives in the Northern Cape Province	Emerging cooperatives	Emerging cooperatives	Journals, books and legislation	What are emerging cooperatives?	Thematic analysis
	Conflict management	Conflict management strategies	Journals, articles and books	What do you think are causes of conflict? Can you explain the conflict management process? What are different types of conflict management strategies?	
Objective 2: To explore the elements of conflict management that can decrease the high mortality rate of the emerging cooperatives in the Northern Cape Province	Mortality rate of emerging cooperatives	Factors of high mortality rate of cooperatives	In-depth interviews	In your opinion, why do emerging cooperatives collapse in their first few years of establishment?	Thematic analysis
	The role and impact of conflict management strategies in worker cooperatives	Sustainable conflict management in cooperatives	Journals, articles and books	What role does conflict management strategies play in the sustainability of emerging worker cooperatives? How is conflict management dealt with in worker cooperatives and what influence can it have to ensure sustainability of cooperatives? What type of training or assistance from a third party can be afforded worker cooperatives to deal with conflict within their entities?	
Objective 3: To investigate the effects of conflict management on the socio-economic development of members of emerging cooperatives in the Northern Cape Province	Investigations	Perceptions, views of conflict management	Semi-structured in-depth interviews	Do you think conflict management is necessary for the success of emerging co-ops? State the reasons for your answers. Are there any socio-economic effects if the cooperative collapse due to conflict mismanagement? Identify possible solutions that can be employed to strengthen conflict management on socio-economic development of emerging worker cooperatives.	Linking research findings to research aim and objectives
Objective 4: To identify and describe the lessons learnt in order to inform future undertakings of cooperatives aimed at constructive conflict management for the sustainability of cooperatives in the Northern Cape Province	Lessons learnt for constructive conflict management	Views, opinions, experiences and feelings on constructive conflict management	Semi-structured in-depth interviews	What can be done to improve management of conflict in emerging cooperatives?	Thematic analysis Data analysis

3.8 DATA ANALYSIS

The researcher used the CAQDAS to help with coding of the transcript, using the thematic data analysis, i.e. ATLAS.ti 8. “The ATLAS.ti is a powerful workbench for the qualitative analysis of large bodies of textual, graphical, audio and video data. It helps to arrange, reassemble and manage material in a creative, yet systematic way” (ATLAS.ti 2019). Smit (2002) recommended this software for the fact that it offers support to the researcher during the data analysis process, which analyses and interprets text using coding and annotating activities.

Bazeley and Jackson (2013) stated that the program helps to:

- *manage data* – to organise and keep track of raw data;
- *manage ideas* – to organise and provide rapid access to conceptual and theoretical knowledge generated in the course of the study;
- *query data* – to ask simple or complex questions of the data;
- *visualise data* – to show the content and/or structure of cases, ideas, concepts, sampling strategies, timelines; and
- *report data* – using content of the database, the ideas and knowledge developed from them and the process by which these outcomes were reached.

The qualitative data will originate from interview transcripts and recordings. Rosenthal (2016) advised that once the in-depth interview has been conducted, the next step is transcription of the audio to written text for further analysis. Smit (2002) advised that the reduction and analysis can begin once the interview recordings have been transcribed into text. The researcher will then break down the data into bits and pieces and assign it into classifications or categories, linked to the research objectives.

The ATLAS.ti 8 enabled the researcher to extract, transfer, categorise and convert unstructured data, in order to discover patterns and systematically analyse complex phenomenon hidden in the research data. The researcher prepared the data files and the ATLAS.ti 8 enabled with auto-coding of the full sentences or paragraphs.

According to Baxter and Jack (2010), the CAQDAS provides unlimited bins into which data can be collected and then organised. The researcher breaks down data into themes and assigns it into categories, concepts or codes to segments linked to the research objectives. This enabled the ATLAS.ti 8 to analyse non-numerical data by classifying, sorting and arranging information, examining relationships and modelling data.

Upon completion of this process, the researcher identified regularities, variations, and peculiarities to detect patterns. Furthermore, the researcher could study the correlations and relations between different categories and then build a picture of the data, which will be clearer and possibly more complex than the initial recording (Smit 2002). The study utilised professional transcriptionists to transcribe the data. The recording was listened to for further verification of the transcribed data.

3.9 SUMMARY

In summation, this chapter discussed research design and the methodology used in this study. The chapter provides detailed information and process followed in selecting and designing the best approach amongst alternatives. The literature study provided guidance on the best sampling, data collection and data analysis for qualitative research design. The next chapter discuss the data analysis and research findings according to thematic areas.

Chapter 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The preceding chapter discussed the research design and the methodology used in this study. The chapter provided detailed information and process followed in selecting and designing the best approach amongst alternative methodologies.

This chapter documents the research findings from the interviews that were conducted in the Northern Cape Province. An overview of the significant findings in terms of the research data that stood out during the data collection stage, is reported in a qualitative format. ATLAS.ti was used in the process of data analysis. Data was imported to ATLAS.ti, coded and categorised into themes, which were organised according to the objectives of the study and the major research questions. The results from the data analysis are shown in this chapter, as well as the demographic profiles of the participants.

4.2 DEMOGRAPHIC PROFILES OF PARTICIPANTS

The research focused on the two district municipalities in the Northern Cape Province namely; John Taolo Gaetsewe and Frances Baard. Table 4.1 depicts participants' profiles.

Table 4.1: Participant profiles

Participant*	Gender	District	Position on cooperative
1. L. M	Female	Frances Baard	Chairperson
2. P. S	Female	Frances Baard	Secretary
3. W. M	Male	Frances Baard	Treasurer

4. B. S	Male	John Taolo Gaetsewe	Chairperson
5. D. M	Female	John Taolo Gaetsewe	Secretary
6. K. T	Female	John Taolo Gaetsewe	Chairperson
7. B. R	Male	Frances Baard	Chairperson
8. T. P. M	Male	Frances Baard	Secretary
9. L. K	Female	John Taolo Gaetsewe	Treasurer
10. K. S	Female	John Taolo Gaetsewe	Chairperson
11. C. I. L	Female	Frances Baard	Secretary
12. R. M	Female	John Taolo Gaetsewe	Treasurer

* Initial and abbreviation of surnames

Table 4.1 shows the number of participants, their gender, the region that they are coming from and position in the cooperative ranging from chairperson, treasurer, and secretary. There are twelve (12) participants in total with sixty-six percent (67%) female and thirty-three percent (33%) male.

4.3 RESULTS

This section presents the results from the data analysis. The themes and subthemes are explained in this section. Figure 4.1 indicates the thematic framework, outlining the key study themes and subsequent subthemes that will be presented in the different sections of this chapter.

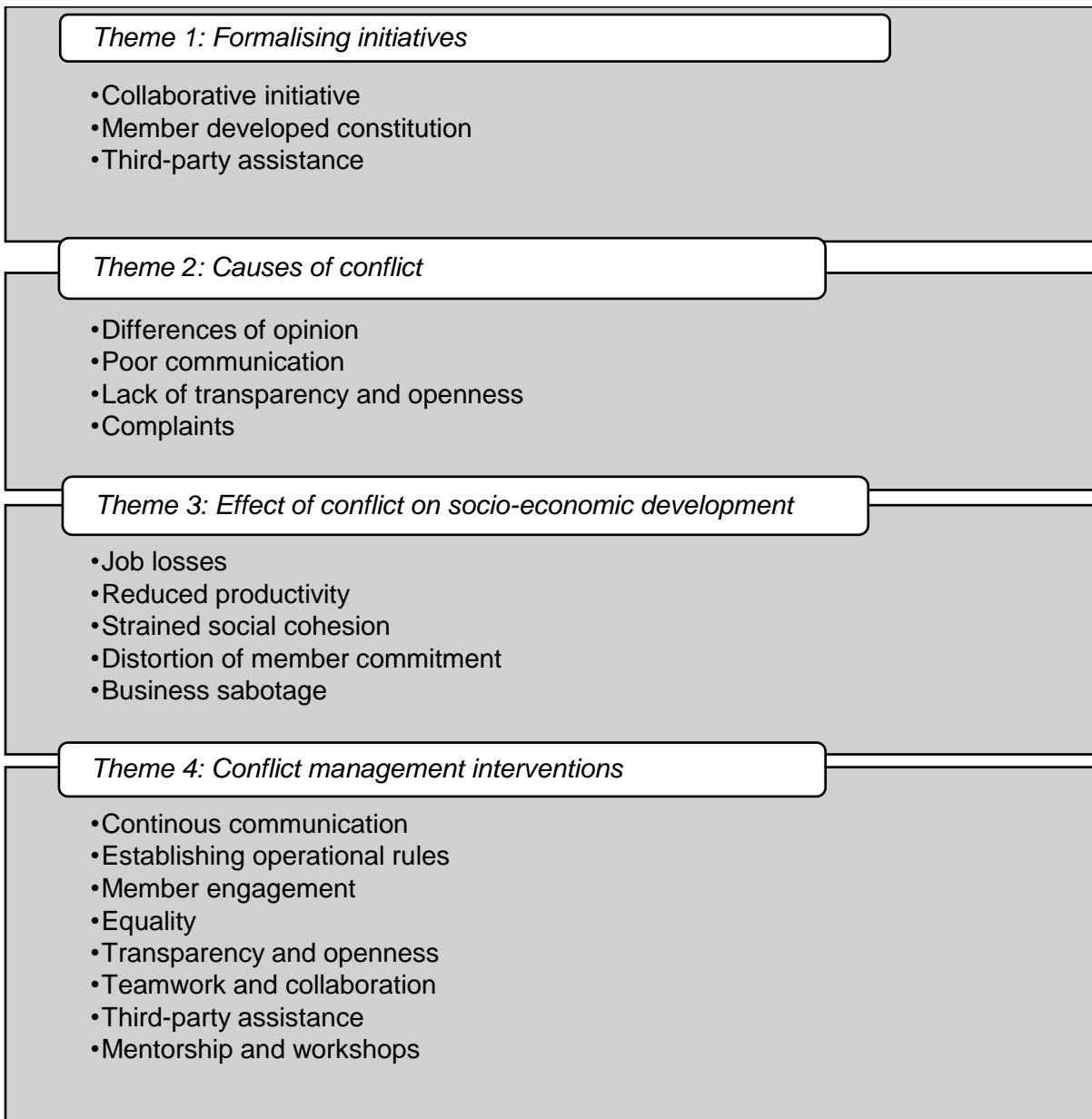


Figure 4-1: Themes from data analysis

Source: Researcher's own construction (2021)

4.3.1 Theme 1: Formalisation initiative

This section provides the results that emanated from the analysis, pertaining to the cooperative formalisation initiatives. The subthemes that emanated from the analysis of data are collaborative initiative, member developed constitution and third-party assistance are depicted in Figure 4.2 and explained as follows:

4.3.1.1 Collaborative initiative

The participants in this study indicated that there was a collaborative approach in terms of establishing and formalising their venture initiatives. The participants proffered that the establishment of their cooperatives was based on a collaborative or group initiative to solve societal problems and to ensure that they have a source of living. This is evidenced by the sentiments of Participants 3, 7, 9, 11 and 12, as indicated in the following excerpts:

“Members come together with a common goal and we decided to formulate a business. We went to register our cooperative and we started operating and producing”.
(Participant 3)

“Three women and a man met to form an organisation with the sole intention of ending hunger, to create self-employment through handicrafts”. **(Participant 7)**

“As the youth of Gamothobi, we grouped ourselves to form a team. We held a meeting and decided to establish a vegetable garden, then we decided to formalise”. **(Participant 9)**

“There were a few of us to form our organisation. As time went on, we were reduced to six. We met to select names, submitted them to SMME to register our association, so that we could be legal”. **(Participant 11)**

“We were a group of 14. We held a meeting where one of the members presented an idea of starting a corporative. We welcomed the idea and agreed to approach the Department of Agriculture to assist us for start-up. We approached the chief, tribal council and the community to request a piece of land. When all systems were in place, we implemented the project ourselves”. **(Participant 12)**

4.3.1.2 Member developed constitution

With regard to the existence of the constitution among the cooperatives, the participants showed that most of the constitutions were developed by cooperative members. This is evidenced by the expressions of Participants 1, 2, 3, 7 and 10, as shown in the following quotations:

“Our constitution was developed by the members of the cooperative. We convened a general meeting and adopted it”. **(Participant 1)**

“Yes, we did it ourselves, because we wanted to understand it, if it suits ourselves and that we could establish the standard of whom we want the constitution to be done.” **(Participant 2)**

“Yes, our cooperative has a constitution. We wrote our constitution, which adheres to all laws and acts governing our country South Africa.” **(Participant 3)**

“Yes, we do have a constitution. It was developed by ourselves. We had a meeting to discuss, in order to develop our constitution, which outlines all the necessary steps for the formation and operation of a cooperative. Our constitution outlines the governance structure which are the rules, roles and responsibilities and organogram of the cooperative.” **(Participant 7)**

“We held a meeting to draft our constitution that we must abide by the rules of the business. We agreed that we must respect our leaders and respect each other”. **(Participant 10)**

4.3.1.3 Third-party assistance

It is imperative to note that with regard to the formulation or development of the constitution, some of the participants also proffered that they had third-party assistance. The participants indicated that they either received expert service from the tribal councils or from the SMME Trust towards the development of their constitutions. This was evidenced by the views shared by Participants 4, 9 and 11, as shown in the following extracts:

“Yes, the third-party helped us. After having a meeting of finding someone who can help us with it”. **(Participant 4)**

“In fact, there is a constitution. We requested the tribal council to assist in drafting our constitution”. (Participant 9)

“Yes, we have written our own constitution. We took it to the SMME Trust for them to prepare and reproduce it”. (Participant 11).

Figure 4.2 provides a summary of the formalising initiatives among the cooperatives.

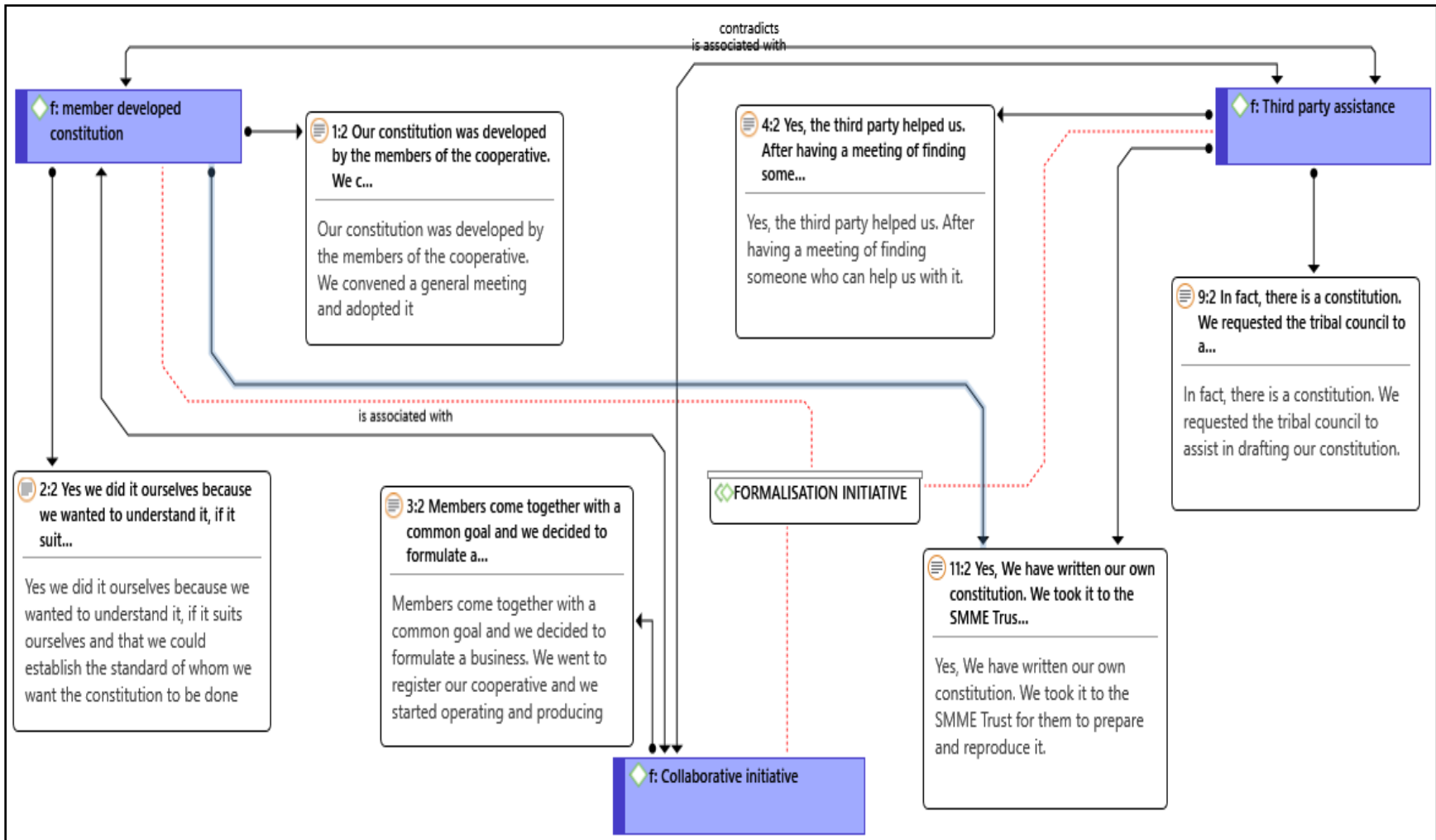


Figure 4-2: Formalising initiative network

4.3.2 Theme 2: Causes of conflict

This study also investigated the causes of conflict among cooperative members. Four subthemes emerged and these are: differences of opinion, poor communication, lack of transparency and openness, and complaints. These results are explained as follows.

4.3.2.1 Differences of opinion

With regard to the causes of conflict in cooperatives, the results showed that differences of opinion is another factor that is contributing towards conflict. Participants 1, 5, 6, 11 and 12's expressions with regard to this issue are indicated in the following quotations:

"The main causes of conflict in a cooperative is the difference of opinions of members. This type of conflict happens often as decision-making is the responsibility of all members". (Participant 1)

*"Whether it's a misunderstanding over who did what, **clash of ideas** or tangle of personal relationships" (Participant 5)*

"It does not happen too often, but when it does happen, mostly it's disagreeing on which pattern or material to use for a certain garment". (Participant 6)

"Lack of common understanding and stubbornness" (Participant 11)

"On several occasions we had disagreements. The first misunderstanding was because of money". (Participant 12)

It is imperative to note that the participants indicated that the difference in terms of opinions among members in the cooperative is a factor that is contributing towards conflict in the cooperatives. The participants posited that the difference in opinions may be in terms of the materials that should be used in the production processes and this ultimately resulted in conflict. This implies that difference in opinions among members is a factor that is causing conflict.

4.3.2.2 Poor communication

The results in the study also showed that poor communication is another factor that contributes to conflict in cooperatives. The participants reported that poor communication

in the cooperatives triggered conflict among the members and the workers, which was detrimental to meeting the deadlines, as in most instances these deadlines were not met. It is also important to note that the participants also indicated that poor communication was also enhanced by the lack of knowledge and diversity in backgrounds and behaviours. Participants 5, 7 and 10's expressions, pertaining to poor communication, are indicated in the following quotations:

"The root cause of conflict, however, is often poor communication, ineffective communication results in missed deadline and misunderstandings". (Participant 5)

"Was due to members with either no or lack of knowledge on functioning of cooperatives, experience, various backgrounds and behaviours. It was sometimes difficult to properly communicate and manage". (Participant 7)

"The conflict is exacerbated by the lack of communication during marketing of our cooperative's vegetables". (Participant 10).

4.3.2.3 Lack of transparency and openness

Lack of transparency and openness was also found to be another factor that causes conflict in cooperatives. The expressions of Participants 2 and 10 evidenced this are indicated in the following excerpts:

"Because there is no transparency and openness on the company's money and paper works and the material and equipment of the business usage caused by other people." (Participant 2)

"Lack of transparency about each other's shortcomings in your cooperative. Mismanaged disagreements escalate to misunderstandings and conflict." (Participant 10)

4.3.2.4 Complaints

The results also showed that complaints are another cause of conflict in cooperatives. This implies that the complaints that are handed over to the management, pertaining the members who are failing to comply with the established standards or project timelines, result in conflict between the accuser and the accused. This implies that complaints result in grudges among the members or employees in cooperatives, which ultimately result in

conflict as social cohesion and commonness or unity will be absent. Participants 2 and 3's views evidenced this as indicated in the following quotation:

"Every morning we start with hearing the complains and solve it first before working"
(Participant 2)

"Complaints about members who do not comply with project times". **(Participant 3)**

Figure 4.3 summarises the causes of conflict in cooperatives.

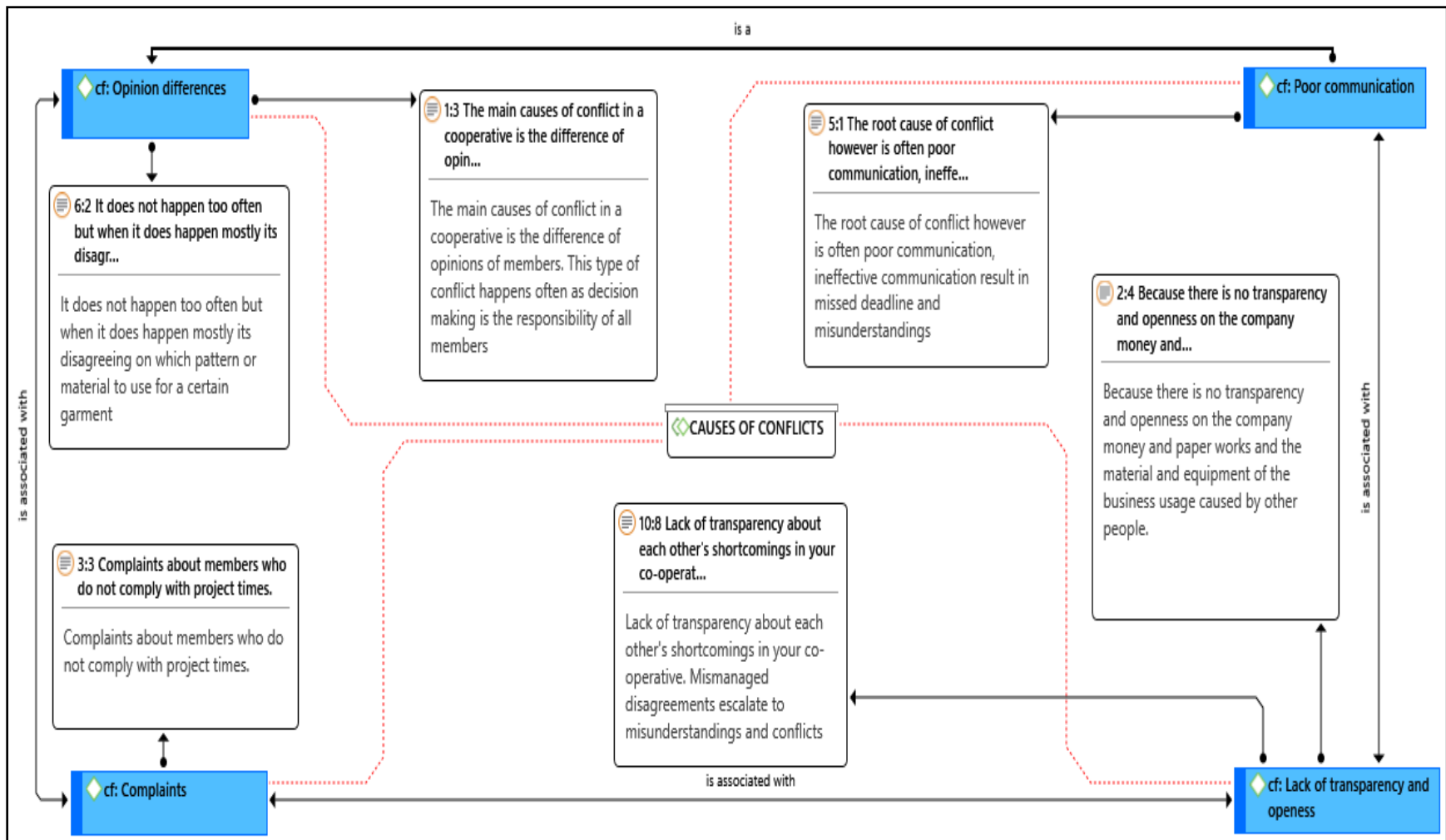


Figure 4-3: Causes of conflict network

4.3.3 Theme 3: Effect of conflict on socio-economic development

This section provides results pertaining to the effects of conflict management on socio-economic development of emerging cooperative members. The subthemes that emerged from the analysis of data are job losses, reduced productivity, strained social cohesion, distortion of member commitment and business sabotage. These themes are explained as follows:

4.3.3.1 Job losses

The results in this study showed that one of the socio-economic development effects associated with conflict, includes job losses. The participants proffered that conflict may result in job loss. This is so because during conflict management or resolution initiatives, some of the members end up losing their jobs and this affects them negatively in their livelihood or their standards of living. The participants also posited that conflict results in dismissal of members from the cooperative, leaving them without any source of income, which is detrimental to their well-being and standards of living. This is evidenced by the expressions of Participants 1, 5 and 7, as indicated in the following quotations:

“In most cases, cooperatives are formed as poverty alleviation structures. If conflict is mismanaged, then a lot of our members might have to be dismissed from the cooperative, thus leaving them without an income”. (Participant 1)

“A conflict of interest may lead to legal ramifications, as well as job loss”. (Participant 5)

“No work opportunities will be timeously sourced and some are only having the cooperative as a source of income which leads to “no work – no pay”. (Participant 7)

4.3.3.2 Reduced productivity

Reduced productivity was noted as another effect of conflict on the socio-economic conditions. The participants indicated that conflict results in the delay of production in the business as people will be losing interest in the business. This loss of interest among members, owing to the prevalent conflict in the business, results in the reduced

productivity levels as delays were eminent. This is evidenced by the views of Participants 3 and 6, as indicated in the following extracts:

“Not really, but there was a delay in production, which meant income was coming in slowly due to the conflict we were facing”. (Participant 3)

“Conflict destroys the livelihood of the cooperative and even the work performance drops down to the point where people lose interest in what they do. Conflict does affect income, because the production slows down and deadlines are not met and we tend to lose customers due to that”. (Participant 6)

4.3.3.3 Strained social cohesion

Strained social cohesion was another effect of conflict on the socio-economic conditions of the cooperatives and its members. The participants stated that the harmonious socialisation platforms that were established in the organisations were distorted, due to conflict. This means that the members who used to socialise with each other were no longer doing so and division was prevalent among the members. This is evidenced by the sentiments shared by Participants 3, 4 and 9, as indicated in the following excerpts:

“Members who used to chat with one another don’t speak to each other, there becomes a division in the cooperative and social cohesion between members becomes strained”. (Participant 3)

“Lack of unity and it affects communication skills within the cooperative”. (Participant 4)

“There was chaos and misery in the cooperative. Then I noticed that some of my colleagues did not get well along with each other. It was clear they were not united anymore”. (Participant 9).

4.3.3.4 Distortion of member commitment

Distortion of member commitment was noted to be another effect of conflict among cooperatives. The participants stated that conflict destroys the livelihood of the cooperative, as it results in reduced work performance, owing to the loss of interest among the members. The views of Participants 3, 4, 6 and 7 are indicated in the following extracts:

“Members might quit if management mishandle their conflict and their livelihood is directly affected if it happens. The members stop working anymore, other become unfairly dismissed from work and they might lose a lot of things”. (Participant 3)

“They no longer have the passion and courage to make cooperative a success.” (Participant 4)

“Conflict destroys the livelihood of the cooperative and even the work performance drops down to the point where people lose interest in what they do.” (Participant 6)

“Yes, silence and absenteeism by members of the board led to poor communication and decision-making was virtually impossible.” (Participant 7)

4.3.3.5 Business sabotage

Business sabotage was also found to have an effect on socio-economic development due to conflict. The participants submitted that through conflict management initiatives, the members might feel targeted and resort to sabotaging the work, products or even the business. Their reactions to sanctioning may be detrimental to the cooperative initiatives. The participants also expressed that the members may even reach the extremes of taking the business initiatives, ideas or customers to the competitors as a way of sabotaging the business. This is evidenced by the sentiments shared by Participants 2, 6 and 9, as indicated in the following extract:

“They will feel unwanted and sabotage the work, products or even the business. By taking work to other businesses and other members will end up working with your competitors to make sure that you lose”. (Participant 2)

“Conflict affects income because the production slows down and deadlines are not met and we tend to lose customers due to that” (Participant 6)

“They no longer have passion and courage to make cooperative a success” (Participant 9)

Figure 4.4 summarises the effect of conflict on the socio-economic development of members and cooperatives.

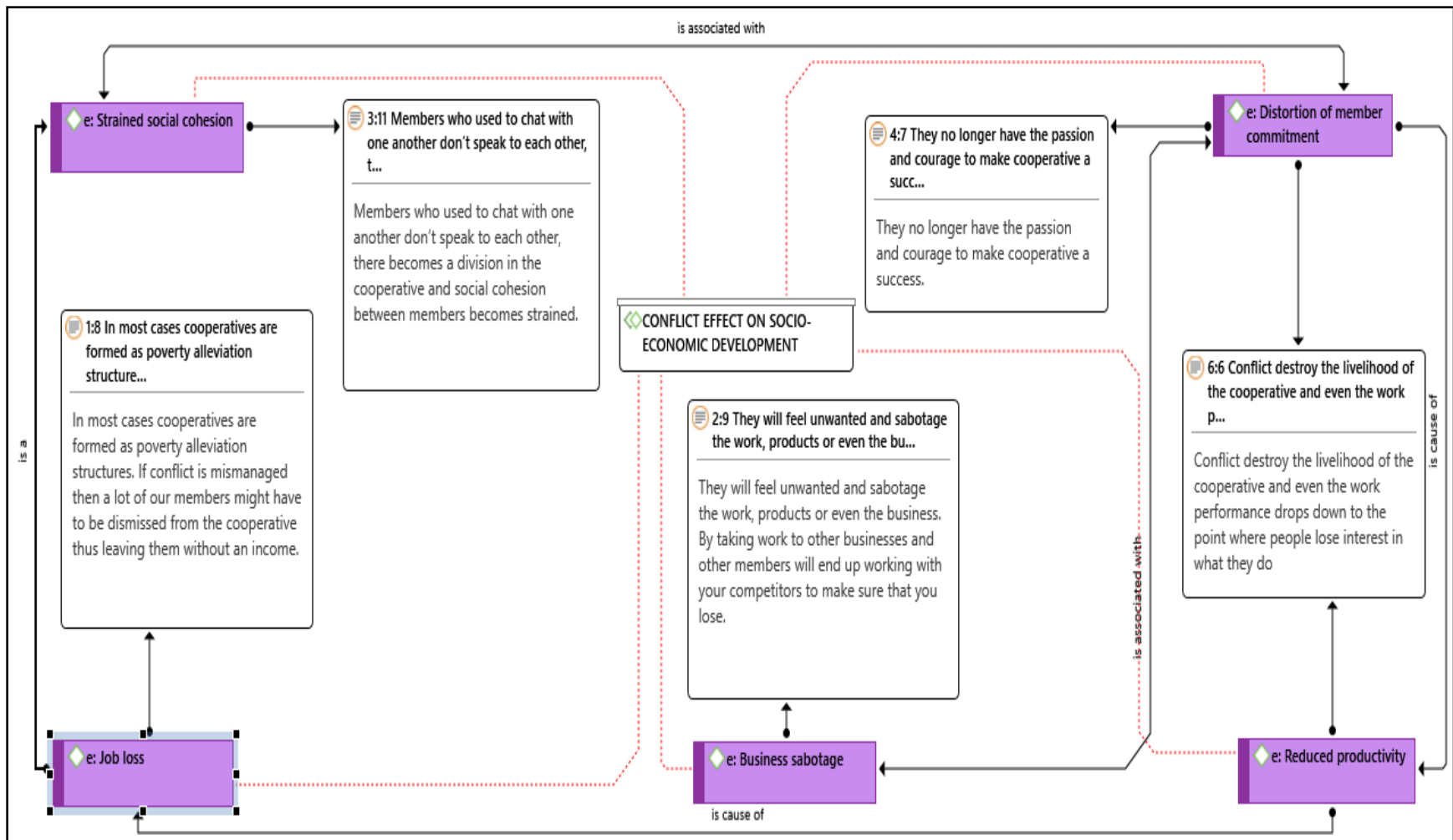


Figure 4-4: Effect of conflict on socio-economic development network

4.3.4 Theme 4: Conflict management interventions

The results are the participants' reflection of the conflict management interventions adopted in the conflict management initiatives of cooperatives. The subthemes that emerged from data analysis are continuous communication, establishing operation rules, member engagement, equality, transparency and openness, teamwork and collaboration, third-party assistance, mentorship and training workshops. These are explained as follows:

4.3.4.1 Continuous communication

Continuous communication was noted as one of the strategies that can be adopted towards the reduction of the high failure rate of cooperatives. The participants indicated that ensuring effective communication that is consistent in the business, leads to the avoidance of conflict and assists in conflict management initiatives. This was evidenced by the expressions of Participants 7 and 8, which are shown in the following quotations:

“Continuous communication, replacement of board members, orientation of new members and unpacking the constitution to clearly understand why the existence and function of this cooperative”. **(Participant 7)**

“Yes, as a collective, we were united by communicating and we must resolve our conflict through communication to reach an understanding”. **(Participant 8)**

4.3.4.2 Establishing operational rules

Establishing operational rules is another intervention strategy that was put in place to ensure effective conflict resolution and management. The participants postulated that the establishment of operational rules, in line with the business constitution, determines and creates a climate in which these rules and regulations are followed and which provides the premise for effective conflict resolution and management. The expressions of Participants 1 and 10 to these issues are indicated in the following excerpts:

“It played a major role and influenced our decision-making. Any actions by members, which are against our constitution, were addressed.” (Participant 1)

“Yes, by all members adhering to the written constitutions in the right way, then unnecessary conflict could be avoided.” (Participant 10)

4.3.4.3 Member engagement

The results indicated that member engagement is another strategy that also contributes towards effective conflict resolution or management. The participants also elaborated that another strategy that can be used is meetings or engagements where unnecessary issues are ironed out. The participants further postulated that they established engagement platforms where they engage and discuss issues causing conflict and establish solutions collaboratively. This is evidenced by the expressions of Participants 2, 3, 4, 6 and 8, as indicated in the following quotations:

“Explanation of everything that causes the business to lose money like unnecessary expenditure caused by looting and misuse of company equipment, products and loss of materials.” (Participant 2)

“Not every time, but sometimes we do have and handle the conflict professionally by seating down and discuss the matter.” (Participant 3)

“By sitting down with all members and discuss the matter until it is resolved. Everyone who was in the conflict is satisfied with the outcome of the solution.” (Participant 4)

“Whenever conflict arises, we have a meeting where unnecessary issues are ironed out.” (Participant 6)

“Yes, as a collective, we were united by communicating and we must resolve our conflict through communication to reach an understanding.” (Participant 8)

4.3.4.4 Equality

This study also established that equality is another intervention strategy towards effective conflict resolution or management. The results showed that effective conflict resolution and management in cooperatives can be achieved by treating members equally and fairly. The participants posited that all members ought to be treated, recognised or praised

equally in an honest and open manner and this decreases the occurrence of conflict in the organisation. The participants also postulated that all members should be given an equal chance to air their views, which also enhanced their spirit of involvement and ownership, which in turn enhanced their commitment to the organisations. The views of Participants 1, 2, 5 and 10 with regard to this issue are shown in the following excerpts:

“We as members need to make sure that everyone is given an opportunity to raise their opinion”. (Participant 1)

“Treat employees equally at all times. If one is happy and fairly treated, workflow will be done in a productive way and everyone will feel satisfied by the products”. (Participant 2)

“Treat all members fairly and equally and provide them with praise and recognition and be open and honest at all time. Never take sides”. (Participant 5)

“The most important thing is that a cooperative must work in a peaceful manner that is fair to all employees”. (Participant 10)

4.3.4.5 Transparency and openness

Transparency and openness were also noted as another strategy towards avoidance and management of conflict in cooperatives. The participants elucidated that there is a need to be transparent and open, always pertaining to the operations and affairs of the cooperative and this provides the premise for avoidance of conflict. This was evidenced by the expressions of Participants 1, 2 and 3, as shown in the following quotations.

“I would advise them to remain transparent with each other at all times and respect each other’s opinions.” (Participant 1)

“Transparency at all times.” (Participant 2)

“Yes, definitely because we are transparent and fair and we would like to avoid conflict the right way.” (Participant 3)

4.3.4.6 Teamwork and collaboration

The results also indicated that teamwork and collaboration are strategies that can be adopted towards effective conflict resolution and management. The participants believed that members should work together to solve their problems and conflict to reach comprehensive and sound solutions. Participants 3, 5 and 6 extended their views as follows:

“To always work together to solve problems and conflict they are facing. (Participant 3)

Work together.” (Participant 5)

“Having a common goal for working toward the success and growth of the co-operative.” (Participant 6)

4.3.4.7 Third-party assistance

Third-party assistance was also found to be another strategy that can be used towards effective conflict management and resolution. The participants postulated that the use of third parties is an effective strategy towards conflict resolution. The participants showed that the use of experts in various fields, tribal leaders and officials, provide the basis for obtaining guidance and assistance in conflict resolution. It is also imperative to note that the third parties should be on neutral ground in conflict resolution and that they are considered as parties that provide fair conflict resolution initiatives. This is evidenced in the sentiments shared by Participants 7, 8, 9 and 12:

“Yes, a third-party would have been of assistance, because an outsider would not be biased.” (Participant 7)

“The officials came and held a meeting with all the members of the cooperative, they taught us about the responsibilities we all have in the organisation, made us all work to know the depth of running the organisation and doing the work of speakers and working in the organisation.” (Participant 8)

“When we had unresolved misunderstandings and conflict, we resorted to our leaders in different offices to assist with conflict resolution.” (Participant 9)

“We invited an official from the Department of Agriculture for guidance on resolving the conflict.” (Participant 12)

4.3.4.8 Mentorship and training workshops

Mentorship and training workshops were noted to be another strategy that can also be effective towards conflict resolution. This is evidenced by the sentiments shared by Participant 7:

“A mentor and a coach will be able to assist. More knowledge-sharing with other cooperatives in order to see ways of assisting when problems such as conflict arise. Workshops by the relevant government departments to capacitate cooperatives, such as short courses on finance, entrepreneurial skills, marketing and branding, and communication and behaviour internally and externally.” (Participant 7)

Figure 4.5 provides a summary of the conflict management interventions towards the reduction of mortality and failure of cooperatives.

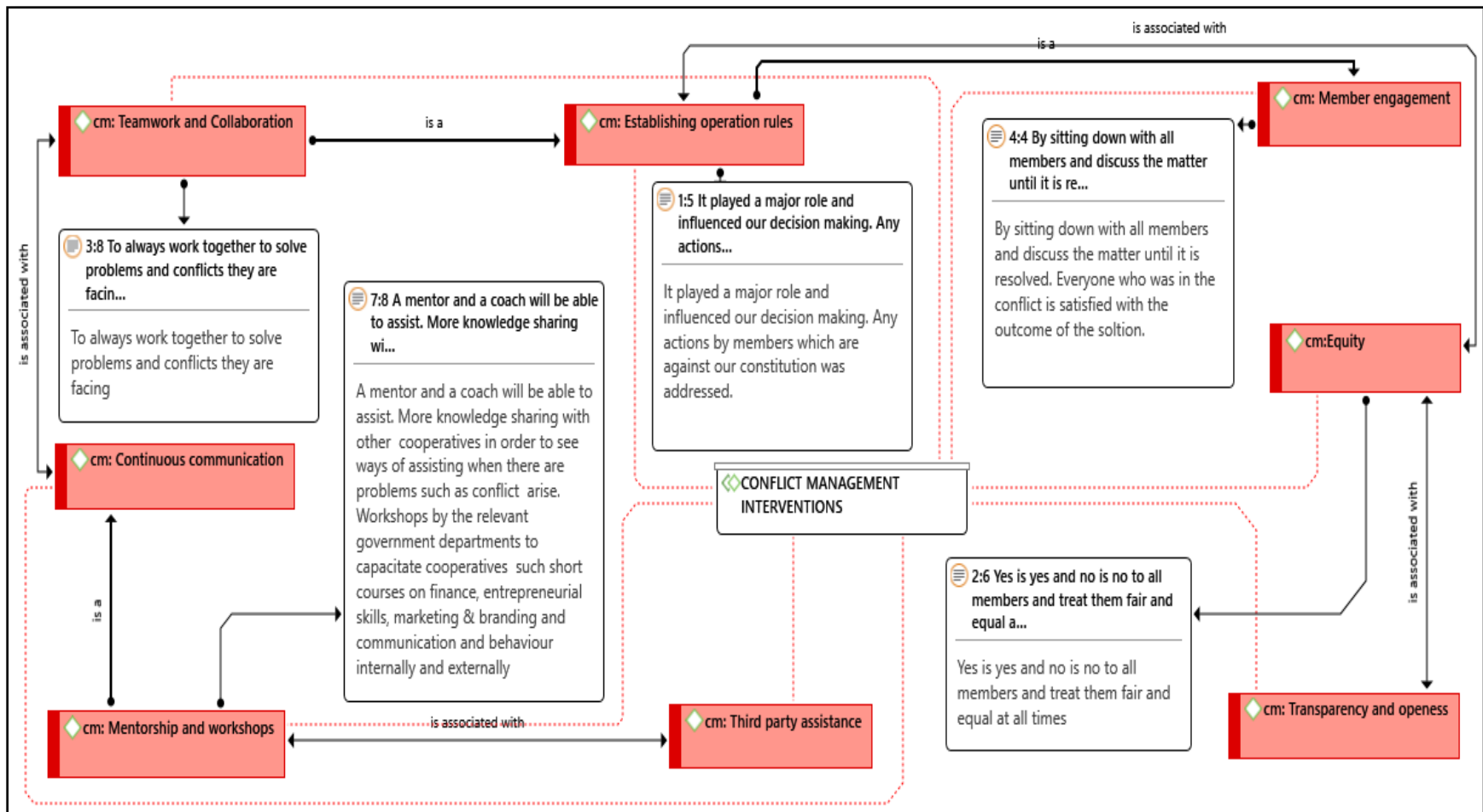


Figure 4-5: Conflict management interventions network

4.4 SUMMARY

This chapter presented the findings of this study. The qualitative data from the participants' answers to the questions in the interview guide were analysed using ATLAS.ti. The study established that causes of conflict emanated from personality differences, poor communication and management. Lack of conflict management had effects on the socio-economic development of its members, resulting in job losses, reduced levels of production, strained social cohesion and member distortion. The participants proposed capacity building interventions such as training workshops, mentorship and third-party assistance where necessary. The following chapter discusses the synthesis and implications of the research findings.

Chapter 5

SYNTHESIS AND IMPLICATIONS OF THE FINDINGS

5.1 INTRODUCTION

A comprehensive qualitative data set was presented in the previous chapter. This chapter documents the synthesis of the research findings with clear similarities or juxtaposition with previous studies in this regard. The purpose is to integrate the findings with the literature and the implications for practice.

5.2 FORMALISATION INITIATIVE

This section synthesises the findings of this study pertaining to the formalisation of initiatives taken by the cooperatives. The findings in this study aligned with those established by Sawyer and Obeid (2017) that most cooperatives are established through collaborative efforts by its members. This implies that the findings of this study concur with the suppositions established by these authors. Mkhize (2017) stated that in some cases, the groups were formed, not out of joint objectives, but as a platform to access available resources, which is contrary to the findings of this study, as it was found that the collaboration of the cooperative members was based on the common ground by all members.

Kanyane and Ilorah (2015) stated that many people perceive cooperatives as a get-rich-quick scheme and when that does not materialise, they become disillusioned. The findings of this study contradict those of Kanyane and Ilorah (2015), as it was established that most cooperatives were established by diverse societies to address the socio-economic problems being faced and that profit-making was a secondary rather than a primary motive. Mkhize (2017) acknowledged that in most cases, cooperative groups lacked cohesiveness and this led to internal conflict and the inability of members to work together. As a result, the anticipated benefits of forming a cooperative often fail to materialise and lead to internal conflict (Mkhize 2017).

The findings of this study also align with the suppositions of Mkhize (2017), as it was noted that the diversity on the level of skills and the different opinions of the members also contributed to conflict, despite the existence of a constitution developed by the members themselves or through third-party assistance. This finding corroborate with the suppositions by Ilková, Lazíková, Bandlerová and Lazíková (2019) that even in countries such as Slovakia, cooperatives resort to the formulation of their own constitution in line with their expectations from each member.

This entails that some of the cooperatives also received third-party assistance towards the formulation of their constitutions, in line with the findings by Ilková et al. (2019), who postulated that some cooperative members do not have the expertise required in the formulation of the constitution and resorted to requesting assistance from consulting firms.

5.3 CAUSES OF CONFLICT

In terms of the first research question that looked into the causes of conflict, the findings of this study seem to be in line with the literature review. This section provides a discourse on the findings of the study, pertaining to causes of conflict among cooperatives.

5.3.1 Opinion differences

The results of this study on opinion differences support those established by Ding, Wang, Shang and Herrera (2019), who elucidated that the distinction in views is prevalent in the operations of cooperatives and, in some instances, there are even constructive differences, but to a greater extent they contribute to conflict. This is also emphasised by participants in this research where participant 1 noted that “the main causes of conflict in a cooperative is the difference of opinions of members. This type of conflict happens often as decision-making is the responsibility of all members”. It is also important to note that Madau, Furesi and Pulina (2018) argued that the diversity

in opinions is a detrimental factor in the affluence and sustainability of organisations and this substantiates the findings of this study.

5.3.2 Poor communication

Slade Shantz, Kistruck, Pacheco and Webb (2020) also established that poor communication is a detrimental factor that immensely contributes to conflict in cooperatives, as it distorts the overall communication process, which aligns with the findings of this study as alluded to by participant 5 when indicating that “the root cause of conflict, however, is often poor communication, ineffective communication results in missed deadline and misunderstandings”. Peng, Hendrikse and Deng (2018) stated that ineffective communication is an issue that contributes to the collapse of institutions, both large and small, and consequently also cooperatives. It is important to note that the suppositions of Peng et al. (2018) aligned with the findings of this study, as poor communication was noted to contribute to conflict, which negatively affects the sustainability of these ventures. This implies that the aforementioned factors contribute to poor communication and poor communication leads to ineffective dissemination of information, which ultimately results in conflict.

5.3.3 Lack of transparency and openness

Malta, Meira, Bandeira and Santos (2019) were of the view that transparency is pivotal to the operations of cooperatives and its absence results in division and conflict in the cooperatives, and therefore agrees with the suppositions of this study. This is also noted by participant 10 when indicating that “lack of transparency about each other's shortcomings in your cooperative. Mismanaged disagreements escalate to misunderstandings and conflict.” The lack of transparency and openness may also contribute to the formation of subgroups in cooperatives. Sidorenkov and Borokhovski (2020) acknowledged the existence of small informal groups, particularly informal working groups, and that they are sources of conflict between individuals, micro-subgroups and subgroups. This lack of transparency and openness also escalates the levels of conflict in the cooperatives, and this is detrimental to the wealth of these

ventures. Hence, a lack of transparency and openness was noted to be a factor causing conflict among cooperatives.

5.3.4 Complaints

The findings of this study related to complaints as a source of conflict in cooperatives, aligns with the study by Malta et al. (2019), who posited that cooperatives are not immune to complaints and failure to properly deal with these complaints leads to conflict that may have serious consequences on the well-being of cooperatives and its members. These suppositions concur with the findings of this study as outlined in section 4.3.2.4. that established that complaints contribute to conflict in cooperatives.

5.4 EFFECT OF CONFLICT ON SOCIO-ECONOMIC DEVELOPMENT

In terms of the second research question that investigated the impact of conflict on the sustenance and development of emerging cooperatives, the findings of this study seem to be in line with the literature review. This section provides a discussion on the effects of conflict management on the socio-economic development of emerging cooperatives members.

5.4.1 Job losses

Errasti, Bretos and Nunez (2017) stated that conflict is detrimental to the viability of cooperatives, both on the short and long term, and their failure results in failure to sustain the members' incentives, leading to job losses. This supposition aligns with the findings of this study contained in section 4.3.3.1; however, it differs on the notion that most of the job losses originated from the members themselves, resulting in termination of contracts of guilty parties as a mechanism to deal with conflict and not because of business failure. Moreover, the findings of this study align with research done by Van Dijk, Sergaki and Baourakis (2019), who acknowledged that conflict in cooperatives may result in extreme measures, such as termination of member contracts, which contributes to loss of jobs.

5.4.2 Reduced productivity

The findings in section 4.3.3.2 of this study relating to the reduced productivity aligns with the findings of Gordon (2018), who elucidated that conflict distorts the loyalty of employees to an organisation, which also negatively affects their commitment to the organisation and the performance of the organisation. The findings of this study also concurs with the findings by Van Dijk et al. (2019) who posited that conflict stifles the commitment of the members, which results in reducing their contribution to the goals of the organisation and ultimately reduces the efficiency and effectiveness of the entity. This implies that the existence of conflict in the cooperatives results in reduced productivity, which in turn leads to the loss of customers and ultimately a reduced income and the cooperative will not thrive.

5.4.3 Strained social cohesion

Kasinja and Tilley (2018) stated that the existence of conflict in an organisation contributes immensely to the distortion of the social well-being of individuals, especially those that are in conflict. The authors further found that this distorted socialisation, emanating from conflict, has a negative effect on the morale of employees. In addition, Slade Shantz et al. (2020) elucidated that conflict is the recipe for failure for an organisation that has stifled social structures.

It is imperative to note that the findings of Kasinja and Tilley (2018) and Slade et al. (2020) supported the findings of this study that are outlined in section 4.3.3.3. These scholars found that strained social cohesion was another effect of conflict on the socio-economic conditions of cooperatives and its members, as the harmonious socialisation platforms that were established in the organisations were distorted because of conflict. This implies that conflict results in division among the cooperative members, which in turn distorts the social cohesion of the members or acts as a barrier to effective socialisation among members. It thus implies that conflict is detrimental to the social initiatives of the members in the cooperatives, which also affects the operations of the entities.

5.4.4 Distortion of member commitment

Gordon (2018) found that conflict is one of the major factors that affect the commitment of human resources in organisations, which was also one of the findings of this study. Cook (2018) also supported these findings, indicating that an individual surrounded with conflict, is a less committed member, as conflict distorts the will and sense of ownership of people.

This concurs with the study by Van Dijk et al. (2019), who elucidated that conflict stifles the commitment of the members in cooperatives. The participants as stated in section 4.3.3.4. further elucidated that conflict also results in increased absenteeism among the members and reduced commitment, owing to poor conflict management or conflict resolution initiatives. This implies that conflict negatively affects the sense of ownership and belonging among members, which are detrimental to their level of performance and commitment to the organisation's goals or initiatives.

5.4.5 Business sabotage

The findings of this study contained in section 4.3.3.5 are validated by the study conducted by Van Dijk et al. (2019), who stated that when members' commitment is stifled owing to prevailing conflict in cooperatives, some members may go to the extremes of damaging or negatively interfering with business operations. This finding concurs with Dias and Fernández (2020) on business sabotage which confirms that when conflict is not resolved or managed effectively, it could lead to employees making irrational decisions, such as sabotaging the execution of their work or delaying their performance. This implies that conflict also results in sabotaging of the business, which is detrimental to the effective operations of the cooperatives.

5.5 CONFLICT MANAGEMENT INTERVENTIONS

The third research question looked into the elements of conflict management that need strengthening to effectively decrease the high mortality rate of emerging cooperatives.

The findings of this study seem to be in line with the literature on conflict management interventions. This section discusses similarities or contradictory findings on conflict management strategies, namely continuous communication, establishment operating rules, member engagement, equality, transparency and openness, teamwork and collaboration, third-party assistance, and mentorship and training workshops.

5.5.1 Continuous communication

Slade Shantz et al. (2020) argued that the provision of proper communication channels and the existence of consistent communication enhance clarity in organisations and contribute to the avoidance of conflict. In addition, concurring with the findings outlined in section 4.3.4.1. of this study, is Mihaylova (2020), who also posited that clear and effective communication are pertinent towards the avoidance of conflict in organisations. This implies that continuous and effective communication provides the premise for enhanced understanding of the business efforts, which ultimately reduces the occurrence of conflict among cooperatives.

5.5.2 Establishing operating rules

In line with this study's findings in section 4.3.4.2., Maiese (2006) explicated that every organisation should be mandated to have operating rules and a code of conduct in place that dictates the manner in which rules are enforced, as it provides the platform for harmony in organisations. In line with Ilková et al. (2019), the practice is to strengthen and enforce the rules and regulations in accordance with the cooperative's constitution and, on the other hand, ensuring the avoidance of conflict in the organisations, as well as rules to deal with it when conflict occurs.

5.5.3 Member engagement

The findings on member engagement aligns with the research by Kozan, Ergin and Varoglu (2014), who acknowledged that engagement provides the premise for shared views and further probing of certain critical issues that may cause conflict in future and

can be ultimately avoided. In addition, Sawyer and Obeid (2017), who indicated that engaging and discussing issues openly with the members of cooperatives, enable a sense of direction and avoid divisions, as a mutual understanding can be reached that supports sound and effective decision-making. Participant 8 stresses that cooperatives should work as a collective and work in unison to resolve their conflicts until an amicable resolution is reached and there is an understanding amongst members. This implies that through member engagement, conflict can be dealt with and resolution mechanisms can be effectively established.

5.5.4 Equality

The findings in section 4.3.4.4. of this study on equality corroborates with Getz and Oetzel (2009), who argued that most conflict in organisations emanates from unfair behaviour by colleagues or superiors, such as discrimination based on gender, and failing to recognise performance and potential, owing to gender bias. The authors further elucidated that ensuring that every employee is treated equally, is the most important in conflict management. Malta et al. (2019) postulated that addressing and recognising employees in a fair and equal manner is a sustainable mechanism towards dealing with conflict in organisations, which concur with the findings of this study. This implies that equity provides the premise for effective conflict management in cooperatives and results in a smooth flow of operations and enhanced productivity.

5.5.5 Transparency and openness

The finding of this study on transparency and openness is supported by Owsiak (2020), who explicated that communicating openly and honestly between members and employees and cultivating a culture where information can flow freely between members and employees, aid in the avoidance of conflict in organisations. Concurring with this study's findings, is also the study by Malta et al. (2019), who argued that transparency is an imperative approach towards avoidance of conflict in organisations. Participant 1 asserts that cooperative members are "advised to remain transparent with each other at all times and respect each other's opinion". This implies that

transparency and openness boost the level of trust, respect and commitment in the cooperatives, which also reduce the occurrence of conflict.

5.5.6 Teamwork and collaboration

The study by Başoğul (2020) validated this study's findings contained in section 4.3.4.6., arguing that collaboration and teamwork enhances interpersonal, problem-solving and communication skills that are needed for a group to work together towards a common goal and ultimately contribute towards avoidance of conflict. These results corroborate with the suppositions of Sawyer and Obeid (2017), who elucidated that collaboration, or the spirit of working together, enables the establishment of a common ground in which members have a common goal. This may lead to the avoidance of negative conflict. This implies that through teamwork, a spirit of belonging and comprehensive input and solutions can be established. Hence, teamwork and collaboration provide the premise for effective conflict management. This implies that through teamwork and collaboration, the members will be able to address any conflict and will have a common goal towards the prosperity of the cooperatives.

5.5.7 Third-party assistance

Akhtar, Khan, Akhtar, Shafiq and Tanveer (2020) found that it is significant to sometimes seek the help of a third party in conflict resolution, as they will be neutral and provide better solutions in resolving conflict, thus supporting the findings of this study. The study by Ilková et al. (2019) also support the findings in section 4.3.4.7. of this study, arguing that the need for third-party assistance among cooperatives is not only limited to constitutional guidance, but other strategic issues as well, such as conflict resolution. This implies that the use of third parties to address conflict is another strategy that provides a platform for effective conflict resolution initiatives.

5.5.8 Mentorship and training workshops

Rosselot-Merritt and Bloch (2020), argued that mentorship provides a premise for support and encourages employees to manage their own learning so that they may maximise their potential, develop their skills, improve their performance and reasoning and to resolve conflict. This supports the study's finding contained in section 4.3.4.8. that deals with mentorship and training workshop. Sawyer and Obeid (2017) also concurred that organisations require continuous guidance of experts to have sustainable conflict resolution initiatives. Training workshops also provide the premise for the transference of knowledge and skills, pertaining to issues such as communication, which provide the premise for knowledge acquisition and effective conflict management.

5.6 SUMMARY

In summation, this chapter has provided a discourse of the findings of this study and that of previous research by scholars. The concurrence and contradictions with past scholars' results and this study's findings were explored. The study aligns with numerous findings on the causes of conflict. It can be concluded that the manner in which conflict is managed can be the recipe for success or disaster. The following chapter concludes on the objectives of the study and provides recommendations to improve conflict management that precipitates on the low mortality rate of emerging cooperatives and future research.

Chapter 6

CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The preceding chapters presented the background of the study, the literature review, methodology, data analysis, results for the study and discussion of the findings. This chapter wraps up the research by providing concluding remarks on the relevance and importance of the study, together with its limitations and scope. Recommendations for interventions and future research bring this chapter to a close.

6.2 CONCLUSIONS

The high fatality rate of emerging cooperatives actuated the interest to investigate and explore the contribution of conflict mismanagement on the high mortality rate of emerging cooperatives in the Northern Cape Province. The study addressed all the objectives and research questions that provided guidance to this study. The conclusions on the objectives are presented in the following subsections.

6.2.1 Conclusions on the first objective

The first objective was to review the literature on the concept of cooperatives and conflict management strategies employed by emerging cooperatives in the Northern Cape Province. The study addressed this objective where the literature revealed that the lack of conflict management is the cause of the high mortality rate of cooperatives.

Furthermore, the study established the similarities as well as a few gaps in the strategies employed by the emerging cooperatives juxtaposed to the literature. The similarities matching the literature included the causes of conflict, types of conflict and conflict resolutions. This is evidenced by the cooperatives' own constitution development, ability to identify and resolve conflict and involvement of third-parties for

conciliation, mediation and arbitration. However, the gaps included lack of knowledge of conflict transformation strategies and emotional intelligence. Conflict transformation is key for the establishment and sustenance of healthy relationships among cooperative members.

Emotional intelligence, on the other hand, has the potential to allow conflict to be resolved in an amicable and matured manner as members will be sensitive to each other's emotions. Azhar, Sarwar and Ali (2021) concluded that the emotional intelligence of employees or members of the cooperative is one of the basic factors of organisational success. This indicates that there is synergy between emotional intelligence and organisational success which supports positive effect and social engagement that, in turn, can contribute to the sustenance of cooperatives in the Northern Cape Province.

6.2.2 Conclusions on the second objective

The second objective was to explore the elements of conflict management that can decrease the high mortality rate of the emerging cooperatives in the Northern Cape Province. Based on the evidence presented in the results of this study, the diversity in opinions, lack of transparency and openness in terms of the usage of the funds, material and business equipment are elements of causes of conflict. In addition, it can be concluded that human and social factors are responsible for conflict within cooperatives and conflict can affect their sustainability.

Introduction of elements of conflict management are imperative in the reduction of the collapse of emerging cooperatives. The study concludes that elements of conflict management such as proactive engagement, shared decision-making and appropriate communication are lacking and need to be enhanced in order to reduce the high mortality rate of emerging cooperatives in the Northern Cape Province.

6.2.3 Conclusions on the third objective

The third objective was to investigate the effects of conflict management on the socio-economic development of emerging cooperatives in the Northern Cape Province. The study revealed that the cooperative members lost income and livelihood due to mismanaged conflict. This mismanaged conflict had implications on the sustainability of emerging cooperatives that negatively affects the socio-economic development of its members.

The study concludes that cooperatives are an important vehicle for socio-economic development of the society that translate to achievement of the provincial and national goals, and also the UN SDGs.

6.2.4 Conclusions on the fourth objective

The fourth objective was to identify and describe the lessons learnt in order to inform the future undertakings of cooperatives aimed at constructive conflict management for the sustainability of cooperatives in the Northern Cape Province. The study identified continuous communication, establishment of operation rules, equity, transparency and openness, member engagement, teamwork and collaboration, third-party assistance and mentorship and training workshops are essential for the sustenance of harmonious relationships. The study concludes that the leadership style in emerging cooperatives contributes to causes and mismanagement of conflict. The quick-fix strategies may not achieve sustainable outcomes.

6.3 RECOMMENDATIONS

In summation, this chapter provides the recommendations of the study in line with the study objectives and research questions. The study recommends the following strategies:

6.3.1 Recommendation 1: Capacity building of cooperatives

It was evident from the study that cooperative members either did not attend formal training or the training was ineffective. However, they possessed some inherent skills obtained through other experiences and needed upskilling in the techniques and processes of managing conflict.

The study recommends capacity building of cooperatives to address the knowledge gaps. The capacity building interventions include training, mentorship and incubation. The successful previously white cooperatives should be used to mentor and incubate the emerging black cooperatives.

Formal training on emotional intelligence is essential for behavioural change. In line with section 2.4.3, it is therefore imperative to introduce well-designed and intentional emotional intelligence programmes in order to assist members of cooperatives to have the ability to endure setbacks and deal with stressors in their respective environments. This will have a long-term impact in how they manage or resolve their conflict to reduce the high mortality rate of cooperatives.

The study recommends an establishment of a cooperative college or centres in tertiary institutions that will build the capacity of cooperatives. The college should have a professional academic curriculum for emerging cooperatives. The curriculum and training material should be developed and translated into the local languages. Department of Small Business Development and other agencies that are mandated to support cooperatives such as National Development Agency need to be at the forefront and lobby Department of Higher Education to introduce such interventions at institutions such as Further Education and Training institutions in order to ensure that cooperatives are well-equipped and capable to deal with and resolve conflict effectively and timeously.

6.3.2 Recommendation 2: Social cohesion and organisational culture

The study recommends social cohesion initiatives for management to consider team-building exercises for the cooperative members. A knowledgeable third party such as registered mediators, qualified facilitators and so forth should be appointed by Department of Small Business Development to facilitate the sessions. Cooperative members should undergo rigorous training on anger management and emotional intelligence as essential elements for behavioural change to ensure that the negative impact discussed in section 2.4.3 is averted.

Section 5.4.3. noted that harmonious socialisation platforms established in the organisations were distorted because of conflict, thus peace-making interventions in cooperatives at the brink of collapse should be explored to assist in bringing members together. The positive organisational culture with shared values and beliefs may have an influence on the attitudes and general conduct of the members. This can be achieved through team-building interventions, workshops and so forth.

6.3.3 Recommendation 3: Conflict management model

The study recommends the development of a training model in conflict management to be presented to the members of emerging cooperatives. The model should enable the cooperatives to diagnose conflict, develop negotiation strategies and challenge the resolution strategy that follows the conflict transformation model which was not discussed in detail under section 2.5.1.3 can add value to the conflict management in the emerging cooperatives especially in the Northern Cape Province.

The study recommends the adoption of a proactive conflict transformation model for cooperatives to ensure that conflict is resolved in a sustainable manner and it does not recur. This is in line with Madden and McQuinn (2014:100) that “conflict transformation addresses both the presenting problems and the deeper social conflict with the goal of establishing sustainable conflict transformation to address future conflict”.

Section 2.5.1.3 of the research has identified key elements of conflict transformation, which are in line with the study by Auster et al. (2021), and Lederach and Maiese (2009) and these are depicted in Figure 6.2. The conflict transformation model for cooperatives is a tool that can be implemented by the independent agents or facilitators similar to commissioners at Commission for Conciliation, Mediation and Arbitration (CCMA).

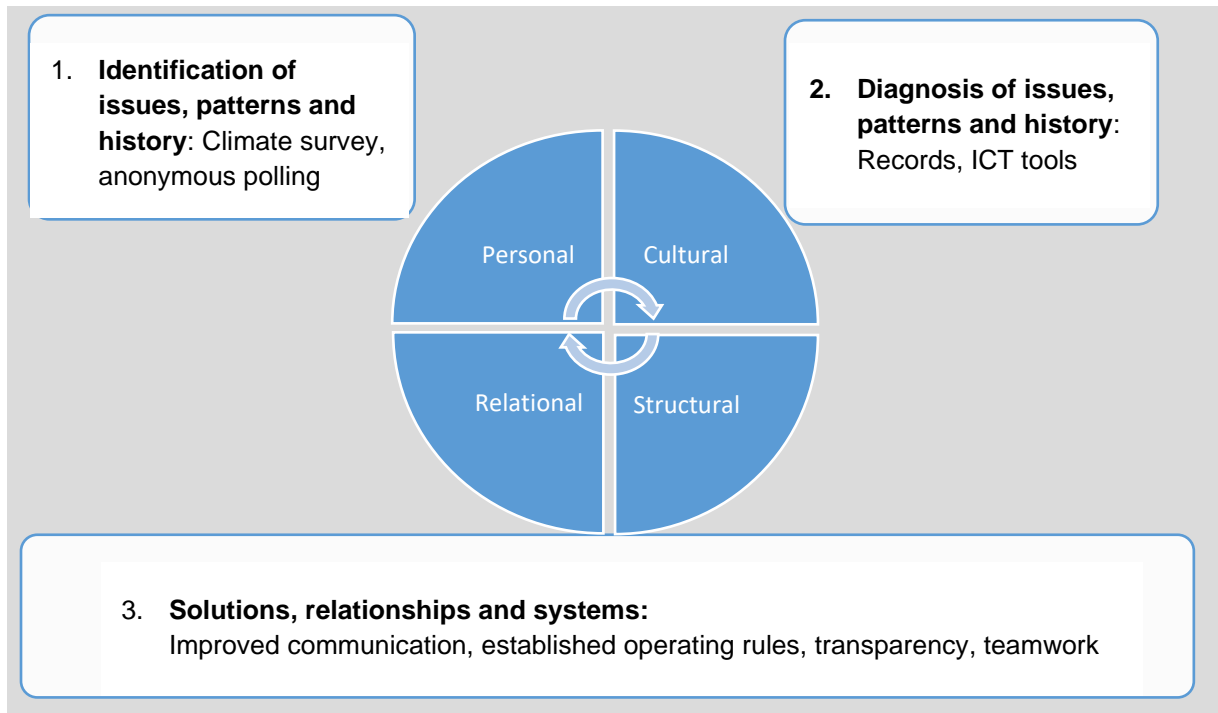


Figure 6-1: Conflict transformation model for cooperatives

Adapted from Auster et al. (2021) and Lederach and Maiese (2009)

The conflict transformation model for cooperatives has four quadrants dealing with personal, cultural, relational and structural tenets and the model begins with the identification of issues, patterns and history of each issue in the model. This identification can be done using climate survey or anonymous polling. The purpose of the identification of issues is to draw a map that shows where the problem might be in the cooperative. The second step is to analyse the issues identified for each quadrant by either using records or ICT tools to rank the issues from most common to least common, complex to less complex and so forth. By ranking the issues, it is easier to move to the final step of coming up with solutions such as establishment of operating rules, reporting lines etc.

6.3.4 Recommendation 4: Cooperative development institution

The study found that the cooperative members had no single point for institutional assistance. They rummaged for third-party assistance from any institution in their vicinity or at their disposal. There was no centralised one-stop shop to service cooperatives at municipal level, especially for rural areas. There is a need for a single agency that support cooperatives. The support for cooperatives is clustered within nongovernmental organisations and other civil society organisations.

This recommendation is in line with Kanyane and Ilorah (2015), where European countries such as Spain and Italy use their labour departments. African countries like Tanzania and Kenya use the ministry of cooperatives and marketing and India uses the National Cooperative Union for protection, support and development of cooperatives. This is in line with Wanyama (2014) who confirmed that there is a Manchester-based cooperative college in the United Kingdom, and also the Cooperative University College of Kenya mentioned by Kirande and Rotich (2014). In South Africa, it is recommended that the Department of Small Business Development together with Department of Trade and Industry need to revamp Co-operatives Unit to ensure that the units mainly focus on the support and development of cooperatives.

6.3.5 Recommendation 5: Adoption of information and communication technology tools

Some of the participants indicated that poor of communication exacerbate the conflict amongst the cooperative members, this issue is expressed in the following quotations

“The root cause of conflict, however, is often poor communication, ineffective communication results in missed deadline and misunderstandings”. (Participant 5)

The unprecedented Corona Virus Disease of 2019 (COVID-19) pandemic has accelerated the exponential adoption of information and communication technology (ICT) tools. The study recommends the utilisation of ICT tools to manage conflict effectively. The ICT may enable the cooperatives to establish and record partners of

bad behaviour for future case management. Cooperatives can share ideas to influence and address different opinions through anonymous polling. ICT tools can be used for climate surveys to detect early warning signs of disgruntlement. ICT tools can be used for distribution of information such e-learning material, financial transactions and statements. Inclusion of ICT tools is essential for improving communication.

Other participants stated that conflict can be resolved through improved communication amongst cooperative members

“Yes, as a collective, we were united by communicating and we must resolve our conflict through communication to reach an understanding”. (Participant 8)

6.4 IMPLICATIONS FOR THEORY

This study contributed towards theoretical arguments, pertaining to the management of conflict among emerging cooperatives in the academic discourse. The main theoretical contribution of this study is that of the reality of conflict and the management thereof in emerging cooperatives in the Northern Cape Province. The researcher argues that he managed to determine that emerging cooperatives in Northern Cape Province are not a homogeneous cohort in their conflict management efforts. Thus, the established causes of conflict in cooperatives are opinion differences, lack of transparency and openness, complaints and poor communication. Effects of conflict on socio-economic development of emerging cooperative members were found to be job loss, business sabotage, distortion of member commitment, reduced productivity and strained social cohesion.

6.5 LIMITATIONS OF THE STUDY

This section discusses the limitations of the study during the research. These limitations must be kept in mind when the results of this study is used as an indicator for future action or research. No study can be seen as perfect and such imperfections could open the door for misinterpretations but could also strengthen further research when taken into account in future research.

6.5.1 Sampling

The sample for this study concentrated on the two districts, namely the John Taolo Gaetsewe and Francis Baard District Municipalities in the Northern Cape Province. The difficulty to access a comprehensive data of cooperatives in the Northern Cape Province was a huge limitation as the Cooperatives Registrar seem not to have reliable statistics of registered and deregistered cooperatives since 2005. Some of these registered cooperatives have never operated since registration of their entities. Some cooperatives that were selected for the study failed to respond and they were then replaced by other cooperatives within the selected district. This was time-consuming, and in some instances the quality of responses where inadequate and the researcher had to reengage the cooperatives in order to understand their responses or request them to elaborate instead of giving short answers.

6.5.2 Data collection

Interviews were scheduled for 30 to 45 minutes with each participant. Lockdown regulations were introduced because of the COVID-19 pandemic, which limited the movement of non-essential services. Conducting the interviews in person could therefore not be executed as planned. The other option was to use virtual platforms; however, the challenge was a lack of data for the participants. The cooperatives could not be interviewed on virtual platforms because they also did not have funds to procure data. It was therefore difficult to ask probing questions to dig deeper for answers. Open-ended questionnaires were then emailed to the participants to populate their responses. The questionnaires were designed to allow participants enough space to answer questions.

6.5.3 Data analysis

The questionnaire had to be translated from English to Setswana to accommodate research participants not well conversant with English. Some of the completed questionnaires had to be translated back into English. The interpretation of meaning

could have been lost in the process because translation is an interpretive act. The quality of some responses were poorly presented, and the researcher could therefore not extract valuable inputs towards the study.

Some cooperatives presented their data in the vernacular and it therefore had to be translated into English. The qualitative research required CAQDAS for themes and interpretations of data and making sense out collected data. Data experts assisted with Atlas.ti to categorise data into thematic areas for analysis.

6.6 RECOMMENDATIONS FOR FUTURE RESEARCH

The scope of the study was restricted to Northern Cape Province and therefore the findings may not be generalisable to other areas in South Africa or to the rest of Africa and/or other developing countries or emerging economies. Nevertheless, some generic conclusions may be derived from the study, albeit with extreme caution. Conflict has an array of causes and variables and not all were explored in this study. Future research should be an in-depth study that will explore all variables in the conflict in cooperatives. It is recommended that a detailed research be conducted in future. It would be revealing not only to conduct research on leadership of cooperatives, but the study can be inclusive of general members of the cooperative to juxtapose the responses of both parties involved, to address this knowledge gap. The role of ICT to enhance communication should be explored as an alternative conflict management methodology.

6.7 SUMMARY

In a summation, this chapter has provided the conclusions of a study in line with the study objectives and research questions thereof. Implication for theory were explored, as well as the limitations of the study. Further areas of research were also identified.

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APPENDIX A

RESEARCH STUDY INFORMATION LEAFLET AND CONSENT FORM ENGLISH AND SETSWANA



RESEARCH STUDY INFORMATION LEAFLET AND CONSENT FORM

DATE

July to November 2020

TITLE OF THE RESEARCH PROJECT

MANAGEMENT OF CONFLICT IN EMERGING WORKER CO-OPERATIVES IN THE NORTHERN CAPE PROVINCE

PRINCIPAL INVESTIGATOR / RESEARCHER(S) NAME(S) AND CONTACT NUMBER(S):

Lesedi Edward Piki 2002076194 065 884 9946

FACULTY AND DEPARTMENT:

Name of Faculty: Economic and Management Sciences

Name of Department: Centre for Development Support Department

STUDYLEADER(S) NAME AND CONTACT NUMBER:

Name of Study Leader (UFS staff member): Mr. Willem F. Ellis

Contact number: 051 401 2470 / 083 378 7833

WHAT IS RESEARCH?

Research is something we do to find new knowledge about the way things and people work. We use research projects or studies to help us find solutions to problem and/or improve on the current ways of doing things.

WHAT IS THE AIM / PURPOSE OF THE STUDY?

In South Africa, statistical data confirms that co-operatives collapses at an alarming rate, the Northern Cape being the hardest hit province in the country. This study's primary aim is to investigate and explore the relationship between various conflict management strategies and the high mortality rate of emerging cooperatives in the Northern Cape Province focusing in the John Taolo Gaetsewe and Frances Baard Districts. The DTI (2012), confirm that the Northern Cape Province was affected by the highest mortality rate of cooperatives at 97.5 percent. The purpose of this study is to obtain in-depth knowledge of the problem in an attempt to solicit meaningful conflict management strategies that can assist emerging cooperatives to remain sustainable.

WHO IS DOING THE RESEARCH? KE MANG DIRANG DIPLATSISO?



The researcher is the Provincial Manager for National Development Agency (NDA) in the Northern Cape. The NDA's mandate is to contribute towards eradication of poverty by grant funding Civil Society Organizations (CSOs) through capacity building, funding of poverty alleviation projects and referrals to other institutions for resource mobilization, marketing and technical capacity building. Co-operatives as part of the CSOs in the Northern Cape tends to collapse before the intended goal is realized and this affects the poverty alleviation initiatives in the province. Therefore, this study intends to explore causes of conflict in emerging co-operatives in relation to governance and look at various conflict management strategies that can be employed by the emerging cooperatives to ensure that beneficiaries benefit from this poverty alleviation interventions.

HAS THE STUDY RECEIVED ETHICAL APPROVAL?

This study has not yet received approval from the Research Ethics Committee of UFS. A copy of the approval letter can be obtained from the researcher upon approval.

Approval number: UFS-HSD2020/0528/2906

WHY ARE YOU INVITED TO TAKE PART IN THIS RESEARCH PROJECT?

Purposeful sampling was used to select the participants that have rich information in relation to the purpose of the research. Out of every two (2) emerging co-operatives, three (3) members were purposively sampled due to their relevance to the research questions. The management of the co-operatives who are entrusted with the success of the co-operative and various management functions including management of conflict are invited as the participants in the research.

WHAT IS THE NATURE OF PARTICIPATION IN THIS STUDY?

Co-operatives contribute meaningfully to poverty reduction, economic growth and job creation programs in other countries. The participants will be from a defined management of co-operatives in the Northern Cape Province in the John Taolo Gaetsewe and Frances Baard District. The researcher will interview the research participants using semi-structured questions with follow up probing questions to explore the in-depth knowledge, perceptions and opinions. The researcher will use audio recording device to record the interview responses.

CAN THE PARTICIPANT WITHDRAW FROM THE STUDY?

In order to satisfy this ethical principle, participants will be approached prior to commencement of the study for signed consent. The participants have the rights to retract from the study at any stage of the research, if they wish to do so.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

The research is aiming at improving the survival and sustainability of emerging co-operative through effective conflict management principles. The sustainability or reduction of high mortality rate of co-operatives can be achieved when internal conflicts amongst Co-operative members is clearly understood, mitigated and managed. It is vital that Co-operatives do not merely content to improve their economic position but also aim to eliminate the competitive, capitalistic system by implementing effective conflict management strategies to improve cooperation and collaboration amongst themselves.

The intention of the research is to assist Co-operatives to detect early warning of conflict, mitigate and manage conflict themselves. In addition, lesson learned from other successful Co-operatives should be shared for the sole purpose of assisting emerging ones and those that are at the brink of collapse. This research can also be useful to the policymakers, development practitioners and other relevant institutions within the province and nationally in designing relevant interventions programs regarding conflict management.

WHAT IS THE ANTICIPATED INCONVENIENCE OF TAKING PART IN THIS STUDY?

The interview will take approximately 30-40 minutes thus it might cause the participant to loss work time. However, the participants can choose to be interviewed outside working hours to minimize the interruption.

WILL WHAT I SAY BE KEPT CONFIDENTIAL?..

The participants will be assured anonymity thus transcripts will not include private and confidential information of participants. Data will be put in order of occurrence and thereafter duplicated and copies kept separately from the originals. In this way, the researcher wants to safeguard that all collected data is not lost and can be reproduced at any given point. Similarly, the researcher will ensure that all the electronic data and tape recordings have a back-up file. The information on the tape-recording will be protected by a password. Only the researcher will have access to the password. to maintain the subject confidentiality, the researcher should collect only anonymous data is actually a requirement, store name and data separately by using identification numbers instead of names, use of password to protect the data files and secure the office and computer. Neither the name of individuals nor their organisations will be disclosed in the report. The participating Co-operatives will be given names such as "Co-operative A" and so on.

HOW WILL THE INFORMATION BE STORED AND ULTIMATELY DESTROYED?

Transcripts will be stored in a lockable unit where only accessible to the researcher. Usable information will be kept for future use and after five-year period, the information will be destroyed

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICPATING IN THIS STUDY?

Participants will not be receiving any payment or incentive for taking part in this research.

HOW WILL THE PARTICIPANT BE INFORMED OF THE FINDINGS / RESULTS OF THE STUDY?

The participants may request to be given an opportunity to review the final research report or any other documents relating to the report before final submission to the University for possible comments. The participants can have access to an electronic version of the research report

Thank you for taking time to read this information sheet and for participating in this study.

INFORMED CONSENT TO PARTICIPATE IN THIS STUDY

**UNIVERSITY OF FREE STATE
ECONOMICS AND MANAGEMENT SCIENCES FACULTY
CENTRE FOR DEVELOPMENT SUPPORT DEPARTMENT**

Masters in Development Studies (MDS)

**Researcher: Lesedi Edward Piki (contact: 065 884 9946; email: lesedipiki@gmail.com)
Supervisor: Mr. Willem Ellis (contact: (051) 401 2470 or 083 378 7833, email: elliswf@ufs.ac.za)
Programme Director: Dr. Deidre van Rooyen (contact: 051 401 7059, email: griesd@ufs.ac.za)**

Dear Researcher

I _____ (participant name), confirm that the person asking my consent in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet. I have had sufficient opportunity to ask questions and I am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without any negative consequences. I am aware that the findings of this study will be anonymously processed into a research report.

I agree to the voice-recording of the semi-structured interview for case study design used in this qualitative research. I am fully aware that the interview will take between 30-40 minutes of my time.

I have received a signed copy of the informed consent agreement.

Trust this is in order

Signature of Participant _____

Date: _____

Full name of Researcher: Lesedi Edward Piki (Student Number: 2002076194)

Signature of Researcher _____

Date: _____

SETLANKANA SA PATLISISO YA BOITHUTI LE FOROMO YA TUMALANO

LETLHA

Phukwi go fitlha Ngwanaatsele 2020

SETLHOGO SA POROJEKE YA PATLISISO YA BOITHUTI

**TSAMAISO YA DIKGOTLHANG MO DIKOPORASING TSA BAITIREDI TSE DI GOLANG MO
POROFENSENG YA KAPA BOKONE**

MMATLISISI MOGOLO / MMATLISISI (S) LEINA (S) LE NOMMORE YA MOGALA (S):
Rre Lesedi Edward Piki 2002076194 065 884 9946

KGORO LE LEFAPHA:

Leina la Kgoro: Merero ya ikonomi le Tsamaiso
Leina la Lefapha: Sentara tshegetso ya ditlhabololo

MOETELEDIPELE WA THUTO (S) LEINA LE NOMMORE YA MOGALA:

Leina la Moeteledipele wa go Ithuta (Modiredi wa UFS): Rre. Willem F. Ellis
Nommore ya mogala: 051 401 2470/083 378 7833

PATLISISO KE ENG?

Patlisiso ke selo seo re se dirang go batla kitso e ntšhwa mabapi le tsela eo dilo le batho ba dirang ka gona. Re dirisa merero ya di dipatlisiso kgotsa dithuto go re thusa go batla tharabololo ya mathata le/kgotsa go ntlafatsa ka moo re dirang dilo tsa rona gona jaanong.

PHITLHELELO/ MAIKALELO A PATLISISO E KE ENG?

Mo Aforika Borwa, dipalopalo di netefatsa gore dikoporasi di phutlhama ka lebelo le le kwa godimo. Porofense ya Kapa Bokone ke yone e e itemogelang kamego e e kwa godimo mo nageng ya Aforika Borwa. Maikaelelo a thuto e ke go batlisisa le go senola kamano fa gare ga mefuta ya e e farologaneng ya tsamaiso ya go rarabolola dikgotlhang le dipalopalo tse di kwa godimo tsa go phutlhama ga dikoporasi tse di runyang mo porofenseng ya Kapa Bokone go lebilwe dikgaolo tsa Frances Baard le John Taolo Gaetsewe. Ka 2012, DTI e netefaditse gore Porofense ya Kapa Bokone e amegile thata ke dipalopalo tse di kwa godimo tsa go phutlhama ga dikoporasi ka diphesente tse 97,5. Mosola wa thuto e ke go fitlhelela kitso e e tseneletseng ya bothata bo, ka maikaelelo a go batla maano le kitso e e tebileng ya bothata ka maiteko a go batla maano a a botlhokwa a taolo ya dikgotlhang a a ka thusang dikoporasi tse dintšhwa gore di nne di itsetsepse.

KE MANG A DIRANG DIPLATSIISO?

Mmatlisisi ke motsamaisi wa porofense wa National Development Agency (NDA) mo Kapa Bokone. Maitlhommo a NDA ke go tsaya karolo mo go fediseng lehuma ka go rebola matlotlo go mekgatlo ya selegae (Civil Society Organisation (CSOs)) go aga bokgoni, go abela mekgatlo ya bosetshaba ditshetele go fokotsa lehuma le go fetisetsa kwa ditheong tse dingwe go nna le taolo e e lolameng ya didirisiwa, dipapatso le go aga phitlhelelo mo go tsa botegeniki le bokgoni.

Dikoporasi jaaka karolwana ya di CSOs mo Kapa Bokone di atelwa ke go phuthama pele ga maitlhommo le maikaelelo a fitlhelelwa, mme se se ama seemo sa go fedisa lehuma mo porofenseng. Ke ka ga moo thuto e maikaelelo a yona ke go tlhatlhoba tseo di bakang dikgotlhang le go phuthama ga dikgwebo/ dikoporasi tse dintshwa mabapi le taolo, le go leba maano a a farologaneng a mekgwa ya taolo ya dikgotlhang a a ka dirisiwang ke dikoporasi tse dintshwa go netefatsa gore bajaboswa ba tla ungelwa mo tsereganyong e ya go fokotsa lehuma.

A THUTO E E FITLHELETSE TETLA YA KOMITI BOITSHWARO?

Thuto e e fitlheetse tetla go tswa go Research Ethics Committee ya UFS/ Komiti ya Ditekanyetso tsa Dipatlisiso tsa UFS. Khopi ya lekwalo e mametleletse mo tokomaneng e.

Nommoretetla: **UFS-HSD2020/0528/2906**

GOENG O LALEDITSE GO TSAYA KAROLO MO POROJEKENG E YA PATLISIISO?

Sampole ya maitlhommo e dirisitswe go kgetha batsayakarolo ba ba nang le kitso e e tseneletseng e e amanang le maitlhommo a patlisiso. Go tswa go dikoporasi tse pedi (2) tse di ntshwa, go kgethilwe ba le bararo (3) ka ntsha ya bomaleba ba bona mo dipotsong tsa patlisiso.

MOKGWA WA BATSAYAKAROLO MO PATLISONG E KE OFE?

Dikoporasi di tsaya karolo e e tlhotlha mo phokotsong ya bohuma/lehuma, kgolo ya moruo le mananeo a go tlhama ditiro mo dinageng tse dingwe. Batsayakarolo ba tswa mo botsamaising jo bo tlhalositsweng jwa tisanommogo jwa dikoporasi mo porofenseng ya Kapa Bokone mo dikgalong tsa John Taolo Gaetsewe le Frances Baard. Mmatlisisi o tla buisana le batsayakarolo ba patlisiso ka go ba botsolotsa, a dirisa dipotso tse di rulaganyeditsweng go fitlhelela kitso e e tseneletseng, maikutlo a a tebileng le dikakanyo tsa bona. Mmatlisisi o tla dirisa dikgatisantswe go gatisa dikarabo tsa dipotso tsa patlisiso.

A MOTSAKAROLO A KA IKGOGELA MORAGO MO PATLISONG E?

Go netefatsa molawana o wa boitshwano, batsayakarolo ba tla etelwa pele ga go simolola ga patlisiso gore ba saenele tumalano eo. Batsayakarolo ba na le ditshwanelo tsa go ikogela morago mo patlisisong nako nngwe le nngwe ya patlisiso fa ba bona go tshwanela go dira jalo.

GO MESOLA EFE GO TSAYA KAROLO MO PATLISONG E?

Patlisiso e e ikaelela go tokafatsa go itsetsepela le go tshwarelela ga dikoporasi tse di ntšhwa ka go dirisa melawana ya taolo ya dikgotlhang. Go itsetsepela kgotsa go fokotsa palo e e kwa godimo ya go phuthama ga dikoporasi go ka atlega fa dikgotlhang tsa ka fa gare ga maloko a koporasi di tlhologangwa, di koafaditswe ebile di laolwa sentle.

Go botlhokwa gore dikoporasi di seka tsa kgatlhegela go matlafatsa seemo sa tsona sa ikonomi fela mme di fokotse mokgwa wa go gaisanela ditshono tsa go tsenya letseno ka go tsenya tirisong maano a taolo ya dikgotlhang le go matlafatsa tirisano-mmogo le tshwaraganelo mo gare ga tsona (dikoporasi).

Maitlhamo a patlisiso e ke go thusa dikoporasi go bonela pele matshosetsi a dikgotlhang ka botsona. Go tlaleletsa thuto e e bonweng go tswa mo dikoporasing tse dingwe tse di atlegileng e tshwanetse go abelanwa ka mosola o le mongwe go thusa tse dintšhwa tse di tlhagelelang le tse di gaufi le go phuthama. Patlisiso e e ka nna mosola go batlhami ba melawana, baitseanape ba ditlhololo le ditheo tse dingwe tse di maleba mo porofenseng le tsa bosetshaba go rulaganya mananeo a ditsenyeletso tse di maleba le taolo ya dikgotlhang.

KE MATSAPA A FE A A LEBELETSWENG MO GO TSEYENG KAROLO GA PATLISISO E?

Patlisiso e e tla nna bolelele jwa metsotso e le 30-40, ka jalo e ka dira gore motsayakarolo a latlhegelwe ke nako ya gagwe ya tiro. Le fa gole jalo batsayakarolo ba ka itlhopela go botsolotswa ka nako e e seng ya tiro go fokotsa tshalelo morago eo.

A SE KE SE BUWANG SE TLA SIRELEDIWA KGATLHANONG LE GO SENOLWA?

Batsayakarolo ba tla netefaletswa go se itsisiwe go ope, ka jalo ditlankana tsa go kwalela ga di na go tsenya le go tlhagisa dintlha tsa sephiri tsa motsayakarolo. Dintlha di tla rulagangwa go ya ka tatelano ya tsona, morago ga moo di gatsiwe, mme dikhopi tsa tsona di kgaogangwe le go bolokwa kwa lefelong le le farologaneng le tsa tse di kwadilweng pele. Ka mokgwa o mmatlisisi o batla go sireletsa gore dintlha tsotlhe tse di rulagantsweng ga di latlhege e bile di ka boa tsa gatsiwa nako nngwe le nngwe. Go bonala fa mmatlisisi a tla

netefatsa gore dintlha tsotlhe tse di rulagantsweng tseo le kgatiso ya mantswe di babalesegile mo faeleng ya sephiri. Tshedimisetso e e mo segatisantswe e tla sirelediwa ka nommore ya sephiri. Ke mmatlisisi fela o tla nnang le tetla ya nommore eo ya sephiri , go tlamela pabalesego ya nommore eo ya sephiri, mmatlisisi o tshwanetse go kgobokanya fela dintlha tse di sa senolweng e tshwanela go nna se o se tlokegang, a beye leina le dintlha kwa go farologaneng a dirisa dinommore tsa ikitsiso boemong jwa maina, go dirisa nommore ya sephiri go jaaka senotlolo go sireletsa difaele tsa dintlha le go babalela kantoro le khomputa. Ga go maina a bangwe kgotsa mekgatlho ya bona e e tla senolwang mo pegelong. Dikoporasi tse di tsayang karolo di tla neelwa maina a go tshwana le “Cooperative A” jalo le jalo

TSHEDIMOSSETSO E TLA BOLOKWA LE GO LATLHWA JANG?

Ditlankana tsa tshedimisetso di tla bolokelwa mo go ka lotlelwang le mo go ka fitlhelelwang ke mmatlisisi fela. Tshedimisetso ya botlhokwa e tla bolokiwa go ka dirisiwa mo isagong, mme morago ga nako ya dingwaga tse tlhano, tshedimisetso eo e ka latlhwa/ nyelediwa.

A GO NALE TUELO KGOTSA GO ATSWIWA MO GO TSEYENG KAROLO MO PATLISONG E?

Ga gona tuelo epe kgotsa katso epe e e abelwang batsayakarolo ba patlisiso e.

MOTSAYAKAROLO O ITSISIWE JANG KA DIPHITLHELELO/ DIPHOLO TSA PATLISISO?

Batsayakarolo ba ka ikopela go neelwa tshono go tlhatlhoba pegelo e e feletseng ya patlisiso kgotsa ditlankana tse di amanang le pegelo pele ga e neelwa kwa bokhutlong jwa yona kwa yunibesithing go ka tshwaela go go ka nnang teng. Batsayakarolo ba ka nna le tetla ya go newa mofuta o o tlantsweng wa pegelo ya dipatlisiso

Ke Leboga fa o tsere tshono ya go buisa papetlana e ya tshedimisetso le go tsaya karolo patlisisong e.

TUMALONA YA BOTSAYAKOROLO MO THUTONG E

**UNIBESITHI YA FREE STATE
ECONOMICS AND MANAGEMENT SCIENCES FACULTY
CENTRE FOR DEVELOPMENT SUPPORT DEPARTMENT**

Masters in Development Studies (MDS)

**Mmatlisisi: Lesedi Edward Piki (mogala: 065 884 9946; imeile: lesedipiki@gmail.com)
Moeteledipele wa thuto: Mr. Willem Ellis (mogala: (051) 401 2470 or 083 378 7833, email:
elliswf@ufs.ac.za)
Motsamaisimogolo: Dr. Deidre van Rooyen (contact: 051 401 7059, email: griesd@ufs.ac.za)**

Go Mmatlisisi

Nna, _____ (leina la motsayakarolo), ke netefatsa gore motho yo o kopang tetla ya me mo patlisisong e o nkitsisitse ka mokgwa, tsamaiso, mesola le ditlamorago tse di ka tlhagelelang mo patlisisong.

Ke buisitse (kgotsa ke tlhaloseditswe) mme ke tlhalogantse thuto jaaka e tlhalositswe mo papetlaneng ya tshedimisetso. Ke nnile le seabe se se lekaneng sa go botsa dipotso mme ke ikemiseditse go tsaya karolo mothutong e.

Ke tlhaloganya gore karolo ya ka ke boithapo le gore ke lokologile go ikogela morago ka nako nngwe le nngwe ntle le ditlamorago tse di sa amogelesegeng. Ke tlhalogantse gore ditshwetso tsa thuto e di ka dirisiwa ntle le go tobiwa ka leina mo pegelong ya patlisiso.

Ke dumalana le kgatiso-ntswe le tlatlhobo e e rulagantsweng sentle mabapi le dipatlisiso tsa thuto tse di dirisitsweng go dira patlisiso ya maemo a a tlothwa. Ke itse ka botlalo gore patlisiso e tla diragatswa magareng ga metsotso e le 30 goya go 40 ya nako ya me.

Ke amogetse khopi e e saenilweng ya tumalano e e itsiweng.

Ke tshema fa se se lolame

Tshaeno ya motsayakarolo _____

Letlha: _____

Main ka botlalo a mmatlisisi: **Lesedi Edward Piki (nommore ya moithuti: 2002076194)**

Tshaeno ya mmatlisisi _____

Letlha: _____

APPENDIX B
RESEARCH QUESTIONNAIRE
ENGLISH AND SETSWANA

RESEARCH QUESTIONNAIRE

**MANAGEMENT OF CONFLICT IN EMERGING CO-
OPERATIVES IN THE NORTHERN CAPE PROVINCE**

EMDS 7900

By

Lesedi Edward PIKI

Student Number 2002076194

Questions

Theme 1: Own initiative to formalize

1. Kindly elaborate the steps followed on the formation of your cooperative.

2. Does your cooperative have a constitution? Did you write your own constitution or did a third party develop it? Elaborate the steps followed.

Theme 2: Causes of Conflict

1. How often have you had misunderstandings amongst members that lead to conflict? Elaborate on the causes of these misunderstandings.

2. Have these conflicts escalated to a point where the cooperative was at the verge of collapse?

3. In your opinion, why do emerging co-operatives collapse in their first few years of establishment?

Theme 3: Understanding of prescribed conflict management

1. What interventions or structures did you use to avoid the collapse of your cooperative emanating from these conflicts?

1.1. How was your constitution beneficial during conflict management?

1.2. Have you ever used a third party to resolve any conflict within your cooperative?

a) If yes, what was their role, and describe the action they undertook?

b) If no, do you believe they would have been of assistance in terms of conciliation, mediation and arbitration?

1.3. Do you think lesson learned in the way you managed conflict can work in future to ensure sustainability of the cooperative?

Theme 4: Cooperative Conflict Management

1. How do cooperative members manage their emotions during conflict?

2. What other strategies do you think can be used in cooperatives in order to transform conflict into a win-win situation?

3. What advice can you give emerging cooperatives to strengthen management of conflict to avoid collapse?

Theme 5: Effects of conflict on socio-economic conditions

1. How does conflict mismanagement affect the livelihood of co-operative members?

2. Was there any loss or gain of income due to conflict?

3. How did/can conflict affect social cohesion of its members?

Theme 6: Training on conflict management strategies

1. What type of training have you received to manage conflict in your cooperative?

2. Have you attended emotional intelligence training?

3. If yes, tell me what you learned and how is it assisting cooperative to resolve conflict?

SETSWANA RESEARCH QUESTIONNAIRE

DIPOTSO TSA PATLISISO

TSAMAISO YA DIKGOTLHANG MO DIKOPORASING TSA BAITIREDI TSEDI GOLANG MO POROFENSENG YA KAPA BOKONE

EMDS 7900

By

Lesedi Edward PIKI

Student Number 2002076194

Dipotso

Setlhogo sa 1: Tshimologo ya go thaya Koporasi

1. Tlhalosa dikgato tse lo di setseng morago go thaya setlamo/ koporasi ya lona?

2. A koporasi ya lona e na le molao-motheo? A o kwadilwe molaotheo wa lona kgotsa lo o kwaletswe ke mongwe? Tlhalosa dikgato tse lo di setseng morago go kwala molaotheo.

Setlhogo sa 2: Kgotlhang e dirwa ke eng?

1. Ke makgetlo a le kae a lo nnileng le go se utlwaneng lo le maloko mo go dirileng kgotlhang? Tlhalosa mabaka a go sa dumalane go o.

2. A dikgotlhang di ne tsa oketsega go fitlhelela di ama tirisano-mmogo moo go neng go le gaufi le go phutlhamisa koporasi?

3. Ka maikutlo a gago, ke goreng dikgwebo tsa dikoporasi tse dintsha di phutlhamama mo dingwageng tsa tsona tsa ntlha tsa go theiwa?

Setlhogo sa 3: Go tlhaloganya go laola kgotlhang

1. Lo dirisa mekgwa efe kgotsa ditheo dife go tsereganya dikgotlhang tse di tla phutlhamisang kgwebo ya lona?

1.1. Molaotheo wa lona o lo thusitse jang mo nakong ya go laola dikgotlhang?

1.2. A lo kile lwa dirisa motho yo mongwe go rarabolola dikgotlhang ka mo koporasing ya lona?

a) Fa go le jalo ko 1.2, tiro ya bona e ne e le eng? mme tthalosa mokgwa o ba o dirisitseng go dira jalo.

b) Fa go sa nna jalo ko 1.2, a o dumela gore ba ka nna le thuso mabapi le poelano, tsereganyo le katlholo ya kgotlhang?

2. A o akanya gore thuto eo o ithutileng yona ka tsela eo o kgonneng go rarabolola dikgotlhang o ka e dirisa mo isagong go netefatsa tirisano mmogo le tswelelopele ya koporasi?

Setlhogo sa 4: Tsamaiso ya tirisano mmogo

1. Maloko a koporasi a laola maikutlo a bona jang fa go le dikgotlhang?

2. O akanya go ka dirisiwa mekgwa efe go dirisana mmogo le go fetola dikgotlhang gore maphata ka bobedi a fenye?

3. Ke kgakololo efe e o ka e neelang dikoporasi tse dintšhwa go matlafatsa taolo ya dikgotlhang go tla go phuthama?

Setlhoqo sa 5: Dipoelo le ditatlhegelo tsa matlotlo

1. Taolo e e bokoa ya dikgotlhang e ka ama tsa loago lwa maloko a koporasi jang?

2. A go nnile le tatlhegelo kgotsa poelo ya matlotlo ka ntlha ya dikgotlhang?

3. Dikgotlhang di ka ama tshwaragano ya maloko a koporasi jang?

Setlhogo sa 6: Thupelelo ya mekgwa ya go laola dikgotlhang

1. Ke mokgwa ofe wa thupelelo e o e boneng go laola dikgotlhang mo kgwebong ya lona ya koporasi?

2. A o kile wa tsenela thupelelo ya tsa matlhale a go laola maikutlo?

3. Fa go ntse jalo ko 2, bolela se o se ithutileng le gore se thusa jang koporasi ya lona mabapi le tisanommogo ya go rarabolola dikgotlhang?
