

**CONFLICTS MANAGEMENT AND PERFORMANCE OF EMPLOYEES IN SOROTI
DISTRICT (SOROTI MUNICIPALITY)**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
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DECLARATION

I, Declare that this research report is my original work and a result of my own effort and has never been published or submitted by any one for any other degree to any University or institution before.

Signed
Date 30th / 4 / 2019

APPROVAL

This research has been submitted under my supervision as University lecturer and is worth for the award of a Bachelor of public administration of Kampala international University.

Signed.....

Date.....

DEDICATION

I dedicate my research report to my parents especially Mother Nabude Esther and My husband Walusaga Jimmy, my children Favour and Seth for their commitment to my upbringing including educational support May almighty accord you reasonable value.

ACKNOWLEDGEMENT

In the first case I would like to accord gratitude to almighty God who has accorded me all I possess. I am profoundly grateful to all these personalities who assisted in various ways to make this project a success.

I wish to however still first and foremost to express the great deal that I owe to my supervisor Ms. Birungi Sylvia whose priceless criticisms, suggestions and patience helped me greatly to bring this project to a successful completion.

Secondly, I wish to say special thanks to my special brother and Sisters Priscilla and Joel. I acknowledge contribution of my friends among others for their moral support throughout my education and especially during the writing of this project work.

ABSTRACT

The conclusion was drawn from the research findings as guided by the research objectives and questions. The main objective of the research was to examine the Impact of conflict management on employee performance. Study on the second objective on the effect of conflicts management on employee performance in Soroti Municipality. The study was conducted in Soroti municipality from the employees using questionnaires were the data was collected from the respondents who were 50; the data was collected from the respondents using closed ended questionnaires. The study findings based on the results, the study conclude that the state of conflict in Soroti Municipality has many factors associated with the conflicts in Soroti Municipality. The study reveal that solving quality problems, reduced deadlines or delays, increase customer satisfaction, increase motivation of employees, improving efficiency and improves in resource allocation. The study conclude that regarding the measures for improving employee performance, there is need for values to be developed that can generate the performance and increase organization efficiency at all times. The study recommends that efforts be geared towards making policies at institution level to enable the provision of better services to the clients. Soroti Municipality should emphasize on Win-Win Negotiation in order to have the problems between workers and employers solved without conflicts. The organizations should help team members overcome this cause of conflict by making sure that they have everything they need to do their jobs well. Organizations should teach them how to prioritize their time and resources, as well as how to negotiate with one another to prevent every type of conflict. Negotiations help to reveal out any dissatisfaction without conflicting. On the second objective, the government should set clear policies that show the limits of employers and those of employees. The Participants and practitioners in conflict resolution and management should be given training in a range of skills. The training should include experiential and collaborative learning and the development of interpersonal skills. This will help to identify the right group and solve the problem amicably without conflicting. On the third objective, the organizations should also avail services to its employees such as good working environment, health facilities, fair remunerations and this will reduce on conflicts. This is because conflicts results from dissatisfaction of workers due to poor services and improvement increases workers enthusiasm to concentrate on their jobs and thus reducing workplace conflicts. Employees should be taught the means through which their grievances can be expressed other than conflicts.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is concerned with the background of the study, statement of the problem, purpose of the study, specific objectives, and research questions, scope of the study and significance of the study.

1.1 Background to the Study

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in an organizational setting. Properly managed conflict can improve group outcomes (Cherrington, 2004).

Employee performance refers to the efficiency and effectiveness of employees in achieving organizational objectives. Employee performance can be evaluated by considering the level of absenteeism, quality of reports, and time of reporting for and leaving for duty. It's important to note that after recruitment, most employees subsequently expect or demand for other benefits as compensation for their time and effort towards achievement of organizational goals apart from the standard wage or salary (Miles, 2004).

Wright (2008) stated that the word conflict is derived from the Latin word *confligare* meaning to strike together. It was anticipated that conflict may occur in a physical sense when two or more different things move to occupy the same space at the same time which the logical inconsistency and the process of solutions are identical. Laue (2004) expressed that conflict may arise when wants, needs and beliefs between two or more parties struggle to agree. Chung & (Megginson, 2004) mentioned that conflict happens whenever disagreements exist in a social situation over issues of substance, or whenever emotional antagonisms create frictions between individuals or groups. They agreed that conflict continues when either side do not believe in a certain agreement and intertwine of the other party is merely impossible. He further argued that conflict takes various forms, such as dyadic conflict, involving persons or groups, and coalition behavior, involving more than two parties.

Conflict takes many forms in organizations; there is the inevitable clash between formal authority and power and those individuals and groups affected. There are disputes over how

revenues should be divided, how the work should be done and how long and hard people should work. There are jurisdictional disagreements among individuals, departments, and between unions and management. There are subtler forms of conflict involving rivalries, jealousies, personality clashes, role definitions, and struggles for power and favor. There is also conflict within individuals between competing needs and demands to which individuals respond in different ways.

Conflict can have positive or negative outcomes, according to Mondy et al (1989). Situations can arise where conflict can lead to greater creativity, more enthusiasm and better decisions. People can develop by learning that perceptions or information were incorrect. Positive outcomes can take the form of improved ideas, searching for new options and increased interest and creativity. Robbins (1998) argues that conflict can be constructive and lead to improvements in the quality of decisions, stimulation of creativity and innovation and it can encourage interest and curiosity. Constructive or functional conflict can provide a medium through which problems can be aired and tension released, and it can provide for an environment of self-evaluation and change. Conflict is also an antidote for groupthink, as it does not allow groups to passively accept decisions that can be based on inadequate information, weak assumptions or other debilities.

An organization is made up of individuals who each have their own different thoughts, feelings, and interests. Within the organization, interactions between these individuals are inevitable, and therefore so is conflict. One cannot please everyone all of the time when dealing with resource allocation, competition, and other touchy subjects like budgets, but the problem comes when the differences build up into more perilous levels of conflict (Frost, 2003). According to a review of the literature, conflict is defined as “a process in which one party perceives that its interests are being opposed or negatively affected by another party, (Wall Jr. & Callister, 1995). Some even say that conflict is a feature of organizational life that is more pervasive than any other (Johnson, Ford, Kaufman, 2000). The ability to manage this pervasive construct is vital to the well-being of an organization as it leads to a variety of detrimental outcomes. The key to management of conflict comes with the understanding of what causes conflict and how to handle the inevitable effects.

Organizational conflicts exist in both private and public life, conflicts are more intense in public entities present an overarching implication on the service delivery especially were the provision

of the services is to the citizens. Conflicts create a situation in the organization where provision of services is difficult. This most especially takes place when the management and expediting of service delivery can't take place due to bottlenecks in administration. A state related to this affair contributes to low level of services or no service at all. This has a tendency of reducing trust among people on governments which are considered to be the sole provider of services.

1.2 Problem statement

Organizational conflict is an infectious phenomenon that gets under the skin of those involved, with known effects such as feelings of hostility, anxiety, and stress (Nelson and Quick, 2011). Conflict between coworkers can of course result in such issues, but more importantly conflict between employees and their supervisors may result in employees looking elsewhere for employment. The general information underlying the conflicts is that of reducing motivation of workers, reduction in operational efficiency among others, this has a tendency of reducing overall organizational service delivery capacity (ILO, 2016). Researchers have been studying and writing about conflict management and employee performance. Though the research is extensive, the current study turns focus to the specific area of employee performance arising from conflict management that has been neglected. The purpose of this study was to determine how conflicts affect performance of employees in organizations. The study is to establish the effect of conflict management on employee performance.

1.3 Purpose of the study

The purpose of the study is to investigate the contribution of conflict management mechanism to performance of employees in Soroti Municipality.

1.4 Research Objectives

- 1) To evaluate the underlying causes of conflicts among employees in Soroti Municipality.
- 2) To determine the effect of conflict management on performance of employees in Soroti Municipality.
- 3) To explore mechanisms that can be adopted to enhance effectiveness in conflict management for employee performance.

1.5 Research questions

- 1) What are the underlying causes of conflicts among employees in Soroti Municipality?
- 2) What is the effect of conflict management on performance of employees in Soroti Municipality?
- 3) What mechanisms can be adopted to enhance effectiveness in conflict management for employee performance?

1.6 Scope of the study

1.6.1 Subject scope

The study was conducted on conflicts management and their effect on employee performance. Key areas of concentration were causes of organizational conflict, effects and strategies for controlling conflicts in organizations.

1.6.2 Geographical scope

The study was conducted in Soroti municipality. Soroti municipality is the main municipal commercial and administrative centre for Soroti district in Eastern region. It is approximately 112 kilometers by road North West of Mbale on the high way between Mbale and Lira. The coordinates of the municipality are 1.42°54.0N, 33° 36'40.0E (Latitude 1:7150: Longitude 33.6111). The area was chosen because of holding substantial information needed by the researcher.

1.6.3 Time scope

The study was conducted for the period of 3 months that is from January 2019 to April 2019 to enable data collection. The time chosen provides ample time for the study to arrive at data required for the study.

1.7 Significance of the study

The study intends to establish the causes and consequences of office conflicts on organizational turnover that will be a basis of action for improved organizational performance.

The study will be a basis for the award of degree of public administration of Kampala international University; it is upon the submission of the research report that the researcher will be awarded a diploma.

The research will provide parameters that will act as benchmarks for regulating organizational conflicts that will lead to its control in organizations.

1.8 Conceptual Frame Work

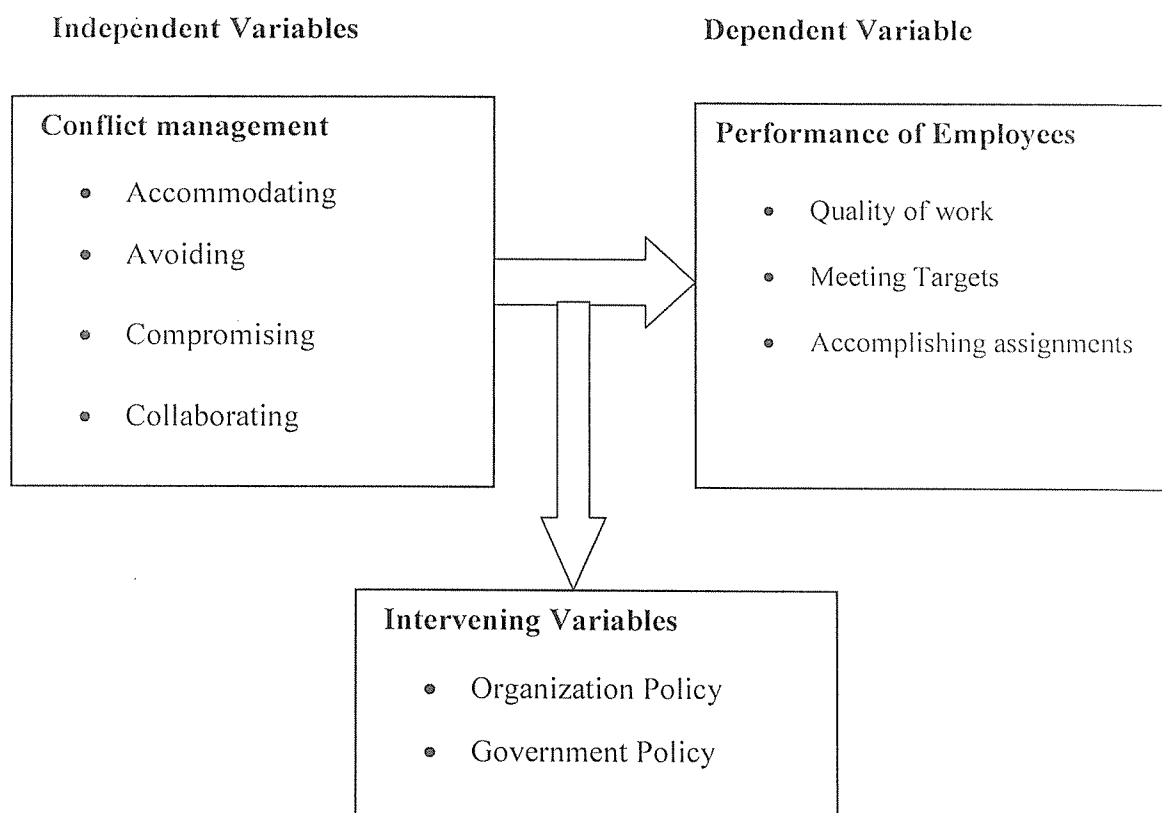


Figure 1: The Conceptual Framework showing the relationship between Conflict management and performance of employees

The study shows the framework on conflict management and performance of the organizations. The independent variable is measured through accommodating, avoiding, compromising and collaborating, the dependent variable of the study is employee performance that is measured through quality of work, meeting Targets, accomplishing assignments, the study reveal that positive conflict management enhances employee performance while the intervening variables of organization policy and government policy provide an avenue for the managerial avenue for reducing the conflicts to enhance performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Literature review involves looking at what other authors and scholars have written about a subject .it is the secondary analysis of available information that has already published

2.1 Causes of organizational conflicts

Chung and Megginson 2004 argue that we live in an age of conflict. In most organizations, the level and number of conflicts seem to be increasing. Employees are becoming more assertive in demanding their share of organizational rewards such as status, recognition, pay, benefits, and autonomy. Conflicts among groups are also increasing. As there are so many interest and pressure groups in organizations, it is difficult to find a sense of community and reach any kind of agreement among them. Organizational tasks, as they become increasingly complex, demand cooperation between various functional and technical groups. This increased demand for task interdependence tends to foster group conflict. It was affirmed that dysfunctional conflict is an unhealthy, destructive disagreement between two or more people, that it shifts the focus of the people from the work to be done to the conflict itself and the parties involved. This type of conflict becomes an obstacle in front of any movement toward development or better performance in organization.

Organizational conflict occurs at several levels and appears in different forms (Champoux, Rahim divided organizational conflict into two types: Intra-organizational conflict which occurs within the organization and inter-organizational conflict which occurs between two or more organizations, including education institutions. Mohamad Johdi and Raman affirmed that conflict cannot be evaded even in education as schools and colleges are a part of organizations. If conflict which arises in schools and colleges are not taken care of it will affect the educators as well as the students by creating unwanted divergence in their learning environment.

Vecchio (1995:472) maintains that conflict is easily generated when one party obtains rewards at the expense of another part. This form of conflict can arise among individuals, groups and among the entire organization. Staff people are generally rewarded for being innovative and for identifying the need for change. Line people; on the other hand strongly prefer to avoid change,

as it is disruptive and inconvenient. Line people are generally rewarded for productivity that results from interrupted activity.

A common cause of conflict is poor communication, which can lead to misunderstandings and allow barriers to be erected. Probably the easiest way to prevent conflict is to ensure good communication. However, both too little and too much communication can lead to conflict. On the one hand, when there is too little communication, associates do not know enough about each other's intentions, goals, or plans. Coordination becomes difficult, and misunderstandings are more likely to occur, which can result in conflict. On the other hand, too much communication can also result in misunderstandings that cause conflict Hitt, et al. 2003. For instance, a principal should be clear in details when he notices a new discipline for all teachers and students in school

Personality Differences is responsible for organizational conflicts. The workplace brings together a wide array of personalities. In the myriad of different backgrounds, genders, cultures, political and religious beliefs, there are countless opportunities for ruffled feathers. The best cure is communication. Whether the issue involves an offense to core values or simply the irritation of pet peeves, it is important to establish boundaries immediately. Too often, people avoid difficult conversations in hopes that a problem will just go away, which of course it rarely does. By addressing an issue promptly, it improves the chances for a peaceful resolution and common understanding. But if it's put on the back burner, emotions may surface when anger levels are high, and increase the chances of an unproductive, high volume blowout.

Non-Compliance with Rules and Policies Whether you are pestered by another's disregard for company policy, or are rebelling against a rule yourself, non-compliance is a common gateway to office conflict. Rules are usually in place for a reason; so whichever side of a policy dispute you may find yourself, you should be clear about why a rule is in place, and what the consequences are for slip-ups. If agreement cannot be reached between differing parties or the rules themselves, it may be a good idea to look for a helpful mediator to resolve the issue. Just remember to keep the focus on the issue, not the person. Burton and Dukes (1990).

Botched communication is one of the top reasons for conflict in and out of the office. A great way to proactively decrease the potential for crossed wires is to employ effective listening techniques: give full attention, be genuinely interested, catch non-verbal messages, paraphrase,

and collaborate. Keeping thorough records of communications can be a safety net when dealing with frequent miss-communicators.

Competition. Sometimes quotas and incentives can make it easy to forget the big picture. We stop seeing others as team members and start to see them as competitors. Healthy competition is a good motivator, but sometimes it inspires anti-productive behavior and unsavory results. The best defense in a highly competitive environment is managing your own emotions. Accept what emotions arise and deal with them positively. Tired of always coming in second or third? Start focusing on competing with yourself rather than others. Remember that one person's success is good for the team on a whole. Callahan, R.E., Fleenor, C.P. and Knudson, H.R. (1986)

Conflicting Perceptions. All of us see the world through our own lens, and differences in perceptions of events can cause conflict, particularly where one person knows something that the other person doesn't know, but doesn't realize this. If your team members regularly engage in "turf wars" or gossip, you might have a problem with conflicting perceptions. Additionally, negative performance reviews or customer complaints can also result from this type of conflict. Different perceptions are also a common cause of office politics. For instance, if you assign a project to one person that normally would be someone else's responsibility, you may unwittingly ignite a power struggle between the two. Learn how to navigate office politics, and coach your team to do the same.

Conflicting Pressures. We often have to depend on our colleagues to get our work done. However, what happens when you need a report from your colleague by noon, and he's already preparing a different report for someone else by that same deadline? Conflicting pressures are similar to conflicting goals; the only difference is that conflicting pressures usually involve urgent tasks, while conflicting goals typically involve projects with longer timelines.

Conflicting Roles .Sometimes we have to perform a task that's outside our normal role or responsibilities. If this causes us to step into someone else's "territory," then conflict and power struggles can occur. The same can happen in reverse - sometimes we may feel that a particular task should be completed by someone else. Conflicting roles are similar to conflicting

perceptions. After all, one team member may view a task as his or her responsibility or territory. But when someone else comes in to take over that task, conflict occurs.

The issue of personality clashes is controversial. According to the Australian government, the two types of workplace conflicts are "when people's ideas, decisions or actions relating directly to the job are in opposition, or when two people just don't get along. Turner and Weed argue, "In a conflict situation, don't ask 'who', ask 'what' and 'why'. Managers should avoid blaming interpersonal conflicts on "personality clashes". Such a tactic is an excuse to avoid addressing the real causes of conflict, and the department's performance will suffer as a result. Managers must be able to recognize the signs of conflict behaviors and deal with the conflict in a forthright fashion. Approaching conflicts as opportunities to improve departmental policies and operations rather as ailments to be eradicated or ignored will result in a more productive work force and greater departmental efficiency.

Office romance. Office romances can be a cause of workplace conflict. 96 percent of human resource professionals and 80 percent of executives said workplace romances are dangerous because they can lead to conflict within the organization. Public can make co-workers uncomfortable and accusations of favoritism may occur, especially if it is a supervisor-subordinate relationship. If the relationship goes awry, one party may seek to exact revenge on the other (Cherrington, 2004).

Passive aggressive behavior is a common response from workers and managers which is particularly noxious to team unity and productivity. In workers, it can lead to sabotage of projects and the creation of a hostile environment. In managers, it can end up stifling a team's creativity. De Angelis says "It would actually make perfect sense that those promoted to leadership positions might often be those who on the surface appear to be agreeable, diplomatic and supportive, yet who are actually dishonest, backstabbing saboteurs behind the scenes. In brief, to respond to this kind of hostile behavior, people need to control performance expectations, parcel out important tasks so there are several responsible people involved, and re-check frequently to see how much delay the passive aggressive worker can generate before the team leader stops him.

2.2 Effect of conflict management on employee performance

Organizational conflicts prevail and are responsible for the inefficient service delivery in majorly public organizations. Though private organizations receive a high effect in regard to service provision, it is more harsh in public life especially in the delivery of social services such as health, education and road infrastructure among others. Unresolved conflict in the workplace has been linked to miscommunication resulting from confusion or refusal to cooperate, quality problems, missed deadlines or delays, increased stress among employees, reduced creative collaboration and team problem solving, disruption to work flow, decreased customer satisfaction, distrust, split camps, and gossip.

Conflict might affect the larger organization in a number of ways. For example, board conflict may disrupt board-executive interaction, which undermines the “advice and counsel” function, which in turn lowers the performance of the executive, which negatively affects implementation choices, and so forth. While there is reason to expect board conflict might affect organizational performance, it is very difficult to make this linkage empirically, and, perhaps for this reason, there is relatively little research in this area. However, in case studies of school boards, Goodman, Fulbright and Zimmerman (1997) surmised that districts with negative relationships, poor communication and a lack of trust among the board and superintendents also had lower student achievement outcomes.

Mondy et al (2009) argues that dysfunctional conflict can arouse anxiety in individuals, increase tension in the organization system, lower satisfaction and decrease productivity. Other negative outcomes can include people feeling defeated and demeaned and the distance between individuals can increase. A climate of mistrust and suspicion can arise and resistance rather than teamwork can develop. It can also lead to an increase in turnover. Robbins (1998: 445) states that inadequate or excessive levels of conflict can affect the effectiveness of the organization or the group, which can result in reduced satisfaction of employees, increased absence and turnover rates and eventually lower productivity.

Woodrow (2009) argues that poorly handled conflict can generate significant costs in a corporate setting. This occurs in terms of frustration, disappointment, and poor performance, lost hours of management and employee time, hampering of creativity and productivity, souring of relationships and high employee turnover. Costs, due to legal suits can also be incurred.

Robbins (2008) argues that conflict can be constructive and lead to improvements in the quality of decisions, stimulation of creativity and innovation and it can encourage interest and curiosity. Constructive or functional conflict can provide a medium through which problems can be aired and tension released, and it can provide for an environment of self-evaluation and change. Conflict is also an antidote for groupthink as it does not allow groups to passively accept decisions that can be based on inadequate information, weak assumptions or other debilities. Conflict challenges the status quo and therefore furthers the creation of new ideas, promotes reassessment of group goals and activities and increases the probability that the group will respond to change. This research will determine benefits which can, and which has been gained from conflict situations, within the specific organization being researched. Managers faced with excessive conflict within the organization need advice and guidance on how to reduce the conflict that is present (Robbins, 2008).

According to Rordes (2006) the interactions view does not propose that all conflicts are good. This view motivates that some conflict supports the goals of the group and improves its performance. These are the functional, constructive form of conflict. Some conflict hinders the performance of the group. These are the dysfunctional or destructive types of conflict. The demarcation between dysfunctional and functional is not clear and precise. The type and level of conflict that creates a healthy and positive environment for one group may in another group be regarded as dysfunctional. Thus, it can be stated that not one level of conflict can be adopted as acceptable or unacceptable under all conditions. Group performance is the criterion, which differentiates functional from dysfunctional conflict. The functionality of conflict is determined by the impact that the conflict has on the group, since a group exists to attain goals.

Perhaps the most frequent consequence of conflict is upset parties. This can be manifest in a number of ways such as anger, feelings of hostility, socio-emotional separation, tension, anxiety, and stress. Negative emotions can lead in turn to personal frustrations...reduced motivation and performance” (Wall & Callister, 2005). When these negative emotions translate into interpersonal conflict at work, the levels of conflict are negatively related to job satisfaction, and positively related to turnover intentions (Frone, 2000, Medina et al., 2005, Spector & Jex, 1998). Spector and Jex (1998) also discovered that interpersonal conflict at work was positively related to depression and other somatic symptoms, but unrelated to self-esteem. From these findings it is

easy to surmise that interpersonal conflict at work appears to be an important job stressor that is related to several harmful outcomes. Additionally, it has been found that conflict is negatively related to pay satisfaction and supervision satisfaction and strongly negatively related to promotional opportunities satisfaction (Kunaviktikul, Nuntasupawat, Srisuphan, & Booth, 2000)

The results presented here provide evidence that board conflict can have negative implications for organizational outcomes that fall under the close control of the board. It also appears that the negative implications of board conflict may extend to more distant parts of the organization and may influence organizational outcomes. As a practical matter, the results suggest that boards, and their organizations, may benefit from efforts to reduce conflict among board members. This observation is important because the use of conflict reduction strategies is largely under the board's control. In addition, conflict management is a set of skills that can be learned and adopted. Team-building, strategic planning and small group intervention strategies have been shown to be effective approaches to conflict management.

Positive conflict resolution involves gathering information about interests, needs, viewpoints and concerns. Understanding these things enables you to examine the impact to team productivity in an objective manner. Opatow (2000) contend that when team members acknowledge that other people see things differently, they can attempt to find a solution. For example, if a conflict over the way to approach status reporting arises on your project, gather opinions about frequency, format and distribution from all team members before scheduling a meeting to discuss the issue. Following a positive conflict resolution process requires participants to be open to all ideas. Brainstorming allows the team to generate new ideas and triggers creative thinking. Don't dwell on complaints and accusations. Consider options you've never thought about before. In a small business, people typically need to work closely with the same personnel every day. Continuing conflict erodes morale and distracts people from focusing on work. Keep things positive and you'll find an innovative solution to your conflicts without provoking further confrontation.

Both parties benefit from positive conflict resolution techniques. Discussion may even reveal that what you thought was the cause of the problem is inaccurate, incorrect or misleading. By remaining calm, showing patience and demonstrating respect, you can help resolve problems in a constructive manner. This results in effective long-term relationships and increased productivity.

Conflict that results in punishment for one party may result in continued tension, stress and disruption. Focus on positive outcomes and you'll get better results.

Conflict management goes a long way in strengthening the bond among the employees and half of the problems automatically disappear. Individuals must feel motivated at work and find every single day exciting and challenging. Before implementing any idea, it must be discussed with everyone and no one should ever feel ignored or left out. This way, every employee feels indispensable for the office and he strives hard to live up to the expectations of his fellow workers and in a way contributing to the organization in his best possible way. Conflict management avoids conflicts to a great extent and thus also reduces the stress and tensions of the employees. No one likes to carry his tensions back home and if you fight with your colleagues and other people, you are bound to feel uncomfortable and restless even at home (Siders, 2009).

Conflict management also plays an important role in our personal lives. Tussles and fights spoil relationships and only increase our list of enemies. Everyone needs friends who will stand by us when we need them. Conflict must be avoided at homes as it spoils the ambience and spreads negativity. Individuals tend to disrespect others as a result of conflicts. Conflict management prevents fall out between family members, friends, relatives and makes life peaceful and stress free. Blame game never helps anyone, instead it makes life miserable. No idea can ever be implemented if the individuals fight among themselves.

Conflict management helps to find a middle way, an alternative to any problem and successful implementation of the idea. Problems must be addressed at the right time to prevent conflict and its adverse effects at a later stage. Through conflict management skills, an individual explores all the possible reasons to worry which might later lead to a big problem and tries to resolve it as soon as possible (Rahim, 2003). Conflict Management is very important because it is always wise to prevent a fight at the first place rather than facing its negative consequences. Stress disappears, people feel motivated, happy and the world definitely becomes a much better place to stay as a result of conflict management.

2.3 Mechanisms that can be adopted to control organization conflicts for social service delivery.

Hampton, Summer, Webber (2002) argues that if you or your people are in conflict over resources, use techniques like Win-Win Negotiation or the Influence Model to reach a shared agreement. You can also help team members overcome this cause of conflict by making sure that they have everything they need to do their jobs well. Teach them how to prioritize their time and resources, as well as how to negotiate with one another to prevent this type of conflict. If people start battling for a resource, sit both parties down to discuss openly why their needs are at odds. An open discussion about the problem can help each party see the other's perspective and become more empathic about their needs.

Constantine helps organizations design their own, ad hoc conflict management systems, osi, Rizzo, and Carroll suggested that improving organizational practices could help resolve conflicts, including establishing super ordinate goals, reducing vagueness, minimizing authority- and domain-related disputes, improving policies, procedures and rules, re-apportioning existing resources or adding new, altering communications, movement of personnel, and changing reward systems. Most large organizations have a human resources department, whose tasks include providing confidential advice to internal "customers" in relation to problems at work. This could be seen as less risky than asking one's manager for help. HR departments may also provide an impartial person who can mediate disputes and provide an objective point of view. Another tool in the conflict resolution in organizations resources box is the introduction of the Ombudsman figure, at the organizational level charged with surveying common causes of conflict and suggesting structural improvements to address them (Hellriegel and Slocum, 2006).

Sustainable development can be a means of preventing violent conflict, addressing underlying issues during the course of conflict and addressing root causes in the process of recovery. Services such as health and education can play an important role in preventing conflict or in exacerbating it. For example, the most common and probably most serious issue for aid managers is the distribution of resources. The provision of water and sanitation to one community could lead to tensions and resentments in another. International Alert has documented a particularly stark example from Burundi where aid for education has benefited one

group, creating grievances among the others and fuelling the ongoing conflict (Hellriegel and Slocum, 2006).

Post-conflict assistance should be designed to promote four distinct objectives: (i) public safety, (ii) reconciliation and justice, (iii) economic and social well being, and (iv) reform of governance. Integrating military, political, economic, social, and humanitarian goals is a delicate endeavor that requires a legitimate authority with good domestic leadership and generous external assistance. Acceptable security is the lynchpin of reconstruction, but healing the wounds of war through justice and reconciliation matters too. Effective coordination between donors and building the capacity of local agencies are more important than speedy implementation. Plans for reconstruction should be based on sound damage assessments and properly sequenced interventions that display early results and provide for the return of displaced populations and their reintegration into society (Azfar and Meagher (2004), and Bray, 2005).

Participants and practitioners in conflict resolution and management require training in a range of skills. The training should include experiential and collaborative learning and the development of interpersonal skills. Isaacs (1999:52) argues that the immediate results of enhanced conflict resolution skills are fewer adversarial conflicts, an improved emotional climate and less supervision of subordinates. The results can also include more autonomy granted to peers and subordinates, measurable improvement in work results, less absenteeism, fewer medical and stress-related claims and fewer propensities for physical violence.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, population, sample size and sampling procedures, data sources, instruments of collecting data and the could be limitations of research.

3.1 Research Design

The researcher used an analytical design. This was necessitated by the fact that the researcher conducted an assessment of the impact of conflicts management on employee performance in order to carry out this investigation, therefore, an analytical research design is found to be a suitable design to be used to collect data. The study therefore among others include the use of qualitative and quantitative research approaches

3.2 Target population

The study population was the management and employees of Soroti Municipality, including political leaders. The municipality employs about 57 employees including both the management and lower level employees with the political leadership inclusive.

3.2.1 Sample size

A sample of 50 respondents was selected. The sample was restricted to the information required and the purpose of the study a sample of 50 respondents were chosen for the purpose of the study using Slovene's Formula states that, given a population, the minimum Sample size is given by:

$$n = \frac{N}{1 + N\alpha^2}$$

Where; n = the sample size

N = total population of respondents, that is 57.

α = the level of significance, that is 0.05

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{57}{1 + 57(0.05)}$$

$$n = \frac{57}{1 + 57 * 0.0025}$$

$$n = \frac{57}{1.142}$$

$$N = 49.9$$

$$n = 50$$

A sample size of 50 respondents was selected to participate in the study.

3.2.2 Sampling procedure

Because of the limitations likely to be faced in the study, the researcher used representative sample of the population from whom the data was collected. Stratified sampling is to be used to create different strata among the population and from each stratum; a sample is to be picked using random sampling technique.

3.3 Sources of data

The data was collected from both primary and secondary sources.

3.3.1 Primary data

This information or data was collected by researcher from the field; data collected afresh and for the first time, have not been processed Observation, questionnaires and interview were common research tools used to collect data. In recognition to this, the researcher collected data relevant to the research problem. .

3.3.2 Secondary Data

The secondary data was obtained through notes, correspondences and minutes of meetings, project plan journals. In this study the researcher used documents and other records that were already published to access information on conflict management and employee performance.

3.4 Research instruments

3.4.1 Questionnaire method

The researcher designed questionnaires that helped him further collection of data. Questionnaires will be both structured and non-structured. They were given to the respondents to fill them and thereafter was collected. The questionnaire focused on the objectives of the study and how they were carried out.

3.5 Quality control (Validity and reliability of Data)

To establish the validity of the instruments, the researcher administered questionnaires to the clearly selected respondents from Soroti Municipality. This was together with choosing a clear sample population that gives a representation of the entire population. Consultations were made on areas of great importance and how to ask the respondents in the way that right information attained. To establish the reliability of the instruments, the data was analyzed and fed accordingly. After data collection the researcher conducted check of the information by subjecting secondary questionnaire guides in form of pre- examination so as to identify the correlation in the information given.

3.6 Data processing and analysis

In this section the researcher ensured that responses and data collected is processed into logical, consistent and relevant information. The researcher classified answers to the questions into categories as a process which involves editing, copying and tabulating the research findings as presented in chapter four of this research study. Once the researcher has obtained the necessary data from the field, the researcher analyzed and interpreted in relation to the objectives of the study. The researcher presented the findings in form of tables, graphs and pie charts. Analysis and presentation of the findings in this enhanced the easy understanding of the interface made thereby improving reliability and validity.

3.7 Ethical consideration

Maintaining the privacy and confidentiality of the respondents that is to say keep their personal issues private and non disclosure of response from particular respondents to maintain integrity and also protect them from potential victimization.

Maintaining honesty and avoiding exceptional and deceptive behavior such as creating false impression in the minds of participants through withholding information, establishing false intimacy or telling lies as this can potentially harm research participants.

Report what was actually found and not manufacture and publish dream up data and also giving due recognition to any one whose work may have been used in this research and not try to pass it as the researchers original work

3.8 Limitations of the study

The time allocated to the study might be limited to the researcher to comprehensively exhausted the study. However, the researcher endeavored to satisfactorily conduct the study and have the report in time needed.

The researcher faced difficulty in accessing the respondents especially the managers in providing the Ethical information that facilitated the study.

The respondents refused to provide all the data requested for and some of the documents requested for was not availed to the researcher.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter comprises of the findings that were gathered by the researcher on the contribution of conflict management mechanism to performance of employees in Soroti Municipality. The study objectives were to evaluate the underlying causes of conflicts among employees in Soroti Municipality, to determine the effect of conflict management on performance of employees in Soroti Municipality and to explore mechanisms that can be adopted to enhance effectiveness in conflict management for employee performance. The data is presented and interpreted in view of the objectives mentioned in chapter one of this research. The interpretation also seeks to answer the research questions that were raised in chapter one. Presentation and interpretation of data in this chapter has been done with the aid of quantitative and qualitative methods for example the use of tables, graphs, percentages and personal analysis and interpretation presented in essay form. Questionnaires were provided to 50 respondents who filled them to the best of their knowledge.

4.1 Demographic Characteristics

4.1.1 Gender of respondents

Table 4.1: Showing Gender respondents

Respondents	Frequency	Percentage
Male	28	56
Female	22	44
Total	50	100

Source: Primary data, 2019

From the table above, it can be seen that the majority of respondents are male that is 28 respondents representing 56% of the total respondents and 22 respondents are female representing 44% of the respondents. From the above presentation, a larger number of male were selected because majority of employees are male compared to number of female. Therefore, the information obtained from the respondents can be relied upon for the purpose of this study. The

researcher was gender sensitive by considering both male and female. This helped him in gathering the appropriate information since there was no bias in selecting the respondents.

4.1.2 Age of respondents

Table 4.2: showing the age of respondents

Age brackets	Frequency	Percentage
18-27	11	22
28-37	8	16
38-49	22	44
50+	9	18
Total	50	100

Source: Primary data, 2019

From the table above, it is seen that 11 respondents representing 22% of the total respondents are in the age bracket of 18-27, 8 respondents representing a total number 16% were in the age bracket of 28-37, followed by respondents with the age bracket of 38-49 with 22 respondents representing 44% of total number of respondents, finally followed by respondents within the age bracket of 50+ with 9 respondents representing a total number of 18%. From the above presentation, it is clear that the age bracket of 38-49 had the largest number of respondents, this age bracket constitutes of hard working people, energetic and with fresh minds to help in giving proper and articulate information. The age bracket of 28-37 had the least number of respondents because they are not flexible to fill questionnaires and even concentrate on their activities.

4.1.3 Academic qualification of respondents.

Table 4.3 showing Educational levels of the respondents.

Education levels	Frequency	Percentage
Certificate	3	6
diploma	7	14
degree	16	32
masters	8	16
phd	10	20
others	14	28
Total	50	100

Source: primary data, 2019

From the above table it is seen that the majority of the respondents were degree holders of 16 respondents representing a total percentage of 32%, followed by others with 14 respondents representing 28% of the total respondents, followed by Phd holders 10 respondents representing 20% of the total respondents and masters with 8 respondent representing 16/. This was followed by 7 respondents representing 14% of the total respondents of diploma holder and finally followed by 3 respondents with certificate representing 6% of the total number of respondents. This implies that majority of respondents are well educated and therefore, the information obtained can be relied upon. Majority of the respondents were degree holders and some were employers and others were employees and they therefore had enough knowledge about conflicts management and employees performance.

4.1.4 Period the respondents work

Table 4.4: Period of work for respondents

The period of work	Frequency	Percentage
One Month – 2years	7	14
3- 5years	13	26
6yrs – 9 years	18	36
10 and above	12	24
Total	50	100

Source: Primary Data, 2019

From the table above, it can be seen that majority of the respondents had worked in the district the period of 6- years to 9 years, followed by the respondents who had worked in Soroti Municipality, the period of 3-5 years that is 13 respondents representing 26% of the total respondents, followed by the respondents who had worked for the period of 10 years and above and finally followed by the respondents who had worked in the district for the period of one month-2years. The above information implied that majority of the respondents had worked in Soroti Municipality for the period more than one month and they therefore had enough knowledge about conflict management on employee performance in Uganda of which it was the interest of the researcher.

4.2 Causes of organizational conflicts

The first objective was to evaluate the underlying causes of organizational conflicts among workers in Uganda and the results were tabulated as shown below.

4.2.1 Whether there are employees in Soroti Municipality experience conflicts

Table: 4.5 Showing whether there are employees in Soroti Municipality experience conflicts

Response	Frequency	Percentage
Yes	30	60
No	15	30
Not Sure	10	10
TOTAL	50	100%

Source: primary data, 2019

The table shows that majority respondents agreed that there experience office conflicts evidenced by the majority respondents who agreed with the highest percentage of 60% of the total respondents. However, the least number of respondents disagreed and others were not sure totaling to 40% of the total respondents. This number of respondents must be considered in making conclusions and recommendations in chapter five since the views of minority were considered to be important.

4.2.2 Causes of organizational conflicts in Soroti Municipality

Table 4.6: Showing the causes of organizational conflicts in Soroti Municipality

Weight	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	f	%	f	%	F	%	F	%	F	%
Causes of organizational conflicts												
Low interdependence	30	60	15	30	3	6	0	0	2	4	50	100
Unfair organizational policy	42	84	5	10	2	4	0	0	1	2	50	100
The issue of personality clashes is controversial	43	86	2	4	1	2	1	2	3	6	50	100
Conflicting roles	20	40	10	20	5	10	15	30	0	0	50	100
Conflicting Perceptions	20	40	0	0	10	20	7	14	8	16	50	100
Lacking physical resources	30	60	5	10	0	0	0	0	15	30	50	100
Power struggles	22	44	8	16	10	20	6	12	4	8	50	100
Personality differences	18	36	7	14	5	10	11	22	9	18	50	100
Non-Compliance with rules and Policies.	25	50	4	8	6	12	7	14	8	16	50	100
Misunderstandings.	35	70	3	6	2	4	8	16	2	4	50	100
Individual stress	26	52	4	8	5	10	7	14	3	6	50	100

Source: Primary data, 2019

From the table above, low interdependence had 60% of the respondents strongly agreed that, 30% of the respondents agreed, 6% were not sure, none disagreed and 4% of the respondents strongly disagreed.

‘Unfair organizational policy’ had 84% of the respondents who strongly agreed, 10% agreed, 4% were not sure, none disagreed and 2% strongly disagreed.

‘The issue of personality clashes is controversial had 86% of the respondents who strongly agreed, 4% agreed, 2% who disagreed and 6% who strongly disagreed and 2% were not sure.

Conflicting roles had 40% of the respondents who strongly agreed, 20% agreed 10% were not sure and 14 % disagreed and 16% strongly disagreed

Conflicting Perceptions had 40 respondents who strongly agreed, none agreed, 20% were not sure 14% disagreed and 16% strongly disagreed.

Lacking physical resources had 60% respondents who strongly agreed, 10% agreed none were not sure and disagreed while 30% strongly disagreed.

Power struggles had 44% respondents who strongly agreed, 16% agreed, 20% were not sure, 12% disagreed while 8% strongly disagreed.

Personality differences had 36% respondents who strongly agreed, 14% agreed, 10% were not sure, 22% disagreed while 18% strongly disagreed.

Non-Compliance with rules had 50% of the respondents strongly agreed that, 8% of the respondents agreed, 12% were not sure, 14% disagreed and 16% of the respondents strongly disagreed.

Misunderstandings had 70% of the respondents strongly agreed that, 6% of the respondents agreed, 4% were not sure, 16% disagreed and 4% of the respondents strongly disagreed.

Individual stress had 52% of the respondents strongly agreed that, 8% of the respondents agreed, 10% were not sure, 14% disagreed and 6% of the respondents strongly disagreed

From the above analysis, unfair organizational policy’ had 84% of the respondents who strongly agreed and these were the majority. The reason was that other causes of conflicts such, as low interdependence, personality clashes, conflicting roles, conflicting perceptions, lack of physical resources, power struggles among others come as a result of unfair organizational policies.

4.3 Effect of conflicts management on employee performance in Soroti Municipality

The second research objective was to assess the effect of conflict management on performance of employees in Soroti Municipality. The data collected in regard to the objective the data attained based on the findings is presented below.

Table 4.7: Responses on the effect of conflict management on employee performance

Effect	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	f	%	f	%	F	%
Solves quality problems	30	60	10	20	4	8	5	10	1	2	50	100
Reduces deadlines or delays	40	80	4	8	4	8	0	0	2	4	50	100
Increase customer satisfaction	32	62	9	18	2	4	4	8	3	6	50	100
Increase motivation of employees	25	50	4	8	5	10	4	8	24	28	50	100
Improve efficiency in delivering services	29	58	4	8	14	28	3	15	5	10	50	100
improves in resource allocation	20	40	13	26	3	6	9	18	5	10	50	100
Increase the services delivery rates	26	42	4	8	5	10	7	14	13	26	50	100

Source: primary data, 2019

The data collected above shows that: In line with the effect of conflict management on employee performance, Solving quality problems had 60% of the respondents who strongly agreed, 20% agreed, 8% disagreed, 10% respondents were not sure and 2%strongly disagreed.

80% of the total respondents strongly agreed with reduced deadlines or delays had 8% agreed, 8% disagreed, none of the respondents strongly disagreed and 4% were not sure. This is most respondents agreed and strongly agreed.

‘Increase customer satisfaction had 60% of the respondents who strongly agreed, 18% agreed, 4% disagreed, 8% of the respondents were not sure and 6% strongly disagreed.

50% of the respondents strongly agreed with increase motivation of employees, 28% agreed, 10% disagreed and 4% of the respondents were not sure and none strongly disagreed.

Improve efficiency in delivering services had 58% of the respondents strongly agreed, 8 % agreed, 28% were not sure, 15% disagreed and 10% of the respondents strongly disagreed.

Improves in resource allocation had 40% of the respondents who strongly agreed, 26% agreed 6% were not sure 18% disagreed and 10% strongly disagreed.

Increase the services delivery rates had 42% of the respondents who strongly agreed, 8% agreed 10% were not sure 14% disagreed and 26% strongly disagreed. The study results reveal that the state of service delivery rates is high on average.

The study findings concerning the effect of conflicts management on employee performance in Soroti Municipality. The study reveal that solving quality problems 80% respondents, reduced deadlines or delays 88.8%, increase customer satisfaction 78%, increase motivation of employees 70%, improving efficiency had 66% and improves in resource allocation 68% constituting the reasonable respondents base. The findings reveal that the aspects of effective conflict management can generate improved performance for the organization.

4.4 Strategies that can be adopted for improving conflict management for employee performance

The third research objective was to determine the strategies that can be adopted for improving conflict management for employee performance. The study results based on the data collected is presented in the sub-sequent information provided below.

Table 4.8: showing whether there established strategies that can be adopted for improving conflict management.

Response	Frequency	Percentage
Yes	35	70
No	5	10
Not Sure	10	20
TOTAL	50	100%

Source: Primary Data, 2019

From the table above, 35 respondents representing 70% of the total respondents agreed that there were strategies adopted for improving the conflicts, 5 respondents representing 10% of the total respondents disagreed and finally 10 respondents representing 20% of the total respondents were not sure.

Table 4.9: Strategies that can be adopted for improving conflict management for employee performance.

Strategies	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	f	%	f	%	f	%	F	%
Reconciliation	37	74	3	6	4	8	1	2	5	10	50	100
Win-win negotiation	30	60	7	14	2	4	8	16	3	6	50	100
Sustainable development	20	40	10	20	5	10	7	14	8	16	50	100
Provision of counseling to conflicting parties	18	36	12	24	10	20	4	8	6	12	50	100
Establishing conflict resolution measures	25	50	4	8	0	0	5	10	16	32	50	100
Designing an ethical code of conduct	29	58	10	20	6	12	0	0	5	10	50	100
Clarity on roles and responsibilities	25	50	8	16	7	14	2	4	3	6	50	100

Source: Primary data, 2019

From the table above, 74% strongly agreed to easy reconciliation 6% agreeing as well, while 8% respondents were recorded for not being sure, 2% disagreed and 10% strongly in disagreed. 60% of the respondents agreed in respect with win- win negotiation 14% agreed, 4% of the respondents were not sure, 16% disagreed and 6% strongly disagreed.

Sustainable development had 40% respondents who strongly agreed, 20% agreed, 10% were not sure, while 14% disagreed and 16% strongly disagreed.

Provision of counseling to conflicting parties had 36% respondents who strongly agreed, 24% agreed, 20% were not sure, while 8% disagreed and 12% strongly disagreed.

Establishing conflict resolution measures had 50% respondents who strongly agreed, 8% agreed, none were not sure, while 10% disagreed and 32% strongly disagreed.

Designing an ethical code of conduct had 58% who strongly agreed, 20% agreed, 12% were not sure, none disagreed and 10% strongly disagreed.

Clarity on roles and responsibilities had 50% of the respondents who strongly agreed, 16% agreed, 14% were not sure, 8% disagreed and 12% strongly disagreed.

Easy reconciliation 80%, Sustainable development 60%, Provision of counseling to conflicting parties 60%, Establishing conflict resolution measures 58%, designing ethical conducts, 78% and clarity role and responsibilities had 66%. The study results reveal that the means for improving conflict management need to be strengthened and appropriate mechanisms put to design work efficiency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS and RECOMMENDATIONS

5.0 Introduction

This chapter contains a summary of the findings of the study, and recommendations to the variables therein with assessing the impact of conflict management on employee performance. Using computer packages like Excel the study has made important findings, which are the basis of the policy recommendations entailed in this chapter.

5.1 Summary of findings

5.1.1 Underlying causes of conflicts among employees in Soroti Municipality.

In line with the first objective which was intended to evaluate the underlying causes of organizational conflicts among workers in Uganda, the researcher asked the respondents whether employees experience conflicts and the highest percentage of 60% of the total respondents agreed and 40% of the total respondents were not sure and others of this percentage disagreed. These numbers of respondents were taken to be important in making conclusions and recommendations in this chapter.

The researcher gave the respondents the option to tick according to their level of understanding and low interdependence had 60% of the respondents strongly agreed that, 30% of the respondents agreed, the issue of personality clashes is controversial had 86% of the respondents who strongly agree and 2% were not sure. Conflicting roles had 40% of the respondents who strongly agreed, 20% agreed 10% were not sure and 14 % disagreed and 16% strongly disagreed. Conflicting Perceptions had 40 respondents who strongly agreed, none agreed, 20% were not sure 14% disagreed and 16% strongly disagreed. Lacking physical resources had 60% respondents who strongly agreed, 10% agreed none were not sure and disagreed while 30% strongly disagreed and others included Power struggles, had 44% respondents who strongly agreed, 16% agreed, 20% were not sure, 12% disagreed while 8% strongly disagreed others included personality differences, non-Compliance with rules, misunderstandings had 70% of the respondents strongly agreed and individual stress.

5.1.2 Effect of conflict management on performance of employees in Soroti Municipality

The study findings concerning the effect of conflicts management on employee performance in Soroti Municipality. The study reveal that solving quality problems 80% respondents, reduced deadlines or delays 88.8%, increase customer satisfaction 78%, increase motivation of employees 70%, improving efficiency had 66% and improves in resource allocation 68% constituting the reasonable respondents base. The findings reveal that the aspects of effective conflict management can generate improved performance for the organization.

5.1.3 Mechanisms that can be adopted to enhance effectiveness in conflict management for employee performance.

Basing on the second objective which was intended to determine the effect of organizational conflict on social service delivery in Uganda, quality problems had 60% of the respondents who strongly agreed, majority of the respondents were in agreement to decreased customer satisfaction had few disagreed, none of the respondents strongly disagreed and only four were not sure. This was where most of the respondents strongly agreed and agreed. The respondents regarding to the effects of organizational conflict reduce motivation of employees had majority of the respondents who strongly agreed, 50% of the respondents strongly agreed with reduced efficiency in delivering services, experience depression had majority of the respondents strongly agreed, performance measurement had 40% of the respondents who strongly agreed, decline in resource allocation had 42% of the respondents who strongly agreed and other respondents responded to Poor health services and Inadequate road.

In line with the third objective which was intended to explore mechanisms that can be adopted to control issues of conflicts, the researcher asked the respondents whether there were strategies devised and majority of the total respondents agreed that there were strategies to address the conflicts, very few respondents disagreed and finally 10% were not sure. On the same objective, the researcher gave the respondents option to tick appropriately and easy reconciliation 6% agreeing as well, while 8% respondents were recorded for not being sure, 2% disagreed and 10% strongly in disagreed. In respect with win- win negotiation 16% disagreed and these were the majority. Sustainable development had majority of the respondents who strongly agreed and others were few. Provision of counseling to conflicting parties had 36% respondents who strongly agreed and establishing conflict resolution measures had 50% respondents who strongly

agreed and designing an ethical code of conduct had 58% who strongly agreed and others included clarity on roles and responsibilities

5.2 Conclusions

The conclusion was drawn from the research findings as guided by the research objectives and questions. The main objective of the research was to examine the Impact of conflict management on employee performance. The study findings based on the results, the study conclude that the state of conflict in Soroti Municipality has many factors associated with the conflicts in Soroti Municipality. The study on the second objective on the effect of conflicts management on employee performance in Soroti Municipality. The study reveal that solving quality problems, reduced deadlines or delays, increase customer satisfaction, increase motivation of employees, improving efficiency and improves in resource allocation. The study conclude that regarding the measures for improving employee performance, there is need for values to be developed that can generate the performance and increase organization efficiency at all times.

5.3 Recommendations

On the first objective, the study recommend that efforts be geared towards making policies at institution level to enable the provision of better services to the clients. Soroti Municipality should emphasize on Win-Win Negotiation in order to have the problems between workers and employers solved without conflicts. The organizations should help team members overcome this cause of conflict by making sure that they have everything they need to do their jobs well. Organizations should teach them how to prioritize their time and resources, as well as how to negotiate with one another to prevent every type of conflict. Negotiations help to reveal out any dissatisfaction without conflicting.

On the second objective, the government should set clear policies that show the limits of employers and those of employees. The Participants and practitioners in conflict resolution and management should be given training in a range of skills. The training should include experiential and collaborative learning and the development of interpersonal skills. This will help to identify the right group and solve the problem amicably without conflicting.

On the third objective, the organizations should also avail services to its employees such as good working environment, health facilities, fair remunerations and this will reduce on conflicts. This

is because conflicts results from dissatisfaction of workers due to poor services and improvement increases workers enthusiasm to concentrate on their jobs and thus reducing workplace conflicts. Employees should be taught the means through which their grievances can be expressed other than conflicts. This can be done by highlighting the dangers of conflicts and making them become known to workers. The organizations should have suggestion boxes for their employees and what found in the box should be solved with an immediate effect.

5.4. Areas for further research

Due to time and resource constraints, the researcher recommends the following areas for further research.

Impact of organizational conflict on labour turnover.

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APPENDICES

Appendix I: Research Instrument, Questionnaire.

Dear sir/Madam

I am a third year student of Kampala international University pursuing a degree of public administration. I am carrying out a research with the topic: "The impact of conflict management on employee performance in Soroti Municipality. This questionnaire is purely for academic purposes and the information will be kept confidential.

PART A; GENERAL INFORMATION

1. Gender.

Male ☐

Female ☐

2. In which age bracket are you?

18-27 ☐

38-49 ☐

28-37 ☐

50+ ☐

3. What is your level of Education?

Certificate ☐

Degree ☐

Diploma ☐

Masters ☐

Others ☐

PhD ☐

4. For how long have you been working ?

One Month – 2years ☐ 3- 5years ☐ 6yrs – 9 years ☐ 10 and above ☐

PART B: Causes of organizational conflicts

5. Does your organization experience office conflicts?

YES ☐

NO ☐

NOT SURE ☐

The following are the causes of organizational conflicts?

(1-Strongly Agree 2-Agree 3- Not sure 4-Disagree 5-Strongly disagree)

Tick the appropriate box. Depending on your level of agreement

Causes of conflicts	1	2	3	4	5
Low interdependence					
Unfair organizational policy					
The issue of personality clashes is controversial					
Conflicting roles					
Conflicting Perceptions					
Lacking physical resources					
Power struggles					
Personality differences					
Non-Compliance with rules and Policies.					
Misunderstandings.					
Individual stress					

If there are any other causes, please mention them.

.....

.....

SECTION C: Effect of conflicts management on employee performance

6. The following are the Effects of **conflicts management on employee performance**
(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the Appropriate box.

Effect of conflicts management on employee performance	1	2	3	4	5
Solves quality problems					
Reduces deadlines or delays					
Increase customer satisfaction					
Increase motivation of employees					
Improve efficiency in delivering services					
improves in resource allocation					
Increase the services delivery rates					

If there are any other effects of conflicts, please mention them.

.....

.....

PART D: Strategies that can be adopted for improving conflict management for employee performance

7. Has the administration of your organization adopted strategies to addressing organization conflicts?

YES ☐ NO ☐ NOT SURE ☐

If yes, the following are established strategies that can be adopted for improving conflict management.

(1-Strongly Agree, 2-Agree, 3-Not sure, 4-Disagree, 5-Strongly disagree)

Tick the appropriate box depending on your level of agreement

Strategies	1	2	3	4	5
Sustainable development					
Win- win negotiation					
Reconciliation					
Provision of counseling to conflicting parties					
Establishing conflict resolution measures					
Designing an ethical code of conduct					
Clarity on roles and responsibilities					
Legal consultation					

If there is any other strategy not mentioned above, please specify.

.....

.....

I am grateful for your co-operation

Appendix ii : Research Budget

NO	ITEM	COST
1	Printing and photocopying	100,000/=
2	Relevant Research analysis	50,000/=
3	Questionnaire development	60,000/=
4	Meals	100,000/=
5	Data analysis	50,000/=
6	Miscellaneous	100,000/=
	TOTAL	460,000/=