

KAMPALA INTERNATIONAL UNIVERSITY

**TOPIC: THE RELATIONSHIP BETWEEN PERFORMANCE AND
CONFLICTS AMONGST EMPLOYEES**

CASE STUDY: UGANDA CLAYS KAJANSI

SUBMITTED BY;

KUBRA KAUNDA


BHR/1165/DU

**A Research Report submitted for the partial fulfillment of
the Degree of Bachelors of Human Resource Management of
Kampala International University.**

2007

DEDICATION

I **KUBRA KAUNDA** **dedicate** that the contents of this field research report is my original work and has never been submitted in any institution or university for the award of degree or diploma.

NAME: Kubra Kaunda 

Reg.no: Bhr/1165/du

Date: 11/8/2007.

APPROVAL

This is to certify that this research report presented by kubra Kaunda entitled THE RELATIONSHIP BETWEEN PERFORMANCE AND CONFLICTS AMONGST EMPLOYEES (Case study: Uganda clays kajansi) has been carried out under my supervision. This research report is now ready for submission to the academic board of Kampala international university with my approval.

Name: Mr. Malinga Ramadhan

Date: 13/08/07

Signature: 

DEDICATION

I dedicate this research report to my hard working and caring Dad Mr. Alli Kaunda and Mum Mrs. Florence kaunda who devoted their time to assist me in accomplishing this research report to make it success.

Secondly I dedicate it to my sister Raffa, Hatma, and my brothers Mahmoud, Mahjoub, Hamid, Nassir who greatly advised me and guided me in accomplishing this research.

Lastly, I dedicate this work to my friends Lillian, Jennifer, Barungi, Alituha, Nabagala Rehema, Henry, Majid Salli, and Madina who greatly encouraged me to continue and complete this research report.

ACKNOWLEDGEMENT

The successful completion of this research report has been with the help and guidance of a number of persons, who contributed in a number of ways and deserve my thanks. These are Mr. Ali Kaunda, Mrs. Florence kaunda, Heinz Werner knabe, Mrs. Harriet knabe Mahjoub Ali, Hamid kaunda, and the entire employees of Uganda clays kajansi.

Special thanks goes to my supervisor Mr. Malinga Ramadhan for his sympathetic encouragement and moral throughout the study.

ABSTRACT

This research was based on investigating the relationship between performance and conflicts amongst employees in Uganda clays kajansi. The research was interested in this topic because a lot of resources have been spent on employees in the company but still there was low productivity.

This research report was based on assumption that there was a significant relationship between employee conflicts and organizational productivity. If there are no sound employee conflicts, the employees will work to the expectations towards high productivity.

Some of the recommendations made by the researcher in this report include further research to be conducted to investigate how conflicts among employees affect their performance and to know the extent to which employee conflicts affect the entire company.

First the research was conducted to the fact that the researcher expected employee relation other than conflicts to work towards high performance.

TABLE OF CONTENTS

SUBJECT	PAGE
Declaration.....	i
Approval.....	ii
Dedication	iii
Acknowledgement.....	iv
Abstract.....	v
Table of contents.....	vi
List of tables.....	vii
List of figures.....	viii

CHAPTER I:

1.0	Introduction.....	1
1.2	Back ground of the study.....	1
1.3	Back ground of Uganda clays.....	1
1.4	Problem statement.....	2
1.5	Objectives of the study.....	2
1.6	Significance of the study.....	3
1.7	Scope of the study.....	4
1.8	Definitions of the key words.....	4

CHAPTER 2:

2.0	Literature review.....	5
2.1	Introduction.....	5
2.2	Role of conflicts.....	5
2.3	Advantages of conflicts.....	6
2.4	Factors that influence conflicts.....	6

CHAPTER 3:

3.0	Methodology	8
3.1	Introductions.....	8
3.2	Study design.....	
3.3	Data type and resources.....	8
3.4	Population and sample size.....	8
3.5	Data collection instruments.....	8
3.6	Data analysis and interpretation.....	9
3.7	Limitation of this study.....	10

CHAPTER 4:

DATA PROCESSING, ANALYSIS AND INTERPRETATION

4.0	Introduction.....	11
4.1	Presentation and discussion findings.....	11
4.2	Findings on whether conflicts among employees affect their performance in Uganda clays.....	14
4.3	Findings on whether there is a relationship between conflicts and performance amongst employees.....	14
4.4	Findings on whether there are advantages of conflicts towards performance of employees in Uganda clays.....	16

CHAPTER 5:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0	Introduction.....	27
5.1	Summary of many findings.....	27
5.2	Conclusion.....	28
5.3	Recommendations.....	29
5.4	Recommendations for further research.....	30
	BIOGRAPHY.....	31
	APPENDIX	
	QUESTIONNAIRE.....	34
	INTRODUCTION LETTERS.	

LIST OF TABLES

TABLES		PAGES
Table 1	Showing age brackets of respondents	12
Table 2	Showing educational levels of respondent	13
Table 3	Showing findings on whether there exist the relationship between conflicts and performance amongst employees	14
Table 4	Findings on whether there are advantages of conflicts towards the performance of employees in Uganda clays	16
Table 5a	Workers/employees response to determine other factors that can foster conflicts of employees in Uganda clays	17
Table 5b	Subordinate/ employees percentage for table 5 a on other factors that can foster conflicts of employees in Uganda clays	18
Table 6	Findings on whether employers give employees a fair deal in terms	21
Table 7	Findings on whether management is ready to deal with those who question the operation system of the company	21
Table 8	Findings on whether employees leave the company to join other company	23
Table 9	Findings on whether there are employees conflicts and resolutions in the company	24

LIST OF FIGURES

FIGURE		PAGE
Figure 4.1	Showing age brackets of respondents	12
Figure 4.2	Showing education level of respondents	14
Figure 4.3	Showing findings on whether there exists the relationship between conflicts and performance amongst employees	15
Figure 4.4	Showing findings on whether employers give employees a fair deal in terms of pay	21
Figure 4.5	Showing findings on whether management is ready to deal with those who question the operation of the system	22
Figure 4.6	Showing findings on whether employees leave the company to join other companies	23
Figure 4.7	Showing general staff opinion on grievance matters, was sought as reflected as in below	25

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is apparently going to focus on the background of the study. The background of the organization, problem statement, objectives and research questions.

1.1 Back ground of the study

Very organizations have various goals to pursue which vary from different back grounds therefore they behave differently in an organization. To achieve organizational goals there is need to employ the most competent people with high potentials to compete and work towards organizational goals. If not conflicts will arise amongst employees in regards to their behavior due to diverse back ground, thus leading to their poor performance in an organization. Conflict in an organization is a connotation negatively.

1.2 Background of Uganda clays

Uganda clays Kajansi was established back in 1990s to produce and provide the construction materials such as building tiles, bricks, and maximum plan for the general public in constructions. Uganda clays Kajansi is located a long Kampala Entebbe road 12km away from Kampala in wakiso district after some years in business Uganda clays Kajansi started to incurs some loses, the method and mode of productions deteriorated they could not produce as they used to do, the quality of their products could not compete with these small companies that had also

started manufacturing the same products with the companies due to conflicts as a results of performance of the company being a government owned parastatals, Uganda government in its privatization policy decided and short listed Uganda clays kajansi among the government enterprises that were to be sold off to private individuals. To this note Uganda clays was sold out to keep the business running, a board of directors decided to announce and advertise the performance of the company to the general public to attract capital, the sale of the company brought about in conjunction with the sister company even new products of building materials were introduced to add on existing one. From the change the company started massive advertising to promote the performance of their company, thus there was conflict resolution and continued success of the company had been attributed to the factors for example quality of the company's product takes the best tool of performance in an organization.

1.3 Problem statement

In Uganda the variation in the performance of the company come about as a result of the factors that are some times well known to the directors and some are known as well. Thus poor or better performances vary according to the company's policies, therefore contradicting the production process leading to conflicts among employees. Based on the above accounts there is a need to investigate the relationship between performance and conflicts amongst employees.

1.4 Objectives of the study

- (a) To find out how conflicts amongst employees can affect their performance in an organization.

- (b) To find out relationship between the performance and conflicts amongst the employees.
- (c) To find out the advantages of conflicts towards the performance of employees.
- (d) To establish other factors that can foster conflicts, influence the performance of the employees.

1.5 Research questions

- (a) What role does conflict play in the employees performance in an organization.
- (b) What are the advantages of conflicts in the performance of employees in an organization?
- (c) What are the factors that influence conflicts amongst employees?

1.6 Significance of the study

- (a) The study involves the collection of relevant data and information relating the performance to the conflicts amongst employees.
- (b) The findings of the research will yield better understanding and appreciation of the role of conflicts in the performance of company's business.
- (c) An academicians and policy makers can as well up date the knowledge in performance and conflicts that can help in resolving conflicts and crisis.
- (d) Future researchers can also use the information to carry out more research and further studies.
- (e) The research is also basic for the awarding of the degree in the bachelors of human resource management in Kampala international university.

1.7 Scope of the study

The research study will be carried out to evaluate the role played by conflicts in the performance of the company's business, and the conflicts can either be of an advantage or disadvantage to the company's performance.

1.8 Definition of the key words

(a) Relationship

This is defined as the way in which two people or groups behave towards each other or deal with each other towards performing something.

(b) Performance

This is defined as the act of doing something, therefore the act or process of doing something such as a piece of work, task or duty in an organization.

(c) Conflict

This is defined as the process by which two people or group of people having disagreements amongst themselves for any reason.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews other scholar's work on relationship between performance and conflicts amongst employees. It is intended to cover the explanation of variables and relations between variables. Therefore to work and manage people effectively. It is necessary to understand the factors that cause conflicts amongst employees therefore leading to their poor performance.

2.1 The role of conflict in the performance of the company's business(Uganda clays kajansi)

Conflict is the behavior by organization members, which is expended in opposition to other party. It's the process which begins when one perceives with other has frustrated. A scholar by names Schneider (1975) cited that employees' performance in work place is as a result of both role ambiguity and role conflicts. According to him conflict plays the role of performance amongst employees in that, the role ambiguity; this is where employees in an organization are given job differences according to their performance and hard work. For instance when employees who are working under same company are assigned different task, the one who is hard working and performs highly is given better positions and high pay as well than the one who is a low performing employee due to his poor performance will be demoted and paid low salary, therefore there will be a disagreement between the two workers as a result of job differentials and different pay in their salary, thus conflict plays a role in the performance of the employees in the organization.

2.2 Advantages of conflicts in the performance of the employees in an organization

Conflict in an organization though is seen as a destructive aspect of the organizational development but on the other hand has an advantage. A scholar by the names palled cited that, conflict of commitment encompasses any situation where individual employees have or not having an adverse effect on employees work performance or behavior. Employees in an organization may fight amongst themselves over certain issues in some cases the conflict becomes a performance issues, therefore conflict releases stress and employee development. Mangers and employees at all levels and at all areas in an organization get a ware of a problem through conflicts and therefore find resolutions for conflicts from accordance.

Conflicts help to provide stimulus for change in the system which are not conducive to the organization. The existence f conflict means there is something with the system of working. It spot lights problems that demand attention forces clarification of their nature and sources and channels organizational efforts towards finding better solutions of the problems, this way conflict can focus the areas where changes should be brought about.

2.3 Factors that influence conflicts, amongst employees in an organization

A scholar Suzan Michie and Michael. A west cited that, people and their performance is the key to an organizational effectiveness. This review describes an evidence-based frame work of the links between some key organizational influences and staff performance and well being, conflict in an organization is influenced by the behaviors and Morales of the employees and their work performance if their work is poorly performed at the end

of the day there will be a disagreement amongst the employees and this will cause conflicts amongst themselves thus an issue in an organization.

According to David quest Ricardo parcel, employee involvement and redundancy is critical case in the cause of conflicts in an organization. Employees at work place when are reluctant and redundant in carrying out their task, there will be disagreement between the employers and employees due to the poor work that is produced and thus conflict is a major issue that is burning in an organization.

A scholar by the names john f. Geary stated that according to the study in industrial relations research at the University of Warwick, he explores the implementation of appraisal and reward system in an organization. The rewarding of the employees if not well-done May lead to their performance in that, the employees who are paid poorly will conflict amongst themselves and in turn poor performance is caused in their work place. There is need by the management to take action in the resolving the issue of the conflicts amongst employees in regard t pay role system, and reward system which is a motivating factor towards their performance in the organization.

A scholar by names Annet Cox and Stephen zagelmeyer studied that, and participation. Employees here can be the cause of conflicts in that, when the employees in an organization do not participate in their tasks that are assigned to them or absent themselves from work, the major issue of conflict will then burn in the organization. The absenteeism of employees will leave much work not done at work place and low production and performance in an organization, thus the management need to take steps towards rectifying the problem of conflict in an organization.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter will address the study design, population and sample size of the study, study area, data collection instruments, data analysis and interpretation, data type and resources, research limitations.

3.1 Study design

The study is mainly in analytical in nature, data is collected and analyzed. The design is time effective reliable t use.

3.2 Population and sample size

The researcher will draw attention to the relations between performance and conflicts amongst employees, various sources of data will therefore b used.

3.3 Data collection instruments

Data from the field will be collected using the following methods; review of relevant documents such as journals, newspapers, bulletin, surfing the Internet, textbooks, pamphlets, questionnaire personal, interviews, and library research.

3.4 Data analysis and interpretation

Data will be sorted, edited, tabulated to enhance its correctness, relevancy, accuracy, validity and reliability.

3.5 Data type and resources

The researcher uses survey methods, which involves use of series questionnaires compiled to study, one more variables of interests he still will consult secondary data which will help him develop primary data.

3.6 Study area

The research will be carried out in the Uganda clays kajansi which is located in Kampala along Kampala Entebbe road 12km away from Kampala in wakiso district. The company therefore deals with providing construction materials such as bricks, building tiles, and provides maximum plans for the public in construction.

The nature of data collection method that I am going to use is the data collection instrument. This study is mainly analytical in nature and data will be carried out from different fields using the following methods, a research print will be obtained from Kampala international university, school of business and management for permitting a student carry out an academic research in Uganda clays Kajansi, the organization will give questionnaires, interviews to respondents there will also be the use of journals, library, text books, bulletin, newspapers, surfing the net, pamphlets and other researches.

3.7 Limitation of the study

- (a) It is the first time for the researcher to carry out a research study. He therefore will find problems in conducting the study.
- (b) It is costly to get information from libraries, Internet, where payments are involved as well as transport costs.
- (c) Information is not easy to get and a lot of books will be read and websites will be visited. Information will also be got in bits, which make the work so hard.
- (d) Due to the fear of unknown, respondents may not be willing to give answers to the questions, thinking that the information they provide would be used against them.
- (e) Arrogance on the researcher since the research is not of beneficial to them in any way.

CHAPTER FOUR

DATA PROCESSING ANALYSIS AND INTERPRETATION

4.0 Introduction

The main objective of the research was to examine the relationship between conflicts and performance of employees in an organization in Uganda clays Kajansi. Under this chapter, the findings of the study are presented, interpreted and discussed.

4.1 Presentations and discussions of findings

In this chapter the researcher analyzed and discussed the findings of the study. In this presentation of findings, tables and figures were used. In other instances, open-ended questions were also used to analyze the data and the common views of respondents were given. The description is in percentage and figure. The discussions of this findings are summarized in the table form and graphs and organized under the headings of whether conflicts amongst employees can affect their performance in Uganda clays Kajansi, whether there is relationship between conflicts and performance amongst employees in the company, whether there are advantages of conflicts towards the performance of Uganda clays Kajansi, whether there are other factors that can foster conflicts and influence the performance of employees in Uganda clays Kajansi.

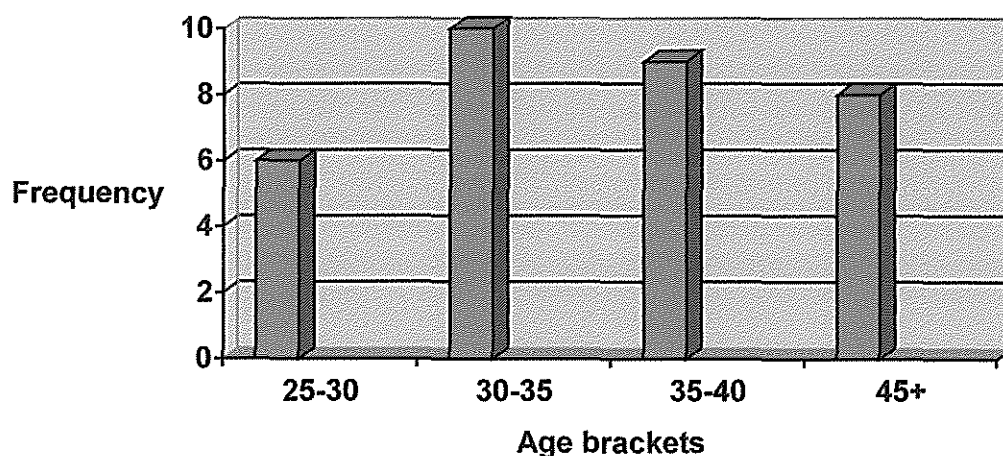
Table 4.1: age brackets of the respondents

Age bracket	Frequency	Percentage
20-30	6	18.2
30-35	10	30.3
35-40	9	27.3
40 and above	8	24.2
Total	33	100

Source: primary data

The findings from the table 4.1 above showed that the majority of the correspondence belonged to the age bracket of 30 to 35 with percentage of 30.3 and the least being the age bracket of 25-30 with the percentage of 18.3

Figure 4.1 bar graph showing age distributions of respondents



Source: primary data

To help in ascertaining information gathered, the researcher considers it vital to find out the educational level of conflicting employees or the respondents. The findings are presented in the table below;

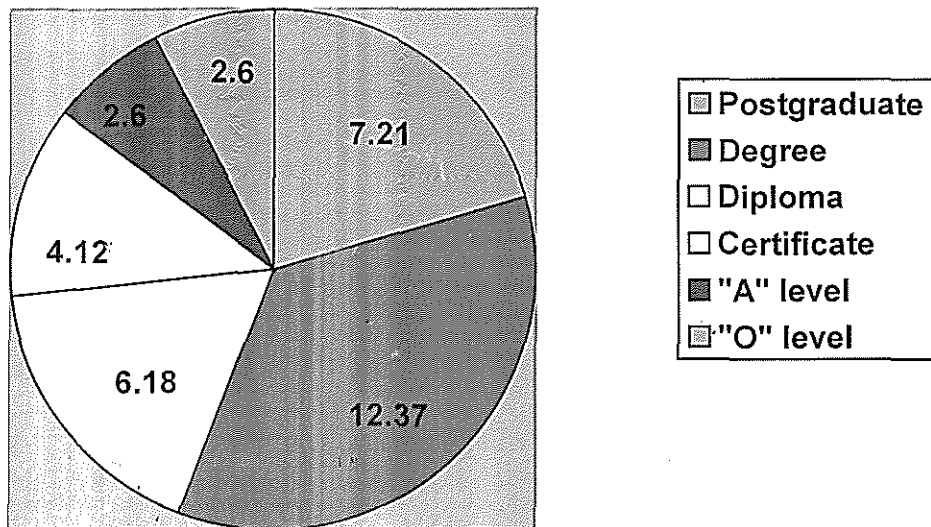
Table 4.2: Educational level of respondents

Qualifications	Frequency	Percentage
Post graduate	4	30.3
Degree	6	18.2
Diploma	12	24.2
Certificate	7	21.2
"A" level	2	6.1
"O" level	2	6.1
Total	33	100

Source: primary data

The findings from table 4.2 above shows that the majority of the respondents 24.2% had diploma education, 21.2% had certificates, and 18.2% had degree, 30.3% had postgraduate and lastly 6.1% had attained a level and O level respectively.

Figure 4.2 shows pie chart showing educational level of respondents or conflicting employees



Source: Primary data

4.2 Findings on whether conflicts amongst employees affect their performance in Uganda clays kajansi

The findings here relate to various questions, which were put forward to respondents in various categories, that is the conflicting employees and non-conflicting employees. The answer they gave to relate to research question one in chapter one

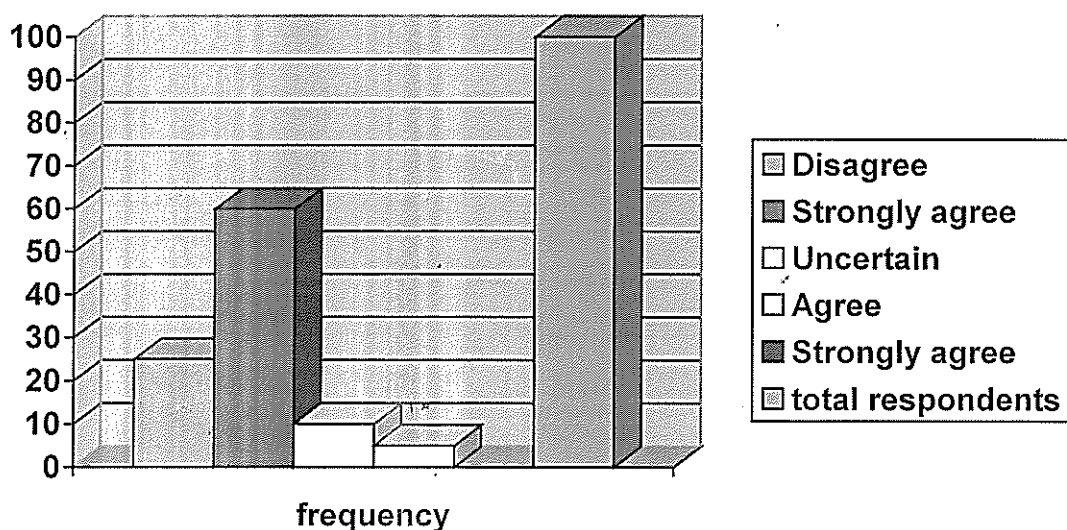
4.2.1 The findings on whether there is relationship between conflict performance in the company

The conflicting employees or subordinates were the specific group of interest to find out their relationship with organizational performance.

Table 4.3: Findings on whether there is a relationship between conflicts and performance amongst employees

Respondents	Frequency	Percentage
Disagree	5	25
Strongly disagree	12	60
Uncertain	2	10
Agree	1	5
Strongly agree	-	-
Total respondents	28	100
Valid cases	20	-

Source: primary data



Source: primary data

The table 4.3 above shows a very big percentage of 60% of total respondents who strongly disagree with the relationship between conflicts and performance of employees. A small

percentage of 10 were uncertain while 5% agreed. However the majority revealed that there is no relationship between conflict and performance amongst them.

Table 4.4: Findings on whether there are advantages of conflicts towards the performance of employees in Uganda clays kajansi.

Respondents	Frequency	Percentage
Disagree	12	60
Strongly disagree	-	-
Uncertain	-	-
Agree	8	40
Strongly agree	-	-
Total respondents	28	100
Valid cases	25	-

Source: primary data

The findings on table 4.4 above indicates that 60% of respondents said that there are no advantages of conflicts towards their performance while a respected percent of 40% revealed that there are advantages of conflicts towards the performance of employees. The other employees were hesitating to give their views.

Table 4.5: Employees response to determine the other factors that can foster conflict, influence the performance of the employees in Uganda clays, kajansi

Respondents	Disagree	Strongly disagree	Not sure	Agree	Strongly agree	Total
Conflict, non conflict and performance relationship	3	10	-	11	4	28
Factors fostering conflicts among employees	7	1	-	2	3	20
Conflicting workers are always taken into account	1	6	1	2	2	15
Employees who are in conflict have problems that are solved	4	12	4	2	2	22

Source: primary data

Table 4.5(b) Employees percentage for table 4.5(a) above on other factors that can foster conflict amongst employees in Uganda clays kajansi

Respondents	Disagree	Strongly disagree	Not sure	Agree	Strongly agree	Total
Conflict, non conflict and performance relationship	10.7	35.7	-	39.3	14.3	100
Factors fostering conflicts among employees	35	15	-	45	15	100
Conflicting workers are always taken into account	6.7	40	6.7	33.3	13.3	100
Employees who are in conflict have problems that are solved	18.2	54.5	-	18.2	9.1	100

Source: primary data

The findings above indicated that there was an average of 35% who disagreed that other factors cant foster conflicts amongst employees and influence their performance whereas there was an average f 34% who agreed with the answers f the other factors that can foster conflicts and influence the performance of employee in the company.

All in all the researchers findings revealed almost similar percentages in the two extremes of agree and disagree. The reasons put forward were discussed in the findings below;

Table 4.5: subordinate or supervisor percentage for table 4.5(a) on conflicting employees' relation with the company performance

Respondents	Disagree	Strongly disagree	Not sure	Agree	Strongly agree	Total
Managements relations with workers by managers	10.7	35.7	-	39.5	14.3	100
Workers are respected by managers	35	5	-	45	15	100
Workers ideas are always considered before any decision is taken	6.7	40	6.7	33.3	13.3	100
Workers problems are solved	18.2	54.5	-	18.2	9.1	100

Source: primary data

The findings on table 4.5 above indicate that there was an average of 35% who disagree with the way management of the company relates with them in matters concerning them and the

company where there was an average of 34% who agree with answers to determine employees' relation with conflicts. All in all the researchers findings revealed almost similar percentage on the two extremes of agree and disagree the reasons put forward were discussed in the findings below;

4.3 Findings on whether there is relationship between organizational performance and conflicts of employees in Uganda clays kajansi

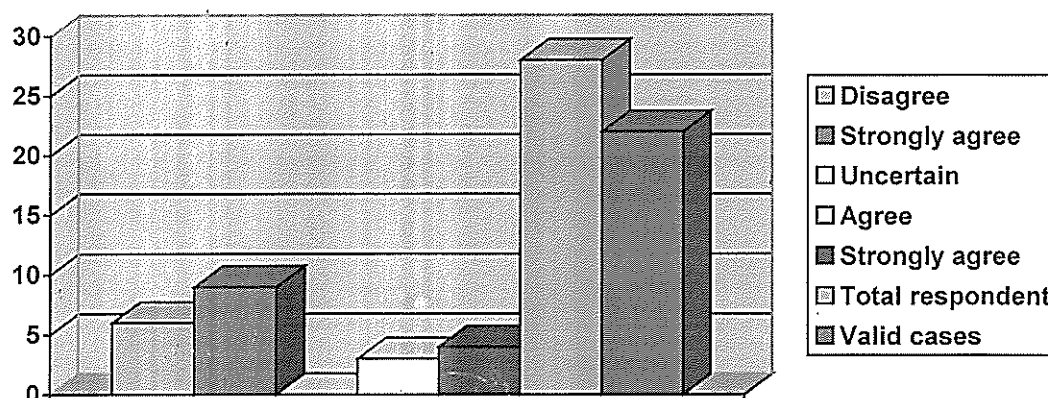
The researcher picked question 7, 10, 15 and 16 in the questionnaire, which has guided us in getting the relations for the two variables that is organizational performance and conflicts of employees. In the findings some respondents especially managers and supervisors were hesitant in answering the questions as much as information can tarnish the company's image.

Table 4.6: Findings on whether employers give employees a fair deal in terms of pay.

Responses	Frequency	Percentage
Disagree	6	27.3
Strongly disagree	9	40.9
Uncertain	-	-
Agree	3	13.6
Strongly agree	4	18.2
Total respondents	28	100
Valid cases	22	-

Source: primary data

Figure 4.4: graph showing findings on whether employers give employees a fair deal in terms of payment.



Source: primary data

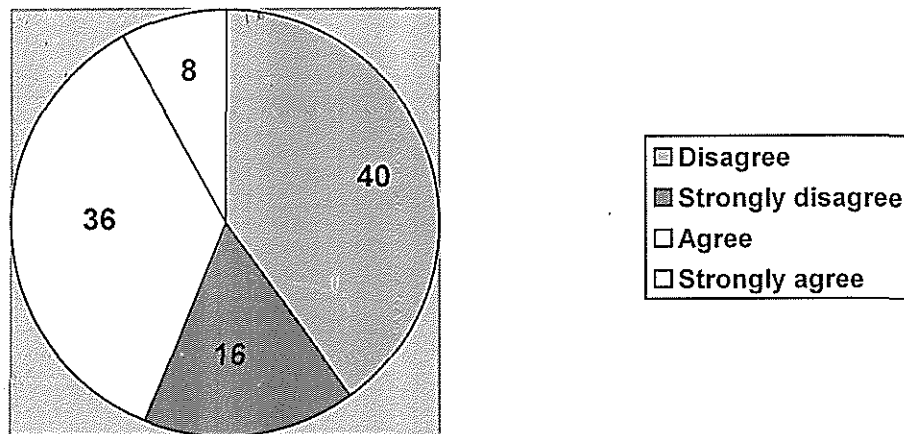
The above percentage in the table 4.6 revealed that 40.9% strongly disagreed with the terms of pay while as to those who agree were only 13.6% of the total respondents. 18.2% strongly agreed with the terms of pay. The researcher found that those who disagree with the terms of pay were mainly junior workers who say their pay would have been enough if it were supplemented with enough benefits and what they are paid is not subjected to heavy taxes which leave them with little money in their pockets.

Table 4.7: Findings on whether management is able to deal with those who questioned the operation system of Uganda clays kajansi.

Responses	Frequency	Percentage (%)
Disagree	10	40
Strongly disagree	4	16
Agree	9	36
Strongly agree	2	8
Total respondents	35	100
Valid cases	25	-

Source: primary data

Figure 4.5 pie chart showing findings on whether management is ready to deal with those who question the operation system of the company



Source: primary data

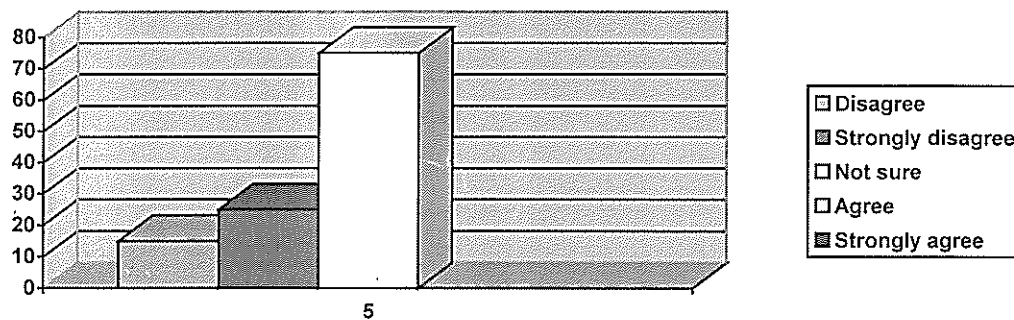
Findings in the figure 4.5 above reveals that 40% and 16% disagree and strongly disagree consecutively with that statement that management is ready to deal with whoever questions the system. However, 36% agreed and 8% strongly agreed that management can deal with those who question the system. The researcher found that one can be sent on forced leave or retrenched during restructuring. For those who disagree were mainly superiors.

Table 4.8: workers response on whether employees often leave the company to join other companies

Responses	Frequency	Percentage (%)
Disagree	5	25
Strongly disagree	-	16-
Not sure	-	36-
Agree	15	75
Strongly agree	-	8-
Total respondents	28	100
Valid cases	20	-

Source: primary data

Figure 4.6: bar graphs showing workers respondents on whether employees leave the company to join other companies



Source: primary data

Findings indicate that 75% of respondents agree with the statement that employees often leave the company to join other companies and only a small percentage of 25% disagree with which percentage is insignificant to base any serious conclusion. Question 16 which followed specifically asked for reasons for those who agree as to why employees leave their company. This question was an open-headed question in which respondents gave the following common answers.

Better remunerations, better working conditions, on-job security at their current employment, the company does not give enough allowances and other reasons were retirement and further studies.

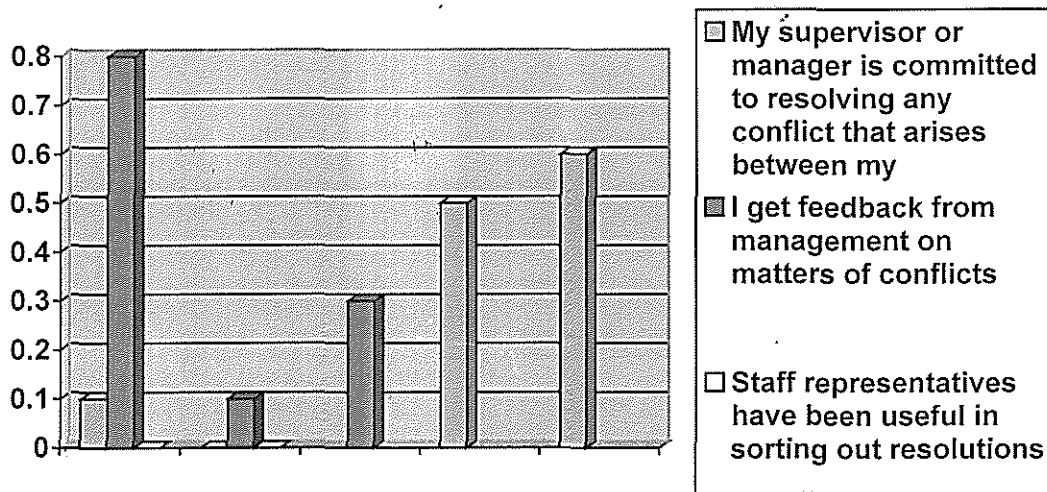
4.4 Findings on whether there are employees conflicts and resolutions in the company

Table 4.9: general staff opinion on conflict matters were sought out as reflected below;

Employee opinion and conflicts	Function			
	Finance	Marketing	Operation	Human resource
My supervisor or manager is committed to resolving any conflict that arises between my department of function	80%	30%	46%	50%
I get feedback from management on matters of conflicts	80%	30%	46%	50%
Staff representatives have been useful in sorting out resolutions	10%	5%	2%	1%

Source: primary data

The figure 4.7: a bar graph showing general staff opinion and conflict matters was sought as reflected below;



Source: primary data

The above data was got by the researcher by picking questions 17, 19, 18 and 32 from the questionnaire where the respondents gave their views on the conflicts procedure. The respondents gave varying views about factors they consider causing conflict in the company which are absence of staff development programmes, poor management of staff relations, general lack of a transparent reward mechanism and recognition for well work done among others. However their correspondents revealed that they were not aware of any conflict procedures in place, which has led to frustrations and indifferences among employees. The analysis of the above table indicate that other than the finance management, management in general is not yet fully committed to resolve matters of grievance that arise within employment as evidenced by the relatively low scores in regard to staff opinion on managements commitment to conflict resolution. Though there are no conflict and grievance procedures in the company, the respondents suggested factors they considered important in reducing the level of conflicts and these include staff development schemes, good

management of staff in regard to their payment of salary and their benefits and introduction of staff meetings designed specially to discuss matters affecting employees in an organization. The factor above therefore suggests that when matters of employees' conflict are not adequately addressed like solving conflicts, they contribute to dissatisfaction and consequently low performance as said by Torrington and Hall (1997).

4.5 Limitations of the study

- (a) The researcher found some difficulties in convincing some employees as to why the study was conducted in their organization and not anywhere else.
- (b) Financial implications occurred for the researcher since the study was an exceptional.
- (c) Some respondents could not reveal relevant information due to job insecurity and fear of giving in their business secrets to competitors in the same industry.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter contains the summary of main findings of the study, conclusion and recommendations. It is important to know that these findings and analysis were mainly based on the research questions and objectives. The main source of data was given by the supervisors and subordinates of the Uganda clays kajansi. The questionnaires (Appendix B) was the main source of data collected. This data was coded, and analyzed into frequencies and percentages.

5.1 Summary of main findings of the study

5.1.1 Findings on whether conflicts exist in Uganda clays kajansi

The researcher found that there were conflicts amongst employees arising from poor pay, discrimination in terms of promotion in the company and table 3(b) percentage revealed that it is not all that bad compared to findings in table 1 and 2 which showed that existing employee conflict arising from poor treatment of employees was not good. It was found that those who said employee conflicts arising from poor treatment were good; mainly supervisors and those who disagreed were mainly junior workers.

5.1.2 Findings on whether there are employee conflicts and grievances and disciplinary actions in Uganda clays kajansi

The findings revealed that factors like absence of staff and lack of transparent reward mechanism were the main cases of conflict among staff and their managers in the company. However the respondents also revealed that they were not aware of any conflict procedure in the company. This has also led to differences amongst the staff. The respondent when asked about how grievances or conflict can be reduced revealed that good management of staff, staff development schemes involvement of staff in making decision will strongly help in reducing conflicts that my crop up Uganda clays kajansi.

5.2 Conclusions

From the foregoing summary of findings, the researcher concluded that indeed there were employee conflicts in the company due to poor management of staff, so there was need for management to address the matter before it could go worse. Also a small percentage revealed that employees' conflict arising from employee management was good and the percentage was insignificant.

The researcher also concluded that employee conflict affect organizational performance as it separates employees from the goals of the organization thus the downfall of the organization.

Further more, the researcher concluded that employers do not protect employees from injustice, which arise as they perform their duties at their work place.

5.3 Recommendations

There is need for the top management to start looking at employees at all levels as an important resource to the company who can fail or make the company succeed.

Employees should be involved in the process of performance improvement. This could be done through suggestion schemes, team based quality meetings, or through involvement in cross-functional project team to look specifically at quality issues within the respective functions.

Conflicts among employees can be managed by employee involvement. Employees should therefore be involved in decision-making process and should be dealt with fairly in terms of pay. In this way their talents will be realized and committed to work towards the objectives of the company therefore contributing to increased understanding of management actions and reducing misunderstanding arising from any activity in the company.

Given the fact that there exists no conflicts and performance relations without difficulties, Uganda Clays Kajansi should therefore develop a grievance procedure to enable grievances and conflicts to be settled at the earliest possible stage before performance can be influenced.

The management should develop negotiations, rules and procedures for collective bargaining, handling disputes and regulating employment. This helps in promoting interest of both employees and to regulate the ways in which employers treat their employees and how latter expected to behave at work.

Management should also encourage continuous interaction of employee amongst themselves between managers and team leaders or supervisors on one-hand and employee representatives on the other hand.

The organization should involve the philosophies and policies of the major players in the industrial relations for example the government, management and trade unions.

Finally a number of parties involved each other with different role, for example the state management, employers, organizations, trade unions, individual managers and supervisors, human resource managers, employers and employees representatives should be involved in the process of employee relations.

5.4 Area for further research

- ❖ The researcher suggests that further research should investigate how employee affect performance in Uganda clays kajansi so that the research can know the extent to which employee conflicts affects the entire company.
- ❖ The researcher suggests that investigations should b carried out on similar company in the industry which has good employee relations and conflict-free to find out its effect n performance
- ❖ The impact of organization policy on employee performance.
- ❖ The impact of employee participant in, management on performance of an organization.
- ❖ The impact of productivity on organizations sales.

REFERENCE

1. Argyris C. (1964), understanding organizational behavior, Tavusock
2. Armstrong Michael (1996), A Handbook of personal management practice, London Koogan Pare
3. Casio W.F (1984), Management Human resource, Productivity quality work life profits: Singapore; McGraw
4. Charles W. L Hill, contemporary management, USA, McGraw, 2004
CLAREDON press Oxford, 1924 p.83
5. cole G A (1997), Management theory and practice, 4th edition London, Dp publications
6. Cumming, William (1993), personnel management and industrial Relations, 7th edition, prentice Hall of India private limited
7. David A Deconzo and Stephan p. Robins, Fundamentals of Management, India pvt. Pargenj, 2001
8. David B. Balkin, Louis R. Gomez, Management USA, McGraw hill company, 2004.
9. De cenzo D a. AND robins S.P Personnel/Human resource management, prentice Hall India, 1996
10. Deming W E(1986) out of the crisis, Cambridge, Mass

11. Edwin B. Flippo (1984) personnel management, 4th edition New york
MC Graw Hill
12. E. De Vattel, the law of nations, in classic international law (Ocean
publication, New York) 1964
13. Employment Act, 1990
14. Elements of international law 7th edition, Stephens and sons ltd,
London, 1944 p.68
15. Harold Koontz, Essentials of management, 5th edition 1998
17. Ian Beardwell and Len Holden (1993); Human resource management,
London pitman
18. Industrial Dispute Act, 1947
19. John Newstorn and Davis Keith (1993); Organization Behavior:
Behavior at work, International edition, 9th edition
20. J.s Chandon, Medger Evers' college city university of New York
21. McGraw, D. (1966), college city university of New York
22. Meer L. (1992), Organizational culture origins and weaknesses. In G.
salaman el at, Human resource strategies, sage publications London
23. Peter F. Drunker (1999), Management challenges for the 21st century,
1st editions Butter Worth, New Delhi

24. Richer M. steers, Antecedents and outcomes of organizational commitments, administrative science quarterly, 1990
25. Stephen p. Robins, conflict management and conflict resource, non-synonymous, 1978, p.71
26. Stephan p. Robins, organization conflict, non-traditional approach, 1974, p.20
27. Turell M (1999), Training Analysis; Plymouth, MacDonald and Evans
28. W.E Hall, International law, 8th edition, clarendon press Oxford, 1924 p. 82

APPENDIX

QUESTIONNAIRE

This questionnaire is designed to examine the impact of employee conflicts on organizational performance in Uganda clays kajansi.

Your active participation will help in the improvement of organizational performance and commitment.

You are kindly requested to answer all the questions to the best of your knowledge, which will be highly appreciated. The information given will be kept with maximum confidence.

Please tick right box for the guided questions; however from the open headed questions, fill in the blank spaces provided.

1. What title do you hold in the company?

- i. Casual worker ☐
- ii. Manager ☐
- iii. Sales executives ☐
- iv. Supervisors ☐
- v. Others (please specify).....

2. How long have you worked for this company?

.....

3. What is your qualification(s)?

- i) Post graduate ☐
- ii) Degree ☐
- iii) Diploma ☐
- iv) "A" level ☐
- v) "O" level ☐
- vi) Others

4. What is your age?

i) Below 25 years

ii) 25-30 years

iii) 31-35 years

iv) 36-40 years

v) Above 40

5. How far do you agree with the following statements about the company you are working for?

a) Many employees are willing to work for extra hours.

i) Disagree

ii) Strongly disagree

iii) Not sure

iv) Not sure

v) Strongly agree

6. Employees intentions and motives are always good in meeting the company's point of view.

i) Disagree

ii) Strongly disagree

iii) Not sure

iv) Not sure

v) Strongly agree

7. Employees affairs deal in terms of pay

- i) Disagree ☐
- ii) Strongly disagree ☐
- iii) Uncertain ☐
- iv) Agree ☐
- v) Strongly agree ☐

8. Our company has a poor future unless it attracts better management.

- i) Disagree ☐
- ii) Strongly disagree ☐
- iii) Uncertain ☐
- iv) Agree ☐
- v) Strongly agree ☐

9. Employers always include subordinates views while making decisions

- i) Disagree ☐
- ii) Strongly disagree ☐
- iii) Uncertain ☐
- iv) Agree ☐
- v) Strongly agree ☐

10. Management will be ready with those who questioned the system.

- i) Disagree ☐
- ii) Strongly disagree ☐
- iii) Uncertain ☐
- iv) Agree ☐
- v) Strongly agree ☐

11. Management deals honestly with employees.

- i) Disagree ☐
- ii) Strongly disagree ☐
- iii) Uncertain ☐
- iv) Agree ☐
- v) Strongly agree ☐

12. Employers in this company readily take in employees ideas.

- i) Disagree ☐
- ii) Strongly disagree ☐
- vi) Uncertain ☐
- vii) Agree ☐
- vi) Strongly agree ☐

**OFFICE OF THE DEAN
SCHOOL OF BUSINESS AND MANAGEMENT**

**THE HUMAN RESOURCE MANAGER
UGANDA CLAYS KAJANSI
P.O.BOX, KAMPALA
UGANDA**

DATE: 30TH/APRIL/2007

Dear sir/ Madam,

RE: KUBRA KAUNDA REG. NO. BHR/1165/41/DU

This is to confirm you that the above referenced, is a bonafied student of Kampala International University pursuing a Bachelor of Human Resource Management Degree program in the School of Business and Management of the University.

Her title of the Research project is "THE RELATIONSHIP BETWEEN PERFORMANCE AND CONFLICT AMONGST EMPLOYEES. "A CASE STUDY OF UGANDA CLAYS KAJANSI"

As part of her studies (research work) she has to collect relevant information through questionnaires, interviews and reading materials from your place.

In this regard, I request that you kindly assist her supplying/furnishing her required information and data she might need for her research project and also by filling up the questionnaires.

Any assistance to her in this regard will be highly appreciated.

Yours Sincerely,


DR. Y.B. NABOGA

ASSOCIATE DEAN-SCHOOL OF BUSINESS AND MANAGEMENT

TEL. NO. 0752-843919