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

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BY

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DECLARATION

Buwala Sandra, do hereby declare that this thesis on, "organizational conflicts and mployee performance in local governments in Busoga region in Uganda is my own nd has never been presented for any academic award in any university or istitution of learning".

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28/10/2018.
Date

APPROVAL

his thesis of Buwala Sandra entitled "Organizational Conflicts and Employee

erformance Busoga region in Uganda." has been submitted for examination with

y approval as her Supervisor.

R. KAFERO

MtttHeeru .

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23rd october 2018

Date

DEDICATION

ɔecial tribute goes to my dear husband Dr. Gulebyo Muzamir Said for his financial ɹpport. Thanks to my parents Mr & Mrs Tegiike Peter Masege, My Children Balaba ɑidi, Kutusa Rahma, Brothers and Sisters for both their material and non-material ɹpport. Without this help I wouldn't have started and finished.

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ABSTRACT

he main purpose of this study was to establish the relationship between organizational conflicts and employee performance in local governments in Busoga gion in Uganda. The objectives of the study were; to establish the effects of task onflicts on employee performance in local governments in Busoga region, to stablish the effects of interpersonal conflicts on employee performance in local overnments in Busoga region, to establish the effects of procedural conflicts on mployee performance in local governments in Busoga region. The study was done y developing a conceptual frame relating organizational conflicts and employee erformance.

he study employed a descriptive correlation design. Relevant data was collected sing a survey research. The target population was 681 and a sample size of 248 espondents and a total of 184 questionnaires were received. The questionnaire was le research instruments used to collect the required data. Additional data was btained by review of library books, journals, Magazines, Newspapers, Articles from loLG and the internet. Data were analyzed at univariate level using frequency ounts and summary statistics and Pearson Linear Correlation coefficient at bi-ariate level. The study revealed that task, interpersonal, and procedural conflicts ffect employee performance.

he following were the recommendations from the study were (I) Destructive onflicts should be dealt with in their early stages before they reach crisis roportions. Conflicts are more difficult to resolve when they are in their advanced tages, (ii) the level of communication should be increased across all departments nd the political leadership. (iii) The political leadership and Heads of department hould be trained in counseling skills to help council disgruntled members of staff.

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LIST OF ACRONYMS

DR:	Alternative Dispute Resolution.
AO:	Chief Administrative Officer.
G:	Central Government.
FO:	Chief Finance officer.
SO:	Community Society Officials.
VI	Content validity index
V:	Dependent Variable.
V:	Extraneous Variables.
IOD:	Head of Department.
V:	Independent Variable.
DLC:	Koboko District Local Government
C:	Local Council.
G:	Local Government.
Gs:	Local Governments.
IoLG:	Ministry of Local Government.
IDLG:	Nebbi District Local Government.
IRM:	National Resistance Movement.
PLCC	Pearson's Linear Correlation Coefficient
AQ	Self-administered questionnaire
SPSS	Statistical Package for Social Sciences

DEFINITION OF KEY TERMS

onflicts: any serious state of disharmony between individuals and groups of

eople usually caused by incompatibility of goals and differences in tastes, culture,

eligion and values.

erformance: the act or process of carrying out an execution of a duty or the

egree of accomplishment of tasks that make the individual's job.

ask conflicts: disagreement about the substance of the discussion.

nterpersonal conflicts: conflicts between any two individuals within an

rganization based on the differences in their cultures, beliefs, religion and values.

rocedural conflicts: these exist when group members disagree about the

rocedures to be followed in accomplishing the group goal.

istrict: an administrative setup which is composed of sub counties under its

urisdiction.

linistry: this is the central Government ministry which is responsible for the

echnical guidance, monitoring and supervision of Local Governments.

ocal government: refers to a district, sub county or urban authority which enjoys

orporate personality, with a common seal and perpetual powers to sue or be sued

or any wrongs, omissions and commissions committed.

lead of department: head of a sub division of a sector in a district such as

ersonnel, records, water among others.

CHAPTER ONE

INTRODUCTION

Background to the study

Historical perspective

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 1990'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 Zooro, 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 though which services would reach the community. Some of the countries include Cameroon 1979, Ghana 1962, Guinea 1982, Madagascar 1980, Mozambique 1969, Nigeria 1976, Senegal 1982, Tanzania 1982 and Zambia 1991 (Magyezi 2004).

ı Uganda the National Resistance Movement (NRM) introduced major reforms in

986 in regard to the system of governance. The Local Councils (LCs) were

itroduced throughout the country from villages to districts. The Uganda

onstitution amendment of 1995 strengthened the decentralization process in

ganda by devoting a full chapter (chapter 11) to decentralization. In 1997, the

arliament of the Republic of Uganda enacted the Local Government Act (1997)

hose objectives in part, were to;

mend, consolidate and streamline the existing law on Local Governments (LGs) in

ne with the constitution to give effect to the decentralization and devolution of

unctions, powers, and services; to provide for decentralization at all levels of local

overnments, ensure good governance and democratic participation in, and control

f, decision making by the people; to provide for election of Local Councils and for

nany other matters connected to the above" (Local Government Act 1997:2).

he Local Government Act (LGA) has since then been amended thrice (2002, 2005

nd 2008). It imposes mandatory duties on LGs in regard to service delivery. In

Jganda, decentralization is based on district unit which provides services to

ommunities in its area of jurisdiction. However for effective service delivery to be

ıvailed there is need for team work and harmony among stakeholders and policy

nakers (councilors), the civil servants, and the people that the services are provided

o (community), the central Government and the civil service organizations. This on

ı 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

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ected officials themselves and among the civil servants themselves. While such conflicts are on the increase in Local Governments (LGs), performance on the other and is retarded. This has been the trend despite the regular financial transfers by ie Central Governments (CG) to the LGs and the enabling policy on ecentralization. The poor performance of LGs was reflected in the "Sunday Vision", ol no. 41 of October 14 2007. Conflicts have continued to emerge in the district and i a face to face interview it was revealed that there were sharp conflict between the lected officials and the appointed officials, poor performance in primary schools, ngineering department and the health department. It is against this back ground iat the research was carried.

heoretical perspective

his study is based on Duke (1999) theory of conflicts which breaks down conflicts ito three aspects; task conflicts, interpersonal conflicts and procedural conflicts.

rom the social impact theory, the explanation on the efforts of the individuals to inish the task as well as working with the teams can be explored. The theory views he individuals as the sources and target of social impact and working with groups imphasizes the idea. The great the sources and targets of social impact, the less the notivation of a member to contribute in the group. This is start of the conflict within he team or within the workplace (Furumo, 2008). Through the disagreements and oss of trust to the other members, the conflict gets bigger that in due time, like a ime bomb, can destroy the team. Before the worst result may happen, the ice-)reaker who is usually the leader or the person that is outside the team should help :o resolve the conflict (Cottringer, 2006).

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

onceptual perspective

1 this study, the dependent variable is employee performance. Employee erformance management is a program that corporate management uses to valuate the current performance of employees and to help improve the erformance in the future. Employee performance management is a never-ending rocess to help the company and its workers excel. 1 this study, employee performance refers to job commitment, task ccomplishment, employees understanding of the processes, and customer care.

he independent variable in this study is organizational conflict. A conflict is a social iteraction involving a struggle over claims to resources, power, status, belief and ther preferences and other desires. Fisher and Dekha (2003) defined conflicts as a elationship between two or more parties who have or think they have incompatible oals.

n this study organizational conflict is conceptualized as the types of conflicts; task onflicts, interpersonal conflicts, and procedural conflicts and their effects on mployee performance.

Contextual perspective

he main aim of this study was to examine the effects of the three types of conflicts on employee performance in three selected districts of Iganga, Mayuge, and Bugiri. t specifically examined in detail, the effect of task conflicts on employee

erformance, the effect of interpersonal conflicts on employee performance, and the fect of procedural conflicts on employee performance.

tatement of the problem

rganisations wishing to survive in today's competitive world have to have to nprove on the performance of their employees to survive and thrive, given its ssociated innumerable benefits such as leading to effective service delivery, giving ie organisation a competitive age, minimising wastage of resources, giving rganisation a good reputation, among others. (Ranjan, 1997).

Jnfortunately, however, employee performance in the three districts of Iganga, layuge, and Bugiri in Busoga region has consistently been reported to be low. The iajor objective of creation of districts (decentralization) was to improve services and ring them closer to the people, to encourage local participation in planning, control nd policy making, and to improve financial accountability and dramatic governance 3aryantunda, 2007). However, this objective has not been achieved in Iganga, layuge and Bugiri districts for instance performance of the employees in these epartments has been deteriorating over years and as a result there has been a high mployee turnover, ineffective service delivery as cited in (New Vision 2010 Monday 8). While there could be several contributory factors of the low employee ierformance, conflicts seem to play a big role (kilmann 1974), hence the need for he study to assess the effects of conflicts on employee performance in Iganga, /layuge and Bugiri districts.

Purpose of the study

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

Objectives of the study

The study was guided by the following objectives.

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

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

(iii) To establish the relationship between procedural conflicts and employee performance in local governments in Busoga region.

Research questions

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

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

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

cope of the study

ime scope

he study was carried out for from June 2018- October 2018 in local governments in usoga region because it was a period of decline in performance in local overnments in Uganda.

eographical scope

he study covered in the three districts of Iganga, Mayuge and Bugiri local overnments in Busoga region.

ontent scope

he study focused on how organizational conflict and employee performance in local overnments in Busoga region.

ignificance of the study

he study will be beneficial by informing the actors on the challenges confronting nanagement as regards performance and also to provide an insight to the top fficials on how to manage conflicts to improve performance the Busoga region.

he research will also help guide employees on how to get involved in conflict esolution hence look at conflicts in a positive way so as to improve on their erformance these include the elected officials (councilors) and the appointed fficials (civil servants Community Society Organization (CSO), Central Government officials, members of the general public of west-nile and donors to accept the roles f conflicts in organizations since conflicts are part of life. The importance of onflicts are clearly stated by Fisher(2007) who asserts that, it is not whether you

ave a conflict in your life but it is what you do with the conflict that makes a

ifference.

he research may also help other researchers who may need to study the same

roblem in the future as it will contribute to literature review.

CHAPTER TWO

LITERATURE REVIEW

ntroduction

his chapter covers the, conceptual framework, theoretical review, contextual and

ɘlated literature of relevance to the study.

onceptual framework

his describes the interdependencɘ between the independent and the dependent

ariable and how the research will control the extraneous variables from affecting

ɪe end result of the dependent variable.

Independent variable

Organizational conflict

Dependent variable

Employee performance

Extraneous variables

Task conflict

superior vs surbordinte

manger vs manger

HOD vs HOD

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

-working conditions

- organisational culture

-leadership style

- renumeration

Job commitment
- Affective commitment
- Continuance commitment
- Normative commitment

Task accomplishment/effort
- Good
- Better
- Best
- Bad

Understanding work progress
- Good
- Bad

Customer care
- Good
- bad

Fig 2.1 conceptual frame work built on the ideas of the researcher, Gordon *et al*, (1990) Duke (1999) and Mullins (2007).

he independent variable (IV) which was conflict included the types of conflicts 'hich include task conflict, interpersonal conflict and procedural conflicts. This is the ariable that the researcher focused on to examine how it influence the dependent ariable.

he dependent variable (DV) of the study was employee performance which epends on how effective conflicts were managed. The indicators measured were ib commitment, task accomplishments, understanding work progress, customer are and workers Corporation to examine whether they resulted into high or low erformance.

he extraneous variables (EV) that affected both the dependent and independent ariables included the working conditions, organizational culture, leadership style, emuneration and personal factors among others.

herefore, the researcher designed questionnaires that were concentrating and ocused on the dependent and independent variables to avoid collection of results hat were not attributed to the independent variable. Logically designed juestionnaires were used to ensure reliability of the findings.

Theoretical framework

This study is based on Duke (1999) theory of conflicts which breaks down conflicts nto three aspects; task conflicts, interpersonal conflicts and procedural conflicts. According to this theory, people have individual differences based on taste, culture, religion among others. This leads to individual or interpersonal conflicts, task conflicts and procedural conflicts. The theory is supported by Gordon *et al* (1990) who consent to the three dimensions of conflict advanced above.

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rom the social impact theory, the explanation on the efforts of the individuals to

nish the task as well as working with the teams can be explored. The theory views

ne individuals as the sources and target of social impact and working with groups

mphasizes the idea. The great the sources and targets of social impact, the less the

notivation of a member to contribute in the group. This is start of the conflict within

ne team or within the workplace (Furumo, 2008). Through the disagreements and

ıss of trust to the other members, the conflict gets bigger that in due time, like a

me bomb, can destroy the team. Before the worst result may happen, the ice-

reaker who is usually the leader or the person that is outside the team should help

） resolve the conflict (Cottringer, 2006).

：eview of related literature

his section reviews literature related to the two specific objectives

：auses of conflicts

isher and Dekha (2003) defined conflicts as a relationship between two or more

arties who have or think they have incompatible goals.

ı any organization, there are many causes of conflicts; however conflicts within an

ıdividual usually arise when a person is uncertain about what task is expected to

o, if not clearly defined by the supervisor or the person in charge. Furthermore, if

he tasks of individuals working as a group are not clearly defined by the

nanagement they will lead to more conflicts. Conflict between individuals may result

rom role-related pressures (Mariniero and Tromely 2003).

onflicts would arise between individuals and groups if the goals are not specified
or individuals within a group (Duke, 1999). Additionally, the following are other
ources of conflicts within an organization namely: sharing of resources especially
manpower, money materials, equipment and space required among departments.
esources are very scarce, people will always have to compete for them and the end
esult will lead to conflict. Interdependent may also lead to conflict, this usually
occurs when two or more units depend upon one another to complete work of a
roduct 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.
he management might blame all units involved at each process which might lead to
conflict. Incompatible personalities, which are psychological, might affect the
mployees not to get along with each other and this difficulty might lead to conflicts,
which result from formal interactions with other employees (Robbins, 1987).

ack 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 learned 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).

ypes of conflicts

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

ask conflict and employee performance

ccording to Duke (1999) task conflict is defined as the task that is focused around 1e task at hand. Group members may disagree about facts or opinions from uthorities. Task conflict can be productive by improving the quality of decisions and ritical thinking processes and it affects performance negatively in that it may result 1to overlapping of duties. The interpretation of evidence may be questioned. Task onflicts affect performance especially if the Disagreement about the substance of he discussion hence Task conflict can be productive by improving the quality of lecisions and critical thinking processes. Task conflict is one of two types of conflicts hat can happen within a group or team, this ate in the districts.

'ast studies on task conflict and performance revealed include Furumo, (2008) that rom the social impact theory, the explanation on the efforts of the individuals to inish the task as well as working with the teams can be explored. The theory views :he individuals as the sources and target of social impact and working with groups ɔmphasizes the idea. The great the sources and targets of social impact, the less the notivation 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

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sually the leader or the person that is outside the team should help to resolve the

onflict (Cottringer, 2006).

nterpersonal conflicts and employee performance

ordon *et al* (1990) define Interpersonal conflicts as the disagreement that most

eople call a personality clash. This type of conflicts has a negative impact on

mployee performance because it lowers morale, hampers productivity and may also

e a cause of other conflicts. This clash may take place in the form of antagonistic

emarks that relate to the personal characteristics of a group member or disregard

ny organizational goals to antagonize a particular group member. Conflict of this

ype is expressed through more subtle nonverbal behaviors.

ast studies on interpersonal conflict and employee performance include Gordon *et*

I (1990) which indicated that people have individual difference as regards their

tyle of communication, ambition, political and religious views and cultural

ackground this may affect performance since team work is a prerequisite for good

erformance. Individual conflicts may also be the result of unjust treatment, for

xample in reward and punishment systems which are discriminatory. Individual

onflicts may be a direct result of inconsistent demands from another person for

xample where the employee is expected to submit final Accounts for approval and

t the same time is asked to produce the annual budget as a priority. It may also

rise where a member is asked to serve on a number of committees which are

emanding in terms of time while at the same time he/she is asked to step up the

roduction of their unit. Therefore all these scenarios may have an effect on their

erformance in the district.

here 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.

Procedural conflicts and employee performance

Barker et al, (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 et al., 1987).

Past studies on procedural conflicts and employee performance include Hocker and 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

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roductive activities of the organization. However, conflict can interfere with group

rocess and create so much interpersonal hostility that group members may become

nwilling or unable to work with others in achieving the organizational objectives.

nresolved conflicts tends to grow into bigger conflicts, the more it grows, the

reater the chance of collecting more problems (Knippen and Green, 1999).

imilarly, some of these problems, which might arise due to conflict, are lack of

ooperation, poor communication, wasted and contagious conflict.

Irganizational Conflicts and performance

Irganizational conflict is a state of discord caused by the actual or perceived

pposition of needs, values and interests between people working together. Conflict

akes many forms in organizations (Duke 1999).

According to Meyer and Allen's (1991) three-component model of commitment, prior

esearch indicated that there are three "mind sets" which can characterize an

mployee's commitment to the organization:

Affective Commitment: AC is defined as the employee's positive emotional

ittachment to the organization. An employee who is affectively committed strongly

dentifies with the goals of the organization and desires to remain a part of the

irganization. This employee commits to the organization because he/she "wants to".

:n developing this concept, Meyer and Allen drew largely on Mowday, Porter, and

5teers's (1982) concept of commitment, which in turn drew on earlier work by

<anter (1968).

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Continuance Commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership (cf. 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 (Kanter, 1968). 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, behaviour and contributions. It is about sharing expectations.

Managers can clarify what they expect individual 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 last, it is holistic and should pervade every aspect of running an organisation (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 (Amason, 1996; Schwenk and Cosier, 1980). 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 (Fiol, 1994), promoted the development of new ideas and approaches (Baron, 1991) and achieve high quality decisions since individuals confront problems (Schwenk and Valacich, 1994). 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 (Knippen and Green, 1999).

Conflict Management theory state that a healthy conflict management systems should be in place in any organization. The conflict management systems should be

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itegrated within the system of the organization and the integration should be at

igher level of the organization hierarchy rather than being interconnection, conflict

lanagement is a human sub-system which is achieved trough typical development

rocess. The process starts with assessment and inquiry, addresses the design,

nplementation and evaluation (Ford, 2007). This indicates that in organization

lanagement must have a system in place to resolve conflicts.

he situation of the person involved in a conflict might be incorporate in greater

roblems. The call for the conflict management styles centered in the main objective

nd that is to bring the people together to bear the problems at work (Friedman,

idd, Currall, and Tsai, 2000). The management style is made to find solution that

vill last for only months because the purpose they establish is not to lose any of the

irganization's valuable employees.

.ocal Governments are mandated under the LGA 1997 to provide services to the

:ommunity, to enable them fulfill their mandate; they receive periodic financial

ransfers from the central Government. They supplement Local Government funding

iy raising revenue through local taxation, user fees, sale of licenses and permits.

.ocal Governments are expected to provide quality services in exchange for the

:axes that they collect from the communities. Failure to provide the services makes

:ax collection difficult and usually results into serious conflict between communities.

[n 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.

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 was based on the Thomas Kilmann conflict mode (1974). There is therefore need to investigate other modes of conflict management and performance.

CHAPTER THREE

METHODOLOGY

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.

Research design

The study took a quantitative approach or paradigm 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 is interested in relating conflict to staff performance. The study used a survey method because it involved a large number of correspondents (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).

Population

In this study the target population involved all 248 employees out of 681 employees of Iganga, Mayuge and Bugiri 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.

Sampling strategies

Out of a total population of 681 employees in the selected districts in Busoga, the sample population was 248. (Krejcie and Morgan, 1970) and using Sloven's formula. 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 *et al*, 2000). Regarding sample strategies, the sampling frames   (i. e employees) was stratified according to managerial levels and departments in the selected districts in Busoga region. Then proportionate systematic random samples were chosen from the respective stratum/sampling frames or lists. (Creswell, 2003 & Owolabi, 2003).

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 questionnaires as the main data collection instruments because of their cost effectiveness in a survey involving highly literate respondents (Amin, 2003).

Data collection instrument

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

here were 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 ends with questions to help classify respondents.

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 Humanities and social sciences also evaluated the relevance, wording and clarity of question or items in the instrument. 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 were 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.

Research procedure

After getting an introductory letter from Kampala International University College of Humanities and social sciences, the researcher sought permission from the Chief Administrative officers in 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.

Data Analysis

Data on completed SAQs were 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).

Ethical Considerations

To safeguard against unprofessional conduct while carrying out this research like unnecessary pressures, which could cause the research findings to be undermined, the researcher shall:

Sought permission of the people who would participate 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 the researcher 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 can be used politically or otherwise to harm the respondents.

he researcher sought approval of the University Ethics Committee to make sure the

esearch does not violate any of the Ethical considerations.

imitations to the study

ome of the respondents were not willing to share with the researcher some of the

iformation that they considered confidential but the researcher promised to keep

ie information got as confidential and only be used for academic purposes.

hoice of sample population caused a limitation, but the researcher tried to choose a

ample population that is truly representative in terms of statistics and large enough

) give a true picture of the whole population.

intruthfulness, where some of the respondents could not say the truth, but the

esearcher probed the respondents further to establish the truth when it deemed

ecessary.

ersonal biases beyond the researcher's control also were encountered but the

esearcher did all it takes to avoid biases.

ieyond those other threats to validity of the findings such testing and

istrumentation were solved during the data collection.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

ntroduction

his chapter analyses the data in relation to the research objectives of investigating

onflict management and employee performance in selected districts in Busoga. The

omputer package SPSS version 13.0 for Windows and frequencies were used for

ne statistical analysis of the collected quantitative data. The main techniques used

/ere descriptive frequencies. 248 questionnaires were issued out to the respondent

nd a total of 184 were returned representing 56%, therefore the findings are based

n the number of questionnaires that were returned.

Findings from general information

or the research to obtain a clear picture about the characteristics of the sample that

vas used during this study, general information in section one of the questionnaire

vas sought. The results are presented below.

Respondents category by designation

Results in fig. 4.1 indicate that, 52(28.6%) were top managers, 72(39.13%) were

niddle managers, 41(22.28%) were low level managers and 19(10.33%) were

:asual employees, thus had adequate knowledge of the items in the questionnaire

:oncerning each variable under study. Results are illustrated in figure 4.1 below.

Figure 1 Respondent Category by Designation
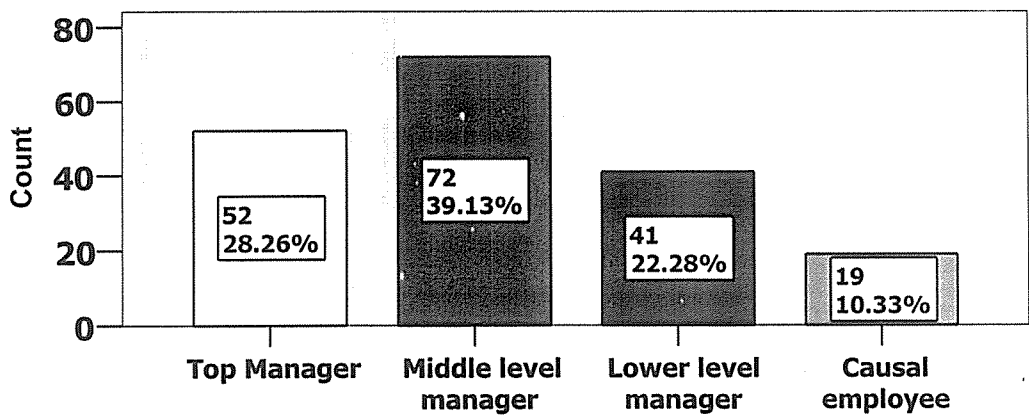
Fig. 4.1: Respondnet Category by Designation

Source: Primary data, 2018

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 4.1 below.

Figure 2: Respondent Category by Gender

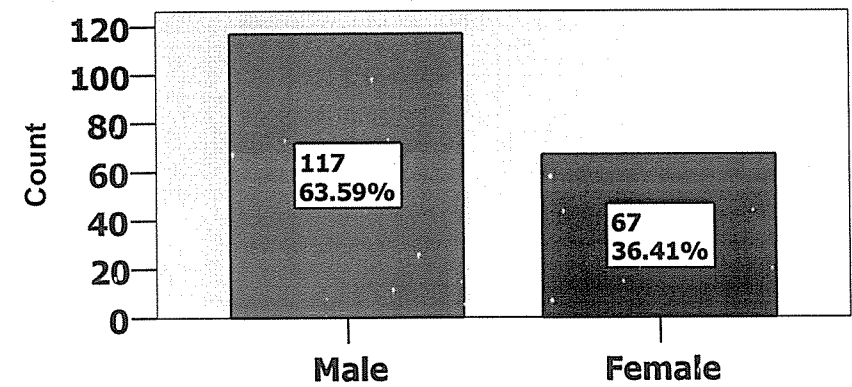Fig. 4.2: Respondent Category by Gender

Source: Primary data, 2018

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 Iganga, Mayuge and Bugiri are medium income earners as illustrated in the figure 4.3 below.

Figure 3: Respondent Category by Income Level
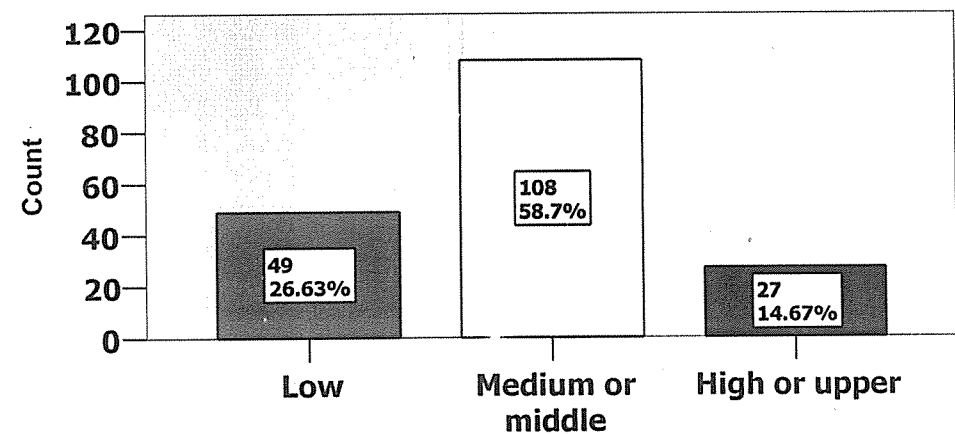
Fig. 4.3: Respondnet Category by Income level

Description of the dependent variable

The dependent variable in this study was employee performance in the districts of Iganga, Mayuge and Bugiri in the Busoga region of Uganda. employee performance was broken into three aspects namely; task conflicts, interpersonal conflicts and procedural conflicts. All these aspects of performance were operationalised into 15 items or questions in the questionnaire, with each item or question Likert scaled between one to five; where 1 = very low performance; 2 = low performance; 3 = neither low nor high; 4 = high; 5 = very high performance.

Table 4.1: Means and standard deviations on how employees rated their performance

Measures of employee performance	N	Mean	Std. Deviation
Affective job commitment	**184**	**3.13**	
4.1 You are emotionally attached to the organization.	184	2.84	.755
4.2 You always identify with the goals of the organization.	184	3.56	.897
4.3 You feel you have the desire to remain in the organization.	184	2.98	.673
Continuance job commitment	**184**	**2.65**	**0.94234**
4.1 You feel there is high economic cost of leaving the organization in terms of pensions, accruals to mention but a few.	183	2.69	1.316
4.2 You feel there is high social cost of leaving the organization in terms of losing friendship ties with co-workers.	183	2.61	.863
Normative job commitment	**183**	**2.97**	**0.55743**
4.1 You feel you have moral obligation to remain working in the organization because of what the organization has done for you as an individual.	183	3.08	.650
4.2. 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.	180	2.87	.583
Effort put in to accomplish tasks	**184**	**2.75**	**0.31848**
4.1 Your task accomplishment is good.	182	2.35	.620
4.2 Your task accomplishment is better.	184	3.01	.501
4.3 Your task accomplishment is Best.	184	2.61	.802
4.4 Your task accomplishment is poor.	184	3.03	.473
Understanding work process (delineation of skills and competencies that the apprentice is to learn and perform)	**184**	**2.51**	**0.30459**
4.1 Your understanding of work processes is good.	184	2.13	.437
4.2 Your understanding of work processes is poor.	184	2.89	.417
Customer care	**184**	**2.06**	**0.30337**
4.3 Your customer care is good.	183	2.09	.359
4.4 Your customer care is poor.	184	2.03	.449

Source: Primary data, 2018

The means in table 4.1 indicate that employees rated their performance as generally fair in terms of affective job commitment (mean index=3.13), continuance job commitment (mean index=2.65 or ≈3) and normative job commitment (mean index=2.79 or ≈3) which fall under neither disagree nor agree on the Likert scale. In

rms of effort put in to accomplish tasks, most employees also rated their

erformance as fair (mean index =2.75), in terms of understanding work process

.g. delineation of skills and competencies that the apprentice is to learn and

erform) employees again rated themselves as fair performers (mean index=2.51)

nd in terms of customer care, employees rated them selves as poor performers

nean index =2.06), which falls under disagree on the Likert scale. To get a

ummary picture on how employees rated their performance, an average index

PERFORM) was computed for all the items in table 4.1, which turned out to have a

nean index of 2.56, confirming that responding employees rated their performance

s fair (mean index ≈3).

escription of the independent variable

he independent variable of the study was conflict management and was broken

own into three aspects; task conflicts, interpersonal conflicts and procedural

onflicts (measured by seven questions on the questionnaire).

he types of conflicts were measured by 9 qualitative items or questions in the

uestionnaire with each item or question Likert scaled between one to five; where 1

: Very ineffective; 2 = Ineffective; 3 = Neither ineffective nor effective; 4 =

ffective; 5 = very effective. Employees were required to rate each of the item by

cking the number in the box corresponding to their perceptions. Their responses

ere analyzed using SPSS's summary statistics showing the means and standard

eviations, as indicated in table 4.2;

Table 4.2: Means and standard deviations on how employees rated conflict in their organization

Measures of Organizational Conflict	N	Mean	Std. Deviation
Task conflict	**184**	**1.16**	**0.23977**
.1 Your organization faces task conflicts	184	1.32	.480
.2 You need task conflicts management policies in organization	184	1.00	.000
Interpersonal conflict	**184**	**4.10**	**.79817**
.1 Your organization faces interpersonal conflicts	184	3.79	
.2 You need interpersonal conflicts management policies in organization	184	4.40	
Procedural conflict	**184**	**1.17**	**0.51095**
.1 Your organization faces procedural conflicts	183	1.19	.604
.2 You need procedural conflicts management policies in organization	183	1.10	.306
.3 Your organization faces interpersonal conflicts	184	1.20	.605

Source: Primary data, 2018

In response to the table 4.2 regarding types of conflicts, all the conflicts generated from the questionnaire were related to task, interpersonal and procedural conflicts. The results indicate that many of the existing conflicts in Iganga, Mayuge and Bugiri districts are interpersonal (mean index= 4.10) this was because of sharing limited resources or furthering individual interest at the expense of organizational interests. The findings show that task (mean index=1.16) and procedural conflicts (mean index=1.17) are also of great significance in the districts. This is evident in that the staffs accomplish their duties on time especially in the department of community services, finance and planning unit in Iganga district, engineering and finance in Mayuge district and planning, finance and personnel in Bugiri district.

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, Uganda. This purpose was broken into three specific objectives, each of which was correlated with employee performance.

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 4.3;

Table 4.3: Pearson's Linear Correlation Coefficient results correlating Task conflict and employee performance

Variable (indices)	Sample	Mean	Std Dev.	r value	Sig.
TASK CONFLICT	184	1.16	0.23977		
AFFECTIVE	184	3.13	0.49991	-0.401	0.000
CONTINUANCE	183	2.65	0.94234	0.493	0.000
NORMATIVE	184	2.97	0.55743	-0.478	0.000
EFFORT	184	2.75	0.31848	-0.039	0.602
PROCESS	184	2.51	0.30459	0.088	0.234
CUSTOMER	184	2.06	0.30337	0.074	0.317
COMMITMENT (index)	184	2.92	.43291	-0.005	0.946
PERFORM	184	2.56	.21526	0.041	0.585

Source: Primary data, 2018

he values in table 4.3 indicate positive relationship between task conflict and mployee performance in terms of continuance commitment (r=0.493), employees' nderstanding of work processes (r=0.088) and in terms of customer care (r=0.074). esults also indicated a negative relationship between task conflict and employee erformance in terms of affective commitment (r=-0.401), normative commitment (r=-.478), effort put in to accomplish tasks (-0.039) and overall commitment index (r=-.005). Results indicate that task conflict is significantly correlated with affective ommitment (sig. =0.000), continuance commitment (sig. =0.000) and normative ommitment (sig. =0.000). The rest of employee performance aspects were nsignificantly correlated with task conflict. On the overall, there was no significant elationship between task conflict and employee performance as a whole (sig. 0.585). These results lead to a conclusion that task conflict is not significantly orrelated with employee performance at 0.05 level of significance.

nterpersonal conflicts and employee performance

)bjective two of the study was to establish the effect of interpersonal conflicts on mployee performance.

'able 4.4: Pearson's Linear Correlation Coefficient results correlating nterpersonal conflict and employee performance

'ariable (indices)	n	Mean	Std Dev.	r value	Sig.
NTERPERSONAL CONFLICT	184	4.10	.79817		
.FFECTIVE	184	3.13	.49991	-.387	.000
ONTINUANCE	183	2.65	.94234	-.145	.050
IORMATIVE	184	2.97	.55743	-.323	.000
FFORT	184	2.75	.31848	-.245	.001
ROCESS	184	2.51	.30459	-.285	.000
USTOMER	184	2.06	.30337	-.356	.000
OMMITMENT(index)	184	2.92	.43291	-.396	.000
'ERFORM	184	2.56	.21526	-.516	.000

;ource: research data, 2010

he values in table 4.3 indicates a negative correlation between interpersonal

onflicts and employee performance in terms of affective commitment (r=-0.387),

ontinuance commitment (r=-0.145), normative commitment (r=-0.323), effort put to

ccomplish tasks (r=-0.245) employees understanding of work processes (r=-0.285)

nd customer care (r=-0.356). The sig. values indicate that the two variables (task

onflict and employee performance) in Iganga, Mayuge and Bugiri are insignificantly

orrelated (all sig. are more than 0.05, which is the maximum sig. value for us to

eclare existence of a significant relation ship). Basing on these results, the stated

esearch hypothesis is accepted leading to a conclusion that interpersonal conflicts

nd employee performance are significantly correlated (sig. =0.000).

Procedural conflicts and employee performance

he third objective of the study aimed at establishing the relationship between

procedural conflicts and employee performance.

Table 4.5: Pearson's Linear Correlation Coefficient results correlating Procedural conflict and employee performance

Variable (indices)	Sample	Mean	Std Dev.	r value	Sig.
PROCEDURAL CONFLICT	184	1.17	0.51095		
AFFECTIVE	184	3.13	0.49991	0.325	0.000
CONTINUANCE	183	2.65	0.94234	0.332	0.000
NORMATIVE	184	2.97	0.55743	0.250	0.001
EFFORT	184	2.75	0.31848	0.250	0.117
PROCESS	184	2.51	0.30459	0.134	0.069
CUSTOMER	184	2.06	0.30337	0.410	0.000
COMMITMENT(index)	184	2.92	0.43291	0.471	0.000
PERFORM	184	2.56	0.21526	0.472	0.000

Source: Primary data, 2018

he r values in table 4.3 indicates a positive correlation between procedural conflicts

nd employee performance in terms of affective commitment (r=0.325), continuance

ommitment (r=0.332), normative commitment (r=0.250), effort put to accomplish

isks (r=0.250) employees understanding of work processes (r=0.134) and customer

are (r=0.410). The sig. values indicate that the two variables (task conflict and

mployee performance) in Iganga, Mayuge and Bugiri are significantly correlated (all

g. are less than 0.05, which is the maximum sig. value for us to declare existence

f a significant relation ship). Basing on these results, the stated research hypothesis

 accepted leading to a conclusion that procedural conflicts and employee

erformance are significantly correlated at 0.05 level of significance (sig. =0.000)

CHAPTER FIVE

FINDINGS, CONLUSIONS AND RECOMMENDATIONS

ntroduction

his chapter presents the findings, conclusions and recommendations following the

tudy objectives and pertinent hypotheses. The areas for further research are also

uggested here.

Findings

his study was set out to establish the relationship between organizational conflicts

nd employee performance in local governments in Busoga region in Uganda which

/as guided by the following objectives; to establish the effects of task conflicts on

mployee performance, to establish the effects of interpersonal conflicts on

rganizational performance and to establish the effects of procedural conflicts on

rganizational performance.

)ata analysis using SPSS's descriptive statistics for means and standard deviations,

howed that; showed that employees are not fairly satisfied with; (i) task conflicts

mean ≈ 1); (ii) interpersonal conflicts (mean ≈ 4); procedural conflicts (mean ≈ 1)

ifluences employee performance in the districts of Iganga, Mayuge and Bugiri.

lesults using Pearson's Linear Correlation Coefficient found that employee

)erformance in the selected districts (dependent variable, measured by an index

)ERFORMANCE) did not correlate significantly with; (i) task conflicts (r=-0.005)(first

idependent variable component, measured by index TASKCONFLICT) with r =

).005 and sig.=0.585 (ii) interpersonal conflicts (second independent variable

omponent is significantly correlated, measured by an index INTERPERSONAL ONFLICT) with r =-0.396 and sig. = 0.000) (iii) procedural conflicts(third idependent variable component, measured by index PROCEDURALCONFLICT is ignificantly correlated measured by an index r=0.471 and sig.= 0.000 .

onclusions

1 this section, the researcher gives conclusion to the study findings in relation to 1e study objectives.

ask conflicts and employee performance in local governments in Busoga egion in Uganda

he first objective of the study was to establish the effects of task conflicts on mployee performance in Iganga, Mayuge and Bugiri local governments, for which it /as hypothesized that task conflicts does not significantly influence employee erformance. Basing on PLCC results, this hypothesis was accepted. Based on the tudy findings, the researcher generated the following conclusion;
ask conflict does not significantly lead to low employee performance in local overnments in Busoga region.

nterpersonal conflicts and employee performance in three selected istricts in west region in Uganda

he second objective of this study was to establish the effect of interpersonal onflicts on employee performance in Iganga, Mayuge and Bugiri local governments, which was hypothesized that interpersonal conflicts significantly, influences mployee performance. Basing on PLCC results, this hypothesis was accepted and asing on these findings, the following conclusion was generated;

iterpersonal conflicts if not well managed will significantly lead to low employee erformance in the three districts.

rocedural conflicts and employee performance in local governments in usoga region in Uganda

he third objective of this study was to establish the effect of procedural conflicts on mployee performance in Iganga, Mayuge and Bugiri local governments, which was ypothesized that procedural conflicts significantly influences employee erformance. Basing on PLCC results, this hypothesis was accepted and basing on iese findings, the following conclusion was generated;

rocedural conflicts if not well managed will significantly lead to low employee erformance in the three districts.

Recommendations

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

Hypothesis one

Basing on the findings of the first hypothesis (i.e. Task conflicts and employee performance in the three selected districts in Busoga region in Uganda.), the researcher recommends that if employee performance in the three districts is to be improved, the following should be noted;

There is need for the HODs in the various departments in the three districts should 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

A healthy way to handle task conflict is for everyone within the group to listen to each other, 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.

Hypothesis two

Basing on the findings of the second hypothesis, (interpersonal conflicts and employee performance in three selected districts in west Busoga region in Uganda),

The researcher recommends that if employee performance in the three districts is to be improved, the following should be noted;

The call for the conflict management styles centered in the main objective and that to bring the people together to bear the problems at work. The management style made to find solution that will last for only months because the purpose they establish is not to lose any of the organization's valuable employees.

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 local government and the public account committee.

The district should put in place a well developed mechanism for resolving conflicts. The available methods include mediation, arbitration, conciliations, avoidance and withdrawal.

Hypothesis three

Basing on the findings of the second hypothesis, (procedural conflicts and employee performance in three selected districts in Busoga region in Uganda), the researcher recommends that if employee performance in the three districts is to be improved, the following should be noted;

The level of communication should be increased across all departments and the political leadership for the sake of promoting transparency among stakeholders of the various districts. This will reduce communication gaps which often lead to conflicts.

The political leadership and HODs should be trained in counseling skills to help council disgruntled members of staff.

Management should resolve conflicts properly in their organization for the sake of increasing organizational performance. 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.

Suggested areas for further research

There is need to do research in leadership styles and employee performance, further research can also be done conflict management styles and service delivery local government in Uganda.

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APPENDIX 1: QUESTIONNAIRE

SELF-ADMINISTERED QUESTIONNAIRE ON ORGANISATIONAL CONFLICT S ANDEMPLOYEE PERFORMANCE IN SELECTED DISTRICTS IN BUSOGA REGION

IN UGANDA

Dear Prof/ Dr/ Mr/ Mrs/ Ms,

I am carrying out a survey in Iganga, Mayuge and Bugiri district, whose purpose is to identify factors that affect performance thus contributing to the employee performance system which is necessary, if the organization's is to survive the future global competitive pressures. The questionnaire below is for employees like you who are expected to perform to their best (e.g. employee job commitment, effort put in by employees to accomplish tasks, understanding work process, and customer are given to clients) to enhance their work, it is against that background that you have been selected to participate in the research by completing the questionnaire. It could thus be very helpful if you assist me by answering the attached questionnaire as per the instructions provided at the beginning of each situation. 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 ....in your department.

Thank   you.

Yours faithfully,

Buwala Sandra (Researcher)

lease note that this Section distinguishes among job commitment by employees

Subsection A1), employee effort put in to accomplish tasks (Subsection A2),

inderstanding work process (Subsection A3) and how employees give customer care

o 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

ubsections   A1,   A2,   A3   and   A4.

1. Job commitment

lease indicate how performance is in terms of job commitment: Your

espective opinions are to range from 1=Strongly disagree which means

lisagree without doubt; 2=Disagree means disagree with a bit of doubt;

3=Neither agree nor disagree means neutral; 4=Agree means agree with a

bit of doubt 5=Strongly agree means agree without any doubt.

L. Affective job commitment

1.1 You are emotionally attached to the organization.	1	2	3	4	5
1.2 You always identify with the goals of the organization.	1	2	3	4	5
1.3 You feel you have the desire to remain in the organization.	1	2	3	4	5

. Continuance job commitment

.1 You feel there is high economic cost of leaving the rganization in terms of pensions, accruals to mention ut a few.	1	2	3	4	5
.2 You feel there is high social cost of leaving the rganization in terms of losing friendship ties with co-/orkers.	1	2	3	4	5

. Normative job commitment

.1 You feel you have moral obligation to remain /orking in the organization because of what the rganization has done for you as an individual.	1	2	3	4	5
.2. You feel you have moral obligation to remain /orking in the organization because of what the rganization has done for your family or socialization rocess.	1	2	3	4	5

\2. Effort put in to accomplish tasks

'lease indicate the extent to which you agree with the following about task ccomplishment: Your respective opinions are to range from 1=Strongly lisagree;2=Disagree;3=Neither agree nor disagree; 4=Agree 5=Strongly gree

..1 Your task accomplishment is good.	1	2	3	4	5
..2 Your task accomplishment is better.	1	2	3	4	5
..3 Your task accomplishment is Best.	1	2	3	4	5
..4 Your task accomplishment is poor.	1	2	3	4	5

\3. Understanding work process (delineation of skills and :ompetencies that the apprentice is to learn and perform)

}.1 Your understanding of work processes is good.	1	2	3	4	5
}.2 Your understanding of work processes is poor.	1	2	3	4	5

\4. Customer care

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

}.1 Your customer care is good.	1	2	3	4	5

.2 Your customer care is poor.	1	2	3	4	5

;ECTION B: INDEPENDENT VARIABLE: CONFLICTS

|. Task conflict

'lease describe the pay you get. Your respective opinions are to range from
=Strongly disagree;2=Disagree;3=Neither agree nor disagree; 4=Agree
;=Strongly agree

.1 Your organization faces task conflicts	1	2	3	4	5
.2 You need task conflicts management iolicies in organization	1	2	3	4	5

'lease specify..

;. Interpersonal conflict

Describe the salary you get. Your respective opinions are to range from
.=Strongly agree;2=Disagree;3=Neither agree nor disagree; 4=Agree
;=Strongly agree

;.1 Your organization faces interpersonal :onflicts	1	2	3	4	5
;.2 You need interpersonal conflicts nanagement policies in organization	1	2	3	4	5

'lease specify..

;. Procedural conflict

;.1 Your organization faces procedural :onflicts	1	2	3	4	5
;.2 You need procedural conflicts nanagement policies in organization	1	2	3	4	5
;.3 Your organization faces interpersonal :onflicts	1	2	3	4	5

'lease specify..

SECTION D: BACKGROUND VARIABLES

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

4.1 Your department ....

5.2 Your designation

    1 .Top Manager   2. Middle level manager

    3. Lower level manager   4. Causal employee

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

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

8.4 How would describe your income level now?

    1. Low.   2. Medium or middle.   3. High or upper

APPENDIX 2:

MAP OF UGANDA SHOWING THE LOCATION OF IGANGA, MAYUGE, AND
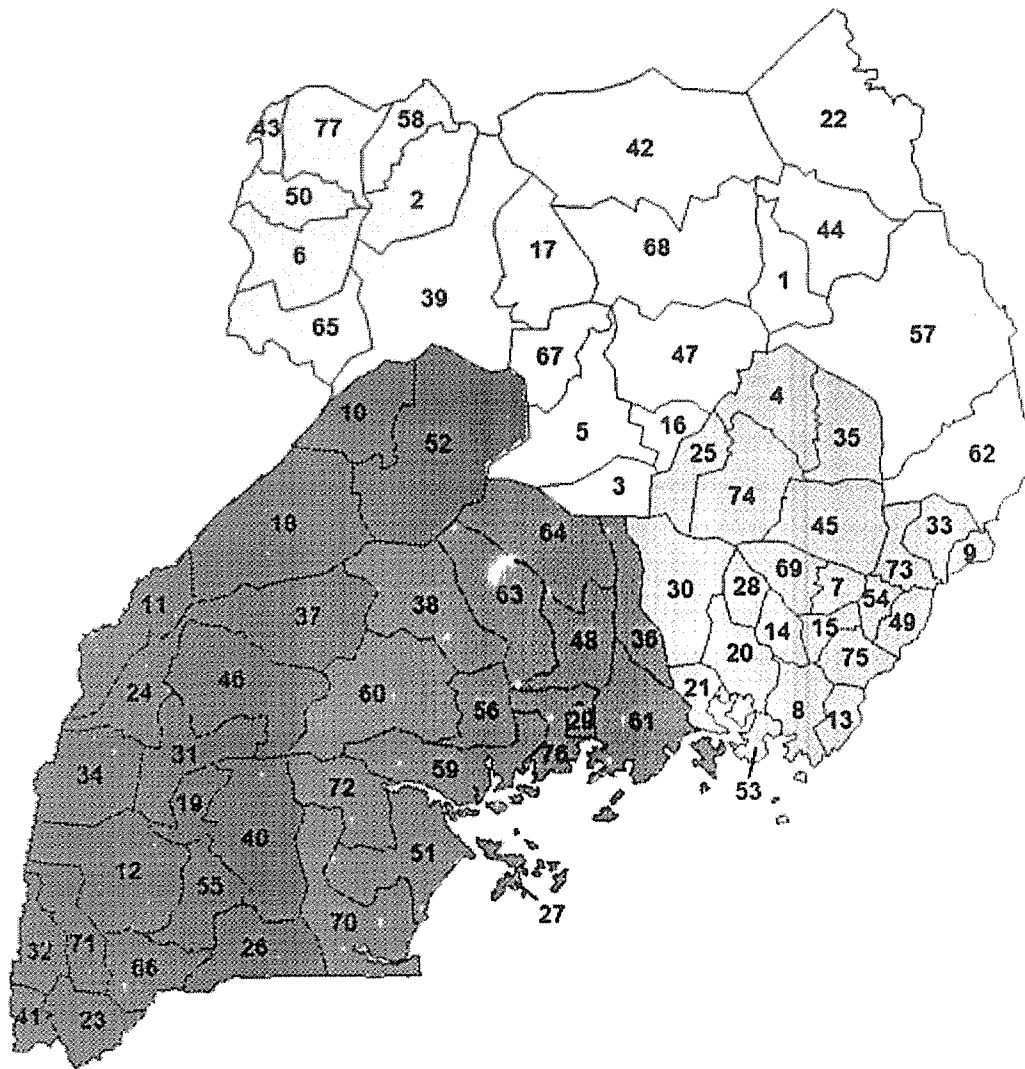
BUGIRI DISTRICTS

Source: Primary data ,2018

KEY

Iganga district 56

Mayuge district 59

Bugiri district.......................76