

**CONFLICT MANAGEMENT AND EMPLOYEE PERFORMANCE IN XLUSIVE
CUTTING(U)LIMITED,BUSUKUMA SUBCOUNTY,WAKISODISTRICT**

By

NANDAWULA SAMALIE

BHR/ 20071 / 82 / DU

**ARESEARCH REPORT SUBMITTED TOTHE SCHOOL OF BUSINESS AND
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF BACHELORS DEGREE OF HUMAN
RESOURCE MANAGEMENT FROM KAMPALA
INTERNATIONAL UNIVERSITY.**

JANUARY 2012

DECLARATION

This research is my original work and has not been presented by any one for a degree or any other award in any other university

Nandawula .Samalie

Signature : 

Date : 16th / 02 / 2012

APPROVAL

This Project Research has been under my supervision and has been submitted for examination with my approval as University Supervisor:

Dr Wandiba Augustine

Supervisor : 

Date : 16.02.2012

DEDICATION

A dedication to my father Mr. Lukanga Augustine and Mr. Hans who have been always there for me during compilation of this report and for their contributions , I also give glory to God for giving me wisdom and understanding through the course of my study .

ACKNOWLEDGEMENT

Appreciation is extended to the course lecturers, my friends for facilitating in the preparation of this handbook.

The exercise to produce this handbook required a lot of consultations and discussions.

Special thanks go to Dr Augustine Wandiba for his dedication and open mindedness during the whole exercise.

A gratitude to Loving mother ,my late sisters Nabadda Rosemary and Ndagire Monica that you laid my foundation despite my earlier resistance to your desire. I unconsciously fulfill their wish that i will teach and touch the young ones you left to help them get the foundation you gave me.

This guide is dedicated to all those who are committed to reduce and manage conflict .

ABSTRACT

The study was about conflict management and employee performance as perceived by employees in Xclusive Cuttings Uganda Limited .

The purpose of this study in this connection sought to investigate the effects of conflict management on employee performance and to offer a comprehensive review on the management. By scanning the existing literature on conflict ,there are still identified gaps within ,this review will thereby serve as a starting point for analysis in the conflict management research project. The study was guided by objectives which were, to find the causes, establish the effects and measures of reducing conflict in organization.

The study was carried out using interview guide and semi-structured questionnaire to get in-depth information,taking a sample size of 100 respondents, results were analyzed and presented in frequency tables and graphs and in content.

The research revealed that emerging themes were, limited resources , poor communication, competition, interdependence, poor planning and personality differences .Themes described the sources of the conflict as well as helping to get strategies to manage them.

Although conflict-control approaches have been extensively researched throughout , there are still a number of challenges that need to be addressed at all levels of the organization concerning conflict management, no research-based data are available on the perception of conflict and effective resolutions .How ever the significance of this study lied in the fact that its finding will enable managers to have in-depth knowledge of the causes of conflict and how to manage them ,not only in Uganda but across the world. Managers should be encouraged to try to resolve conflicts at the early stage before they mature .

The researcher recommended that the organizations should make interventions like identifying common causes of conflicts, addressing issues to solve them ,this can be done through motivating workers to feel as part of the organization .

CONTENTS.

DECLARATION.....i
APPROVAL.....ii
DEDICATION.....iii
ACKNOWLEDGEMENT.....iv
ABSTRACT.....vi

TABLE OF CONTENTS..... 1

CHAPTER ONE

1.0 Introduction 1
1.1Background of the study.....1,2
1.2Statement of the problem.....3
1.3 Purpose of the Study.....3
1.4 Project Objectives of the study.....3
1.5 Research questions.....3
1.6 Scope of the study.....4
 1.6.1 geographical study.....4
 1.6.2 Content Scope.....4
1.7Significance of the study.....4

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction.....5
2.1Theoretical frame work5
2.2 Conceptual framework6
2.3 Related review.....7
 2.3.1 causes of conflicts8 ,9,10,11
 2.3.2 Effects of conflicts on employee performance12,13, 14,15
 2.3.3 Measures of conflict management 16,17,18

CHAPTER THREE

METHODOLOGY

3.0 Introduction.....19

3.1 Research design.....19

3.2 Study population19

3.3 Sample size19

3.4 Sample techniques19

3.5 Sources of data19

 3.5.1 primary data19

 3.5.2 Secondary data20

3.6 Data collection instrument20

 3.6.1 interview20

 3.6.2 Questionnaire20

3.7 Data analysis and findings20

3.8 Data Reliability and Validity of the Instruments20

3.9 Research Procedure.....21

CHAPTER FOUR

**DATA ANALYSES, PRESENTATION ,INTERPRETATION AND
DISCUSSION OF FINDINGS**

4.0 Introduction.....22

4.1 The causes of conflicts in organization.....22,23

4.2 Effects of conflict on employee performance in organization.....24,25

4.3 The measures of reducing conflicts in organization26,27

CHAPTER FIVE
DISCUSSIONS OF FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.0 Introduction.....28
5.1 Discussion28
5.1.1 The causes of conflicts in organization.....28
5.1.2 The effects of conflict in organization28
5.1.3 The Measures of reducing conflicts in organization.....28
5.2 Conclusion29,30
5.3 Recommendations.....30,31,32
5.4 Limitations of the study32
5.5 Area of further study33

REFERNCIES34

APPENDIXS.....35

Appendix I : Research questionnaire.....36

Appendix II: Interview guide.....37

Appendix III: Budget.....38

Appendix IV: Proposed Time Frame.....39

CHAPTER ONE

1.0 INTRODUCTION

This Chapter contains the background of the study, statement of the problem, purpose, objectives , research questions, scope and significance .

1.1 Background of the study.

Businesses now days are operating in a turbulent environment where organizations are searching for measures that will allow them to improve their performance and competitiveness (Dodd, 2003).

Conflicts are a universal and normal phenomenon in social life (Dahrendorf 1979). , They occur but they are managed by family members, friends and relatives. The same case applies to organizations, when conflicts arise, it needs to be resolved by management for the sake of the organizational growth, survival and enhance performance. (Barker et al., 1987). As a consequence, employees and their employers can not have mutual support without any conflict, and conflict being inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones et al, 2000), this is particularly true of work groups because they are generally expediently assembled collections of individuals with different backgrounds, perceptions, attitudes , and values.

Conflict is generally regarded as disagreement regarding interests. (Esquivel and Kleiner, 1997) says it is as the discord that occurs when the goals, interests or values of different groups are incompatible with those of individuals or groups block they frustrate each others in an attempt to achieve their objectives.

Loomis and Loomis (1965) argue that Conflict is an ever-present process in human relations. That is why various organizations have changed approaches to enable them to manage their organizations effectively to avoid conflicts at all costs. Conflict is a fact of life in any organizations as longer as people compete for jobs, resources, power, recognition and security. Rain, J.S., Lane, I.M. & Steiner, D.D. (1991)

Conflict management involves implementing strategies to limit the negative aspects and to increase the positive aspects of conflict at a level equal to or higher than where it is taking place. Furthermore, the aim of conflict management is to enhance learning and group outcomes .(Farace, Monge, & Russel, 1997).

De Church & Marks(2001) defined conflict management as the practice of identifying and handling conflict in a sensible, fair, and efficient manner. It requires such skills as effective communicating, problem solving, and negotiating with a focus on interests.

Crohan (1992) defined conflict management as a key skill for all successful long-term relationships. It may well be that the key skill in all long-term committed relationships is conflict management--certainly the data on marriages suggests this is true. The presence of conflict does not determine the quality of a marriage; rather, how the couple handles conflict situations determines the quality of the relationship. Even beliefs about conflict are more important to marital, happiness than whether or not the two partners actually agree with one another.

Conflict Management theory states that a healthy management systems should be integrated within the system of the organization and the integration should be at higher level of hierarchy rather than being interconnection, conflict management is a human sub-system which is achieved trough 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.

Employee performance ,It is about how the workers can be able to achieve organizational objectives basing on agreed measures, skills, competency requirements, when there is a direct and quantifiable links between customer service variables such as satisfaction , loyalty and employee variables like enthusiasm, commitment, capability, and internal service quality to deliver results and to create a high performance workforce, Frederick Reichheld's (1996) and James Heskett,

1.2 statement of the problem

Conflict resolution has received increasing attention in the organization, Despite the interest made to manage conflicts, both employers and employees commitment has persistently continued to be low and management practices have remained a much neglected topic of the study . R.R. Blake and J. S. Mouton (1965), conflicts at work place is inevitable , Xclusive cuttings Uganda Limited is facing more problems due to factors like poor communication , poor planning, differences in personalities , limited resources , interdependence , and employee health safety precautions are not emphasized and health expenses are not supported by the company.(field survey 2011), If these problems are not well managed according to (S. Robbins 1978) , it would seem to lead to low decision making and decline in performance.

1.3 Purpose of the study

The purpose of this study was to establish the relationship between conflict management and employee performance.

1.4 Research objectives

1. To find out the causes of conflicts in the organization.
2. To examine the effects of conflicts on performance in organization.
3. To establish measures for managing conflicts in the organization.

1.5 Research questions

1. Examine the causes of conflicts in organizations.
2. What are the effects of conflicts to both organization and it's employees?
3. What measures can be taken to reduce conflicts in organization?

1.6 Scope of the study

1.6.1 Geographical study

The study will be carried out at Xclusive Cuttings Uganda limited in Busukuma sub country, wakiso district .

1.6.2 Content Scope

The study was focused on conflict management and employee performance at Xclusive Cuttings Uganda limited.

1.7 Significance of the study

The study will be important in the following ways.

- Help managers to know the causes of conflicts.
- Help to establish the effects of conflicts in the organization.
- Help to establish the measures to manage conflicts in the organization.
- Help employees get working moral and interest in their job to perform effectively since conflicts are being resolved .
- Help bring hope to enhance the understanding and building of co-operation among people in the organization
- Help increase productivity in the organization . .
- Help the employers to achieve their set goals and objectives through trying management and resolution process.
- The future researchers will use this work as a reference and a guide to their study.
- The community will use the findings collected as a source of motivation to other persons in appreciating the need for conflict management.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter focuses on theoretical , conceptual frame work, and review of related literature put up by different Authors .

2.1 Theoretical frame work

The study is guided by theories

Abraham Maslow (1908-1970), suggests that the needs underlie, many deep-rooted and intractable conflicts. There is relationship between requirements, arranged according to their importance for survival and their power to motivate the individual to make them perform well. He says when social conflicts are caused by the denial of one or more of the essential needs, the victims will fight indefinitely for their achievement and will not give up until that goal is attained this applies to employees in organization.

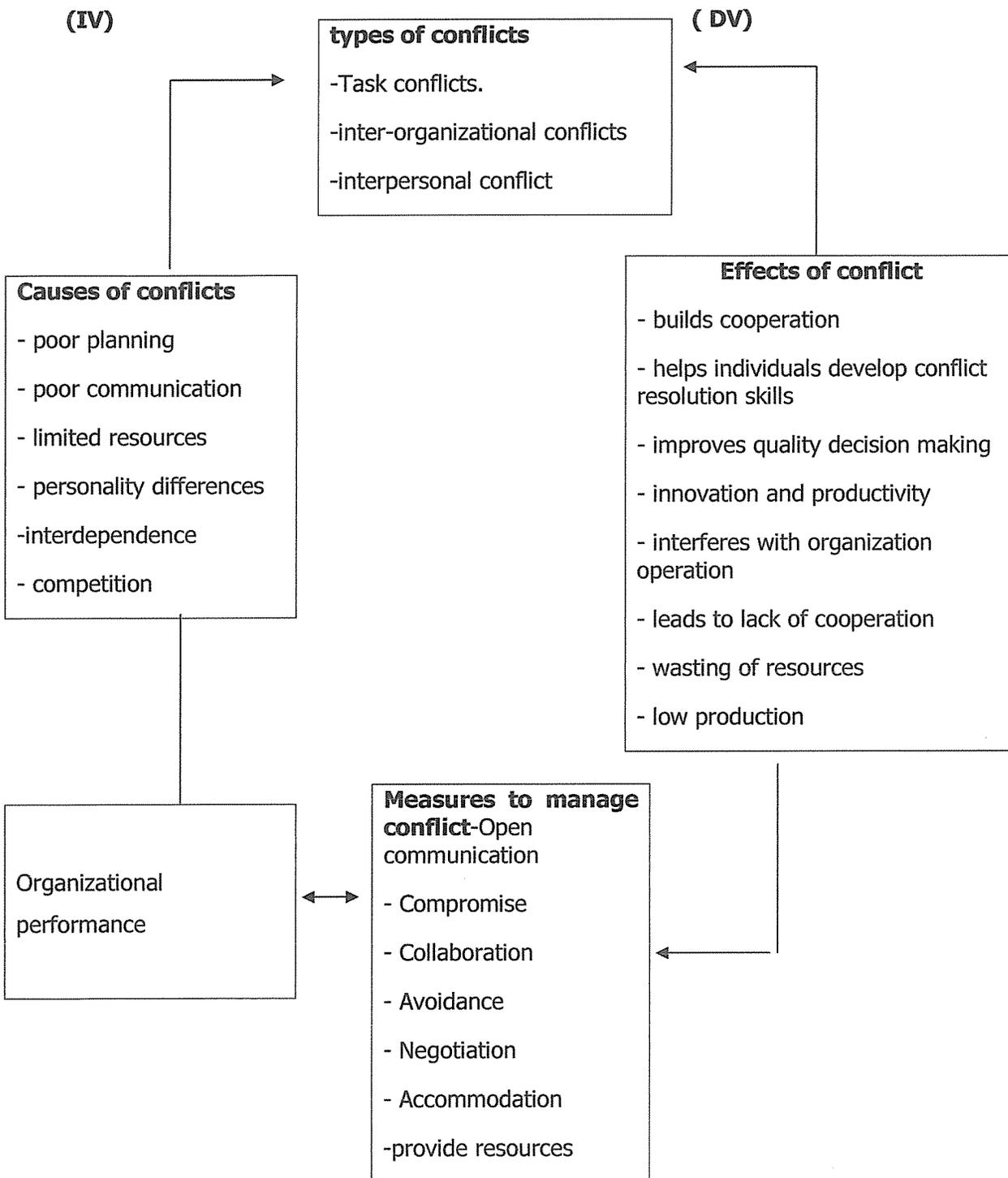
Key findings is that there is a direct link between organizational performance and employee satisfaction this will lead to good performance. Once these basic needs are satisfied, humans are then motivated to satisfy higher-level needs for safety, love, esteem, and self-actualization.

Chris Argyris (1923) argued that an over emphasis on control by managers encourage workers to become passive , dependent and to shirk responsibility. As a result, workers will become frustrated and dissatisfied with the workplace this lead to cause of conflicts and employees will engage in behaviors that hamper the achievement of organizational goals. Organizations that emphasize control are, in actuality, treating individuals as if they were immature this will affect performance. Mary Parker Follett (1868-1933) hypothesized that conflict is neither good nor bad and managers could resolve it by, one side giving in, compromise, or integration.

2.2 Conceptual frame work

Independent Variables

Dependent Variables



Source: Thomas and Kilman, (1974)

Organizational Performance looks at the influence of the organization's norms, values, and beliefs its culture on people and their performance, identifying cultural "levers" available to organization leaders. (Jerome E. Singer and Daniel Druckman) .

Happy employees are the key to an organization's success, when conflicts are managed properly with good communication and the job satisfies needs, employees may bring greater commitment to the job. (Peter F. Drucker)

Employee performance will be affected If what the firm provides is seen by the employees as much poorer than what other firms in the area provide, dissatisfactions will result. total limited resources, poor planning , disregard for employee complaints (personnel practices) can lead to serious problems for the firm. (Meir Liraz 2007 & 2008).

2.3 Related Literature

The related literature is reviewed from objective by objective,

In organizations there are different groups of people working, this points to the paucity of information relevant to this study and reveals many studies showing that conflict arises because of misinformation , poor planning, and the relationship between conflict and employee performance is impossible to rival or even approach the capabilities and skills of employees if conflicts is not handled effectively. Diane Booker (2007).

The research clearly shows that effects of conflicts in the workplace are often wide reaching and consuming , employees routinely do their jobs but due to varied impacts of conflicts related to workplace further they can be beneficial or destructive and damaging. organizations are often effected with employee leave requests as a result, excessive absenteeism abounds and negatively affects the overall productivity (John Wiley and Sons,1997). It also promotes team members' ability and perceptions about decision-making effectiveness (Simons & Peterson 2000). Effective leaders must differentiate between conflict that will boost productivity and build stronger teams and

conflict that will decrease output and hinder teamwork. Clearly, managers must resolve conflict and channel it into positive competition and collaboration. Melissa McDowell and Kim Coleman (2007).

Conflict is frequent incident in organization it influences behavior of employees ,at the same time, these characteristics can be considered as the strategies to resolve conflict. Early diagnosis of conflict is important and Interpersonal mediation is usually successful in producing settlements.(Kressel & Pruitt 1989). Yet "mutual understanding and interaction" also can be used to prevent it . Therefore managers should encourage any virtues and activity that enhances such understanding and interaction. This approach will benefit the quality of production through a healthy work environment. .

2.3.1 Causes of conflict at the work places

Employee conflict in the workplace is a common occurrence, resulting from the issues like differences in employees' personalities and values. Conflict arises, when rewards do not exist or aversive reactions occur within the relationship (Home & Sayger, 1990). Reciprocity as the social exchanges in which positive reinforcement is shared equitably to maintain a relationship. Conversely, Coerdon a relationship in which aversive reactions are used to control the behaviour of the other negative reinforcement occurs when aversive behaviours are not met with adverse consequences.

Poor communication, it is normally between managers and employers , This can result due to failure to communicate with others. For example, a manager reassigned an employee's task to the employee's co-worker but failed to communicate the reassignment to the employee. This may cause the employee to feel slighted, which can transform into animosity among the two employees and the manager, this may cause employees to make incorrect assumptions and believe workplace gossip. Leading to decrease in productivity and employee morale. Kim Harrison (2008)

Difference in Personalities , A difference in personalities among employees is another cause of workplace conflict. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand or accept the differences in each other's personalities, problems arise in the workplace. Turner and Weed (1983).

Competition , Unhealthy workplace competition is a cause of employee conflict. Some industries foster competitive environments more than others. When salary is linked to employee production, a workplace may experience strong competition between employees. Competition that is not properly managed can result in employees sabotaging or insulting one another, which creates a hostile work environment. Unhealthy workplace competition discourages teamwork and promotes individualism. Ivancevich, Szilagyi and Wallace (1977).

Interdependence ,dependence on one party by another group or individual , people may disagree under particular circumstances, such as on the who is to be the manager of the other, under this condition , conflict is necessary, and even pleasurable.

Poor planning this can be related to structural design it arises from structures of organization . A structural factor could be an actual or perceive in equity in the distribution of material and non material advantages and rewards class status and power differentials are driving forces of conflicts. Deutsch (1991).

Limited resources, time, money, space, materials, supplies, and equipment are all valuable resource, competition for any of these resources will inevitably lead to interpersonal and interdepartmental conflict. Mary Rau-Foster (2003)

Conflict of interest, individuals may fight for their personal goals and lose sight of organizational goals. Each individual needs to know how his or her personal goals and efforts fit within the organizational goals and efforts. Fisher D. (2000).

Personality differences, people's personalities are abrasive and their pattern of acceptability is different these may include, disagreement on overall objectives and on style (how to get things done), reflection on non-work related issues (like family), disagreement over control. when employees fail to accept the differences, co-workers may insult each other's character and experiences. When insults occur, the conflict intensifies until the right solution is offered and accepted.(Robinson).

Stress is a huge motivator of conflict, for example every employee has a breaking point, and will reach his or her breaking point at some time or another. On a good day, employees can let issues and differences roll off their backs. However, as stress from home and work deadlines collide, often tempers will flare. "When increased stress levels are combined with time pressures, good people reach the limits of composure and civil behavior," (Anna Maravelas) .

Different perspectives ,Individual perspectives are what give a business environment its edge. In fact, "clashes between parties are the crucibles in which creative solutions are developed," (Weiss and Hughes) .As a result, employers are looking for diversity in people in order to ensure different perspectives are considered. Leaders in this situation must carefully and clearly listen to and understand the different perspectives. This one area can be the trickiest for managers. Since managers also have perspectives, often perspectives different from their own are misunderstood or pushed aside. Managers and leaders must remember that at least some of their employees will likely have different perspectives.

Different work methods, employees often have the same goal but different approaches for achieving it. Neither employee's approach may be incorrect, nor may one approach be less productive than the other may. (Hastings) he notes, the ownership of the approach, or idea, is what gives each employee pride. When approaches collide, a simple step toward resolution is for managers to encourage employees to develop more fully their approaches.

Unclear definition of responsibility there will be numerous occasions for conflict to arise over decisions made or actions taken in disputed territory since sub-units are not properly coordinated and integrated . For example within an organization, sub-units if they are made irresponsible for different or specialized tasks, this creates separation and introduces differentiation or ambiguous jurisdiction, which occurs when two individuals have responsibilities which are interdependent but no boundaries (Filey 1975)

Goal incompatibility, mutually exclusive goals, insufficient shared resources, different time orientations. goal incompatibility and conflict of interest refer to accomplishment of different but mutually conflicting goals by two individuals working together in an organization. Obstructions in accomplishing goals and lack of clarity on how to do a job may initiate conflicts. Barriers to goal accomplishment arise when goal attainment by an individual is seen as preventing another party achieving their goal (Irving, J.L. 1971).

Unresolved prior conflicts which remain unsettled over time create anxiety and stress, which can further intensify existing conflicts. A manager's most important function is to avoid potential harmful results of conflict by regulating and directing it into areas beneficial for the organization. workers are depending on to do their activities is not cooperative yet they have to follow him or her . Kirchoff and Adams (1982),

Behaviour regulation. Organizations have to have firm regulations for individual behaviour to ensure protection and safety. Individuals may perceive these regulations differently, which can cause conflict and negatively affect output. (Ivancevich, Szilagyi and Wallace, 1977).

2.3.2 Effects of conflicts on employee performance in organizations.

Organizational life. S. Robbins (1978) has actually argued that functional levels of conflict are conducive to innovation and higher quality decisions. K. W. Thomas (1976) notes that "social scientists are coming to realize and to demonstrate that conflict itself is no evil, but rather a phenomenon which can have constructive or destructive effects depending on its management."

Stimulation of new facts or resolutions. When two parties who respect each other face a conflict situation, the conflict resolution process may help in clarifying the facts and stimulating a search for mutually acceptable solutions, this helps in building cooperation. (Filley, 1975)

Reformation and renewal of organizational programs for example training may be developed to help in weak areas like managers who have a faulty skill set or because they do not know the organization's policy on conflict management. All team members need to know their conflict styles, conflict intervention methods, and strategies for conflict skill improvement. (Merry Lee Olson).

The emergency of creative ideas for example management coming up with views of consulting negotiators with necessary skills to resolve conflicts,, arbitrators with decision making power and workforce as individuals will be valued for their ability to act and communicate with knowledge within a specific subject area. They will often advance the overall understanding of that subject through focused analysis, design and or development and to easily solve problems requires a combination of convergent, divergent, and creative thinking (Reinhardt et al., 2011).

Formulation of new policies procedures and services, this may be formulated and put in place to make easy communication channels open and information will be shared. Bechtell, Michele (1995).

High rate of damages to the organization , a lot of property is damaged during conflicts which may result into strikes in which employee engage in practices like theft , intention destruction, which are totally destructive to the company as well as affecting its performance (Bell & vicki,2003).

Anderson,et al (2002)says that conflicts lead to increased employees unrest, unrest is the general condition of un happiness with the job and may manifest itself in a number of ways for example employees may not attend and do well his or her job and intended carelessness as a result the forces of workers complaining about constant conflicts between interacting groups it may not benefit both employees and organization.

Drop in Productivity, allowing a conflict to continue means that employee attention becomes more focused on the conflict and not on productivity. As a problem is allowed to linger, employees will attach more importance to resolving the issue in their favor rather than attending to worker productivity.(Brahm, Eric 2007)

Lack of direction, conflict can sometimes arise when management is unable to communicate the direction of the company to employees. Conflict will erupt as employees are allowed to interpret change within the company in their own way.(New Jersey 2001)

Fragmentation, conflict creates rival factions. Sometimes those factions are individuals, sometimes they are groups. Unresolved conflict can create tension between groups that may normally need to work together. Such rivalries can make progress within the company difficult.

Lack of new Ideas, groups in conflict tend not to collaborate on new ideas. When conflict goes unresolved it can be difficult to create new ideas the company needs to solve problems it is facing.

Quality of work, If a conflict is allowed to go on long enough, the parties involved may begin to show more interest in the conflict than in doing their jobs properly. Product quality can suffer, and in some cases the safety of the employees can be in jeopardy as well.

Deadlines, in some companies, deadlines are very important. Groups in conflict may start to push deadline limits as the conflict becomes more important than reaching their deadlines. When both sides think they are right and the conflict is not brought in check by management, the idea that each side must think they are right before they can move on will begin to affect important deadlines. (Stephen P. Robbins).

Interferences with reasoned problem solving this may lead to delays in organization achievement of the set goals and objectives because of the interruptions in solving what is necessary to lead to achievement of the set goals.

Increased hostility and misperceptions it may arise through conflicts over race, religion, language and identity becoming complex that they are more difficult to resolve or manage.

Employee turnover this is very common in areas with non stop conflicts, employees loss working morale , end result they look for other places with the conducive working environment.(De Bono, E. 1985).

Help organizations strive to develop cohesiveness and promote agreement on work environment that engenders positive thinking among the employees, when two or more parties are in conflict, the performance and cohesion of each party is likely to improve in this situation, an opponent's position is evaluated negatively, and group allegiance is strongly reinforced, this increases group effort and cohesion. Heidi Burgess (1979).At an initial stage it is easily controlled but it could lead to complications if allowed to aggravate. Hence a strategy of conflict resolution in any organizations becomes mandatory (Stephen and Julia, 1995).

Development of a sense of solidarity among members of groups engaged in conflict and the responsibility to help employee develop their skills to participate on and lead teams will be considered. For example task conflict can prove to be productive and augments the team performance and it tends to come up with better decisions.(Jehn 1994).

Physical and psychological injury for example conflict may be misunderstood and unappreciated, research shows that unresolved conflict can lead to aggression in the organization resulting into injuries and emotional exhaustion this will include lose of temper .

Necessary social changes and attainment of just society , for example fair wages among medical staff, management will also provide the motivation to use different skills in order for groups to function effectively.

Insubordination , for example a company with weak management develops problems with conflict that continue for the long term. Employees see that management is unable to resolve conflicts within the company, and respect for the authority of management can be eroded. Insubordination develops because employees do not think management can maintain control over the company. Arnold Anderson (1985).

John Paul Lederach (1990), says that "Conflicts happen for a reason," they would say. "Is this resolution idea just another way to cover up the changes that are really needed?" my own experience. My purpose is to add a voice to the ongoing discussion and search for greater understanding and clarity in human relationships, therefore In organizations where members participate in decision making, disputes are usually minor and not acute as the closeness of members moderates belligerent and assertive behavior into minor disagreements, which minimizes the likelihood of major fights.

2.3.3 Measures of reducing conflict in organization

Effective management of conflict would be the recognition of conflict and its sources from the viewpoints of employees and then understanding how to moderate and control them according to those viewpoints, Once the conflict and its source are identified, addressing the conflict would be instrumental in enhancing professional development and reducing the burnout rate among them. (Rahim, 2002)

Increase knowledge, awareness and training are a first step in managing conflict. Once management and staff are knowledgeable about conflict then they are more able to choose the appropriate resolution or management strategies (chandan, 1994).

Open communication, this is so critical to everything that goes on in an organization. without effective communication there can be little or no performance management, lead to conflicts , to conquer conflict, managers must "clearly communicate work priorities and responsibilities." In addition, effective managers must "provide feedback on how well employees follow through" (Weinstein). Likewise, managers should solicit feedback from employees, this will help managers to be familiar with the basic concepts of conflict management and be able to resolve problems and anticipate future ideas .

Goal structure, goals should be clearly defined and the role and contribution of each unit towards the organizational goal must be clearly defined. All units and the individuals in these units must be aware of the importance of their role and such importance must be fully recognized. (Maravelas, Anna 2005)

According to Tosi, Rizzo and Carroll, (1986.) Trust and communication, help in managing conflicts for example ,having trust among members of the organization, is more honest and open form of communication Individuals and units should be encouraged to communicate openly with each others problems and help each other when necessary.

Coordination, this is the next step to communication. proper coordinated activities reduce conflict. this will ensure that roles are clearly articulated and that individuals are aware of what they are supposed to do. this will ensure that conflict is detected and managed early in time

Alternation, according to (Robbins 1974) this can be done in two ways – altering the human variable and altering the structural variables. Altering the human variable involves using behavioral change techniques such as human relations training to alter attitudes and behaviors that cause conflict. Altering the structural variable may involve changing the formal organization structure and interaction patterns of conflicting parties through job redesign, transfers and creation of coordinating position.

Identifying the source of conflict, according to (lisa Branche) it is important to the implementation of strategies aimed at reducing inter-group conflict. Conflict may be between senior management and middle management. one department and another,. Once the source of conflict has been identified, the next step will be to examine the nature of the conflict.

Super – coordinated goal this involves creating a shared goal that cannot be attained without cooperation of each of the conflicting parties, this helps to manage conflict at work.

Acknowledge conflict honestly, According to cram and McWilliams , conflicts exist in many interactions which means that conflicts in organizations should be discussed at staff meetings. Subordinates should be empowered to use creative ways to address conflict and encourage them to learn conflict resolution strategies.

Establish standard procedures for resolving conflicts with training, managers can learn how to act as arbitrators or mediators. in some organizations they use peer mediation or conflict management committees. Manager's role conflict resolution requires a delicate balance. if an organization has standard procedures then employees will be more receptive to having their conflicts resolved. (McGraw-Hill, 1994).

Expansion of resources ,if conflict is caused by the scarcity of resources such as money or promotion opportunities, expansion of the resources creates a win-win situation .this may only be possible where resources are available and organizational practices when improved. Tosi, Rizzo and Carroll,(1986).

Separation, if interaction increases the depth of sentiments, separation could cool them. This strategy can work if interdependence is not necessary because of the task. if it is necessary ,then interaction will have to be managed by either coordinating device or rules and regulations.

Policies and procedures, Policies and procedures and rules should be put in place and the communication channels must be kept open so that each person knows what to do, what role he or she has to play in the hierarchical structure. This helps to avoid situations in which none of the parties does a job for the other. if each subordinate is aware of his responsibility ,then it will be rear for problems to occur.

Authoritative command (forcing) ,this is where the management uses its formal authority to resolve the conflict then communicates its desires to the parties involved (Robbins 1974) it acts as the last resort method ,management employs after all other measures have failed. it is usually not recommended because the conflict is silenced and does not go away it may re-emerge with greater consequences .this normally ends up will one party as a winner.

A key advantage to this measures lies in its capacity to think about multiple avenues of response , this help builds on and integrates the contribution and strengths of conflict-resolution approaches as well as the potential for broader constructive and desired change.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter will show the research design , source of data , methods of data collection, data presentation and analysis of the findings and limitations to the study.

3.1 Research design

The researcher used descriptive research design to collect and analyze data so as to explore relationships between two variables: conflict management and employee performance.

3.2 Study population

The target population will 300 employees of Xclusive cuttings Uganda limited .

3.3 Sample size

A sample size of 100 will be selected from target population (workers and managers of workers) to help collect information about the study.

3.4 Sampling Techniques

The study population was estimated using simple random sampling technique, giving members a chance of being selected as a subject, on employees found around the organization during the period of the research.

3.5 Source of data

The researcher mainly rely on both primary and secondary data.

3.5.1 primary data

Primary sources like interviews , questionnaires are selected to respondents to assist in collecting information.

3.5.2 Secondary data

The fact that is secondary data is also important ,internal sources were used such as records or recorded reports like in personal files, computer data presentations concerning the subject matter of the study.

3.6 Data collection instruments.

The study will employ both the questionnaires and interviews as the research instruments .

3.6.1 Interview

The researcher used the interview method to gather data from different respondents , oral interviews guide was used to assemble the real facts about the causes of conflict using clear and simple language so as to induce confidence in them.

3.6.2 Questionnaires,

The researcher designed questionnaires, addressing the effects of conflict management on employee performance , this will target employees within the company through using both open and closed ended questions to allow the respondents express their views freely and help in collection of large amount of information in a short period ,closed ended questionnaires which are precise and concise to answer.

3.7 Data Analysis of the Findings

The researcher used frequencies tables and descriptive essays to present the findings while analysis was done by use of Tables, graphs and content explanation.

3.8 Data Reliability and Validity of the Instruments

The above measures were tested using a structured questions in order to obtain different perceptions of respondents, information obtained for test-retest reliability was evaluated with information from the employees selected from the sample. The research instrument was administered on two separate times to the employees, from this employees had with the test-retest mean interval of 20 days to be able to get results of the causes ,effects and measures to reduce conflict.

3.9 Research Procedure

The researcher got an introductory letter from the Dean school of business and management to take to Xclusive cuttings Uganda limited for permission to carry out research in the organization.

CHAPTER FOUR
DATA ANALYSES, PRESENTATION ,INTERPRETATION AND
DISCUSSION OF FINDINGS.

4.0 Introduction.

This chapter analyses data collected from the field based on the research questions in chapter one. It deals with data presentations, interpretations and it is done objective by objective.

4.1 The causes of conflicts in organization

The respondents were asked questions on objective 1 and their responses are shown in table 1 below.

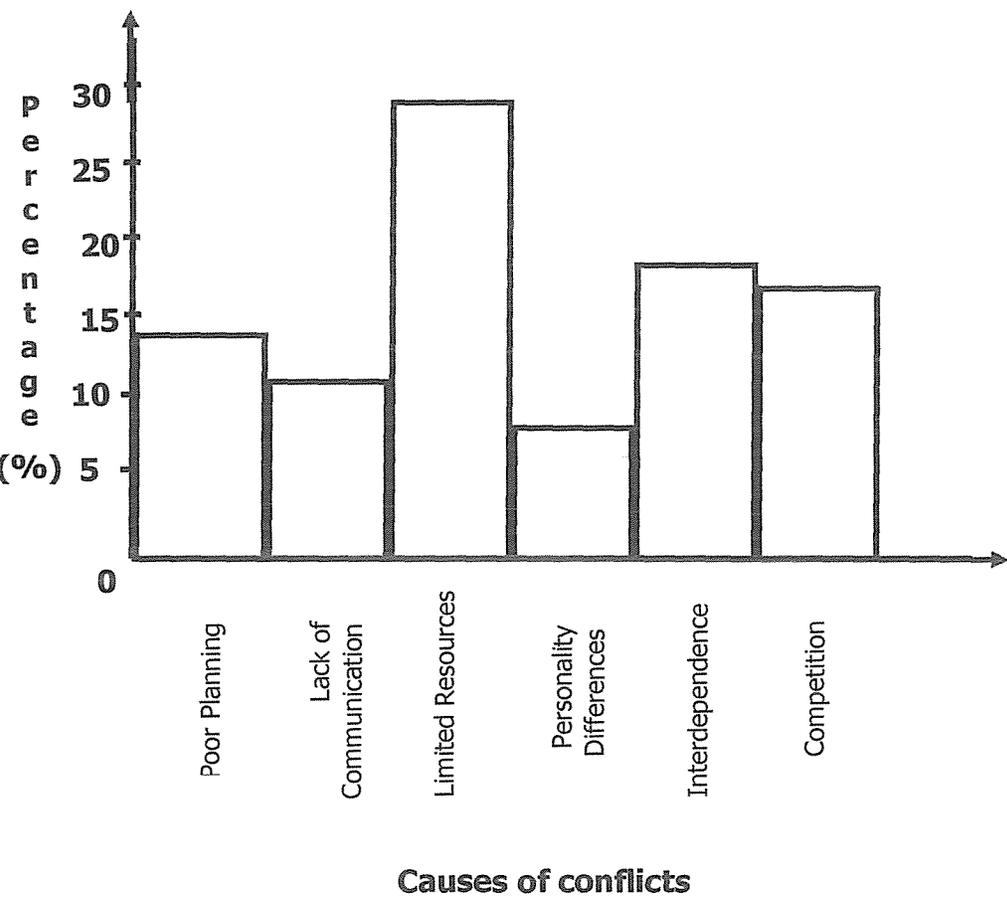
Table 4.1: The Causes of conflicts .

Causes of conflicts	Frequency	Percentage (%)
Poor planning	12	14
Lack of communication	9	11
Limited resources	25	29
Personality differences	8	9
Interdependence	16	19
Competition	15	18
Total	85	100

Source: Primary data.

From the findings in the table 1 above, the respondents said that the causes of organization conflict are limited resource and interdependence, which accounts for 29 % and 19%, respectively, employees compete in organization because of limited resources, poor communication, personality differences ,competition takes 18%, for example among the employees it might take place in the form of promotion, financial, manpower equipments and information resource. It also reflects that managers do not formulate plans properly (poor planning taking 14%) either plans are in place or they are not interpreted and communicated to employees effectively and poor implementation leading to conflicts. This showed that the major cause of conflict was limited resources in the organization as seen by 29% response. The data in table .1. can be illustrated on graph as shown in figure 1.

Figure .1 . The Conflicts in organization



Further more the respondents were interviewed about causes of conflicts and the responses were as follows;

29% of the respondents said that limited resources lead to cause of conflicts, while 19% said interdependence, 11% lack of communication, 18% competition, 9% performance criteria, 14% poor planning and 9% said personality differences. This showed that limited resources in the organization takes a higher rate as seen by 29% response.

4.2. The effects of conflicts on employee performance in an organization

The respondents were asked questions on objective 2 and the responses are shown below.

Table 2: Effects of conflict

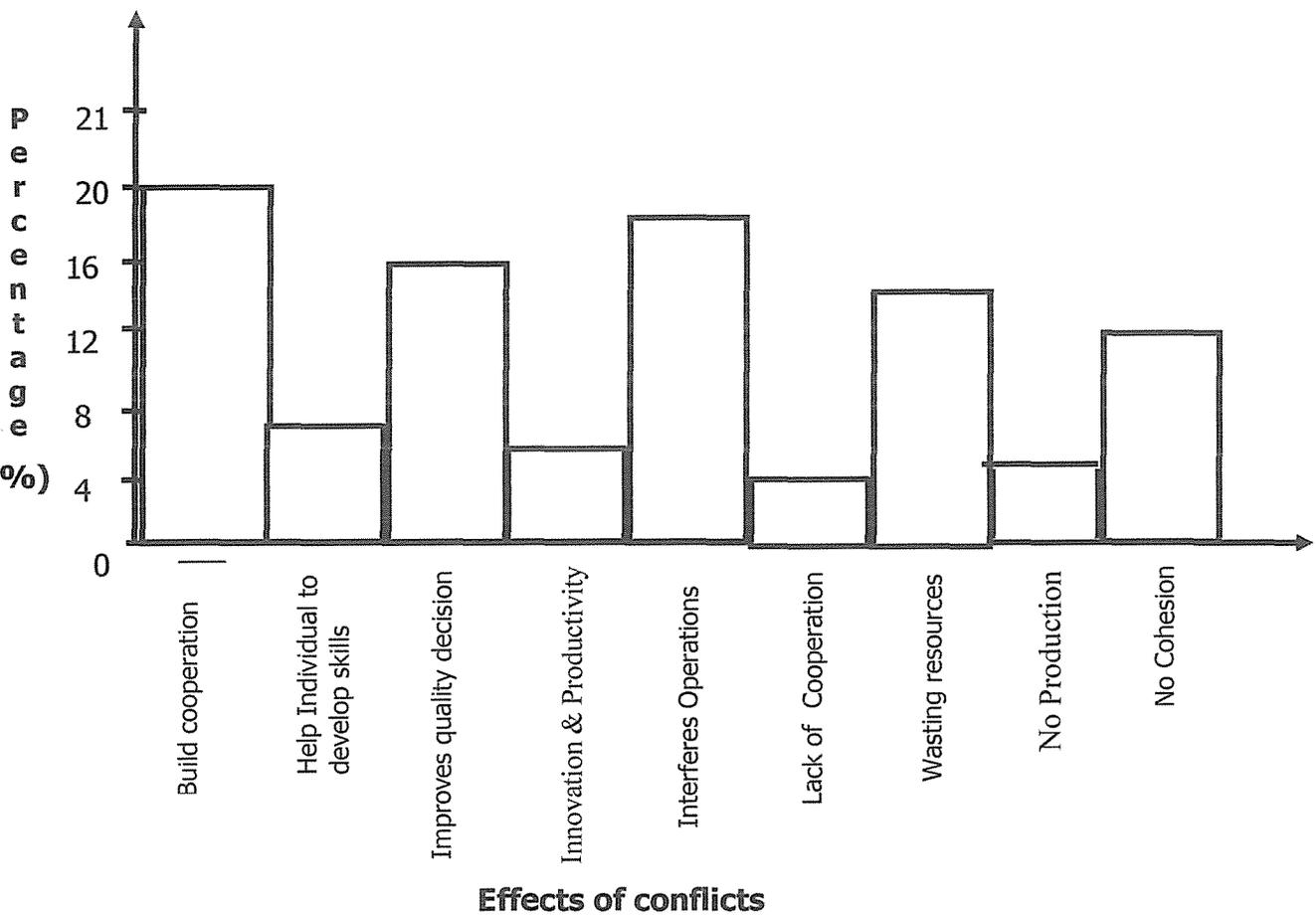
Effects	Frequency	Percentage (%)
Builds cooperation	17	20
Help develop skills	6	7
Improves quality decision	14	16
Innovation and productivity	05	6
Interferes with operations	15	18
Lack of cooperation	3	4
Wasting of resources	11	13
No production	4	5
No cohesion	10	11
Total	85	100

Source: primary data from field, 2011.

From the findings in table 2, research clearly shows that conflicts have both positive and negative effects to the both employees and organization. 20% of respondents said that it builds cooperation among the employees, 6% said it encourages organizational innovativeness and improves quality decisions in resolving conflicts which accounts for 16%. Therefore, it's the duty of the management and employees to develop ways on how to promote cohesiveness in organizations and if possible conflicts should be resolved at their infancy stage to enhance organizational performance.

The data in table 4.2. can be illustrated on graph as shown in figure 2.

Figure 2: Effects of conflict on employee performance in an organization



further more the respondents were interviewed about the effects of conflict and the responses were as follows;

8% of the respondents said that conflict interferes with organization operations, 13% said it leads to wasting of resources ,11% lack of cohesion,4% said it brings low cooperation and misunderstandings, while 5% of the respondents said it leads low production in the organization.

1.3 Measures of reducing conflicts in organization

respondents were asked questions about objective 3 and the responses are shown in table 3 below.

Table 3: The measures of reducing conflict

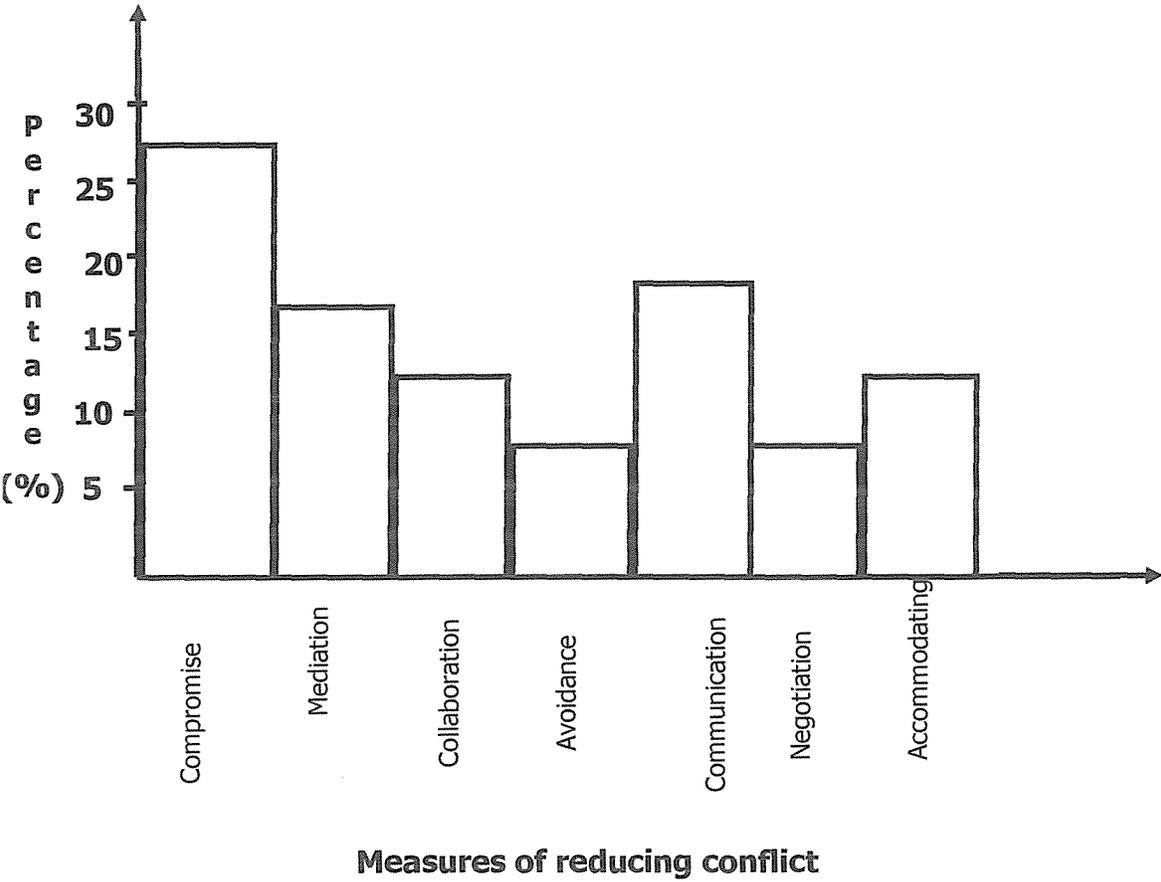
Measures	Frequency	Percentage %
Compromise	22	26
Mediation	14	16
Collaboration	9	11
Avoidance	8	9
Communication	15	18
Negotiation	8	9
Accommodating	9	11
Total	85	100

Source: field survey 2011

From the findings in the table 3 above, 26% of the respondents said that compromise approach is one of the measures of reducing conflict in organization, while mediation takes 16% , collaboration 11% , open communication 18% , 9% Negotiation , 11% accommodating .This showed that the most effective measure of reducing conflict is compromise as seen by 26% response .

The data in table 4.3. can be illustrated on graph as shown in figure 3.

figure 3 : The measures of reducing conflict in an organization



Further more the respondents were interviewed about the measures of reducing conflicts in organization and the responses were as follows;

16% of the respondents said that mediation approach will help to reduce on conflict, 26% said compromising can bring quick results when time is a consideration for an action, while 11% said accommodating can also be detrimental to team efforts within the organization , 18% said open communication will help bring a feeling of to employees and being consulted. , interestingly 11% said collaboration can help reinforce mutual trust and respect and to builds a foundation for similar solutions in the future , were the most effective measures of reducing conflict in organization.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction.

This chapter discusses the findings, conclusion and recommendations that can be adopted and implemented to manage conflict .

5.1 Discussion.

The discussion of the findings was done objective by objective.

5.1.1 The Causes of conflict in organization.

Basing on the research objective 1, according to the findings ,it was revealed that there were many causes of conflicts they are lack of communication, poor planning , personal differences and Limited resources, interdependence and competition. According to (Mary Rau, Foster. 2004), she says conflict is increased when there is sharing of resources especially manpower, money, materials, equipment and space required among departments. Collier, Paul (2003) emphasized that conflict also has a severe effect on human health ,this results in strife among coworkers and people are affected by the period for which their misunderstandings lasts. Thus the major causes of conflict in the Xclusive cuttings Uganda were interdependence , competition and limited resources as seen by 29% response.

5.1.2 The effects of conflict in organization.

Basing on the research objective 2 according to the findings ,it was revealed that conflict help to build cooperation, improves quality decision making, innovation and productivity, develop skills, low production and lack of cooperation , interfering with organization operations and wasting of resources were the major effects of conflict on employee performance in an organization. Conflict leads to other benefits which include improved group learning and accuracy in situation assessment , promote the development of new ideas and approaches. Organ, D. W., & Ryan, K. (1995).

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 as also as pointed out by (Knippen and Green 1999).

5.1.3 The measures of reducing conflicts in organization

Basing on research objective 3 according to the findings it indicates that compromising approach, and open communication were the most effective measures of reducing conflict, however other supplemented measures are mediation, avoidance, collaboration, Negotiation and accommodation, this reflects that management applies more than one approach to resolve conflicts ,Therefore, it's the prerogative duty of the management to put in place various approaches which will help achieve amicable and acceptable solution to grieved parties, Employees can also change their attitude toward their work as pointed out by Weiss HM, Cropanzano R. (1996).

5.2 Conclusion

From the findings in the table 1 above, respondents said that limited resources was the major cause of conflict, while others said poor planning ,lack of communication, personality differences , interdependence and competition. Researchers have noted that competition for limited organizational resources can be a potential source of conflict , institutional priorities must be juggled against individual and departmental priorities in the face of limited time and other resources. Conflict increases when employees work in very crowded settings, their interactions with colleagues and patients increase and potentially lead to stress, exhaustion and high labour turnover . Pugliesi K. (1999). found that when an organization is facing conflict, employees would react with verbal or physical aggression such as yelling and hitting , researchers as well found relationship-destructive reactions such as criticism, faulting, humiliation, defensiveness and job resignation in conflict situations.

According to the findings in the above table 2 it was revealed that organizations are adversely affected positively and negatively by conflicts these are it interferes with organization operations and low production as the major effects , conflict help build cooperation, improve decision making , develop skills , it leads to no cohesion, brings lack of cooperation and leads to wastage of resources as expressed by the respondents Researchers say that, multiple roles of the individual can also give rise to conflicts contend that both directions of conflict – work conflicts disrupting one's personal life and life conflicts disrupting work affect health .

From the findings in the table 3 above, the respondents said that open communication is most effective measure of reducing conflict in an organization, while others mediation , collaboration, avoidance , Negotiation ,accommodating approach are also good in reducing conflicts. According to Adomi & Anie (2005) and Rode, J. C. (2004). Similarly argued that identifying the causes of conflicts is necessary this intervention will help managers to develop appropriate strategies to resolve conflicts as they arise, However, armed with the techniques and understandings outlined above, managers can use conflict as a tool and addressing conflict in the workplace is no longer a task to be avoided. Instead, leaders can embrace conflict as the mark of a productive workplace environment. Saari, L. M., & Judge, T. A. (2004).

5.3 Recommendations

Basing on the research objectives of the study the researcher made the following recommendations

Xclusive cuttings Uganda limited should coordinate a rational division of responsibilities among employees and their respective to avoid manipulation by warring factions over the placement of resources and other unintended consequences of large-scale responses.

Xclusive cuttings Uganda limited should sensitize their employees on the effects of conflicts , workshops and constant talks should be done for most of employees are still illiterate about the concept.

Xclusive cuttings Uganda limited should help facilitate a smooth way to communicate to their managers for example upward and own ward communication. Open communication and interpersonal relationship creates a supportive working social environment this help provide employees with a chance to interact with one another and breaks the divisions and hierarchy (centralized organization structure) that discourages the formation of work groups. Conversely, the group cohesion created by work group's results into less conflicts.

Xclusive cuttings Uganda limited should stay competent , they need to set up new strategies of conflict management ,through this ,firms are in better position to have best employee performers, for example Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level.

Xclusive cuttings Uganda limited should enhance coordination, through decision-making chains of command among agencies, both within a country and regionally and exchange of information among employee and between other neighborhood to get more knowledge how to reduce conflicts in organizations.

Xclusive cuttings Uganda limited should to cooperate in jointly reviewing and evaluating proposals of their company , if necessary also involve in consulting other concerned agencies.

Xclusive cuttings Uganda limited should plan to implement the new system ,in order to carry out their operations swiftly for example making time interventions carefully such as identifying causes of conflicts . for example early intervention is critical to prevent conflicts, tools are available to prevent conflict from becoming violent or to keep extinguished conflicts from reigniting. Yet early intervention requires resources,

especially political will, and experience shows it is often difficult to mobilize a national or international constituency before a conflict escalates into crisis.

Employers of Xclusive cuttings Uganda limited should set aside political and bureaucratic obstacles and forecast on developing employees to help improve employee performance through use of measures to reduction of conflicts which may lead to poor performance.

This study provides a comprehensive understanding about factors that influence occurrence and control of organizational conflict. It is recommended that further research be carried out to explore conflict management in clinical settings.

5.4 Limitations of the study

Time consuming; a lot of time was wasted for example when using non reaction measures checking in past records.

Inadequate information ,some employees could not answer fully the questions asked , so important information was missed.

Financial problem , due to frequent movement and high transport costs and buying materials to be used during the research .

5.5 Area of further study

The areas below should be further researched on :

- i. Advantages and disadvantages of conflicts in an organization
- ii. What are the types of conflicts that employees face in an organization
- iii. Measures to reduce conflict in organization

REFERENCES

- Adomi, E.E. and S.O. Anie, 2005. Conflict management in Nigerian University libraries. *J. Library Manage.*, 27: 520-530.
- Abraham Maslow, H. *Motivation and Personality*. 2nd ed. New York: Harper and Row, 1970.
- Amason, A.C., 1996. Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *J. Acad. Manage.*, 39: 123-148.
- Alper, S., Tjosvold, D., & Law, K. S. (2000) Conflict management, efficacy, and performance in organizational teams. *Personnel Psychology*, 53, 625-642.
- Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*, 39, 123-1
- Baron, R. A. (1997). Positive effects of conflict: Insights from social cognition. In C. K. W. DeDreu & E. Van de Vliert (Eds.), *Using conflict in organizations* (pp.177-191). London: Sage.
- Batchelder, M. (2000) The Elusive Intangible Intelligence: Conflict Management and Emotional Intelligence in the Workplace. *The Western Scholar*, Fall, 7-9
- Baron, R.A., 1991. Positive effects of conflict: A cognitive perspective. *J. Employee Responsibilities Rights*, 4: 25-36.
- Boulding, K.E., 1962. *Conflict and Defense a General Theory*. Harper Torchbooks, Harper and Row, Publishers, New York
- De Bono, E. 1985.

Behfar, K. J., Peterson, R. S., Mannis, E. A., & Trochim, W. M. K. (2008). The critical role of conflict resolution in teams: A close look at the links between conflict type, conflict management strategies, and team outcomes. *Journal of Applied Psychology*, 93, 170-188.

Chris Argyris, *Personality and Organization* (New York: Harper Torchbooks, 1957), Chapters III and VII.

Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill, 1960).

De Bono, E. 1985. *Conflicts: A Better Way to Resolve Them*. London: Harrap.

Filley, A.C. 1975. *Interpersonal Conflict Resolution*. Glenview IL: Scott, Foresman.

Ivancevich, J.M., Szilagyi, A.D., Jr., & Wallace, M.J., Jr. 1977. *Organizational Behavior and Performance*. California, CA: Goodyear Publishing.

Kirchoff, N., & Adams, J.R. 1982. *Conflict Management for Project Managers*.

Drexel Hill: Project Management Institute .

APPENDIX I

RESEARCH QUESTIONNAIRE

Dear respondent;

I am Nandawula Samalie a final year student of Kampala International University conducting a purely academic study on the topic "EFFECTS OF CONFLICT MANAGEMENT ON EMPLOYEE PERFORMANCE A CASE STUDY OF XCLUSIVE CUTTINGS UGANDA LIMITED ". It's a partial requirement for the fulfillment of the award of the Degree of Bachelor Human Resource Management of Kampala International University I therefore kindly request you to participate in the study and to assist in the provision of necessary information or answers to the asked questions .Responses provided will be treated with utmost confidentiality and used for only academic purposes..

SECTION A: BACK GROUND INFORMATION (Please tick as appropriate)

1. Highest Academic Qualification of the respondent.

High school	Diploma	Degree	Masters	Professional	Others(specify)

2. Age of the respondent

18 years	19-25 years	26-32 years	33-42years	44-47 years	47years

3. Sex of the respondent (a) Male (b) Female

4. Status of the Company (a) Registered

(b) Not Registered

5. Which Department do you belong? (a) Human resource

(b)Procurement (c) Finance (d) Marketing

6. What position do you hold in the company?

(a) Administrative

(b) Operational

(c) Managerial

7. For how long have you worked with Xclusive Cuttings Uganda Limited?

(a) Less than year

(c) 8-10 years and above

(b) 3-6 years

(e) 4-6 years

SECTION B: Causes of conflicts in Xclusive cuttings Uganda limited

1. Do you have conflicts in your organization?

Yes

No

2. If Yes What are the causes of these conflicts in your organization?

.....

SECTION C: Effects of Conflicts in an organization

1. Has arise of conflicts affected your organization?

Yes

No

2. If Yes What are the major positive effects of conflicts in your organization?

.....

SECTION D: Measures to reducing conflict in an organization

1. Are there any measures taken to reduce conflicts in your organization?

Yes

No

2. If Yes What are the measures taken to reduce conflicts in your organization?

.....

Appendix II: INTERVIEW GUIDE

1. What are the causes of conflicts in your organization?
2. What are the effects of conflicts in your organization?
3. what measures do you think can be taken to reduce conflicts in your organization ?

APPENDIX III : BUDGET

Item	Amount in Uganda shillings
Internet Surfing	25,000
Typing	30,000
Printing	18,000
Binding	1500
Transport	70,000
Miscellaneous	80,000
Total	224500

APPENDIX IV: Proposed Time Frame

Time schedule or frame

Date	Activity to be carried out
September 2011	Preparing my self and materials to be used in the study Visiting (Xclusive Cutting Uganda Limited) and Taking a Pilot study
October 2011	Data collection Collection of data in the field Survey started using different sources of data.
November 2011	Data analysis Entry of data into computer
December 2011	Visited library to make further analysis and relating data collected from the field with that in the books.. And to get references
November 2011	Printing a draft , make corrections
January 2012	Retyping , editing and referencing
January 2012	Final Report and submitting in work