ORGANIZATIONAL CONFLICT AND EMPLOYEE PERFORMANCE IN SELECTED
DISTRICTS IN EASTERN UGANDA

A Thesis
Presented to the school of
Postgraduate Studies and Research
Kampala International University
Kampala Uganda

In Partial Fulfillment of the Requirement for the Degree
Masters in Human Resource Management

By
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October, 2011
DECLARATION A

This thesis is my original work and has never been submitted in any institution of higher learning for academic award or published at any level.

Name and Signature of the Candidate

28/7/2011

Date
DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

Dr. Gulboyo Muzamir Sa’di Al-Kaid

Name and Signature of the Supervisor

29/10/2011

Date
This thesis entitled “Organizational Conflict and Employee Performance in selected Districts in Eastern Uganda” prepared and submitted by Akiring Betty in partial fulfillment of the requirement for the degree of Masters in Human Resource has been examined and approved by the panel on oral examination with a grade of PASSED.

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Name and signature

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Name and Sig. of Supervisor

[Signature]
Name and Sig. of Panelist

Date of Comprehensive Examination: _____________________________
Grade: ______________________________

Name and Sig of Director, SPGSR

Name and Sig of DVC, SPGSR
DEDICATION

I dedicate this thesis to my beloved daughter Agola Norah Gift and brother Isaac Emefje.
ACKNOWLEDGEMENT

First and foremost, the researcher thanks God through HIS grace for the love and knowledge that enabled the researcher carry out the research.

Secondly the researcher would like to acknowledge the various districts Tororo, Mbale, Butaleja, and Busia.

The researcher acknowledges the DVC, SPGSR of the university Dr. Novemberieta R Sumil who allowed the researcher carry out the research.

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ABSTRACT

This study sought to establish the relationship between Organizational Conflict and Employee Performance in Civil Service in four selected districts in Eastern Uganda which include Tororo, Mbale, Butaleja, and Busia. The study was to determine the profile of the respondents in terms of the age, gender, highest level of education secondly to determine the level of Organizational Conflict in terms of task, interpersonal and procedural conflict, thirdly to determine the level of employee performance in terms of customer care, understanding the work process, effort put in accomplishment of the tasks and job commitment. Descriptive correlation design was used whereby a population of 156 respondents was taken, by use of the Solven's formula a sample of 112 civil servant employee were used as the respondents and stratified random sampling procedure was used. Questionnaires were used as the data collection method whereby they were self administered. The research found out that there is no significant relationship between Organizational conflict and employee performance where F=69.798 which further suggest that independent variable significantly affects the dependent variable. In conclusion employee's performance evaluation criteria should be clearly spelled out and be evaluated impartially considering the performance standard set. Therefore to avoid the situation of conflicts to arise in organizations related to performance evaluation, the standard set by management should be specific, measureable, achievable, realistic and time bound (SMART).

It is recommended that Civil service should set up proper measures to deal with Organizational Conflicts since they affect employee performance and thereby the entire organization. Suggested area of further study is in the area of communication and organizational performance.
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CHAPTER ONE
THE PROBLEM AND ITS SCOPE

Background to the study

Conflicts in organizations consist of opposing behavior between two or more people or groups who have compatible goals. Conflicts may be between individual members of the same organization arising out of differences in goals and values (inter-personal conflict), it could arise within a group or department (intra group), same times between groups or teams (inter group) or it could arise across the organization (inter organization).

Conflict is intimately related to change and interpersonal dealings Harvard Abraham had this observation because people come together to satisfy a wide range of psychological needs, social relations in general and awash with conflict. In the course of their interaction people must deal with differences as well as similarities. Robbins and Coulter (1999) view conflicts as an inevitable part of the organizations life because the goals of different stakeholders such as managers and workers are often incompatible.

Dekha at al (2000) contends that conflicts are brought about by status, power wealth, age, role assigned to the gender belonging to a specific social group and so on. In the organizations that we work in today modern times, conflict is inherent we all here and read the message of unity of command, unity of purpose and structure. The reality is that these conflicts do affect the performance of employees in the organization either positively or negatively that is why we see that organizational conflict is increasing the interest of employees, employers and researchers because it is associated with negative consequences that spillover into work areas there by also affecting the performance of employees in the organization.
In addition Ancona et.al (1999) argued that today’s firms are more technically capable and more effective than before. In many cases however, these highly efficient organizations are facing certain challenges like poor communication between employers and employees. If the problem is not properly handled affects the employee negatively. The so called growth schools argue that there is a basic tendency in the development of human personality toward self fulfillment or self actualization. In addition Pondy (1992) states that the absence of conflict may indicate autocracy, uniformity, stagnation and mental fixity, the presence of conflict maybe indicative of democracy, diversity, growth and self actualization.

**Statement of the Problem**

In work place, a simple disagreement between team members if unresolved may escalate into avoidance, inability to work to gather, verbal assault and resentment. Nsibambi (2004) argues that employee performance in public service of Uganda is continuously been deteriorating. Most departments in public service choose not to include rating as it increases feelings of judgments threatening to reduce a year’s worth of performance to single rating and decreases the level of discussion. Although much effort has been made to improve performance levels within the public service, criticism continues about poor service delivering and lack of responsiveness to the needs of the people. Notwithstanding legitimate constraints such as shortages of skills, management of the concerns around service delivery may be attributed to public servants performing poorly. It is found out that most administrators or managers try so much to ignore organizational conflicts hoping that they will disappear or will not affect the performance of the employees hence the entire organization forgetting that it can be unhealthy to the organization. One wanders whether there are effective measures that can be used to solve conflicts in the organization because when employees are performing poorly the entire organization performance will be poor there by it not achieving its set goals and objectives.
hence it collapsing. In addition, underperformance also affects the costs for both the government and the taxpayer, since poor performance translates into higher than the necessary payroll costs and lowers productivity.

**Purpose of the Study**

This study was to explore the various Organizational Conflict, Employee Performance in Civil service in selected districts in Eastern Uganda, the effect of the relationship between the two variables, test the hypotheses of no significant difference between Organizational Conflict and Employee Performance, to bridge the various gaps of previous studies and validity existing information based on the theory to which this study is based.

**Research Objectives**

**General:** This study established the relationship between Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda.

**Specific:** This study achieved the following objectives:

- To determine the profile of the respondents in terms of age, gender, highest level of education and number of years one has spent in service.
- To determine the level of Organizational Conflict in terms of task, procedural and interpersonal conflict in Civil Service in Eastern Uganda.
- To determine the level of Employee Performance in terms of customer care, understanding of work process, job commitment and effort put in accomplishment of the task in Civil Service in the selected districts in Eastern Uganda.
• To establish the significant difference in the level of Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda.

• To establish the relationship between Organizational Conflict and Employee Performance in Civil Service in Eastern Uganda.

Research Questions

This research intends to answer the following:

I. What is the profile of the respondents in terms of age, gender, highest level of education, and the number of years one has spent in Civil Service in Eastern Uganda?

II. What is the level of Organizational Conflict in terms of task, interpersonal and procedural conflict in Civil Service in selected districts in Eastern Uganda?

III. What is the level of Employee Performance in terms of customer care, understanding of work process, job commitment and effort put in accomplishment of the task in Civil Service in the selected districts in Eastern Uganda.

IV. What is the significant difference in the level of Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda?

V. Is there a relationship between Organization Conflict and Employees Performance in Civil Service in Eastern Uganda?

Null Hypotheses

There is no significant relationship between the level of Organizational Conflict and Employee Performance in Civil Service in Eastern Uganda.
Scope of the Study

Geographically the study was carried out in selected district of Tororo, Mbale, Busia, and Buutaleja in Eastern Uganda.

Theoretical Scope

Maturity-immaturity theory

According to Maslow, Argyris, McGregor, Roger and other writers of the so-called growth school, there is a basic tendency in the development of the human personality toward self-fulfillment or self actualization. This implies that individuals matures, he wants more responsibility, broader horizons and the opportunity to develop his personal potential. The study focused on how Organizational Conflict affects employee performance in Civil Service in Eastern Uganda where all the respondents were all Civil Servants.

Significance of the Study

To the policy makers they will be able to come up with lasting conflict resolution mechanism so as to deal with the existing conflicts amongst the employees after understanding data generated on organizational conflict.

This study will enable all students who may be interested in the study of Organizational Conflicts and Employee Performance to access information thereby is able to acquire skills in handling Organizational Conflicts.
**Operational Definitions of Key Terms**

**Affective job commitment** refers to the employee's emotional identification with the organization.

**Continuance job commitment** refers to acknowledgement of the consequences of leaving the organization.

**Employee commitment** refers to the force that directs a person's behavior.

**Employee Performance** is the ability of employees to attain goals by using resources in an efficient manner.

**Inter personal conflict** is the conflict between members of an organization.

**Normative job commitment:** is when the employee's have the argue of continuing to work with the organization.

**Organizational Conflict:** refers to disagreements within the organization.

**Procedural conflict:** refers to disagreements that arise on how, when, where and who should perform a given task within the organization about.

**Profile** refers to the characteristics of the respondents in terms of age, gender, highest educational qualification and number of years one has served in service.

**Task conflict** is the disagreement within members of a team relating in a difference of opinion, ideas or content.
CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter will discuss in detail the variables under study (Organizational Conflict and Employee Performance), the theory to which the study is based and related studies.

Concepts, Opinions From Authors/Experts

Conflict is a disagreement between individuals or groups in the organization stemming from the need to share scarce resources or engage in interdependent work activities or from differences in status or culture (Stoner and Freeman 1989). It may be between individual members of the same organization arising out of differences in goals and values within a group, team or department, between groups or across the organization.

Robbins and Coulter (1999) defines conflict as the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block each other’s attempt to achieve their objectives. They view conflict as an inevitable part of organizational life because the goals of different stakeholders are often incompatible.

Inter Personal Conflict

This type of conflict is between members of an organization and occurs because of differences in their goal and values. It may be between two managers who are competing for limited capital and manpower resources and may be worse still when the scarce resource cannot be shared and must be obtained therefore the two managers will begin to conflict over who will take the scarce resource.
In addition interpersonal conflict can relate to disagreement between goal and objectives of the organization. For example middle manage may want his or her subordinates to perform the duties according to his wish but they may also want to do it in a particular way o then conflict arises.

Interpersonal conflicts are often as a result of personality clashes. People with widely different characteristics and attitudes are bound to have views and aims that are inconsistent with the views and aims of others (Chandan, 1997).

**Procedural Conflicts**

It can include disagreements about factors such as meeting dates and times, individual task assignments, group organization and leadership, and, curiously, methods of resolving disagreements. While unresolved procedural conflicts can prevent work on collaborative projects from even getting started, discussion of different procedural approaches can lead to a compromise that is mutually acceptable to the collaborators and productive for their decision-making.

Some procedural problems involve excluded parties. If parties to a conflict are excluded from the decision-making process, or their concerns are overlooked and not addressed, they may get upset with the process, regardless of what decision is made. At other times, people are supposedly involved in the process, but they do not feel they are being represented adequately, or they may not be listened to respectfully, or their ideas considered.

Other procedural problems involve issues of power. Power, by definition, means the ability to get something done. So high power groups generally have more ability to design procedures to their liking, and to press for outcomes that favor themselves. Yet decision making structures that favor high power groups over low power groups are likely to be distrusted by low power groups, who may fight the decision making process as well as the outcome, further complicating
the conflict and making any dispute resolution procedures more difficult. However, structures that redistribute power to traditionally low power groups are likely to be viewed negatively by dominant parties, unless it is done in clearly legitimate ways.

Other procedural problems involve processes which are too slow or too fast. Lengthy and elaborate grievance-review processes, which may be intended to be fair, can also be seen as delaying tactics designed to avoid dealing with injustice under the guise of careful and fair deliberation. Or decisions can be rushed through before anyone notices that something unfair has just been done. Both approaches are likely to anger people and make conflicts worse, not better. Other process problems involve a lack of clear goals which makes effective action almost impossible, and a level of complexity which is so high that no one can figure out how to proceed.

**Task Conflict**

This entails difference of opinions, thoughts and viewpoints. It refers to conflict that is based on the diverge views, apprehended by different segments of the organization. It is candid fact that disagreements are fundamental to the formation and continuation of organizational life.

Task Conflict is consequence of disagreement about allocation of funds, implementation of policies, decisions about procedure, modalities of assignments and interpretation of facts (De Dreu et al., 2003). When teams member disagree about contents of assignment being entrusted to them is called task conflict (John, 1995). Task Conflict is associated with group decision.

According to Poplin (1972), Conflict maybe limited to verbal exchanges between two or more parties and may become violent and bloody. Conflict can spring from at least three different sources. Firstly conflict may arise when two or more organizational staffs seek contradictory goals.
Secondly, Conflict may arise when different groups pursue the same goal by contradictory means. For example, staff may have the same goal of enhancing performance of the organization but the strategies to use to achieve the goal may be a point of disagreement.

Attributes towards Conflicts in organization has changed considerably and Robbins (1992) has traced and summed up this evolution into three stages namely the traditional view, human relations view and the integrationist view.

The traditional view assumed that conflict is bad. It was viewed negatively and synonymously with terms like violence, destruction and irrationality in order to reinforce its negative connotations there for very detrimental to employee performance hence a need to avoid it at all costs. Both the scientific and administrative schools of management relied heavily on developing such organizational structures that would specify tasks, rules, regulations, procedures and authorities so if any conflict develops the set rules would be used to deal away with the conflict.

The internationalist view holds that some of conflict is not only inevitable but necessary for organization health. It encourages conflict on grounds that a harmonious, peaceful tranquil and cooperative group is prone to becoming static, apathetic and non-responsive to the needs of change and innovation.

March and Simon (1958) referred to the term conflict as a breakdown in the standard mechanism of decision-making so that an individual or group experiences difficulty in selecting an alternative. It is inevitable where alternatives are present and there are decisions to be made. Role conflict is commonly thought to be a source of less than satisfactory performance in organizations.
It arises from several causes but generally there are three classes of conflict namely:

a) Individual conflict

b) Organizational conflict

c) Inter organizational conflict

Role conflict arises from conflicting expectations associated with the job.

Employee performance is the ability of employees to attain goals by using resources in an efficient manner.

**Performance of Employees**

Szilagyi (1984) explains performance as a term as somewhat global concept that represents the results of organizational activities. Efficiency and effectiveness will be viewed as sub components of performance.

Employee’s performance means effective behaviors, actions, motivations, and decisions that capture the full spectrum of job activities. Employee performance is subdivided as below

**Normative Job Satisfaction**

This refers to a feeling of obligation to continue employment usually employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (1982) suggested that the feeling of obligation to remain with an organization may result from the internalization of normative pressure exerted on an individual prior to entry into the organization or following entry. However, normative commitment may also develop when an organization provides the employee with rewards in advance or incurs significant costs in providing employment.
Affective Job Commitment

It refers to employee’s emotional attachment to, identification with and involvement in the organization. Employees with a strong affective job commitment continue employment with the organization because they want to. According to Mowday 1982, the antecedents of affective commitment generally fall into four categories:

1) Personal character
2) Structure character
3) job-related character
4) Work experience

Continuance Job Commitment

This refers to awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting time and effort spent acquiring non-transferable skills, losing attractive benefits, giving up seniority-based privileges.

Customer Care

Customer Care refers to the provision of services to customers before, during and after purchase. In broader terms it refers to system in the business place that will maximize your customer’s satisfaction with your business.

Task Conflict and Employee Performance

Task conflict can prove to be productive and augments the team performance. Jehn, (1994). It tends to come up with better decisions. Simons & Peterson (2000) argue that task conflict promotes team members’ ability and perceptions about decision-making effectiveness. But there is no perfect relation between task conflict and performance; however task conflict tends to reduce
members satisfaction and commitment. It persuades superior cognitive understanding of the issue being discussed. Task conflict and performance form the positive aspect of relationship. It is a likelihood that in task conflict team members would have the prospect to voice their own perspective on issues being decided by the group (Amason, 1996).

**Procedural Conflict and Employee Performance**

Unresolved procedural conflicts can prevent work on collaborative projects from even getting started; discussion of different procedural approaches can lead to a compromise that is mutually acceptable to the collaborators and productive for their decision-making.

**Interpersonal Conflict and Employee Performance**

Interpersonal conflicts are often as a result of personality clashes. People with widely different characteristics and attitudes are bound to have views and aims that are inconsistent with the views and aims of others and in that effect we see that there will be poor customer care and if it is poor then the entire performance of the organization will be poor.

**Theoretical Perspective**

Maturity-immaturity theory

According to Maslow, Argyris, McGregor, Roger and other writers of the so-called growth school, there is a basic tendency in the development of the human personality toward self-fulfillment or self actualization. This implies that if individual matures, he wants more responsibility, broader horizons and the opportunity to develop his personal potential. This process is interrupted whenever a person’s environment fails to encourage and nurture these desires. Formal organizations are rational structure that based on their assumptions of emotions, feelings and irrationality as human weaknesses; try to replace individual control with institutional control. Thus the principle of task
specialization is seen as a device that simplifies tasks for the sake of efficiency. This helps to understand that where individuals are conflicts have to occur and affect the relationships of people thereby their performance.

**Related Studies**

Several studies have discussed various aspects of Organizational Conflict and Employee Performance.

Simons & Peterson (2000) argue that task conflict promotes team members' ability and perceptions about decision-making effectiveness. But there is no perfect relation between task conflict and performance; however task conflict tends to reduce members' satisfaction and commitment.

Conflicts help in analytical thinking which may induce challenges to such views, opinions, rules, policies, goals and plans which would require critical analysis in order to justify these as they are or make such changes that may required. As Carlis (1976) puts it "no situation is more detrimental to an organization than letting poor decisions go challenged.

Procedural conflict exists when group members disagree about the procedures to be followed in accomplishing the group goal. New procedures may be formulated and a new agenda suggested even the group goal may be modified. Procedural conflict, like task conflict, may be productive (Barker et al., 1987)

Robert (2009) in his study Conflict resolution and management the types of conflicts that employees agreed are very common in many organizations are interpersonal conflict and intergroup conflict which accounts to 55%may be because of individual interests at the expense of the organizational interests.

Research has also found that task related conflict is beneficial to the organization since it allows the exchange of ideas and assist better performance amongst the
group members (Jehn, 1995) but high level of task conflict leads to reduction in team commitment and team member's satisfaction (e.g., Amason, 1996; Amason and Sapienza, 1997; Jehn, 1997; Jehn and Mannix, 2001; Simons et al., 2000).

Parker (1974) argued that if conflicts arise and there are not managed properly will lead to delays of work, disinterest and lack of action and in extreme cases it might lead to complete breakdown of the group.
CHAPTER THREE

METHODOLOGY

Research Design

In attempt to answer questions raised in previous chapters the researcher used descriptive correlation design both qualitative and quantitative methods of data collection. The qualitative method was used to obtain in-depth data about organizational conflicts and their effects on employees performance at the five selected districts in Eastern Uganda and the quantitative method was used to generate and present data in quantitative form, especially in tables where numbers, frequencies and percentages were used. This was done basically to help identify meaningful information from the field.

Research Population

Target Population

The population constituted 156 people selected in four districts in Eastern Uganda whereby top level managers, middle level managers and the lower level managers were all involved because they are directly affected by organizational conflict.
Table 1

Respondents of the Study

<table>
<thead>
<tr>
<th>District</th>
<th>Total target Population</th>
<th>Sample Population</th>
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<tbody>
<tr>
<td>Tororo</td>
<td>35</td>
<td>32</td>
</tr>
<tr>
<td>Mbale</td>
<td>31</td>
<td>28</td>
</tr>
<tr>
<td>Butaleja</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>Busia</td>
<td>35</td>
<td>32</td>
</tr>
<tr>
<td>Grand total</td>
<td>156</td>
<td>112</td>
</tr>
</tbody>
</table>

Sample Size

The minimum sample size is computed using the Sloven’s formula, which states that for any given population the required sample size is given by:

\[ n = \frac{N}{1+N(e^2)} \]

where \( n \) = the required sample size; and \( e \) = the level of significance, which is equal to 0.05. Given a total population of 156 respondents in civil service in the selected districts in Eastern Uganda and a sample was 112 respondents as illustrated in the table.

Sampling Procedure

The target population of 156 respondents were got using stratified random sampling so as to reduce costs, time of doing research and to get high degrees of accuracy of the study. Regarding the sample size, the sampled employees in the selected districts were stratified according to departments. Then proportionate systematic random samples were chosen from the respective stratum sampling frames.
Data Collection Methods

The researcher used secondary and primary data collection methods

Secondary data was got from reviewing text books, intent and manuals to mention

Primary data was got using research questionnaires as the data collection method because of their cost effectiveness in a survey involving literate respondents.

Research Instrument

There were three sets of questionnaires directed towards Employees in Civil Service in Eastern Uganda. The first one was on respondent’s bio-data, another on level of organizational conflict and employee performance. The questionnaire on organizational conflict (independent variables) consists of 9 questions all questions were closed ended.

The questionnaire on Employee Performance (dependent variable) consist of 15 questions divided in six subsections 3 questions on attractive job commitment item 1-3, 2 questions on continuance job commitment item 1-2, 2 questions on normative job commitment item 1-2, 4 questions on effort put to accomplish task items 1-4, 2 questions on understanding work process items 1-2, 2 questions on customer care item 1-2. All questions in this section are closed ended.

Validity and Reliability of Research Instruments

The researcher used content validity instrument (CVI) to check for ambiguity, simplicity, and relevancy of the instruments used. The questionnaire schedule was tested to a selected sample, which the researcher planned to use in the study. The researcher used eleven people whereby nine of these agreed that the questionnaire gave the same answers the coefficient of validity was 0.8
which is in line with Amin. To test the reliability the researcher again issued out the same questionnaires to the same group of people they give the same results after correlation which gave a conclusion the questionnaire was valid and reliable.

**Data Gathering Procedures**

The following data collection procedures will be implemented:

**A. Before the administration of the questionnaires**

The researcher was request for an introduction letter from the School of Postgraduate Studies and Research addressed to the authorities of the universities under study for her to be permitted to conduct the study. The letter contained the criteria for selecting the respondents.

The researcher prepared the questionnaires and sat with her selected research assistants discussed and briefed them on the sampling techniques and data gathering procedures.

**B. During the administration of the questionnaires**

Specifically, the researcher and her assistants requested the respondents the following: (1) to sign the informed consent,(2) to answer all questions hence should not leave any item unanswered; (3) to avoid biases and to be objective in answering the questionnaires.

The researcher and her assistants tried retrieving the questionnaires within two weeks from the date of distribution.

All questionnaires retrieved were checked if completely filled out.

**C. After the administration of the questionnaires**

The data collected was organized, collated, summarized, statistically treated and drafted in tables using the Statistical Package for Social Sciences (SPSS).
Data Analysis

To determine the profile of the respondents, the frequency and percentage distribution will be used.

The mean and standard deviation was employed to compute for the level of organizational conflict and employee performance. An item analysis based on the mean scores and ranks reflected the strengths and weaknesses of the respondents in terms of organizational conflict and employee performance. To interpret the obtained data, the following numerical values and descriptions will be used:

<table>
<thead>
<tr>
<th>Mean Range</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.26-4.00</td>
<td>Strongly Agree</td>
<td>Very High</td>
</tr>
<tr>
<td>2.51-3.25</td>
<td>Agree</td>
<td>High</td>
</tr>
<tr>
<td>1.76-2.50</td>
<td>Disagree</td>
<td>Low</td>
</tr>
<tr>
<td>1.00-1.75</td>
<td>Strongly Disagree</td>
<td>Poor</td>
</tr>
</tbody>
</table>

The z-test for difference in means was utilized to test the hypothesis for difference between means (Ho #1) at 0.05 level of significance.

Ethical Considerations

To ensure utmost confidentiality for the respondents and the data provided by them as well as reflect ethics practiced in this study, the following were done:

All questionnaires were coded to provide anonymity of the respondents.

Authors quoted in this study were recognized through citations and referencing.
Presentation of findings was generalized.
High levels of confidentiality were kept.

Limitations of the Study

The researcher claimed an acceptable (0.05 level of significance) 5% margin of error in view of the following anticipated threats to validity with relevance to this study:

1. **Testing**: Differences in conditions and time when the data shall be obtained from respondents by different persons on different days at different hours. This will be minimized by orienting and briefing the research assistants on the sampling techniques and data gathering procedures.

2. **Mortality**: The calculated number of respondents may not be reached considering the fact that some questionnaires may not be returned due to circumstances within the respondents and beyond the control of the researcher. The researcher will endeavor to attain the appropriate number of respondents for reasons of representativeness.

3. Other conditions where the researcher will not have control over the extraneous variables such as honesty of the respondents, personal biases and descriptive nature of the design.

4. Biasness by respondents in fear of giving the real response.
CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction
This chapter presents the analyzed data and interpretations made there of following the study objectives. It specifically showed data on profile of respondents, level of Organizational Conflict, level of Employee Performance, significant differences in the level Organizational Conflict and Employee Performance in the different Civil Service selected district in Eastern Uganda.

Profile of Respondents
Profile of respondents in the study was described according to age, gender, rank, highest educational level. In each case, respondents were asked through closed ended questions, to provide their respective profile information, to enable the researcher classify and compare them accordingly. Their responses were analyzed using frequencies and percentages as summarized in table 2 below;

| Table 2 |
|------------------|------------------|
| **Profile of Respondents** |
| n=112 |

| Table 2 |
|------------------|------------------|
| **Profile of Respondents** |
| n=112 |

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>20-39</td>
<td>68</td>
</tr>
<tr>
<td>40-59</td>
<td>44</td>
</tr>
<tr>
<td>Total</td>
<td>112</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>40</td>
</tr>
<tr>
<td>Male</td>
<td>72</td>
</tr>
<tr>
<td>Grand total</td>
<td>112</td>
</tr>
<tr>
<td>Rank</td>
<td></td>
</tr>
<tr>
<td>Top level manager</td>
<td>8</td>
</tr>
<tr>
<td>Middle level manager</td>
<td>8</td>
</tr>
<tr>
<td>Lower level manager</td>
<td>96</td>
</tr>
</tbody>
</table>

22
<table>
<thead>
<tr>
<th>Grand total</th>
<th>112</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level of income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>53</td>
<td>47</td>
</tr>
<tr>
<td>Medium</td>
<td>43</td>
<td>38</td>
</tr>
<tr>
<td>High</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>112</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Educational level</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>Bachelors</td>
<td>80</td>
<td>71</td>
</tr>
<tr>
<td>Masters</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>112</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Primary data 2011

Table 2 shows most respondents in the study sample were men with 64% indicating that the area of the study is dominated by men as compared to the ladies who were 36%. This was to show the understanding and involvement of male and females towards the effect of organizational conflict on employee performance. Regarding the rank, most respondents in the study were lower level employees with 86%, 7% were both middle level managers and top level managers. Such a distribution of individuals in Civil Service is normal because most of the employees begin as lower ranks then they up grade in addition education level of the respondents significantly affected the perception of the effect of organizational conflict on employee performance. About the age, age group majority of the employees are youth between the age of 20-39 with 61% while 39% are the elderly which is in line with most of African countries where the biggest potion of the population lies below 35 years and few are above 60 years.
Table 3
The level of Organizational Conflict in terms of task, procedural, and interpersonal conflict in Civil Service in Eastern Uganda

n=122

<table>
<thead>
<tr>
<th>Categories</th>
<th>Mean</th>
<th>Interpretation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your organization Faces interpersonal conflicts</td>
<td>3.24</td>
<td>High</td>
<td>1</td>
</tr>
<tr>
<td>Your organization has interpersonal conflict management policies</td>
<td>3.22</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>You need task conflict management in the organization</td>
<td>3.10</td>
<td>High</td>
<td>3</td>
</tr>
<tr>
<td>You need procedural conflict management policies</td>
<td>3.06</td>
<td>High</td>
<td>4</td>
</tr>
<tr>
<td>Your organization faces procedural conflict</td>
<td>2.78</td>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>Your organization faces task conflict</td>
<td>2.71</td>
<td>High</td>
<td>6</td>
</tr>
<tr>
<td>Your organization faces task conflict management policies</td>
<td>2.70</td>
<td>High</td>
<td>7</td>
</tr>
<tr>
<td>You need interpersonal conflict management policies</td>
<td>2.54</td>
<td>High</td>
<td>8</td>
</tr>
<tr>
<td>Your organization has procedural conflict management policies</td>
<td>2.48</td>
<td>Low</td>
<td>9</td>
</tr>
<tr>
<td><strong>Overall mean</strong></td>
<td><strong>2.87</strong></td>
<td><strong>High</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data 2011

Mean range | Response mode | Interpretation
---|----------------|-----------------|
3.26-4.00  | Strongly agree | Very high       |
2.51-3.25  | Agree          | High            |
1.76-2.50  | Disagree       | Low             |
1.00-1.75  | Strongly disagree | Very low       |

Table 3 indicates that the respondents ranked organizational conflict differently. Interpersonal conflict was ranked as the first with a mean of 3.24 this
is because of personality clashes as a result of different characteristics and attitudes since it is high interpersonal management policies are in place whereby it was ranked high with a mean of 3.22. Both task and procedural conflict were ranked high with means 2.71 for task and 2.78 for procedural. The overall mean was also high with mean of 2.87.

**Description on Level of Employee Performance**

The dependent variables in the study were on Employee Performance in Civil service in selected districts in Eastern Uganda. This section was broken down into four sections namely: Customer care, effort put in to accomplish tasks, understanding work process, Job commitment. The questions on job satisfaction were seven, effort put in to accomplish tasks four questions, understanding work process two questions and Customer care whereby each of them was rated using ranges ranging from 1-4, 1=strongly, 2=disagree, 3=neither agree nor disagree, 4=strongly agree. Here they were indicating the extent to which they with each item in the table and their responses were summarized in the table below.
Table 4
The level of Employee Performance in terms of customer care, understanding of work process, job commitment and effort put in accomplishment of the task in Civil Service in selected districts in Eastern Uganda

N=112

<table>
<thead>
<tr>
<th>Categories</th>
<th>Mean</th>
<th>Interpretation</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Affective job commitment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You feel you have the desire to remain in the organization</td>
<td>3.19</td>
<td>High</td>
<td>1</td>
</tr>
<tr>
<td>Your are emotionally attached to the organization</td>
<td>2.98</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td>You always identify with the goals of the organization</td>
<td>2.45</td>
<td>Low</td>
<td>3</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>2.87</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td><strong>Continuance job commitment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You feel there is high economic cost of leaving the organization in terms of pensions, accruals</td>
<td>2.87</td>
<td>High</td>
<td>1</td>
</tr>
<tr>
<td>You feel there is high social cost of leaving the organization in terms of loosing friendship ties with co-workers</td>
<td>2.72</td>
<td>High</td>
<td>2</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>2.79</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td><strong>Normative job commitment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>You feel you have moral obligation to remain working in the</td>
<td>3.06</td>
<td>High</td>
<td>1</td>
</tr>
</tbody>
</table>
organization because of what the organization has done in your family

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>You feel you have moral obligation to remain working in the organization because of what the organization has done for you as an individual</td>
<td>2.62</td>
<td>High</td>
</tr>
</tbody>
</table>

| Average mean                     | 2.84   | High |

**Effort put to accomplish task**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Your task accomplishment is better</td>
<td>3.22</td>
<td>High</td>
</tr>
<tr>
<td>Your task accomplishment is good</td>
<td>3.20</td>
<td>High</td>
</tr>
<tr>
<td>Your task accomplishment is poor</td>
<td>3.11</td>
<td>High</td>
</tr>
<tr>
<td>Your task accomplishment is best</td>
<td>2.72</td>
<td>High</td>
</tr>
</tbody>
</table>

| Average mean                     | 3.06   | High |

**Understanding work process**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Your understanding of work process is poor</td>
<td>2.90</td>
<td>High</td>
</tr>
<tr>
<td>Your understanding of work process is good</td>
<td>2.50</td>
<td>Low</td>
</tr>
</tbody>
</table>

| Average mean                     | 2.70   | High |

**Customer care**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Your customer care is good</td>
<td>2.67</td>
<td>High</td>
</tr>
<tr>
<td>Your customer care is poor</td>
<td>1.82</td>
<td>Low</td>
</tr>
</tbody>
</table>

| Average mean                     | 2.25   | Low  |

**Overall mean**

|        | 2.76   | High |

**Source:** Primary data 2011
Results in table 4 indicate that the respondents ranked employee performance differently where Affective job commitment was ranked high (mean 3.31) Continuance job commitment was ranked also high (mean 2.85) Normative job commitment was also high (mean 2.87), Effort put to accomplish tasks was ranked low (mean 2.48) Understanding work process was ranked also low (mean 2.17) and finally Customer care was ranked poor (mean 1.72) with the overall total ranked high (mean 2.57). This means that most of the employees have the desire to continue working but may be due to few skills their performance is affected and are not able to deliver to the maximum hence the entire organizational performance is affected negatively.

**Table 5**

To establish the significant difference between the Organizational Conflict and Employee Performance in Civil Service in selected Districts in Eastern Uganda

<table>
<thead>
<tr>
<th>Variable correlated</th>
<th>F-value</th>
<th>Sig.</th>
<th>Interpretation</th>
<th>Decision on Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Conflict Vs employee performance</td>
<td>69.798</td>
<td>.000</td>
<td>Significant difference</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Primary data

The table 5 above shows F=69.798, as the significant difference between the level of Organizational Conflict and employee performance. The results
further suggest that the independent variable included in the model significantly affects the dependent variable.

**Relationship between Organizational Conflict and Employee Performance in Civil Service in Eastern Uganda.**

This is the last objective which was hypothesis that the two variables are not sufficiently correlated. To test this null hypothesis, the researcher correlated all the mean perceptions in both tables three and four using Pearson’s linear correlation coefficient result is indicated in table five.

**Table 6**

**Relationship between Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda.**

<table>
<thead>
<tr>
<th>Variables Correlated</th>
<th>r-value</th>
<th>Sig.</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational conflict Vs Affective</td>
<td>-.740</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict Vs Continuance</td>
<td>.449</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict Vs Normative</td>
<td>.132</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict Vs Effort</td>
<td>.964</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict VS Understanding</td>
<td>-.417</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict VS Customer care</td>
<td>.030</td>
<td>0.000</td>
<td>Significant relationship</td>
</tr>
<tr>
<td>Organizational conflict Vs Employee performance</td>
<td>.324</td>
<td>.000</td>
<td>Significant relationship</td>
</tr>
</tbody>
</table>

Source: Primary data 2011

The findings in table 6 indicates that Organizational in terms of task, procedural and interpersonal conflict is positive and significantly correlated with all the six
components of employee performance (all p-value<0.05) for example organizational conflict is significantly correlated to continuance job comment (r=449, sig=0.000), normative (r=132, sig=0.000), effort put to accomplish task (r=964, sig=0.000), understanding work process (r=417, sig=0.000), Customer care (r=.030, sig=0.000). On the overall Organizational conflict is positive and significantly correlated to overall employee performance (r= 324, sig=0.000).

Table 7
Regression between organizational conflict and employee performance in Civil Service in selected districts in Eastern Uganda

<table>
<thead>
<tr>
<th>Variables Regressed</th>
<th>Adjusted R²</th>
<th>F-value</th>
<th>Sig.</th>
<th>Interpretation</th>
<th>Decision on Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational conflict Vs employee performance</td>
<td>.003</td>
<td>.287</td>
<td>0.593</td>
<td>No Significant effect</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(constant)</td>
<td>2.539</td>
<td>6.513</td>
<td>.000</td>
</tr>
<tr>
<td>Conflict</td>
<td>.053</td>
<td>.535</td>
<td>.593</td>
</tr>
</tbody>
</table>

Source: Primary data 2011

Results suggest that the independent variables included in the model significantly affect the dependent variables. These results lead to a conclusion that Organizational Conflict explains the performance of Employee Performance in Civil Service in the selected districts in Eastern Uganda (F=287, sig=0.593) that there is no significant effect. This is in line with Wiener (1982) who suggested that the feeling of remaining with an organization may result from internalization of normative pressure.
CHAPTER FIVE
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the findings, conclusions, recommendations following the study objectives and pertinent hypotheses and areas of future research.

FINDINGS

This study was about establishing the relationship between Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda which was guided by the following objectives; to determine the profile of the respondents in terms of age where most of the respondents were in the age bracket 20-39 frequency of 68 (70%) those in the age bracket of 40-59 had a frequency of 44 (39%) this is in agreement with the findings of Namawa where majority of the workers were from 16 years to 39 years in addition Muhammad also found that 56% were between 20-35 year, gender respondents Female were 40 (36%) and Male respondents were 72 (64%), highest level of education respondents with Diploma were 28 (25%), those with Bachelors were 80 (71%) and those with Masters were 4 (4%), to determine the level of Organizational Conflict in terms of Task conflict was ranked high by the respondents (mean 2.71), Procedural conflict low (mean 2.48) and Interpersonal conflict ranked high (mean 3.24) in Civil Service in Eastern Uganda, looking at the findings of Martha and Henry that interpersonal conflict is very common in organizations. To determine the level of Employee Performance in terms of customer care was ranked by respondents low (mean 2.25) this affects performance just Martha findings absence or poor customer and care relations brings in conflict and in turn affects performance, understanding of work process was ranked high (mean 2.70), and effort put in accomplishment of the task was ranked high (mean 3.06)
in civil service in the selected districts in Eastern Uganda. The different categories of employee performance were ranked differently affective job commitment was ranked high (mean 2.87). To establish the significant difference in the level of Organizational Conflict and Employee Performance in Civil Service in selected districts in Eastern Uganda and to establish the relationship between Organizational Conflict and Employee Performance in Civil Service in Eastern Uganda.

Data was analyzed using SPSS’s descriptive statistics for means and standard deviations and showed that; level of Organizational Conflict had a mean of 3, Employee Performance a mean of 3. Whether there is a significant difference in the level of Organizational Conflict and Employee Performance (f=69.798, sig.=0.000) and whether there is a significant relationship between Organizational Conflict and Employee performance in Civil Service in the selected districts in Eastern Uganda (r value=0.81, sig.=0.000).

Regression analysis results found that Organizational Conflict in the selected districts in Eastern Uganda significantly affect the Employee Performance (f=69.798, sig=0.000) contributing over 70% towards variations in the level Employee Performance (adjusted square=.003).

CONCLUSION

Employee performance evaluation criteria should be clearly spelt out and communicated to all employees. Employees should be evaluated impartially considering the performance standard set. Therefore to avoid the situation of conflicts to arise in organizations related to the performance evaluation, the standard set by management should be specific, measureable, achievable, realistic and time bound (SMART). In addition, the employees should get the progress report on their performance.

Management should put in place the procedures to be followed to resolve any conflict which might arise in the organization. The procedures in place should be communicated to all the employees.
RECOMMENDATIONS

Civil Service should set up proper measures to deal with Organizational Conflicts this is because it affects performance and there by the entire organization.

Clarify what each individual is expected to accomplish this would include authority-relationship and a clear line of hierarchy. In addition, policies and rules should be clearly established and all communication channels must be kept open so that each person knows exactly what role he has to play and to whom he has to report in the hierarchical structure.

Top management officials should train in conflict management and resolution and these later train employees. Conflict management and resolution is so crucial because it will help to ensure that all what is causing conflicts is properly handled in a more professional and diplomatic manner.

When new procedures are brought into the organization, all staff members should be informed of new changes and be allowed to make suggestions on whatever new idea is to be brought into the organization.

SUGGESTED AREAS FOR FURTHER RESEARCH

There is need to do research on remuneration and employee performance

Further research can be done in communication and organizational conflict


Nsibambi, A (2004). *The challenges of public service in developing countries* Kampala


APPENDIX 1

TRANSMITTAL LETTER FOR THE RESPONDENTS

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

2nd December, 2010

Dear Sir/Madam,

RE: REQUEST FOR AKIRINGI BETTY MHR/ 20002/82/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Human resource Management. She is currently conducting a field research of which the title is "Organizational Conflict and Employee Performance in Civil service" Case Study of three selected Ministries. As part of her research work, she has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her will be used for academic purposes only and we promise to share our findings with your organization. Rest assured the data you provide shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator
Business and Management (SPGSR)
APPENDIX 11

CLEARANCE FROM ETHICS COMMITTEE

Date______________________

Candidate’s Date

Name__________________________

Reg.# ________________________

Title of study

Ethical Review Checklist

The study reviewed considered the following:

____Physical Safety of Human Subjects

____Psychology Safety

____Emotional Security

____Privacy

____Written Request for Author of Standardized Instrument

____Coding of Questionnaires/Anonymity/Confidentiality

____Permission to conduct the study

____Informed consent

____Citation/Authors Recognized

Results of Ethical Review
___Approved

___Conditional (to provide the Ethics committee with corrections)

___Disapproved/Resubmit proposal

___Ethics Committee (Name and Signature)

Chairperson

Members


APPENDIX 111

INFORMED CONSENT

In signing this document, I am giving my consent to be part of the research study of Ms Akiring Betty that will focus on Organizational conflict and Employee performance in civil service in selected districts in Eastern Uganda.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

________________________________________

Name and signature of Respondent

Date______________________________________
APPENDIX IV

QUESTIONNAIRE TO DETERMINE THE LEVEL OF ORGANIZATIONAL CONFLICT

Please describe the level of employee conflict in your organization; respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

<table>
<thead>
<tr>
<th>Score</th>
<th>Response</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Strongly Agree</td>
<td>You agree with no doubt at all</td>
</tr>
<tr>
<td>3</td>
<td>Agree</td>
<td>You agree with some doubt</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>You disagree with some doubt</td>
</tr>
<tr>
<td>1</td>
<td>Strongly Disagree</td>
<td>You disagree with no doubt at all</td>
</tr>
</tbody>
</table>

1. Your organization faces task conflicts (is the disagreement within members of a team relating in a difference of opinion, ideas or content).

2. You need task conflict management policies in organization.

3. Your organization has task conflict management policies.

4. Your organization faces interpersonal conflicts (interpersonal conflict is the conflict between members of an organization).

5. You need interpersonal conflict management policies in your organization.

6. Your organization has interpersonal conflict management policies.
7. Your organization faces procedural conflicts (refers to disagreements that arise on how, when, where and who should perform a given task within the organization about).

8. You need procedural conflict management policies in organization.

9. Your organization has procedural conflict management policies.

SECTION A: DEPENDENT VARIABLE: EMPLOYEE PERFORMANCE

Please note that this Section distinguishes among job commitment by employees (Subsection A1), employee effort put in to accomplish tasks (Subsection A2), understanding work process (Subsection A3) and how employees give customer care to clients (Subsection A4). In other words, your performance may not coincide with what the organization expects from you. That is why we need answers to subsections A1, A2, A3 and A4.

A1. Job commitment

Please indicate how performance is in terms of job commitment: Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree; 5=Strongly agree

1. Affective job commitment (it refers to the employee's emotional identification with the organization)
1.1 You are emotionally attached to the organization. 1 2 3 4 5
1.2 You always identify with the goals of the organization. 1 2 3 4 5
1.3 You feel you have the desire to remain in the organization. 1 2 3 4 5

2. **Continuance job commitment** (it refers to acknowledgement of the consequences of leaving the organization).

<table>
<thead>
<tr>
<th>2.1 You feel there is high economic cost of leaving the organization in terms of pensions, accruals to mention but a few.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 You feel there is high social cost of leaving the organization in terms of losing friendship ties with co-workers.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

3. **Normative job commitment** (is when the employee’s have the argue of continuing to work with the organization).

<table>
<thead>
<tr>
<th>3.1 You feel you have moral obligation to remain working in the organization because of what the organization has done for you as an individual.</th>
<th>1 2 3 4 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2. You feel you have moral obligation to remain working in the organization because of what the organization has done for your family or socialization process.</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

A2. **Effort put in to accomplish tasks**

Please indicate the extent to which you agree with the following about task accomplishment: Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree
<table>
<thead>
<tr>
<th>2.1 Your task accomplishment is good.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 Your task accomplishment is better.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2.3 Your task accomplishment is Best.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2.4 Your task accomplishment is poor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**A3. Understanding work process (delineation of skills and competencies that the apprentice is to learn and perform)**

<table>
<thead>
<tr>
<th>3.1 Your understanding of work processes is good.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Your understanding of work processes is poor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**A4. Customer care**

Please indicate the extent to which you agree with the following about customer care: Your respective opinions are to range from 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree 5=Strongly agree

<table>
<thead>
<tr>
<th>3.1 Your customer care is good.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Your customer care is poor.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Key showing area of research

75- Tororo
54- Mbale
13- Busia
15- Butaleja
7TH JULY 2011

TO WHOM IT MAY CONCERN

dear sir/madam

RE: RECOMMENDATION LETTER TO AKIRING BETTY

This to recommend the above named person who has been with us here collecting data for her research on organizational conflict and employee performance for the award of masters degree in Human Resource Management from Kampala International University Kansanga. This data is specifically to help her for academic purpose only. There recommend her for any assistance where need.

Yours faithfully,

Massaja Richard
Community Development officer
Butaleja
2nd MAY, 2011

TO WHOM IT MAY CONCERN:

RE: ACKNOWLEDGEMENT LETTER TO AKIRING BETTY

This is to acknowledge the above named student who has been with us from Kampala International University (KIU) for her research on organizational conflict and employee performance. While she has been collecting data from various departments of education and health for only academic purpose, she was disciplined and hard working. We therefore wish her success in her endeavors.

Oudo Jackson
FOR: CHIEF ADMINISTRATIVE OFFICER

cc. District Chairperson, Tororo.
cc. Resident District Commissioner, Tororo.
cc. District Community Development Officer, Tororo.
TO WHOM IT MAY CONCERN

Dear sir/Madam,

RE: AKIRING BETTY

This is to acknowledge that the above named student was with Mbale district local government for her research on organizational conflict and employee performance for the award of masters Degree in Human Resource Management from Kampala International University. She was attached to probation and welfare department.

The data collected is meant to serve for only academic purpose. Therefore I recommend her for any support towards her academic achievement.

Yours in service,

Watenga Wilfred
Probation and welfare officer
25th, APRIL. 2011

To Whom It May Concern:

Dear Sir/Madam,

RE: CONFIRMATION LETTER TO AKIRING BETTY

This is to confirm that the above named student has been attached to Busia district local Government for her research on organizational conflict and employee performance. She collected data that is specifically to be used for academic purpose. We had her for a period of two weeks respectively. During her stay with us she has been very hard working.

We wish her success towards her academic performance

Yours faithfully,

Oundo James
Probation and Welfare officer
Busia
RESEARCHER’S CURRICULUM VITAE

PERSONAL PROFILE

Name : Akiring Betty
Date of birth : 10\textsuperscript{th}-09-1985
Marital status : Single
Nationality : Ugandan
Contact : 0782620415
Email : aKiring.betty @yahoo.com

Educational background

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-2011</td>
<td>Kampala International University</td>
<td>MA.HRM</td>
</tr>
<tr>
<td>Thesis topic:</td>
<td>Organizational conflict and Performance of employees in civil service in selected districts in Eastern Uganda</td>
<td></td>
</tr>
<tr>
<td>2005-2008</td>
<td>Uganda Christian University Mukono</td>
<td>B.A SWASA</td>
</tr>
<tr>
<td>2003-2004</td>
<td>Naalya S.S</td>
<td>U.A.C.E</td>
</tr>
</tbody>
</table>
WORK EXPERIENCE

2010-2011 worked as a research assistant at Infectious Disease Research Collaboration for a period of six months.

HOBBIES

- Reading
- Traveling

LANGUAGE PROFICIENCY

<table>
<thead>
<tr>
<th>LANGUAGE</th>
<th>WRITTEN</th>
<th>SPOKEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENGLISH</td>
<td>GOOD</td>
<td>GOOD</td>
</tr>
<tr>
<td>LUGANDA</td>
<td>GOOD</td>
<td>GOOD</td>
</tr>
</tbody>
</table>

REFEREES

Dr. Nankya Florence  
Study coordinator IDRC  
Tel : 0772303810

Obbo Patrick  
Coordinator- “Can U”  
Tel : 0775 901980