ORGANISATIONAL CONFLICTS AND EMPLOYEE PERFORMANCE
IN LOCAL GOVERNMENTS IN BUSOGA REGION IN
EASTERN UGANDA

BY
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OCTOBER, 2013.
DECLARATION A

I, Kakaire Abdul, do hereby declare that this thesis on, "organizational conflicts and employee performance in selected Local Governments in Busoga region is my own original work and has never been presented for any academic award in any university or institution of learning.

KAKAIRE ABDUL.

13/12/2013
Date
DECLARATION B

I confirm that the work reported in this thesis was carried out under my supervision;

DR. GULEBYO SAID MUZAMIR

Signature ........................................

Date .............................................

13/12/2013
APPROVAL SHEET

This thesis entitled "Organizational Conflicts and Employee Performance in selected Local Governments in Busoga region Eastern Uganda" prepared and submitted by Kakaire Abdul, in partial fulfillment of the requirements for the degree of Master of Human Resource Management has been examined and approved by the panel on oral examination with a grade of

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Name and Sig. of Supervisor

Name and Sig. of Panelist

Name and Sig. of Panelist

Name and Sig. of Panelist

Date of Comprehensive Examination:

Grade:

Name and Sig. of director, CHDR

Name and Sig. of DVC, CHDR

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DEDICATION

I dedicate this work to Hon A. M. Kirunda Kivejinja and Mama Mastourah Mwagale for their tireless effort to advance my formal education.
ACKNOWLEDGEMENTS

The completion of this dissertation was not the result of my individual effort. Many persons made significant contributions to this process. Words are inadequate in expressing my heartfelt gratitude to everyone who helped make this a reality.

I first of all thank the almighty ALLAH for the spiritual and intellectual guidance throughout all my study life.

I want to thank all my parents, the parents that were mine by birth and the parents I acquired through marriage. I want to thank my first parents for their example of serving your fellow man, and their attitude that improving the lot of others ultimately improves the lot of everyone. Also, they taught me not to judge others on the surface or measure them by how they were different, but to look deep into their character for their potential.

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To you all and many friends, others, I will always be grateful.
ABSTRACT

The main purpose of this study was to investigate the relationship between organizational conflicts and employee performance in selected local governments in Busoga. The objectives of the study were; (i) to establish the effects of task conflicts on employee performance in local governments in Busoga, (ii) to establish the effects of interpersonal conflicts on employee performance in local governments in Busoga, and (iii) to establish the effects of procedural conflicts on employee performance in local governments in Busoga. The study employed a descriptive correlation design. Relevant data was collected using a survey research. The questionnaires were the research instruments used to collect the required data. Data were analyzed at univariate level using frequency counts and summary statistics and Pearson Linear Correlation coefficient at bi-variate level. The study revealed that task conflict and employee performance had a weak positive significant correlation (with $r=0.336; p=0.000$), interpersonal conflict and employee performance had a strong positive correlation (with $r=0.649; p=0.000$) and procedural conflict and employee performance had a strong positive correlation (with $r=0.667; p=0.000$). The following were the recommendations from the study, (i) Good Communication strategies should be used to resolve conflicts in local governments, (ii) The political leadership and HODs of departments should be trained in counseling and guidance skills to solve conflicts, and (iii) There should be clear tasks definition to avoid overlapping of duties amongst employees.
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<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ADR:</td>
<td>Alternative Dispute Resolution.</td>
</tr>
<tr>
<td>CAO:</td>
<td>Chief Administrative Officer.</td>
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<tr>
<td>CBO:</td>
<td>Community based organization</td>
</tr>
<tr>
<td>CG:</td>
<td>Central Government.</td>
</tr>
<tr>
<td>CFO:</td>
<td>Chief Finance officer.</td>
</tr>
<tr>
<td>CVI</td>
<td>Content validity index</td>
</tr>
<tr>
<td>DV:</td>
<td>Dependent Variable.</td>
</tr>
<tr>
<td>EV:</td>
<td>Extraneous Variables.</td>
</tr>
<tr>
<td>HOD:</td>
<td>Head of Department.</td>
</tr>
<tr>
<td>IV:</td>
<td>Independent Variable.</td>
</tr>
<tr>
<td>LC:</td>
<td>Local Council.</td>
</tr>
<tr>
<td>LG:</td>
<td>Local Government.</td>
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<tr>
<td>LGs:</td>
<td>Local Governments.</td>
</tr>
<tr>
<td>MoLG:</td>
<td>Ministry of Local Government.</td>
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<td>NRM:</td>
<td>National Resistance Movement.</td>
</tr>
<tr>
<td>PLCC</td>
<td>Pearson’s Linear Correlation Coefficient</td>
</tr>
<tr>
<td>SAQ</td>
<td>Self-administered questionnaire</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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</table>
DEFINITION OF KEY TERMS

Conflicts: any serious state of disharmony between individuals and groups of people usually caused by incompatibility of goals and differences in tastes, culture, religion and values.

Performance: the act or process of carrying out an execution of a duty or the degree of accomplishment of tasks that make the individual’s job.

Task conflicts: disagreement about the substance of the discussion.

Interpersonal conflicts: conflicts between any two individuals within an organization based on the differences in their cultures, beliefs, religion and values.

Procedural conflicts: these exist when group members disagree about the procedures to be followed in accomplishing the group goal.

District: an administrative setup which is composed of sub counties under its jurisdiction.

Ministry: this is the central Government ministry which is responsible for the technical guidance, monitoring and supervision of Local Governments.

Local government: refers to a district, sub county or urban authority which enjoys corporate personality, with a common seal and perpetual powers to sue or be sued for any wrongs, omissions and commissions committed.

Head of department: head of a sub division of a sector in a district such as personnel, records, water among others.
CHAPTER ONE
INTRODUCTION

1.0 Background to the study

1.1 Historical perspective

Businesses and organizations nowadays are operating in a turbulent environment where organizations are searching for measures that will allow them to improve their performance and competitiveness (Dodd, 2003). During the 1960's, many countries in Asia, Latin America and Africa adopted the system of central government planning and administration (Rondinelli & Cheema 1983). The governments in the developing countries at that time believed that centralized planning and resource allocation would be the most effective way of improving and transforming quality of life in the communities. In Uganda, the system of centralized planning and governance started in 1962. The Subrogation of the 1962 constitution led to significant reduction in the powers of Local Authorities (Nsibambi and Zoro, 2000)

However, it became clear the system of central planning and resource allocation was not affective in bringing about improvement in the social and material welfare of communities. The officials in the Central Governments realized that Local Governments (LGs) were in better position to provide social services to communities due to their proximity to the people they serve. Consequently many countries in Africa, Asia and Latin America embraced decentralization as a vehicle through which services would reach the community. Some of the countries include Cameroon 1979, Ghana 1962,

In Uganda the National Resistance Movement (NRM) introduced major reforms in 1986 in regard to the system of governance. The Local Councils (LCs) were introduced throughout the country from villages to districts. The Uganda constitution amendment of 1995 strengthened the decentralization process in Uganda by devoting a full chapter (chapter 11) to decentralization. In 1997, the Parliament of the Republic of Uganda enacted the Local Government Act (1997) whose objectives in part, were to; amend, consolidate and streamline the existing law on LGs in line with the constitution to give effect to the decentralization and devolution of functions, powers, and services; to provide for decentralization at all levels of local governments, ensure good governance and democratic participation in, and control of, decision making by the people; to provide for election of Local Councils and for many other matters connected to the above” (LGA 1997:2).

The LGA has since then been amended thrice (2002, 2005 and 2008). It imposes mandatory duties on LGs in regard to service delivery. In Uganda, decentralization is based on district unit which provides services to communities in its area of jurisdiction. However for effective service delivery to be availed there is need for team work and harmony among stakeholders and policy makers (councilors), the civil servants, and the people that the services are provided to (community), the central Government and the
civil service organizations. This on a sad note has not been achieved by most Local Governments simply because most of them are embroiled in conflicts among themselves that is the elected officials (councilors) and the appointed official (civil servants). Conflicts also exist among the elected officials themselves and among the civil servants themselves. While such conflicts are on the increase in LGs, performance on the other hand is retarded. This has been the trend despite the regular financial transfers by the CG to the LGs and the enabling policy on decentralization. The poor performance of LGs was reflected in the “Daily monitor” (Okalebo. S. 11th Oct. 2011). Conflicts have continued to emerge in the district and in a face to face interview it was revealed that there were sharp conflict between the elected officials and the appointed officials, poor performance in primary schools, NAADS section and the health department (Busoga parliamentarian report 2012). It is against this back ground that the research was carried.

1.2 Theoretical perspective

This study was based on Thomas (1976) social impact theory of conflict which states that conflict is broken into three aspects; task conflict, interpersonal conflict and procedural conflict.

Thomas (1976) further states that, individuals are given tasks to accomplish in teams but end up having disagreements which generate conflicts. Through procedural disagreements and loss of trust to the other members, the conflict gets bigger that in
due time, explode like a time bomb and can destroy the team. Before the worst result may happen, the ice-breaker who is usually the leader or the person that is outside the team should help to resolve the conflict (Cottringer, 2006).

On the basis of this theory, the study proposes that employee performance in the selected districts could be affected by organizational conflicts.

1.3 Conceptual perspective

In this study, the dependent variable is employee performance. Employee performance management is a program that corporate management uses to evaluate the current performance of employees and to help improve the performance in the future. Employee performance management is a never-ending process to help the company and its workers will excel (Mariniero and Tromely 2003).

In this study, employee performance refers to job commitment, task accomplishment, employees understanding of the processes, and customer care.

The independent variable in this study is organizational conflicts. A conflict is a social interaction involving a struggle over claims to resources, power, status, belief and other preferences and other desires. Fisher and Dekha (2003) defined conflicts as a relationship between two or more parties who have or think they have incompatible goals.
In this study organizational conflict was conceptualized as the types of conflicts; task conflicts, interpersonal conflicts, and procedural conflicts and their effects on employee performance.

1.4 Contextual perspective

The study was to examine the effects of the three types of conflicts on employee performance in the three selected districts of Mayuge, Iganga and Kaliro. It specifically examined in detail, the effects of task conflict on employee performance, the effects of interpersonal conflict on employee performance, and the effects of procedural conflict on employee performance.

1.5 Statement of the problem

Local governments wishing to offer effective services to its customers have to improve on the performance of their employees through, effective communication, minimising wastage of resources, giving organisation a good reputation, among others (Ranjan, 1997).

Unfortunately, employee performance in the three districts of Iganga, Mayuge, and Kaliro has consistently been reported too low (Busoga parliamentary report 2012). The major objective of creation of districts (decentralization) was to improve services and bring them closer to the people, to encourage local participation in planning, control and policy making, and to improve financial accountability and dramatic governance (Baryantuma, 2007). However, this objective has not been achieved in Mayuge, Iganga
and Kaliro districts for instance performance of the employees in these districts has been deteriorating over years and as a result there has been a high employee turnover, ineffective service delivery in these local governments. While there could be several contributory factors of the low employee performance, conflicts seem to play a big role (Kilmann 1974), hence the need for the study to assess the effects of conflicts on employee performance in Mayuge, Iganga and Kaliro Districts.

1.6 Purpose of the study

The purpose of the study was to establish the relationship between organizational conflict and employee performance in selected local governments in Busoga region.

1.6.1 Objectives of the study

The study was guided by the following objectives.

(i) To establish the relationship between task conflict and employee performance in selected local governments in Busoga region.

(ii) To establish the relationship between interpersonal conflict and employee performance in selected local governments in Busoga region.

(iii) To establish the relationship between procedural conflict and employee performance in selected local governments in Busoga region.
1.7 Research questions

(i) What is the relationship between task conflict and employee performance in selected local governments in Busoga region?

(ii) What is the relationship between interpersonal conflict and employee performance in selected local governments in Busoga region?

(iii) What is the relationship between procedural conflict and employee performance in selected local governments in Busoga region?

1.8 Hypotheses

The research sought to validate or otherwise the following research hypotheses constructed within the framework of research questions (and hence the research objectives):

(i) There is no relationship between task conflicts and employee performance in selected local governments in Busoga region.

(ii) There is no relationship between interpersonal conflicts and employee performance in selected local governments in Busoga region.

(iii) There is no relationship between procedural conflicts and employee performance in selected local governments in Busoga region.
1.9 Scope of the study

1.9.1 Time scope
The study was carried out from June 2012- Aug 2012 because it was the end, and beginning of a new financial year hence a good period for assessing annual performance.

1.9.2 Geographical scope
The study covered the three districts of Iganga, Mayuge and Kaliro local governments in Busoga region Eastern Uganda.

1.9.3 Content scope
The study focused on organizational conflicts and employee performance in selected local governments in Busoga region.

1.10. Significance of the study
The study aimed at identifying the challenges confronting management as regards to conflicts and performance of employees; and also to provide an insight to the top officials on how to manage conflicts to improve performance in local governments in Busoga region.

The research may also help guide employees on how to get involved in conflict resolution hence look at conflicts in a positive way so as to improve on their
performance; these include the elected officials (councilors) and the appointed officials (civil servants and Central Government Officials) and members of the general public in Busoga region. They will be in position to accept the roles of conflicts in organizations since conflicts are part of life. The importance of conflicts are clearly stated by Fisher, (2007) who asserts that, it is not whether you have a conflict in your life but it is what you do with the conflict that makes a difference.

The research may also help other researchers who may need to study the same problem in future in literature review.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter covers the concepts, opinions, ideas from authors, conceptual framework, theoretical review, contextual and related literature of relevance to the study. The literature review was done using a number of sources that include books, journals, the Local Government Act, Newspapers, magazines, publications of MoLG, and the internet. The literature review was conducted in order to establish what was already known about the study variables, identify gaps and ascertain methodologies, the differences and similarities in the earlier studies.

2.1 Conflict

Management should resolve conflicts properly in their organization for the sake of increasing organizational performance. The outcome of resolving conflicts in organization shown as if conflicts are managed properly by applying the best course of action, the organization would increase its performance in terms of utilizing the scarce resources and achieving the organizational objectives.

Conflict improves decision making outcomes, especially on task-related conflict and group productivity by increasing the quality through constructive criticism and individuals adopting a devil’s advocate role (Hughes, 2001).
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 (Cottringer, 2006). Other benefits include improved group learning and accuracy in situation assessment (Furumo, 2008), promoted the development of new ideas and approaches (Baron, 1991) and achieve high quality decisions since individuals confront problems (Mariniero and Tromely 2003) Conflict is seen as a productive force that can stimulate members of the organization to increase their knowledge and skills and contribute to organizational innovation and productivity.

2.2 Employee Performance

Employee performance management is a program that corporate management uses to evaluate the current performance of employees and to help improve the performance in the future. Employee performance management is a never-ending process to help the company and its workers excel (Ford, 2007). Employee performance management is a process that companies use to ensure their employees are contributing to producing a high quality product or service. Employee performance management encourages the employee to get involved in the planning for the company, and therefore anticipates by having a role in the process the employee will be motivated to perform at a high level (Ford, 2007). Employee's performance is a rating system used in most corporations to determine the abilities and output of an employee. Performance is divided into five components: Planning, monitoring, developing, rating and rewarding.
In the planning stage goals are set to help measure the employee’s work time to see if they are able to maintain the goals set or reach new goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. This can also be a feedback stage in which employers determine if progress is being seen or not. During the developing stage an employee is supposed to improve any poor performance that has been seen during the time frame one has been working at the company. Generally employee’s performance ratings are given out each year. The ratings to summarise the performance based on a number of systems to determine where on the scale a person is. At the end of the cycle is rewarding stage. This stage is designed to reward and recognize outstanding behavior such as that which is better than expected. Most people see employee's performance as a way to appraise the employee for their effectiveness in the organization. It is a system designed on individual performance rather than group performance meaning you are looked at for strengths and weaknesses to determine where you might improve. Any issue that might hinder this improvement such as a physical limitation is taken into account to assess the performance you give (Barker, 1987).

Performance evaluations are looked at for which employees to keep, if you were to get to the crux of the question. The one true meaning is that your evaluation on performance can lead to promotion, remaining in the same position, or termination based on what you did in your job (Mariniero and Tromely 2003).
2.3 Conceptual framework

This describes the interdependence between the independent and the dependent variable and how the research controlled the extraneous variables from affecting the end result of the dependent variable.

### Independent variable

**Organizational Conflict**

- **Task conflict**
  - Superior Vs subordinate
  - Manager Vs manager

- **Interpersonal conflict**
  - Council Vs executive
  - Executive Vs statutory bodies
  - Executive Vs appointed staff
  - Council Vs MoLG

- **Procedural conflicts**
  - Management
  - Council
  - Executive
  - Statutory bodies
  - Executive committees

### Extraneous variables

- Working conditions
- Organizational culture
- Leadership style
- Remuneration

### Dependent variable

**Employee Performance**

- Job commitment
- Task accomplishment
- Understanding work process
- Customer care

Fig 2.1 conceptual framework built on the ideas of the researcher, Thomas (1976) social impact theory
The conceptual model (Fig 2.1) depicts three types of organizational conflicts; namely task conflict, interpersonal conflict and procedural conflicts in local governments. As for task conflict, all are conceptualized to have a positive relationship to employee performance. Similarly, interpersonal conflict and procedural conflict are assumed to be positively related to employee performance, and all organizational conflicts are conceptualized to have a positive relationship to employee performance.

2.4 Theoretical framework

This study was based on Thomas (1976) social impact theory of conflicts which states that conflicts is broken into three aspects; task conflict, interpersonal conflict and procedural conflict.

Thomas (1976) further states that, individuals are given tasks to accomplish in teams but they end up having disagreements which generate conflicts. Through procedural disagreements and loss of trust to the other members, the conflict gets bigger that in due time, explode like a time bomb and can destroy the team. Before the worst result may happen, the ice-breaker who is usually the leader or the person that is outside the team should help to resolve the conflict (Cottringer, 2006).
2.5 Review of related literature

This section reviews literature related to the three specific objectives

2.6 Causes of conflicts

A conflict is a social interaction involving a struggle over claims to resources, power, status, belief and other preferences and other desires. Fisher and Dekha (2003) defined conflicts as a relationship between two or more parties who have or think they have incompatible goals.

In any organization, there are many causes of conflicts; however conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge. Furthermore, if the tasks of individuals working as a group are not clearly defined by the management they will lead to more conflicts. Conflict between individuals may result from role-related pressures (Mariniero & Tromely 2003).

Conflicts would arise between individuals and groups if the goals are not specified for individuals within a group (Duke, 1999). Additionally, the following are other sources of conflicts within an organization namely: sharing of resources especially manpower, money materials, equipment and space required among departments. When resources are very scarce, employees will always compete for them and the end result will be conflicts. Interdependence may also lead to conflict, this usually occurs when two or
more units depend upon one another to complete work of a product especially when a product passes through stages, one unit would complete work in good time, but other unit might delay the outcome of the whole product. The management might blame all units involved at each process which might lead to a conflict. Incompatible personalities, which are psychological, might affect the employees not to get along with each other and this difficulty might lead to conflicts, which result from formal interactions with other employees (Robbins, 1987 & Malcibi, N.A. 2007).

Lack of information; Even with email, newsletters, reports, and staff and company meetings, conflict arises from lack of information or knowledge in how to use it effectively. It no longer surprises me how frequently in workplace mediations I hear the phrase, "Why didn't anybody give me that information before now?"

Skill deficits; Most of us didn't learn the "Fourth R" in school. We learnt reading, writing and arithmetic, but were not formally educated in relationship. Building relational skills, such as those associated with effective negotiation, interpersonal communication, and collaborative problem solving increases employees' ability to navigate conflict before it becomes destructive (Mariniero and Tromely' 2003).

Ineffective organizational systems; System problems can, and often do, masquerade as interpersonal conflicts. As I work with parties to peel back the layers of a conflict, it's not uncommon to uncover ways the organization's systems are pressing upon one or
more of the individuals involved and directly influencing their behavior. These system problems may be invisible until the overt conflict begins (Fisher and Dekha, 2003).

Ineffective conflict management systems; the informal system of organizational culture (as in the ways employees and leaders show through word and action that "this is how we deal with conflict here") and formal intervention systems can have a profound influence on whether or not conflict unfolds in a healthy or destructive way. Poor conflict engagement skills in an organization's leader often means poorly managed conflict throughout the system (Mariniero and Tromely 2003).

Misuse of ADR; While the increasing commitment to Alternative Dispute Resolution (ADR) in organizations is a positive step, it's often used too late in a conflict, confuses mediation and arbitration, or imposes a process unhelpfully on an unwitting or ill-informed employee. Effective conflict resolution systems, even in very small organizations, create opportunities for conflict to be identified and addressed early and constructively. Effective processes should emphasize talking things out effectively early in the dispute, the use of mediation before grievances or litigation harden positions further, conflict resolution coaching for and by educated managers, and training that supports real behavior change (Fisher and Dekha, 2003).
2.7 Types of conflicts

Three basic types of conflict are: task conflict, interpersonal conflict and procedural conflict.

2.7.1 Task conflict and employee performance

According to Duke (1999) task conflict is defined as the conflict that is focused around the task at hand. Group members may disagree about facts or opinions from authorities. Task conflict can be productive by improving the quality of decisions and critical thinking processes and it affects performance negatively in that it may result into overlapping of duties. The interpretation of evidence may be questioned. Task conflicts affect performance especially if the Disagreement about the substance of the discussion hence Task conflict can be productive by improving the quality of decisions and critical thinking processes. Task conflict is one of two types of conflicts that can happen within a group or team (Barker, 1987)

Past studies on task conflict and performance revealed include Furumo, (2008) that from the social impact theory, the explanation on the efforts of the individuals to finish the task as well as working with the teams can be explored. The theory views the individuals as the sources and target of social impact and working with groups emphasizes the idea. The great the sources and targets of social impact, the less the motivation of a member to contribute in the group. This is start of the conflict within the team or within the workplace. Through the disagreements and loss of trust to the
other members, the conflict gets bigger that in due time, like a time bomb, can destroy the team. Before the worst result may happen, the ice-breaker who is usually the leader or the person that is outside the team should help to resolve the conflict (Hughes, 2001).

2.7.2 Interpersonal conflicts and employee performance

Gordon (1990) defines Interpersonal conflicts as the disagreement that most people call a personality clash. This type of conflicts has a negative impact on employee performance because it lowers morale, hampers productivity and may also be a cause of other conflicts. This clash may take place in the form of antagonistic remarks that relate to the personal characteristics of a group member or disregard any organizational goals to antagonize a particular group member. Conflict of this type is expressed through more subtle nonverbal behaviors.

Past studies on interpersonal conflict and employee performance include Gordon, (1990) which indicated that people have individual difference as regards their style of communication, ambition, political and religious views and cultural background this may affect performance since team work is a prerequisite for good performance. Individual conflicts may also be the result of unjust treatment, for example in reward and punishment systems which are discriminatory. Individual conflicts may be a direct result of inconsistent demands from another person for example where the employee is expected to submit final Accounts for approval and at the same time is asked to
produce the annual budget as a priority. It may also arise where a member is asked to serve on a number of committees which are demanding in terms of time while at the same time he/she is asked to step up the production of their unit. Therefore all these scenarios may have an effect on their performance in the district. There may be icy stares or, at the other extreme, an avoidance of eye contact. Interpersonal conflict may be inevitable and must be managed for optimal group co-existence. The situation of the person involved in a conflict might be incorporate in greater problems.

2.7.3 Procedural conflicts and employee performance

Barker, (1987) define procedural conflicts as conflicts that exist 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, 1987).

Past studies on procedural conflicts and employee performance include Hocker & Wilmot, (1995) who established that not all conflicts are bad and not all conflicts are good. People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact to groups but may also lead to positive effects depending on the nature of the conflict. The positive effects of conflict are: improving the quality of decisions, stimulating involvement in the discussion and building group cohesion.
In addition conflict also will be potentially destructive in groups especially when it consumes individual members’ energies instead of concentrating on other productive activities of the organization. However, conflict can interfere with group process and create so much interpersonal hostility that group members may become unwilling or unable to work with others in achieving the organizational objectives. Unresolved conflicts tends to grow into bigger conflicts, the more it grows, the greater the chance of collecting more problems (Mauer, 1991). Similarly, some of these problems, which might arise due to conflict, are lack of cooperation, poor communication, wasted and contagious conflict.

2.7.4 Organizational Conflicts and performance

Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations (Duke, 1999).

According to Kotz, N & Lawyer, (1993) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

Affective Commitment (AC): AC is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the
organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Margolis (1987)

Continuance Commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership (Becker's 1960 "side bet theory") including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".

Normative Commitment: The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization (Maher 1986). The employee stays with the organization because he/she "ought to".

Performance management is about establishing a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skills, behavior and contributions. It is about sharing expectations.

Managers can clarify what they expect individuals and teams to do; likewise individuals and teams can communicate their expectations of how they should be managed and
what they need to do their jobs. It follows that performance management is about interrelationships and about improving the quality of relationships - between managers and individuals, between managers and teams, between members of teams and so on, and is therefore a joint process. It is also about planning - defining expectations expressed as objectives and in business plans - and about measurement; the old dictum is 'If you can't measure it, you can't manage it'. It should apply to all employees, not just managers, and to teams as much as individuals. It is a continuous process, not a one-off event. Last but not least, it is holistic and should pervade every aspect of running an organization (Kanter, 1968).

Conflict improves decision making outcomes, especially on task-related conflict and group productivity by increasing the quality through constructive criticism and individuals adopting a devil’s advocate role (Jones, 2000 & Delaney, 2001). 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). Other benefits include improved group learning and accuracy in situation assessment (Mauer, 1991), promoted the development of new ideas and approaches (Baron, 1991) and achieve high quality decisions since individuals confront problems (Kotz & Lawyer, 1993). Conflict is seen as a productive force that can stimulate members of the organization to increase their knowledge and skills and contribute to organizational innovation and productivity.
Strategies development is necessary in any organizations to curb or reduce conflicts at their infancy stage. These strategies will resolve an existing disagreement between oneself and others (Gross & Guerrero, 2000).

Conflict Management theory state that a healthy conflict management systems should be in place in any organization. The conflict management systems should be integrated within the system of the organization and the integration should be at higher level of the organization hierarchy rather than being interconnection, conflict management is a human sub-system which is achieved through typical development process. The process starts with assessment and inquiry, addresses the design, implementation and evaluation (Ford, 2007). This indicates that in organization management must have a system in place to resolve conflicts.

The situation of the person involved in a conflict might lead him into greater problems, therefore, the call for the appropriate conflict management styles that can bring people together to bear the problems at work (Friedman, Tidd, Currall, and Tsai, 2000). The management style is made to find solution that will last not for only months because the purpose they establish is not to lose any of the organization's valuable employees. Local Governments are mandated under the LGA 1997 to provide services to the community, to enable them fulfill their mandate; they receive periodic financial transfers from the central Government. They supplement Local Government funding by raising revenue through local taxation, user fees, sale of licenses and permits. Local Governments are expected to provide quality services in exchange for the taxes that
they collect from the communities. Failure to provide the services makes tax collection
difficult and usually results into serious conflict between communities. In the annual
assessment of performance of LGs, there are some indicators that are used to measure
their efficiency and effectiveness. The LGs with poor indicators are penalized while
those with good indicators are rewarded.

2.8 Summary

The literature review covers the theoretical framework, the effects of the three
types of conflicts on employee performance. Much of the literature was on
organizational conflicts based on Thomas (1976) social impact theory of conflicts. The
literature review didn't comprehensively tackle all the factors contributing to
organizational conflict and employee performance in the local governments in Uganda.
There is therefore a need to investigate other modes of conflict management and
performance.
CHAPTER THREE

METHODOLOGY

3.0 Introduction
This chapter contained the research design, population, sampling strategies, data collection methods, instruments, data quality control, procedure, data analysis, ethical considerations and limitations of the study.

3.1 Research Design
The study took a quantitative approach in that it was based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2003). The research design was co-relational in that it was interested in relating conflicts to staff performance. The study used a survey method because it involved a large number of respondents (Best and Kahn, 1993), and was cross sectional as pertinent data was collected from all respondents once and for all to reduce on time and costs involved (Creswell, 2003).

3.2 Population
In this study, the sample population involved was 249 employees out of the 661 targeted employees of Iganga, Mayuge and Kaliro districts local governments. The study involved low-level members of staff, middle level managers and top management of the districts because they are all directly affected by whatever policy is made on conflict which in turn affects their performance. Each district was represented depending on total target population as indicated in table 3.1 below;
Table 3.1: Respondents of the study

<table>
<thead>
<tr>
<th>District</th>
<th>Target population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iganga</td>
<td>261</td>
<td>101</td>
</tr>
<tr>
<td>Mayuge</td>
<td>198</td>
<td>72</td>
</tr>
<tr>
<td>Kaliro</td>
<td>202</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>661</strong></td>
<td><strong>249</strong></td>
</tr>
</tbody>
</table>

Source: Primary data 2013

From table 3.1, out of 249 sample population, Iganga was represented by 101 respondents, Mayuge 72 respondents and Kaliro 76 respondents. The total sample per district was calculated basing on the total number of the target population.

### 3.3 Sampling Strategies

Out of a total population of 661 employees in the study districts, the sample population was 249 using Slovene’s formula and Krejcie and Morgan, (1970). The study was done using cluster sampling to reduce costs, time of doing research and to increase the degree of accuracy of the study (Saunders, 2000). Regarding sample strategies, the sampling frames (i.e., employees) were stratified according to managerial levels and departments in the selected districts. Then proportionate systematic random samples were chosen from the respective stratum/sampling frames or lists (Creswell, 2003 & Owolabi, 2003).
The sample size was computed using Slovene’s formula, which states that; for any given population, the required sample is given;

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

Where; \( n \) = the required sample size;
\( N \) = the known population size 661;
\( e \) = the level of significance, which is = 0.05

Given the total target population of 661 a sample size of 249 was realized as shown in table 1 above. See appendix iii.

3.4 Data Collection Methods

The researcher used secondary and primary data collection approaches.

Secondary data was got from reviewing text books, journals articles, manuals, periodicals, dissertations, internet sources to mention but a few.

Primary data was got using researcher devised self administered questionnaires (SAQs) as the main data collection instruments because they were cost effectiveness in a survey involving highly literate respondents (Amin, 2003).

3.5 Data collection instruments

The SAQs were drafted towards employees in selected districts of Busoga. The questionnaire consisted of main title and introductory letter, while questions on the dependent variable namely the level of employee performance, were operationalized in
terms of employee job commitment, effort put in by employees to accomplish tasks, understanding work process, and customer care given to clients.

There are also questions on the independent variables namely task conflicts, interpersonal conflicts and procedural conflicts with the respective indicators as suggested in the conceptual Framework. Each SAQ ended with a question to help classify respondents.

3.6 Validity and reliability

The researcher ensured content validity of the said instrument by ensuring that questions or items in it conform to the study’s Conceptual Framework. Supervisors and other senior staff in the KIU College of Higher Degrees and Research also evaluated the relevance, wording and clarity of question or items in the instrument. A content validity index of at least 0.7 (Amin, 2003) led the SAQs to be declared reasonably content valid. Construct validity was ensured using Factor Analysis. Reliability of the instrument on multi item variables (e.g. con) was tested using the Cronbach Alpha Methods provided by SPSS (Foster, 1998), and a Cronbach alpha (α) of at least 0.7 (Amin, 2003) which led the SAQs to be declared reasonably reliable or consistent.

Table 3.2: Overall’s Reliability statistics on organizational conflict

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.761</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: Primary data 2013
Table 3.3 Overall’s Reliability statistics on employee performance

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.761</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: Primary data 2013

3.7 Research procedure

After getting an introductory letter from the college of high degrees and research of Kampala International University, the researcher went to the area of study and sought for permission from the Chief administrative officers in the selected districts in Busoga region to do research.

Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design could be improved or adjusted if necessary to avoid wasting time, money and other resources and to pre-test the questionnaire.

The researcher went to the field, met the respondents and requested them to answer the questionnaires. Those who completed questionnaires handed them back to the researcher on the same day while others requested him to collect them later, which the researcher did.

3.8 Data Analysis

Data on completed SAQs was edited, categorized or coded and entered into a computer for the Statistical Package for Social Scientists (SPSS) to summarize the data using
simple and complex frequency tables or cross-tabulations. The same package was used to analyze by computing relative frequencies, means, standard deviations and other relevant statistics at the univariate level, employee performance was correlated with the respective conflict (task, interpersonal and procedural) using Pearson’s Linear Correlation Coefficient (PLCC), as was deemed appropriate (Amin, 2005 & Foster, 1999).

3.9 Ethical Considerations

To safeguard against unprofessional conduct that could cause unnecessary pressures and the research findings to be undermined, the researcher;

Sought for permission from the people who participated in the research for their consent in the intended study; the researcher did not lie to subjects and record findings on hidden mechanical devices.

The researcher made sure the researcher’s personal biases and opinions do not override other interests and he gave both sides fair consideration.

The findings of the research were kept confidential, done under the condition of anonymity to avoid embarrassing and harming respondents especially if got information could be used politically or otherwise to harm the respondents.

The researcher sought approval of the supervisor’s required ethical standards to make sure the research does not violate any of the Ethical considerations.
3.9.1 Threats to validity

Some of the respondents were not willing to share with the researcher some of the information that they considered confidential but the researcher promised to keep the information got as confidential and only to be used for academic purposes. Choice of sample population caused a limitation, but the researcher tried to choose a sample population that is truly representative in terms of statistics and large enough to give a true picture of the whole population.

Untruthfulness, where some of the respondents could not say the truth, but the researcher probed the respondents further to establish the truth when it deems necessary.
CHAPTER FOUR
PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter analyses the data in relation to the research objectives of investigating conflict management and employee performance in selected Busoga Districts. The computer package SPSS version 13.0 for Windows and frequencies were used for the statistical analysis of the collected quantitative data. The main techniques used were descriptive frequencies. 249 questionnaires were issued out to the respondents and a total of 184 were returned representing 74%, therefore the findings are based on the number of questionnaires that were returned.

4.1 Findings from General Information

For the researcher to obtain a clear picture about the characteristics of the sample that was used during this study, general information in section one of the questionnaire was sought. The results are presented below.

4.2 Respondents category by designation

Results in fig. 4.1 below indicate that, 52(28.6%) were top managers, 72(39.13%) were middle managers, 41(22.28%) were low level managers and 19(10.33%) were casual employees, thus had adequate knowledge of the items in the
questionnaire concerning each variable under study. Results are illustrated in figure 4.1 below.

**Figure 4.1 Respondent Category by Designation**

![Bar chart showing respondent category by designation.]

Fig. 4.1: Respondent Category by Designation

Source: research data, 2013

**4.3 Respondents category by gender**

Results in Fig. 4.2 below show that a majority 117(63.59%) of the respondents were males while 67(36.41%) were females. This implies that probably the male generally comprise the biggest percentage of civil servants in the selected Local Governments in Busoga region. Findings are also illustrated in Figure 4.2 below.
Figure 4.2: Respondent Category by Gender

Source: Primary data, 2013

4.4 Respondent category by income

Results in figure 4.3 indicate that 49 (23.63%) were low income earners, 108 (57.7%) were medium income earners, and 27 (14.67%) were high income earners. This implies that most probably a big percentage of respondents working with Mayuge, Iganga and Kaliro are medium income earners as illustrated in the figure 4.3 below.

Figure 4.3: Respondent Category by Income Level

Source: Primary data, 2013
4.5: Respondent category by district

Results in table 4.1 below indicate that 72(39%) of the respondents were from Iganga district, 49(27%) were from Mayuge District and 63(34%) were from Kaliro district as indicated in table 4.1 below.

Table 4.1: Respondents category by District

<table>
<thead>
<tr>
<th>District</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iganga</td>
<td>72</td>
<td>39%</td>
</tr>
<tr>
<td>Mayuge</td>
<td>49</td>
<td>27%</td>
</tr>
<tr>
<td>Kaliro</td>
<td>63</td>
<td>34%</td>
</tr>
<tr>
<td>Total</td>
<td>184</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Primary data 2013

4.6. Level of Organizational Conflict

The independent variable of the study was organizational conflict and was conceptualized as; task conflicts, interpersonal conflicts and procedural conflicts measured by questions on the questionnaire.

The types of conflicts were measured by questions in the questionnaire with each item or question Likert scaled between one to four; where 1 = strongly disagree; 2 = disagree; 3 = Agree ; 4 = strongly agree;. Employees were required to rate each of the items by ticking the number in the box corresponding to their perceptions. Their responses were analyzed using SPSS’s summary statistics showing the means and standard deviations, as indicated in table 4.3;
Table 4.2: Level of Organizational Conflict

<table>
<thead>
<tr>
<th>Indicators of Organizational Conflict</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Task conflict</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Your organization faces task conflicts</td>
<td>1.32</td>
<td>0.480</td>
<td>Moderate</td>
</tr>
<tr>
<td>4.2 You need task conflicts management policies in organization</td>
<td>1.00</td>
<td>0.000</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>1.16</td>
<td>0.240</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Interpersonal conflict</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Your organization faces interpersonal conflicts</td>
<td>3.79</td>
<td></td>
<td>Very High</td>
</tr>
<tr>
<td>5.2 You need interpersonal conflicts management policies in organization</td>
<td>4.40</td>
<td>0.800</td>
<td>Very High</td>
</tr>
<tr>
<td><strong>Procedural conflict</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Your organization faces procedural conflicts</td>
<td>1.19</td>
<td>0.604</td>
<td>Low</td>
</tr>
<tr>
<td>5.2 You need procedural conflicts management policies in organization</td>
<td>1.10</td>
<td>0.306</td>
<td>Low</td>
</tr>
<tr>
<td>5.3 Your organization faces interpersonal conflicts</td>
<td>1.20</td>
<td>0.605</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>1.17</td>
<td>0.511</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Overall mean</strong></td>
<td>2.14</td>
<td>0.526</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Source: Primary data, 2013

**Key**

<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>Moderate</td>
</tr>
<tr>
<td>1.00-1.75</td>
<td>Strongly Disagree</td>
<td>Low</td>
</tr>
</tbody>
</table>
The findings of the study also indicated that overall, the level of organizational conflict was moderate (mean=2.14) in local governments in Busoga; the different aspects of conflict were measured as rated or perceived by the respondents. Task conflict was rated as low (mean =1.16), rated agree on the Likert scale; interpersonal conflict was rated as very high (mean=4.10), agree on the Likert scale, and procedural conflict was rated as low (mean=1.17), agree on the Likert scale.

4.7 Description of the dependent variable

The dependent variable in this study was employee performance in the districts of Mayuge, Iganga and Kaliro in Busoga region. Employee performance was operationalized as; affective job commitment, continuance job commitment and normative job commitments. All these aspects of performance were operationalised into questions in the questionnaire, with each item or question Likert scaled between one to four; where 1 = strongly disagree; 2 = disagree; 3 = Agree 4 = strongly Agree.
<table>
<thead>
<tr>
<th>Indicators of employee performance</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job commitment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 You are emotionally attached to the organization.</td>
<td>2.84</td>
<td>0.755</td>
<td>High</td>
</tr>
<tr>
<td>1.2 You always identify with the goals of the organization.</td>
<td>3.56</td>
<td>0.897</td>
<td>Very High</td>
</tr>
<tr>
<td>1.3 You feel you have the desire to remain in the organization.</td>
<td>2.98</td>
<td>0.673</td>
<td>High</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>3.13</td>
<td>0.775</td>
<td>Very High</td>
</tr>
<tr>
<td><strong>Task accomplishment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Your task accomplishment is good.</td>
<td>2.35</td>
<td>0.620</td>
<td>High</td>
</tr>
<tr>
<td>2.2 Your task accomplishment is better.</td>
<td>3.01</td>
<td>0.501</td>
<td>Very High</td>
</tr>
<tr>
<td>2.3 Your task accomplishment is Best.</td>
<td>2.61</td>
<td>0.802</td>
<td>High</td>
</tr>
<tr>
<td>2.4 Your task accomplishment is poor.</td>
<td>3.03</td>
<td>0.473</td>
<td>Very High</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>2.75</td>
<td>0.319</td>
<td>High</td>
</tr>
<tr>
<td><strong>Understanding work process</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Your understanding of work processes is good.</td>
<td>2.13</td>
<td>0.437</td>
<td>Moderate</td>
</tr>
<tr>
<td>3.2 Your understanding of work processes is poor.</td>
<td>2.89</td>
<td>0.417</td>
<td>High</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>2.51</td>
<td>0.305</td>
<td>High</td>
</tr>
<tr>
<td><strong>Customer care</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Your customer care is good.</td>
<td>2.09</td>
<td>0.359</td>
<td>Moderate</td>
</tr>
<tr>
<td>3.4 Your customer care is poor.</td>
<td>2.03</td>
<td>0.449</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Average Mean</strong></td>
<td>2.06</td>
<td>0.303</td>
<td>Moderate</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td>2.61</td>
<td>0.426</td>
<td>High</td>
</tr>
</tbody>
</table>

Source: Primary data, 2013
The findings of the study also indicated that overall, the level of employee performance was high (mean=2.61) in local governments in Busoga; the different aspects of employee performance were measured as rated or perceived by the respondents. Job commitment was rated as very high (mean =3.13), rated agree on the Likert scale; task accomplishment was rated as high (mean=2.75) and understanding work process (mean=2.51), agree on the Likert scale and customer care was ranked to be high (mean=2.61).

4.8 The relationship Between Organizational Conflicts and Employee performance

The purpose of this study was to describe the relationship between organizational conflict and employee performance in selected local governments in Busoga region. This purpose was broken into three specific objectives, each of which was correlated with employee performance.

4.8.1 Task conflict and employee performance

Objective one of this study aimed at establishing the relationship between task conflicts and employee performance, for which it was hypothesized that task conflict and employee performance are not significantly related. To test this
relationship/hypothesis, the Pearson’ Linear Correlation Coefficient (PLCC) was used and results are indicated in table 4.4 below;

Table 4.4: Relationship between Task conflict and employee performance in Local governments in Busoga

Objective one of the study was to establish the effect of task conflicts on employee performance.

<table>
<thead>
<tr>
<th>Variables Correlated</th>
<th>r-value</th>
<th>p-value</th>
<th>Interpretation</th>
<th>Decision on Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Conflict Vs Job Commitment</td>
<td>0.289</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Task Conflict Vs Task accomplishment</td>
<td>0.305</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Task Conflict Vs Understanding Work Process</td>
<td>0.280</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Task Conflict Vs Customer Care</td>
<td>0.266</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td><strong>Task Conflict Vs Overall Employee Performance</strong></td>
<td><strong>0.336</strong></td>
<td><strong>0.000</strong></td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Primary Data 2013
Table 4.4 indicated that overall, task conflict and employee performance had a weak positive correlation (with $r=0.336; p=0.000$). Task conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a weak positive correlation with all the four (constructs) of employee where job commitment ($r=0.289, p=0.000$); task accomplishment ($r=0.305, p=0.000$); understanding work process ($r=0.280, p=0.000$) and customer care ($r=0.266, p=0.000$).

4.8.2 Interpersonal conflicts and employee performance

Objective two of the study was to establish the effect of interpersonal conflicts on employee performance.
Table 4.5 indicated that overall, interpersonal conflict and employee performance had a strong positive correlation (with $r=0.649; \ p=0.000$). Interpersonal conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a strong positive correlation with all the four (constructs) of employee where job commitment ($r=0.449, \ p=0.000$); task accomplishment ($r=0.493, \ p=0.000$); understanding work process ($r=0.367, \ p=0.000$) and customer care ($r=0.400, \ p=0.000$).

### 4.8.3 Procedural conflicts and employee performance

Objective two of the study was to establish the effect of procedural conflicts on employee performance.

**Table 4.6: Relationship between Procedural Conflict and Employee Performance in Busoga.**

<table>
<thead>
<tr>
<th>Variables Correlated</th>
<th>r-value</th>
<th>p-value</th>
<th>Interpretation</th>
<th>Decision on Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedural Conflict Vs Job Commitment</td>
<td>0.510</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Procedural Conflict Vs Task accomplishment</td>
<td>0.481</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Procedural Conflict Vs Understanding Work Process</td>
<td>0.425</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td>Procedural Conflict Vs Customer Care</td>
<td>0.344</td>
<td>0.000</td>
<td>Weak Positive Correlation</td>
<td>Rejected</td>
</tr>
<tr>
<td><strong>Procedural Conflict Vs Overall Employee Performance</strong></td>
<td><strong>0.667</strong></td>
<td><strong>0.000</strong></td>
<td>Strong Positive Correlation</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Primary Data 2013
Key

<table>
<thead>
<tr>
<th>R-Values</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>±0.7 to ±1.0</td>
<td>Positive/Negative Perfect Correlation</td>
</tr>
<tr>
<td>±0.30-±0.69</td>
<td>Strong Positive/Negative Perfect Correlation</td>
</tr>
<tr>
<td>±0.10-±0.29</td>
<td>Weak Positive/Negative Perfect Correlation</td>
</tr>
<tr>
<td></td>
<td>No Correlation/Perfect Independence</td>
</tr>
</tbody>
</table>


Table 4.6 indicated that overall, procedural conflict and employee performance had a strong positive correlation (with \( r=0.667; p=0.000 \)). Procedural conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a strong positive correlation with all the four (constructs) of employee where job commitment \( (r=0.510, p=0.000) \); task accomplishment \( (r=0.481, p=0.000) \); understanding work process \( (r=0.425, p=0.000) \) and customer care \( (r=0.344, p=0.000) \).
CHAPTER FIVE
DISCUSSION OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter focuses on the discussion of findings, conclusions drawn there from and recommendations based on the conclusions. The areas for further research are also suggested here.

5.1 DISCUSSION OF THE FINDINGS
This section discusses the findings objective by objective.

5.1.1 To establish the relationship between task conflicts and employee performance in local governments in Busoga
Overall, task conflict and employee performance had a weak positive significant correlation (with $r=0.336; p=0.000$). Task conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a weak positive correlation with all the four (constructs) of employee where job commitment ($r=0.289, p=0.000$); task accomplishment ($r=0.305, p=0.000$); understanding work process ($r=0.280, p=0.000$) and customer care ($r=0.266, p=0.000$). This study finding agree with Thomas (1976) who argued from his social impact theory that continued task commitment, increases morale of individuals to finish the task as well as working with the teams to increase performance.
5.1.2 To establish the relationship between interpersonal conflicts and employee performance in local governments in Busoga.

The results indicated that interpersonal conflict and employee performance had a strong positive significant correlation (with \( r=0.649; \ p=0.000 \)). Interpersonal conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a strong positive significant correlation with all the four (constructs) of employee where job commitment (\( r=0.449, \ p=0.000 \)); task accomplishment (\( r=0.493, \ p=0.000 \)); understanding work process (\( r=0.367, \ p=0.000 \)) and customer care (\( r=0.400, \ p=0.000 \)). The findings agrees with study of Gordon (1990) who asserted that people have individual difference as regards their style of communication, ambition, political and religious views and cultural background which affect performance since team work is a prerequisite for good performance. Gordon (1990) further argued that interpersonal conflicts result from unjust treatment, for example the reward and punishment systems which are discriminatory.

5.1.3. To establish the relationship between procedural conflicts and employee performance in local governments in Busoga

The results revealed that procedural conflict and employee performance had a strong positive correlation (with \( r=0.667; \ p=0.000 \)). Procedural conflict was further correlated with the four aspects (constructs) of employee performance where task conflict was established to have a strong positive correlation with all the four (constructs) of employee where job commitment (\( r=0.510, \ p=0.000 \)); task accomplishment (\( r=0.481, \ p=0.000 \)) and customer care (\( r=0.400, \ p=0.000 \)).
p=0.000); understanding work process (r=0.425, p=0.000) and customer care (r=0.344, p=0.000).

The study findings agree with Hocker and Wilmot (1995) who established that not all conflicts are bad and not all conflicts are good and people tend to view conflict as a negative force operating against successful completion of group common goals. It was further supported by Knippen and Green, (1999) who suggested that Conflict can create negative impact to groups but may also lead to positive effects depending on the nature of the conflict.

5.2 Conclusions

In this section, the researcher gave conclusion to the study findings in relation to the study objectives.

5.2.1 Task conflicts and employee performance in local governments in selected local government in Busoga

The results indicated that task conflict and employee performance had a weak positive significant correlation (r=0.336; p=0.000). Therefore, task conflict influences employee performance in local government in Busoga.

5.2.2 Interpersonal conflicts and employee performance in local governments in Busoga

The results indicated that interpersonal conflict and employee performance had a strong positive correlation (r=0.649; p=0.000). Therefore, interpersonal conflict influences employee in local government in Busoga.
5.2.3 Procedural conflicts and employee performance in local governments in Busoga

The results revealed that procedural conflict and employee performance had a strong positive significant correlation ($r=0.667; p=0.000$). Therefore, procedural conflict influences employee in local governments in Busoga.

5.3 Recommendations

This section deals with recommendations arising from the pertinent findings and conclusions of this study, following the study objectives and hypotheses;

5.3.1 Objective One

Based on the findings the researcher recommends that:

There is need for the HODs in the various departments in the three districts to clearly define the tasks to be performed by their employees in order to avoid overlapping of duties and non performance of duties. The districts should put in place a team of people to monitor how the employees perform their daily activities.

Communication strategy should be used to resolve conflicts in many organizations by breaking down the resistance among workers and increasing their trust in impending changes. In addition, when a group is achieving a goal, there are internal and external problems and one way to resolve the problem is via communication.
Employees should respect each other's opinions, and when possible try to collaborate the different ideas and opinions to come up with one idea with which everyone in the group can agree.

5.3.2 Objective Two

Based on the findings the researcher recommends that:

Destructive conflicts should be dealt with in their early stages before they reach crisis proportions. Conflicts are more difficult to resolve when they are in their advanced stages. There is need for a close watch on the following groups; the district councils and the district service commission, district councilors and civil servants and the public account committee in local governments.

Team leaders should effectively monitor the performance of the members and still give them extra training to help them meet their expectations.

Put in place a well developed mechanism for resolving conflicts such as mediation, arbitration, reconciliations, avoidance and withdrawal.

5.3.3 Objective Three

Based on the findings the researcher recommends that:

Increase communication across all departments and the political leadership for the sake of promoting transparency among stakeholders of the various local governments to reduce communication gaps which often lead to conflicts.
Heads of departments should organize reconciliation meetings amongst members so as to comprise the conflicting parties for the smooth learning of the local government activities.

Train political leaders and HODs in counseling skills to help counsel disgruntled members of staff. Conflicts should be managed properly by applying the best course of action; the organization should increase its performance in terms of utilizing the scarce resources and achieving the organizational objectives.

5.4 Suggested areas for further research
There is need for further research on the factors contributing to the high labour turnover in local Governments in rural districts of Uganda. Further research can be done in training and employee performance.
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of education, Makerere university-Kampala.


APPENDIX I

QUESTIONNAIRE

KAMPALA INTERNATIONAL UNIVERSITY

SELF-ADMINISTERED QUESTIONNAIRE ON CONFLICTS AND EMPLOYEE PERFORMANCE- IN SELECTED DISTRICTS IN BUSOGA; case of (MAYUGE, IGANGA AND KALIRO DISTRICTS.)

School of Postgraduate Studies and Research,

Thru: The Dean School of Business and Management,

Kampala International University,

June, 2012

Dear Prof/ Dr/ Mr/ Mrs/ Ms,

I am carrying out a survey research in Mayuge, Iganga and Kaliro districts in Busoga region, whose purpose is to determine organizational conflicts and how they do affect employee performance in local governments.

The questionnaire below is for you, the employees in the selected Districts. It is against that background that you have been selected to participate in the research by completing the questionnaire.

It could be very helpful if you assist me by answering the attached questionnaire as per the instructions provided at the beginning of each section. You should provide the most appropriate answer in your opinion by ticking, circling or writing in the given space as the case may be. The success of this part of the research will entirely depend on your positive cooperation. Your responses will be kept confidential. In any case the questionnaire is anonymous. Please endeavor to fill the questionnaire within two weeks and return it to the secretary in your department. Thank you.

Yours faithfully,

Kakaire Abdul (Researcher)
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 which means disagree without doubt; 2=Disagree means disagree with a bit of doubt; 3=Agree means agree with a bit of doubt 5=Strongly agree means agree without any doubt.

<table>
<thead>
<tr>
<th>1. Affective job commitment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 You are emotionally attached to the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>1.2 You always identify with the goals of the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>1.3 You feel you have the desire to remain in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

2. Continuance job commitment

<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</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
</table>

57
2.2 You feel there is high social cost of leaving the organization in terms of losing friendship ties with co-workers.

3. **Normative job commitment**

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.

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.

**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=Agree; 4=Strongly agree

| 2.1 Your task accomplishment is good. | 1 | 2 | 3 | 4 |
| 2.2 Your task accomplishment is better. | 1 | 2 | 3 | 4 |
| 2.3 Your task accomplishment is Best. | 1 | 2 | 3 | 4 |
| 2.4 Your task accomplishment is poor. | 1 | 2 | 3 | 4 |

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

| 3.1 Your understanding of work processes is good. | 1 | 2 | 3 | 4 |
| 3.2 Your understanding of work processes is poor. | 1 | 2 | 3 | 4 |

**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=Agree; 4=Strongly agree

| 3.1 Your customer care is good. | 1 | 2 | 3 | 4 |
| 3.2 Your customer care is poor. | 1 | 2 | 3 | 4 |
### SECTION B:

**INDEPENDENT VARIABLE: CONFLICTS**

<table>
<thead>
<tr>
<th>4. Task conflict</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Please describe the pay you get. Your respective opinions are to range from 1=Strongly disagree;2=Disagree;3=Agree 4=Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Your organization faces task conflicts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4.2 You need task conflicts management policies in organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Please specify........................................</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Interpersonal conflict</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe the salary you get. Your respective opinions are to range from 1=Strongly agree;2=Disagree; 3=Agree 4=Strongly agree</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Your organization faces interpersonal conflicts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.2 You need interpersonal conflicts management policies in organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Please specify........................................</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Procedural conflict</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Your organization faces procedural conflicts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.2 You need procedural conflicts management policies in organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.3 Your organization faces interpersonal conflicts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Please specify........................................</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**SECTION D: BACKGROUND VARIABLES**

Now to help us classify your responses, avail us the following facts:

14.1 Your department .................................................. 

15.2 Your designation

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Top Manager</td>
</tr>
<tr>
<td>2</td>
<td>Middle level manager</td>
</tr>
<tr>
<td>3</td>
<td>Lower level manager</td>
</tr>
<tr>
<td>4</td>
<td>Causal employee</td>
</tr>
</tbody>
</table>

16.3 What is your gender? 1. Female 2. Male

17.4 How old are you? (to the nearest whole number in years) .......... Years.

18.4 How would describe your income level now?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Low.</td>
</tr>
<tr>
<td>2</td>
<td>Medium or middle.</td>
</tr>
<tr>
<td>3</td>
<td>High or upper</td>
</tr>
</tbody>
</table>
APPENDIX II

MAP SHOWING THE DISTRICTS OF KALIRO, IGANGA AND MAYUGE IN BUSOGA

KEY
1 = KALIRO
2 = IGANGA
3 = MAYUGE

Source: Primary data 2013
SLOVENE’S FORMULA

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

\[ n = \frac{661}{1 + 661(0.05^2)} \]

\[ n = \frac{661}{1 + 661(0.0025)} \]

\[ n = \frac{661}{1 + 1.6525} \]

\[ n = \frac{661}{2.6525} \]

\[ n = 249.19 \]

\[ n = 249 \]
APPENDIX IV

CURRICULUM VITAE

BIODATA

NAME KAKAIRE
OTHER NAMES ABDUL
DATE OF BIRTH 10th October 1975
SUBCOUNTY NAWANYAGO
COUNTY BUZAAYA
DISTRICT KAMULI

OBJECTIVES
To get a motivating job position with an organization that will enable me explore all my talents and provide room for my career advancement.

EDUCATION BACKGROUND
• M.A. Human Resource Management since 2009
  Kampala International University
• Post graduate diploma public administration and management 2007 – 2008
  Busoga University-Iganga
• Bachelor of Arts with Education 1996 – 1999
  Islamic University in Uganda (IUIU)
• Uganda advanced Certificate of Education 1993 – 1996
  Kololo High School – Kampala
  Bukoyo Secondary school – Iganga

WORKING EXPERIENCE
Teacher of History and Economics, TAWHEED ACADEMIC INSTITUTE 2001 – 2009
Team leader curriculum and syllabus development – AIC, KIGOMA TANZANIA 2011
RESPONSIBILITIES HELD
- Team leader of institutional syllabus and curriculum development team, AIC Kigoma Tanzania 2011
- Assistant Headteacher Ammah Secondary School, Iganga 2011
- Careers Master, Tawheed Academic Institute, Mayuge 2004 - 2008

PERSONAL COMPETENCES
- Good interpersonal and communication skills
- Good at Team work
- Attaining set targets
- Initiation and creativity at work
- Good Computer skills
- Working under minimum supervision

HOBBIES
- Playing and watching football
- Reading leadership magazines
- Listening to music
- Playing volleyball

REFEREES

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Kampala International University
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Email: gmuzamirsaid@yahoo.co