Conflicts Emergence in the Mining Localities of Lualaba in DRC: Prevention, Management and Solving Strategies

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Abstract: *The present study is part of an interdisciplinary approach. The question of conflicts opposing communities remains nowadays a major issue to which researchers in human and social sciences attach much more interest. For psychologist, the aim is to find the key factors behind the recrudescence of tensions between the various ethnic/tribal groups. The main objective is to come up with adapted strategies aiming at promoting peace and social cohesion. To achieve this, we collected the opinions of the actors and protagonists in the conflicts in order to determine the axes of intervention. The psycho- sociological theories of conflicts allowed us to apprehend the phenomenon under an objective angle and to redefine the possibilities of intervention. The results of these investigations show that the conflicts opposing the communities are multiple, but at the same time latent and/or manifest. The use of these conflicts by politicians to advance their own agenda, the self-categorization effect, the lack of legal texts understanding by populations, archetypes, illiteracy, deep attachment to traditional and cultural values are psycho-sociological mechanisms found to justify the activism of conflicts in the province of Lualaba in DRC. All in all, we have proposed dialogues, sensitization, popularization and consultation as effective strategies for prevention, management and peaceful resolution of conflicts.*

Keywords: conflicts, mining resources, copperbelt, groups psychology, peace

1. Introduction

The DRC's 2006 constitution provides for the decentralization of the 11 former provinces into 26 new provinces. It was only in 2015, 9 years later, that this constitutional provision was implemented:

In fact, it should be noted that the implementation of this provision has impacted on the one hand the relations between the central power in Kinshasa and the decentralized territorial entities, and on the other hand, the communities impacted by these reforms react in a divergent and antagonistic manner.

This is what emerges from our findings in six mining localities in the Lualaba province of the former Katanga province of the Democratic Republic of Congo. The worrying question that deserves to be asked is: what are the psychological and social factors that justify the emergence or resurgence of conflicts in this part of the DRC? From this question arises the secondary question of what strategies should be put in place to mitigate the multiple conflicts between the different mining populations.

In anticipation, we assume that there are internal and external factors that justify the emergence of conflicts. In terms of internal factors, we believe that the lack of political will, the effect of social categorization, material interests related to natural resources, and the misperception of certain social facts engender conflicts between the communities of Kolwezi; the external factors would be the intentionality of the legislator who accompanies the law on the subject of division, and the weakness of the constitutional provisions that justify these conflicts. The objective of this research is to formulate strategies focused on the prevention, management and peaceful resolution of the said conflicts. In order to achieve this, we adopt a descriptive approach. The data collection tools are indirect observation, documentary analysis and an interview guide. Data processing will be carried out through content analysis. The interpretation of the data will be done through the statistical software Epi Info and XL Stat.

Apart from the introduction and conclusion, this study will be divided into three parts, the first of which will be devoted to the theories of conflict and previous studies, followed by the methodological part, and finally the results.

2. Conceptual and theoretical framework

The phenomenon of conflicts is nowadays interdisciplinary, this epistemological character allows to identify the particular dimensions of each field, this means that researchers in sociology, anthropology and other related sciences are limited to examine the issues of conflicts in their apparent or manifest dimensions. As if to say that these are social facts. On the other hand, researchers in the legal sciences determine the consequences of conflicts in terms of the damage caused, the victims to be compensated, etc. For us psychologists, any conflict is first and foremost psychological, as Aristotle states: "Man is a product of society" (2007). This thought was also supported by the Englishman Thomas OBBES (2017) who for his part advocated the idea of "man is wolf for man".

Ultimately, several authors have sought to understand this phenomenon from various perspectives. Our focus is more on the psychological dimension that characterizes this conflict as a research theme in psychosociology and whose interest is aimed at various groups of individuals.

2.1. Conceptualization of the conflict phenomenon

As we have just indicated above, the concept "conflict" is polysemous, in sociology of conflicts this term implies a confrontation between groups of individuals that share a restricted or wide social field (2017). In psychology of conflicts, we refer to the diversity of tendencies, opinions, attitudes, belonging, aspirations, which are translated by an opposition between two or more individuals. Within a small or large group, between two or more groups.

Once this concept is defined in its function in psychology. We realize that conflict is then a fundamental theme that can interest all branches of psychology.

In clinical psychology: personality conflicts (the one arising from three inconstant instances gives rise to a personality disorder that impacts the conduct of man in society (2015). This is what Freud and Adler (2015) says in the "uncontrolled desires".

NB: This branch is tuned more in psychoanalysis differently from other sub- disciplines of psychology.

In school psychology: the conflicts generated in a familiar environment have a significant impact on the relationships between the child and the teacher, and then with his colleagues. In social psychology: the mechanisms of social influence, repulsion and attraction explain the dynamics of conflicts within different social groups such as: tribal associations, religious denominations, political parties, etc.

NB: we will come back to this later

In terms of the particular aspect to which this study is limited, the phenomenon of conflict is more comprehensive in organizational psychology. This has been advocated by LEVY STRAUS MORENO (2010) cited by KALUNGA MAWAZO.

2.2 Theories

In the previous lines, we have shown that conflicts exist in several facets. This implies that there is a sine qua non condition for a researcher to understand objectively the phenomenon of conflict. From a sociological point of view, conflicts are apparent or latent. They are said to be apparent when they are manifestly experienced by a group of men, a social category and give rise to harmful effects. They are latent when one supposes that its object seems to be relevant.

A. Realistic conflict theory
This theory postulates that the conflict contributes to the social regulation in such a way that the individuals or the groups of individuals between confrontation, in opposition the need to get. And thus here, one determines the ultimate objective pursued by the authors in conflict. On the other hand it does not analyze less the factors which generate these conflicts, its process of emergence as well as its long-term impacts.

When we analyze the surveys carried out by SHERIF (1996), we realize that the confrontations of the groups with vital objectives, which moreover could only be reached by cooperation, can in certain cases be the object of an emulation. The results he reached explain the inter-group and individual rivalry. From this demonstration we realize that competitive relations lead to antagonism, while cooperative relations lead to fraternal and harmonious relations between the members of both groups.

B. Social Identity Theory
In England (2016), Henri Tael developed the social identity theory that implies intergroup relationships between students. The major concern that emanates from this theory is: what determines whether one engages in interpersonal type or intergroup type behaviors. In response, Tuner and Tajfel referred to the work of Sheriff (2020) cited by NKONGOLO MUKENDI. They concluded that if there is intergroup conflict, the likelihood is that these individuals will act or react according to individual characteristics. To this effect, they opt for the development of a paradigm allowing to study the minimal conditions under which the individuals became object of a distinction. It is obvious that this approach mentioned above is registered as an experimental tool. The new theory developed is that of intergroup relations, the starting point of which is the idea of a continuum in social relations.

This is the link that can exist between the theories of social psychology and those of group psychology in the context of conflicts over community diversity. These conflicts are to be situated at the level of interpersonal relations, the relations between groups. If at the level of the first relational pole the relations between two or more individuals are determined by the respective belonging. This gives rise to the social categories of reference.

For this purpose, it is assumed that there is not only a group of belonging and a group of reference, but also an ideal group to which each individual seeks to belong, especially when the latter is in a situation of conflict.

C. Social categorization and self-categorization theory
In the previous theory, the individual in a conflict situation directly makes his group of belonging stronger than the reference group. We realize in this perspective, the advantage is the reinforcement of the self-esteem. Beyond these postulates, this theory poses the strategies aiming at making the subject more active. The framework of permanence is the decoding of the situation. The most common way envisaged by several individuals is the mobilization of a categorical identity which corresponds for him to the occupation of a favorable role.

In analyzing the practical utility of this theory, we realize that it is not the situation that determines the subject's functioning in terms of identity, but rather the subject's own identity interest, the latter determines the subject's interpretation of the situation. According to Turner (2018), this is replaced by the automatic cognitive bias of self-favoritism. On our part, this fact is a trigger for active conflicts guided by a search for a favorable identity that determines which categories will be considered.

All in all, the three theories mentioned above, show that prejudices, beliefs, collective perceptions inevitably constitute an instrument of legitimization of social inequalities which consequently favor the emergence of conflicts. We note to this effect, the process of group such as: the norms, the conformism, the cohesion as strategy of prevention, management and resolution of the conflicts. We will come back to it in the lines which follow.

3. Methodological framework

3.1 Population and study area

The field of investigation of our study is the province of Kolwezi (Lualaba) located in the southeast of the DRC. This province is the result of the constitutional dismemberment of Greater Katanga. It is in this city that a significant number of multinational companies, mining companies as well as large public companies abound, taking into account its potential in mining resources (copper, cobalt, coltan, zinc, etc.).

Our choice of this province is motivated by the cohabitation of more than a dozen tribes from all provinces of the DRC and whose conflicts are expressed in several forms. For 10 years, this city has been confronted with ethnic conflicts, political conflicts, land conflicts.

Some variables can be useful for the attention of our readers in the explanation of the phenomenon of conflicts, it is about the hydrography, the climate, the vegetation, the economic situation, ...

From the point of view of hydrography, we note that the Congo River has its source in this province. The dry season is too prominent here. The grassy savanna of MANIKA encompasses several types of natural environments. Minerals are even stored in my urban cities, such as the city of KASULU, where some individuals have been targeted in the middle of artisanal mining. From an economic point of view, there is a strong artisanal mining activity that attracts the covetousness of people from other provinces. Here diggers, traders, traffickers, fathers and mothers of families, women and children are mixed in these activities without regard to any form of danger. The general economy is more or less informal, subcontracting dominates and agriculture is less solicited:

As for the state's public enterprises, namely the National Employment Office, the Customs and Excise Department, the National Electricity Company, etc., these are entities that have difficulty recruiting. Here the new recruits are recommended by the central power and arouse tribal hatred and jealousy towards the indigenous people. In short, political recommendations are the key to access to these companies.

Our attention having focused on these companies, we have taken into account the different socio-professional categories, namely: heavy labourers, office workers, collaborative managers and design or management managers. The conflict phenomenon is experienced differently according to each of these categories. It is considered that these agents represent all the other layers of the population that experience daily conflict.

R MUCCHIELLI defines the population as "a set of human groups concerned by the objective of the survey and which constitutes a community" (Mucchielli, R, 1971: 6)

According to the great dictionary of psychology, the concept of population contains the meaning of a set of units (in general individuals) that satisfy a certain definition (BLOCH, et al op.cit.)

F. PAROT and R. DONON (1991) consider the research population as a set of people or things that constitute the field of investigation. As far as we are concerned, we admit that the target population is a set of individuals to whom various characteristics are associated: age, sex, marital status, place of residence etc. Clearly, our target population is the agents of the Public Enterprises in the city of Kolwezi.

Table 3.1: Structure of our study population

Companies Gender	ONEM	SONAS	INPP	OCC	CNSS	SNEL	Total
M	5	6	11	21	60	246	319
F	11	13	40	115	119	704	1002
Total	**16**	**19**	**51**	**136**	**179**	**920**	**1321**

This table shows that out of the 1321 agents who make up the population of our research, there are 920 agents from SNEL, 179 agents from CNSS, 136 agents from OCC, 51 agents from INPP, 19 agents from SONAS and 16 agents from ONEM.

Study sample
The studies conducted in a qualitative approach are based on small sample sizes.

One concern is that they are not representative.

Obviously there is no question of representative samples in the probabilistic sense of the term, and statistical analyses cannot be carried out on the data collected. It seems more sensible in qualitative research to have a non-probabilistic but appropriate sample. (Paul N'Da, 2015)

Selected subjects with knowledge and experience who can provide valid and complete data are more useful than the unproductive question of their representativeness. It is important that these selected, motivated people are able to testify about their experience and describe what interests the researcher. In this case, we speak of theoretical sampling (Glaser, 1978), i.e., accumulating various cases, representing the various characteristics that a phenomenon or situation can take on. Here, sampling is not based on statistics: it is rather a question of gathering from the participants of a study the concrete properties of a group or a situation.

What sample size should be appropriate to obtain a sufficient amount of data?

According to some authors, such as Daniel Bertaux (1980), it would be necessary to include as many subjects as necessary to reach data "saturation". Theoretical saturation is the phenomenon whereby the researcher realizes that the

latest documents, interviews orobservations no longer provide sufficiently new information to justify continuing to collect data, to increase the empirical material (and therefore his sample). Bertaux believes that saturation is usually reached with about 30 people. Morse (1991) recommends using "negative cases" instead, i.e., people who can give a different point of view from the one that predominates among the people already selected. For example, if a researcher is collecting testimonies from people who have had prostate surgery and experienced incontinence problems, he or she should also seek out testimonies from people who did not experience problems after the surgery, to ensure that the information is complete. The use of negative cases is part of the theoretical sampling technique and allows for the most complete description (and then analysis) possible.

- **The quota sample**

In quota sampling, a number of characteristics specific to a population are identified. The sample is constructed by ensuring that these characteristics are present. In other words, strata (or subgroups) are determined according to certain characteristics to be represented in the sample in the same proportions as they appear in the population. The main characteristics used in this quota technique are gender, age, social origin, ethnic origin, etc. For example, if 75% of the population is female, the sample will be 75% female, which in a sample of 1,000 individuals will result in a quota of 750 women and 250 men.

The quota technique is called non-probabilistic because within each stratum, within each sub-group, individuals are not chosen at random; the interviewer chooses who he wants to "fill" his quotas. In this case, we have public enterprises considered as strata

Distribution of the sample according to the gender:
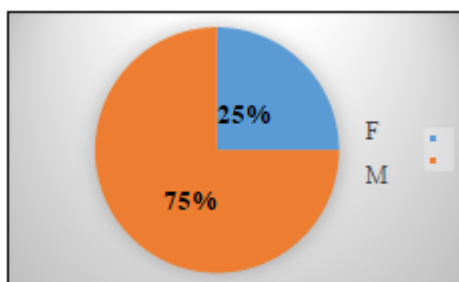
3.2 Description of methods and techniques

3.3.1 Methods

This study is part of an exploratory approach, the phenomenon of conflict was complex and diverse deserves to be apprehended in all its dimensions. To achieve this, we explored each of the components such as: the latency phase, the monistic phase, and the chronic phase during which conflicts function in an evolutionary manner.

For Anne Marie Lavarde (2008), exploring a phenomenon refers to investigating the most complex and diverse areas and allows for a more or less realistic research plan.

Nevertheless, this approach has certain limitations such as:

the risk of introducing subjectivity into the apprehension of the reality of the facts.

Also, it has weaknesses in the direct seizure of the object of study which varies according to the time and the circumstances. Hence we resort to the descriptive method of the qualitative type. It allowed us to describe objectively the fact, that is to say the conflictual behavior is the object of a decomposition, a subdivision in its sub-components in order to bring out the relations which result from it. This allows the researcher not only to lend himself to a simple description but also to analyze and understand the psychological "conflict" phenomenon in its functional and not purely sociological component. This is to say otherwise that the emergence of conflicts is not only a social fact, global of the reactions orchestrated by a stimulus in varied situations.

3.3.2. Techniques

A. Data collection techniques

The observation technique made it possible to collect information such as: the opinions of the respondents about tribal and regional affiliations. The way of life of the populations in the decentralized territorial structures or entities.

Therefore, we adhere to the definition of Pinto and Grawitz (1971) who refer to the research technique as a tool that allows the identification of information related to a given subject.

In our opinion, indirect observation is best adopted in this study. This is for two main reasons, the first reason being that indirect observation brings to life the fact of the respondents reacting ex post facto on a given research object.

However, directional observation has not attracted our attention because of its subjective nature (2009). If one resorts to the ideas of American psychologists such as EDWARD TICCHNER and JOHN WATTSSON, the objectivity of a behavioral study is reflected in the more or less objective interpretation.

The second reason illustrates the timeless nature of the conflictual and conflictogenic reactions expressed by our respondents in time and space. This implies that the researcher must systematically and/or repeatedly study the object of study, taking into account structural and conjectural factors.

To this technique we add the interview guide and the documentary analysis.

The interview guide focused on the following themes: the factors that generate conflicts, the attitudes of both parties, prevention strategies (avoidance, confrontation, etc.). Management strategies (dialogue mechanisms, awareness-raising, etc.), resolution strategies (development of a reasoning box, intervention, etc.).

Thus, to carry out a qualitative study, the researcher most

often resorts to interviews, which allows for the collection of verbal data, the object being to understand the subject from the interpretation of said information.

The semi-directive interview, otherwise known as the "in-depth interview", was carried out on the basis of open-ended questions. The objective in using this tool was to obtain explanations or evidence prepared in advance. This pre-inquiry version was administered to a group of subjects in order to reformulate the final version. We know that in the humanities and social sciences (2021), it is recommended to use two types of interviews: free-response interviews and focused or targeted interviews. Given that the first category of interviews requires a lot of face-to-face time with the subject, we used a focused interview guide because it is based on a specific experience known in advance. The activities that accompanied its realization are: the preparation of the questions in advance, the classification of the questions in a logical order by theme. The possibility of integrating intuitive or spontaneous questions. The advantage is that we can ask more open-ended questions and ask the respondents again.

The disadvantage is that we forced our participants to answer within the limits set by the questions.

B. Data processing techniques

In the first place, we have resorted to documentary analysis, which gives us access to an in-depth examination of the legal texts that govern the decentralization of the various decentralized territorial entities, ... each piece of information collected (that relating to the dividends from which the provinces in general, and that of Lualaba in particular, should benefit). Its advantage is that it is based on various official documents that allow the relevance of the object of study to be identified. Indeed, the information collected is such as: the decisions rendered by the courts and tribunals concerning the delimitation of competences in the province of Lualaba, the decisions concerning the resolution of conflicts between the communities living in Kolwezi, the texts and organic laws, etc. As a limitation, this technique forces the researcher to analyze the ins and outs of each of the texts examined, which is why we resorted to content analysis. This technique consists of a more or less in-depth examination of each theme in order to highlight the degree of appearance in the explained and explanatory variables.

4. Results

In this chapter we present the results of our investigations. We analyze them, then we interpret them by comparing the initial hypotheses with existing theories, and finally we discuss them.

4.1. Presentation, analysis and interpretation of results

The data collected through the interview and observation are presented in terms of indicators for each research variable. To achieve this, we have presented specific themes for each variable, which are divided table by table.

We have information related to the existence of socio-ethnic-political conflicts in the Public Enterprises of Kolwezi.

To this end, it is appropriate to retain Prejudice as an endogenous factor at the root of conflicts.

The field interviews conducted allow us to consider the phenomena of prejudice that characterize the various parties involved in the conflict. These prejudices are expressed on the one hand by a feeling of underestimation and on the other hand by a feeling of overestimation.

Indeed, subjects belonging to majority tribes, such as the Sangaphone, develop more a feeling of overestimation. In other words, we can say that these people feel secure in the group they belong to. This means that belonging to a dominant community implies a set of prerogatives considered from a social, political and institutional point of view.

However, the minority communities develop a feeling of underestimation, an inferiority complex caused by the attitudes, opinions, views and contempt developed by the predominant communities. This sphere can be understood under two spheres, the first one is the one that we have called the endo-group sphere and the second one is the one that we have called the exo-group sphere.

The endo-group sphere plays here a determining role because within the same structure or community divergent opinions are seen. During our interviews one realizes that the populations living in Kolwezi are not satisfied with the only privilege to have a common ground, a community province, but against, it restricts itself in the sense of the same commune. This amounts to say that within the same community where we find ramifications that generate a new internal dynamic or said endo-group. It is necessary to underline the scope of the cultural values, of the archetypes in the explanation of the prejudices at this stage, we notice that the language plays a more important role in the conservation of these values, this cultural heritage makes that the people belong to the same united community and express several cognitive- affective-behavioral mechanisms. These mechanisms are: attraction or acceptance, repulsion or rejection, indifference, etc.

NB: These mechanisms illustrate in the most detailed way, the psychosocial links that are explanatory in the antero-reactionary dynamics between the different social groups. At the affective level, we apprehended at the end of our investigations, certain conducts of the populations living in Kolwezi, these conducts are carried out in two phases of which: the appetitive phase, the affective phase of the social behavior. With regard to the appetitive phase, we noted the following tendencies that characterize the different actors in conflict:

Introverted tendencies: They are directed towards the "me" and aim at self- affirmation or self-preservation. They are concretized in social situations where, in other words, those subjects who claim to be natives seek at all costs to channel their achievements to the liking of their community.

The misunderstanding of texts, mental alienation, archetypes

as factors at the root of community conflicts:

These factors are twofold. The first is the contradictory nature of certain ordinances relating to the administration of decentralized territorial entities and the appointment of their leaders. The second part concerns the absence of full applicability of the constitutional provisions relating to the free administration of the provinces as well as to transparency in the chain of expenditure resulting from the financial reigns of the state on those relating to the mining royalty.

The lack of political will as an exogenous factor at the root of conflicts

To describe this indicator, we started from the describable observation of the behavior of political actors without bias.

In fact, every political actor has a tribal support as a base; this constitutes a first spring, a reference group as we have already pointed out. Using this force, he exerts his influence thanks to psychosocial mechanisms of influence, suggestibility and attraction in order to gain the trust of higher authorities. This amounts to adhere to the point of view according to which: any social, ethnic or tribal action does not justify any empathy towards its considered community (group of reference) but on the other hand, for political ends to which the motivations are determined. The political actors develop certain good and bad mechanisms with the only purpose of positioning. This behavior is understood in a psycho-sociological sphere that will determine the atmosphere, the antipathy of certain political actors. These actors develop in addition other mechanisms of defense to know: the identification (to be accepted as belonging to such or such other tribe), the rationalization (in this sense to be persuaded towards the others), the comparison (as mechanism resulting from the defense of the self). All in all, these behaviors are both egocentric and mono-centric. In addition, it should be pointed out that between the two groups (reference and belonging) one plays a predominance over the other and consequently there is retroactivity on the social level.

Let us explain this on two levels. The first is to demonstrate the influence of categories such as: ethnicity, tribe, community, notability on the contribution of an identity of the political figure. The collective will of these populations facilitates the beneficiaries to assume a social power to ensure the leadership at the provincial level. In addition, it should be noted that this collective will is dependent on cultural, traditional and social values that can be observed in the archetypes, beliefs of the populations, the pressure of the customary power, the collective conscience, the team spirit, These characteristics, which we reported at the end of the field surveys, show how much the wage dynamic is determined in the modus vivendi of the people gathered in the sense of the different communities of Lualaba.

4.2. Discussions of results

By analyzing the studies carried out by JAJFEL and TUNER we realize that the membership of a group by several individuals generates interactions that on the one hand come from the expansion of the group and on the other hand would determine the functions of this group. Our study poses boundaries between individuals in small groups and large groups. The probability that each individual has to weave the socio affective bonds with his compatriot is effective, it is in this perspective that SHERIF analyzes the competitions within the same group. If we have previously evoked the behaviour of populations as factors triggering conflicts, they would result in explanatory mechanisms such as prejudices: feelings of repulsion, etc. By supporting this point of view, we are in line with the theory of social identity which considers stereotypes and prejudices as inter-group phenomena.

In fact, this phenomenal description allows us to use the foundations of group dynamics already recommended by LEVY STRAUSS MORENO. The methodology adopted by this author is different from the present approach. For his part, he has developed a measuring tool that allows for the objective study of interpersonal relationships in order to intervene and modify group behaviors. Indeed, the development of sociometry suggests an analysis of the inter-group tensions, an intra-group communicational analysis in the execution of the tasks and their effectiveness. It is at this point that our study supports the same hypothesis. In short, it is about exploring the socio-affective structure of a group.

In addition, we have shown that the professional affinities that exist in the Public Enterprises in Kolwezi are determined by several affective social ties. This point of view was illustrated by an author who affirmed "that a man placed in a group acts and reacts there not according to the real sociometric status but according to the social position and the perception which he makes of the bonds which unite him to the others" if in the analysis of the performance we evoked this aspect of thing it is imperative to note that even the social position, If in the analysis of the performance we evoked this aspect of thing it is imperative to note that even the social position, the rank or the position that occupies an individual is not enough to make him perform, it is also necessary to take into account the social climate, the degree of attraction of subject that explains the links between individuals within a company.

However, the question which deserves to be asked is to know if the factors internal to the individual influence his group to the vice versa? The attempt of answer was made by MORENO when he maintains that "every individual is at the same time transmitter and receiverof the feelings so the social atom says it is constituted of the individual and of the set of the positive or negative affective links that unites him to the others. The limit of his studies is not to have determined the predominance of collective feelings on the small groups or the organizations. As for us, we suggest that the social instincts of the group (ethnicity, communities) prevail over the cultural values of the organizations, giving rise to new feelings.

5. Conclusion

This study focused on the analysis, description, and explanation of socio-ethnic- political conflicts in Kolwezi. We started from the observation that the populations living

in Kolwezi, often belonging to different socio-ethnic-political groups, have divergent interests.

Each group is in search of its identity, its belonging and its domination over the others. Each group is in search of its identity, its belonging and its domination over the others. Dedicated to the covetousness of social benefits and leadership, this implies tensions that appear in the form of conflicts, based on these concerns, we have posed our research questions in these terms: What are the factors at the base of socio-ethnic-political conflicts in the companies of Kolwezi? and then what strategies to put in place for the prevention, management and peaceful resolution? Finally, what are the solutions to resolve these conflicts? These questions were accompanied by some attempts to answer them, which can be summed up as follows;

Several factors would be at the base of the socio-ethnic-political conflicts in the companies of Kolwezi, we quote among others: the incomprehension of the texts, the lack of political will as well as the frustration of the minority tribes in front of the hegemony of the one which is majority. Finally, we assume that dialogue, social cohesion, mutual trust, and social influence mechanisms would be effective strategies for mitigating and preventing these conflicts.

In order to carry out this study, we have set ourselves the following objectives To identify the factors at the base of conflicts and to propose mechanisms of implementation in view of the prevention, the management and the peaceful resolution, in other words this means that we determined the impact that to these conflicts on the performance of the companies To propose or envisage strategies of remediation. It is by means of the descriptive approach that we have carried out this scientific reasoning. This qualitative approach led us to conduct direct and semi- direct interviews in order to collect data on the conflict variable. As for the performance variable, we used direct observation as a tool for objective description. The processing and analysis of the data was carried out by means of the technique of thematic analysis, the interpretation of the results was identified by referring to the theories on performance as well as the psychosocial approaches

Having collected, analyzed, and interpreted the data from our investigations, we have concluded that several endogenous and exogenous factors are at the root of the ethnopolitical social conflicts between the populations living in Kolwezi.

This being the case, we have put forward our suggestions at two levels: The institutional level consists in starting from a systemic approach, i.e. taking into consideration all the categories of the society in order to create a permanent and consultative framework for dialogue and contribution.

As far as endogenous factors are concerned, we have retained prejudice, inferiority complex, feelings of deception, introversion and ambivalence reactions as characteristic elements that trigger conflicts between the community.

We realized that the conflicts appear in two forms of which:

the manifest phase characterized by the aggressive and repulsive tendencies. In addition we have shown that the endogenous factors i.e. interior to the individuals appear in two parts. The first component called restricted groups, and the second component translates the conflicts in phase of emergence towards the general society.

Regarding the exogenous factors, we have reported the lack of understanding of the texts, first of all by those who covet strategic positions in the public administration and sow confusion in order to profit from them. In short, this lack of understanding of the texts is also due to the fact that the central power has not finished popularizing the texts. In addition, there is the absence of a solid application of constitutional provisions, organic ordinance law fixing the responsibility and advantages granted to the decentralized territorial entities.

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