CONFLICT MANAGEMENT AND EMPLOYEE PERFORMANCE IN MINISTRY OF PUBLIC SERVICE, SOUTHERN SUDAN

BY

SAMUEL WEL MACIEK
BHR/20043/82/DF

A RESEARCH PROPOSAL PRESENTED TO THE SCHOOL OF BUSINESS AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A BACHELOR'S DEGREE IN HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

September, 2011

DECLARATION

I SAMUEL WEL MACIEK hereby declare that this is my original work and that no person has ever submitted it to any university or any academic institution for any academic award.

Sign:..... Date: 17/10/2011

SAMUEL WEL MACIEK

APPROVAL

This research proposal is resulting from the researcher's efforts in the area of conflict management and employee performance in Public service commission in the republic of Southern Sudan and was conducted under my supervision. It is now ready for submission to academic board for the award of a Bachelor's degree in Human Resource Management of Kampala International University with my approval.

Signature: ..... Date: 17/10/2011

Ms. KOBUSINGYE CAROL (SUPERVISOR)

Dedication

This thesis is dedicated to my wife Lona Luba Wel, my daughters and sons whose prayers have enabled me to reach heights that I would never have reached.

Acknowledgement

The researcher thank the Government of Southern Sudan which gave opportunities to revolutionary fighters like me who had not accessed formal education and other assistances which enabled me to accomplish my degree, special thanks goes to Minister of labor, Hon. Awut Deng who accepted the recommendation from the peace commission for me to start my studies.

I acknowledge the entire peace commission for the recommendation they made towards my studies especially Hon. Peter Gwang Akech Deputy Chairperson and Hon. Beatrice Aber.

I greatly appreciate the guidance provided by his supervisor Ms. Kobusugye Carol for the successful design and presentation of my research.

I also wish to thank my family members, friends, workmates and entire community of Gok - Lake State in particular, Bar-el-Gazel in general and the entire Southern Sudan for the encouragement and provision of vital moral, spiritual and material support. Thank you very much.

I can finish acknowledgment without recognizing the Uncle Benjamin Jok Yoel and other elders from Joth community who continuously persuaded me to start studies

Above all, I wish to thank the Lord Almighty, without whose inspiration, guidance and wisdom I would neither have tackled nor accomplished my studies.

TABLE OF CONTENTS

Declaration ii
Dedication iv
Acknowledgement v
Table of contents vi
List of tables viii
CHAPTER ONE: INTRODUCTION 9
Introduction 9
Background of the study 9
Statement of the problem 10
Purpose of the study 11
Objective of the study 11
Research questions 12
Scope of the study 12
Significances of the study 12
Conceptual frame work 12
CHAPTER TWO: LITERATURE REVIEW 14
Introduction 14
Categories of conflicts 14
Effects of conflicts on performance 17
Conflict resolution mechanisms 19
CHAPTER THREE: RESEARCH METHODOLOGY 22
Introduction 22
Research Design 22
Study population 22
Sample size and sampling procedure 22
Data Gathering Procedure 22
Data collection Instruments 23
Validity and Reliability of instrument 23
Research procedure 23
Data analysis 24
Ethical Considerations 24
Limitations of the study 24
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION 26
Overview 26
Demographic characteristics of ministry respondents 26
Cause of conflict 29
Effects of conflicts at work place 30
Mechanism or strategies of conflict reduction 32
Conclusion 33
CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATION 34

Overview 34
Finding 34
Conclusion 35
Recommendation 35
Recommendations for further research 37
REFERENCES 38
APPENDICES 41
Appendix 1: Introductory letter 41
Appendix 2: TIme frame 42
Appendix 3: Budget 43
Appendix 4: Questionnaire 44

List of tables

Table 1: Respondent's Demographic characteristic (profile) 26
Table 2: Cross tabulation causes of conflict based on gender 29
Table 4: Conflict reduction strategies 32
Table 3: Effects of conflict at workplace 31

CHAPTER ONE

INTRODUCTION

Introduction

This chapter covers the background of the study, statement of the problem, purpose of the study, research objectives and questions, scope of the study, significances of the study and conceptual frame work.

Background of the study

Since Sudanese's independence in 1956, the southern region has negatively affected by a number of conflicts (civil wars) and this has resulted in serious neglect, lack of infrastructure development, and major destructions and displacements. More than 2 million people have died, and about 4 million are internally displaced and others became refugees. Due to the long term conflict between the Sudan's Muslim north and Christian south, a Comprehensive Peace Agreement (CPA) in 2005 was reached up on by the two parties (the south and the north) to give people from the south a large degree of autonomy and chance to vote for full independence in 2011 after six years of home rule.

In January 2011, the South voted for independence and it is currently a sovereign state and it has got fully fledged government organs and ministries. Among other ministries, is the ministry of public services. Among other, responsibilities, the ministry of public services is charged with the task of recruiting and over seeing the operations and activities of public employees. Secondly, after its set up (ministry of public service), a recruitment board was formed to do all the recruitment of public employees in all ministry on the behalf of the governments, screen all ghost employees from government payroll, balance all states (region) when it comes to getting from government departments and serious to deal with corruption/nepotism in employment. In the

pursuit of its activities, there have been a number of challenges which have escalated conflicts; such conflicts have drastically affected the operation of the ministry and the entire nation at large.

Conflict is actual or perceived opposition of needs, values and interests. A conflict can be internal (within oneself) or external (between two or more individuals). Conflict is also defined as natural disagreement resulting from individuals or groups that differ in beliefs, attitudes, values or needs. It can also originate from past rivalries and personality differences. Other causes of conflict include trying to negotiate before the timing is right or before needed information is available (Robbins, 2001) Conflict as a concept can help explain many aspects of social life such as social disagreement, conflicts of interests, and fights between individuals, groups, or organizations. In political terms, "conflict" can refer to wars, revolutions or other struggles, which may involve the use of force as in the term armed conflict. Without proper social arrangement or resolution, conflicts in social settings can result in stress or tensions among stakeholders. When an interpersonal conflict does occur, its effect is often broader than two individuals involved, and can affect many associate individuals and relationships, in more or less adverse and sometimes even humorous way (Rao, 2001).

Statement of the problem

In today's competitive world organizations can only survive when they are ready to regulate the rate of conflict with in their employees and the entire organization at large Bogler (2005). Rao (2001) confirm that conflict management is essential in promoting commitment and empowerment needed by employees to achieve organizational goals. Unfortunately the Southern Sudan ministry of public services has failed to address this issue. Conflict in the ministry arise from the failure by the recruitment board to address the issue of nepotism in states, some ministries and commission in Juba, the removal of foreigners from key government position since native/indigenous southern Sudanese they

have the relevant academic qualifications to occupy such jobs, the removal of ghost employees from the payroll has also escalated the problem and the integration of the SPLM/A fighters without necessary academic qualification to occupy certain jobs and the young educated youth who never fought for the independence has worsened the conflict. Worse still, conflict emanate from the miss understanding that arose between the city dwellers who did not join the movement and supported the Arabs; and those who fled the country for the Diaspora to look for greener pasture and get educated who currently want to exploit all the opportunities while forgetting freedom fighters on grand that they do not have academic qualification, yet forgetting that they did not study because they were fighting for the peace they enjoy now. The failure by the ministry to address these issues has led to continuous labor turnover, job dissatisfaction, increased absenteeism, diversion of efforts from productive work to infighting and lowered productivity, diminished employee's moral behavior and performance among others. While there could be several contributing factors to the low levels of performance, conflict seem to play a major role. Therefore it is against this background that the researcher was motivated to conduct a study to assess the impact of conflict on employee performance in ministry of public service, Southern Sudan.

Purpose of the study

The purpose of the study was to assess the impact of conflict on employee performance in the ministry of public service, Southern Sudan.

Objective of the study

The study was guided by the following specific objectives

1. Examine the different causes of conflict
2. Examine the effects of conflicts on performance
3. Assess the mechanisms for conflict resolution

Research questions

The study was guided by the following questions.

1. What are the cause of conflicts in organizations
2. What are the effects of conflict on employee performance
3. What are some of the mechanisms for conflict resolution

Scope of the study

Geographically, the study was conducted in the ministry of public service, southern Sudan. Staff and management from different departments were proportionately represented. In content, the study focused on impact of conflict management on employee performance. The study embraced theories from disciplines such as human resources management and conflict resolution and peace building. Lastly, the study took take four months that is from May to August 2011

Significances of the study

Contextually, the study unearthed the role played by different stake holders in managing conflicts in ministry of public service, Southern Sudan. Conceptually, the study contributed to operational definition of these variables; theoretically; this study contributed to the testing of several hypotheses on how conflicts are managed in ministry of public service, Southern Sudan. Hence the study will also prompt more researchers in the area having contributed to literature and methodology of such future studies. The study was a great source of experience and a contribution to the Academic career of the researcher.

Conceptual frame work

This describes the interdependence between the independent and the dependent variable and the research will control the extraneous variables from affecting the end result of the dependent variable

Conflict Causes

- Different views, values and personalities
- Lack of communication
- Lack of trust in leadership
- Lack of clear direction
- Role ambiguity
- Ignorance between team members
- Rivalry between groups and teams
- Scarce resources
- Environmental reasons

→

Effect on performance

Conflicts are managed
- Job satisfaction
- Reduced labor turnover
- Reduced absenteeism
- High productivity

Conflict not managed
- Accidents
- Wastage of resources
- Absenteeism
- High labor turn over
- Job dissatisfaction
- Compromised quality

CHAPTER TWO

LITERATURE REVIEW

Introduction

Conflict is actual or perceived opposition of needs, values and interests. A conflict can be internal (within oneself) or external (between two or more individuals). Conflict is also defined as natural disagreement resulting from individuals or groups that differ in beliefs, attitudes, values or needs. It can also originate from past rivalries and personality differences. (Robbins, 2001)

Conflict as a concept can help explain many aspects of social life such as social disagreement, conflicts of interests, and fights between individuals, groups, or organizations. In political terms, "conflict" can refer to wars, revolutions or other struggles, which may involve the use of force as in the term armed conflict. Without proper social arrangement or resolution, conflicts in social settings can result in stress or tensions among stakeholders. When an interpersonal conflict does occur, its effect is often broader than two individuals involved, and can affect many associate individuals and relationships, in more or less adverse and sometimes even humorous way (Rao, 2001).

Categories of conflicts

According to Robbins et al, "conflict may have either positive of negative impact on organizational performance, depending on the nature of conflict and how it is managed" for every organization, there is an optimal level of conflict that can be considered highly level is too low, performance may have difficulty adapting to change in its environment. In cross cultural organizations conflicts can be categorized in two perspectives:- functional and dysfunctional conflicts.

Functional conflicts; this is a confrontation between groups that enhances and benefits the organization's performance. Conflict (Robbins, 1992), can improve the quality of decisions, stimulate creativity , encourage interest and

curiosity among group members , provide a medium through interest and curiosity among group members , provide a medium through which problems can be aired, tensions released and fosters an environment of self –evaluation and change . Conflict challenges the status quo and furthers the creation of new ideas, promotes reassessment of the union's power, member's loyalty and participation. Functional conflict is most often characterized by low to moderate levels of subtle controlled opposition.

Conflict is constructive when it results in clarification of important problems and issues , results in solutions to problems, involves people ion resolving issues to the causes authentic communication, helps release emotion, anxiety and stress , build individuals develop understanding and skills.

Dysfunctional conflict is any confrontation or interaction between groups that harms the organization or hinders the achievement of organizational goals. Management must therefore seek to eliminate these forms of conflict .example of dysfunctional conflict include uncontrolled opposition, dissolution of common ties, retardation of communication and reduction in group cohesiveness. Conflict is destructive when it takes attention way from other important activities , undermines morale or self –concept , polarizes groups and reduces competition , increases or sharpens differences , leads to irresponsible and harmful behavior such as fighting and name calling (Gomez –Mejia and Balhin, 2002)

Causes of conflicts

Conflicts among workers are caused by wide range of factors. Some are major ad need to be addressed through the legal system or labor union negotiations. Other are minor but can still have a major impact on the productivity of an organization. The following are the causes of conflict in cross –cultural organization (Armstrong, 2006)

Communication problems; Lack of communication is a major cause of conflict in many cross cultural organizations. Conflicts can occur where there is a lack of opportunity, ability or motivation to communicate effectively. Poor communication though not reflecting substantive differences, can have a powerful effect in causing conflict. Misunderstood or partial information during the process of communication can make a difference between the success during the process of communication –whether these problems relate to too much or little communication hence conflicts (Armstrong, 2006).

Value clashes; In cross cultural organization, people have different values mainly among women and men and among different employees which increase conflicts in organizations.

Lack of resources; In many organizations there are not enough resources which greatly affect the performance of employees and hence this results into conflicts at work place. For example if there is only one computer in an office of 20 employees, a conflict can occurs as a result of finding out on who to use the computer(Armstrong, 2006).

Interest based conflict; This conflict arises from clashes between departments, units and /or functions. One unit might be concerned with meeting deadlines while another may be concerned with the accuracy of data. It usually occurs in organizations where ends .It usually occurs in organizations where units end to think of them selves as solo units.

Delay in payments; Most conflicts in many organizations are due to delay in payment of its employees. Some organizations take 2-10 months without paying employees their monthly salary hence conflicts at work place.

Work policies and practices; Interpersonal conflicts can develop when an organization has arbitrary or confusing rules, regulations, and performance

standards. When an organization lacks clear and defines polices, this can lead to conflicts among employees and employers

Non compliance; conflict also surfaces when some workers refuse to comply with the rules and neglect their fair share of the workload. Coworkers get angry if they have to put extra effort to get the work done because others are taking tow-hours lunch breaks, sleeping on the job, making personal phones calls during office hours, and wasting time. Now that so many organizations are gathering their work forces into teams, noncompliance has the potential for becoming a major source of conflict.

Goal incompatibility; In cross –cultural workplace different people perceive their goals as mutually enhancing and view each other's behavior as contributing to the achievement of both sets of goals. Due to difference in goals conflicts occur.

Different time orientations; Another potential cause of conflict is the different time spans needed to achieve their goals. Some parties have relatively short time orientations as compared to other which sparks off the conflicts.

Effects of conflicts on performance

There is significant inconsistency among researchers concerning the direct and indirect effects of conflicts on performance. For us to properly explore these effects, we need to fully understand the categories of stress: functional and the dysfunctional conflicts. As earlier discussed, functional conflicts have got positive effects where as dysfunctional conflicts are associated with negative outcomes. However, regardless of the category, conflicts need to be properly managed to reduce the negative outcome. It is important to note that functional conflicts if poorly managed might turn dysfunctional. Conflicts have got short term and long

term effects and those effects are either direct or indirect in nature. Besides that, the effects of conflicts include but not limited to the following:

Absenteeism; conflict if not properly managed may lead to failure of affected employees to report for work when they are scheduled to work; secondly high level conflicts may lead to lack of interest by employees in the job and this also leads to absenteeism. There are other several causes of absenteeism but if critically examined most of them emanate from conflicts for example nature of work, poor working condition, accidents, sickness, lack or regular leave arrangement among others.

Labor turnover; the rate at which employees join or leave the organization can also be associated to conflicts. When employees realize that they can not continue to be part of the conflicting situation they resort to leaving the organization. This means the organization has to start looking for new employees to replace them. This is a cost to the organization, and it wastes a lot of time without productivity since the organization does not have enough manpower.

Reduced productivity; conflict divert employee's efforts from productive work to unproductive activities. Employees in conflict all the time they are planning how to annoy or disorganize their counterparts instead of thinking on how to increase productivity. Therefore the diversion of efforts affects the organization tremendously and subsequently affects the productivity of the organization.

Job satisfaction; this is the end feeling of a person after performing the task. Factors that lead to job satisfaction include job content, pay and promotion, work group, supervision, age, sex, educational level, marital status, experience among others. Besides these factors being in place but there exist conflict, job satisfaction will be a dream. Conflicts may arise from perceived personal input, perceived inputs and output of different groups, perceived outcomes of different

groups and actual outcomes received. Organization must ensure that it balances the perceived amount that should be received is in line perceived amount received in order to reduce the conflict.

Conflict resolution mechanisms

For any organization to be effective and efficient in achieving its goals, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objectives for each team / department and individual. You also need ways of recognizing and resolving conflict amongst people, so that conflict does not become so serious that co-operation is impossible. All members of any organization need to have ways of keeping conflict to a minimum - and of solving problems caused by conflict, before conflict becomes a major obstacle to your work. The following are some of the ways in which conflicts can be managed at workplace according to Prasad (2002):

Ignoring the conflict; In some situations it may be advisable to take a passive role and avoid it altogether. This may be necessary when getting involved in the conflict would provoke further. Further controversy or when conflict is so trivial to solve it. This method of conflict greatly depends on the "size" of the conflict and the manager understands of it in order to be able to judge how trivial or negligible. The parties them selves may decided to ignore the conflict especially if they are emotionally upset by the tension and frustration created by it.

Smoothing; this means covering up conflict by appealing to the need for unity rather than addressing the issue of conflict itself. If two parties have a conflict, the manager may try to calm things down by being understanding and supportive of both parties and appealing to them for cooperation. The supervisors does not ignore or withdraw from the conflict but expresses the hope that things will work out for the best of all. Smoothing however provides just a temporary solution and the conflict may resurface again in the course of time.

Smoothing is a more sensitive approach than avoiding in that as long as the parties agree that not showing the conflict has more benefits than showing it.

Compromise; a compromise in conflict is reached by balancing the demands of the conflicting parties and bargaining in a give and take position to reach a solution. Each parties and bargaining in a given position to reach a solution .each party gives you something and also gains something. This technique of conflict is very common in negotiations between labor unions and management. It has become customary for the union to ask for more than what they are willing to accept and for management to offer less than they are willing to give in the initial stages. Then through the process of negotiation and bargaining they reach a solution (Brett, 2000)

Negotiations; In negotiation, parties pull each other to and on issues, attempting to reach an acceptable rate of exchange on the issues at hand. It is similar to bargaining and parties attempt to find an optimal solution to their conflict by reaching this position and finally making an agreement, the parties must commit themselves to carrying out these terms. According to Bell (2002), negotiation involves purposeful persuasion, based on factual information and facts and constructive compromise based on the realization that the possibility for complete acceptance is low. Both parties move closer to the others position by identifying a common ground and thus, constructive compromises are made within these limits. Negotiation is commonly used in cases of conflict between trade unions and management of an organization.

Mediation; is where the negotiator is a neutral third party with no links within the organization. By using persuasion and suggestion, the mediator will attempt to find a negotiator solution between both parties (Reynolds, Stephanie, & Kalish, 2002). In mediation, it might be preferable that the third party is an impartial person from outsider the organization. A known insider and perhaps

the stake holders may be hesitant to share confidential information with such a person. The objective of mediation is to help stakeholders discuss issues with each other, repair past injuries and develop the tools needed to face and future disagreement effectively.

Arbitrators; are negotiators who attempt to do the same as mediators but they ultimately have the decision making power. For example the story of King Solomon and the two harlots. Bruce advises because most of time it is not possible. Both parties happy with the decision because most of time it is seems ones –sided, if one side is clearly right. Arbitration is only useful when conflict is apparent and specific. It is not a very valuable means of conflict management in episodic or continual conflict.

Counseling; when personal conflict leads to frustration and loss of efficiency, counseling may prove to be a helpful antidote (Keith, 1997). Although few organizations can afford the luxury of having professional counselors on the staff, given some training, managers may be able to perform this function. Nondirective counseling, or "listening with understanding", is little more than being a good listener — something every manager should be.

Sometimes the simple process of being able to vent one's feelings — that is, to express them to a concerned and understanding listener, is enough to relieve frustration and make it possible for the frustrated individual to advance to a problem-solving frame of mind, better able to cope with a personal difficulty that is affecting his work adversely. The nondirective approach is one effective way for managers to deal with frustrated subordinates and co-workers.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the Research design, population, sample and sampling procedure, data collection procedure and data analysis.

Research Design

The study took a quantitative approach or paradigm in that it was be based on variables measured using numbers and analyzed with statistical procedures. It employed a descriptive cross-sectional survey design to collect data on the effects of conflict on employee performance in the ministry of public service, Southern Sudan because pertinent data was collected from the respondents once and for all to reduce time and monetary cost.

Study population

The study targeted a population of 260 employees in the ministry of public service, Southern. These were both support staff and administrative staff and staff from different departments with in the ministry

Sample size and sampling procedure

Using the Sovereign formula, the sample size was 158 respondents out of a total population of 260 employees in the ministry. (Krejcie and Morgan, 1970). The study was done using cluster sampling to reduce costs, time of doing research and to increase the degree of accuracy of the study.

Data Gathering Procedure

The researcher used both primary and secondary. Secondary data was got from reviewing relevant text books, journals articles, periodicals, manuals, dissertations, internet sources and the like. Primary data was gathered using Self

Administered Questionnaires (SAQs) as the main data collection instruments because of their cost effectiveness in a survey involving many people, (Amin, 2003).

Data collection Instruments

Self Administered Questionnaire (SAQ) with three sections was used: part one entailed background variables of respondents including sex, age, and their academic qualifications. Part two covered the independent variables; that is conflict management which was conceptualized in terms of causes and impacts/effects; and part three tackled performance. Secondary data was collected on staff performance basing on past performance record from company files or from previous performance appraisal from, recommendations and the like. This kind of data was acquired from the personnel department after obtaining permission from the concerned administrators.

Validity and Reliability of instrument

The researcher ensured content validity of the instrument by guaranteeing that items in it conform to the Conceptual Framework in the study. Advice of supervisors and other technocrats was sought to evaluate the relevance, wording and clarity of questions or items in the instrument.

Research procedure

After obtaining introductory letter from School of Business and management of Kampala International University, the researcher sought permission from the commissioner in charge of human resource management (personnel) of the Ministry to allow him access the staff to respond to his questionnaires. Then the researcher first carried out a pilot study before the actual research in order to check feasibility of the research, and this helped to improve and adjust the research design. The researcher then nominated research assistants to help the process of collecting data from the proposed sample. The collected data was

sorted and categorized; thereafter was analyzed and interpreted; and final report was written

Data analysis

Data on completed Questionnaires was edited, categorized coded and entered into excel to summarize them using simple and complex frequency tables or cross – tabulations. The same package assisted with the analysis through computing relative frequencies and percentages.

Ethical Considerations

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

Permission; the researcher sought permission of the respondents to participate in the study; asked respondents for their consent to participate in study; and the researcher ensured that did not lie to subjects and while recording findings.

Interest; the researcher ensured that personal biases and opinions did not override other interests and the researcher made sure that gives both sides fair consideration.

Confidentiality; the findings of the study were kept confidential, under the condition of anonymity to avoid embarrassing and harming respondents especially if information can be used politically or otherwise to harm the respondents.

Limitations of the study

Time constraint: the study was mostly affected by the time constraints due to the busy schedules for some of the targeted respondents, others are part-time, so this greatly affect the progress of the research time framework/ researcher's schedules.

Disclosure of information; there was fear that some respondents would be reluctant to reveal pertinent information required by the researcher due to fear that they might be incriminated by management for revealing secret information about the organization.

Return of questionnaires; there was fear that some respondents might not return questionnaires due to negligence and recklessness and nature of the respondents.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Overview

This chapter presents the analysis of the data obtained from completed questionnaires. Out of 200 questionnaires, a total of 158 were complete and a usable survey was obtained. This resulted in an overall response rate of 79%. The frequencies were obtained by using Microsoft excel, a computer software programme which was used to analyze the data. The frequency analysis was done for each question as it appears in the questionnaire. The same package was used to present data on the second, third and fourth objectives as presented in tabular form below

Demographic characteristics of ministry respondents

Table 1 shows the distribution of respondent's profiles in terms of gender, age, marital status, level of education, position currently held in the organization and the working experience. It forms an important part of the research in that demographic statistics are still the most commonly used method for segmenting workforce, owing to the relative ease of acquiring, understanding and applying the data.

Table 1: Respondent's Demographic characteristic (profile)

Gender	Frequency	Percentage
Male	115	73
Female	43	27
Total	**158**	**100**
Age		
18 - 25	15	9.5
26 - 30	17	11
31 - 35	21	13
36 - 40	72	45.5
41 and above	33	21

Total	**158**	**100**
Marital status		
Single	44	28
Married	102	65
Separated	2	1
Widowed	7	4
Divorced	3	2
Total	**158**	**100**
Education level		
Certificate	43	27
Diploma	51	32
Degree	41	26
Masters	11	7
Others	12	8
Total	**158**	**100**
Position		
Directors	4	3
Heads of Departments	8	5
Rank staff	67	42
Drivers	18	11
Support staff	33	21
Others	28	18
Total	**158**	**100**
Work Experience		
Less than 1year	21	13.3
1 - 3 years	28	17.7
4 - 6 years	83	52.5
7years and above	26	16.5
Total	**158**	**100**

In relation to the gender, the results in table 1 revealed that majority of the respondents were male 115 (or 73%), and their counterparts the female were the minority constituting to only 43 (27%).

In regard to age, the results revealed that those between the age bracket of 36 - 40 were 72 (45.5%), followed by those of 41 and above with 33 (or 21%) and those below 25 years were the least 15 (or 9.5%). Based on the above results one may conclude that the biggest percentage of the ministry employees is comprised of the older end of the adult age spectrum. About 66.5% of respondents are at least older than 36 years old.

Regarding the marital status, the finding showed that majority of the respondents were married constituting 102 (or 65%), followed by single with 44(28%), and the followed by widowed, divorced and separated with 7 (or 4%), 3 (or 2%) and 2(1%) respectively.

Concerning the level of education, the results reveled that majority of the ministry employees were diploma holders 51(or 32%), followed by Certificate holders 43 (or 27%), degree holders were the third with 41 (26%). Respondents with other academic qualification were 12 (or 8%) and those with masters were the least at 11 (or 7%).

In regard to positions held by responds by the time of research, the study revealed that majority were rank staff 67 (or 42%), followed by support staff with 33 (or 21%), then followed by others 28 (18%), drivers 18 (11%), heads of departments 8 (5%) and directors 4 (or 3%) respectively.

Regarding experience, over half of the respondents had experience ranging between 4 – 6 years of experience with 83 (or 52.5%), followed by 1 – 3 years with 28 (or 17.7%), 7years and above with 26 or (16.5%) and those with less than 1years of experience at 21 (or 13.3%) respectively.

Although, there is a slightly difference with the research done other scholars and NGos, again it confirms that the male employees are more than female employees. Therefore, there was a need to find out the demographic

characteristics of workforce in regard to conflict management and employee performance in the Republic of Southern Sudan's ministry of public services. Understanding of gender differences in the employment sector has much to offer the government and the concerned ministry decision makers (ministry of education, and ministry of planning and economic development; and ministry of gender) in identifying and serving the needs and demands of the minority employees.

Cause of conflict

Within the study of conflict management and employee performance, there was substantial interest in examining the different cause of conflicts in the Southern Sudan's ministry of public service and this was our first objective. Table 7 clarifies on the causes of conflicts in the ministry of public services as provided by the respondents. The results lead to a better understanding of causes of conflict and provide further insights into perception of gender related causes of conflicts. The findings are relevant to the operational management and to the promotion of these a conducive working environments.

Table 2: Cross tabulation causes of conflict based on gender

Causes of Conflicts	Male	Female	Frequency	Percentage
Unreasonable/ unclear policies	5	2	7	4
Organizational complexity	4	0	4	3
Lack of effective communication	8	3	11	7
Nepotism	25	8	33	21
Lack of participation	13	2	15	9
Sexual harassment	0	3	3	2
Incompatible personalities	9	3	12	8
Limited resources	20	1	21	13
Role conflict	14	1	15	9
Remuneration	7	10	17	11
Unrealistic targets	3	1	4	3
Task interdependence	3	3	6	4
Autocratic leadership	4	6	10	6
Total	**115**	**43**	**158**	**100**

Table 7 explains how employees experience and construct meaning from causes of conflicts in the ministry of public services in the republic of Southern Sudan. The major cause of conflict was conceptualised as Nepotism starting from recruitment; remuneration up to promotion in the ministry (21%) and limited resources in form of office space, vehicles and other facilities (13%) respectively. Other reasons brought forward as causes of conflicts were poor remuneration (11%), role clash/conflict (9%), and lack of employee participation indecision making (9%). The lowest rated cause of conflict is sexual harassment mostly on the side of ladies (2%).

According to the employees, other causes of conflicts in the ministry are the class between the three major groups of employees that is the people who fought (soldiers/SPLM), the educated from Diaspora and the city dwellers. The findings in the table above are significant to ministry of public services officials (minister, permanent secretary and directors) because they show the relations between conflict management and employee performance, the symbolic, emotional and functional meanings employees ascribe to their effort, and their perceptions of authenticity not forgetting the fact that Southern Sudan is still a young country which need a well motivated and satisfied work force.

Effects of conflicts at work place

The research assumed that there is a negative effect on both employee performance and productivity of the organization when conflicts are not properly managed. In view of the researcher, the conflict management has been given little attention by the then government of southern Sudan (GoSS). It is in this regard that employees were asked to rate the effects of conflict on employee and organizational performance in the ministry. In order to ensure that employee expectations are met, the question had other two sub-questions in the form of open-ended, asking them what they were dissatisfied with and finally what would be their recommendations in the reduction of such conflicts in the ministry.

Table 3: Effects of conflict at workplace

Effects of stress	Frequency	Percentage
Job dissatisfaction	17	11
Spoilage and damage of property	16	10
Reduction in the quality of work	13	8
Absenteeism	18	11.3
Employee turnover	19	12
Increases the rate of accidents	13	8
Diversion of effort	15	9.5
Reduces group effectiveness	5	3.2
Reduction in group cohesiveness	3	2
Retards communication	6	4
Subordination of group goals	2	1
Leads to lack of concentrations	12	8
Reduction in output	19	12
Total	**158**	**100**

The results in table 10 show that the effects of conflicts on employees and organizational performance in the ministry of public services are high rate of employee turnover and reduction in the output (12%) and job dissatisfaction and absenteeism (11%) respectively. A considerable number (10%) of respondents said that conflicts lead to spoilage and destruction of organizational property and other resources. Only 19% rated 'good' in relation to the promotion of heritage tourism in Rwanda. In two sub-questions which were in form of open ended format, tourists want to see heritage tourism promoted as is done with national parks particularly gorilla tourism. They went on further to suggest that there is need for the new Republic of Southern Sudan to bring the conflict parties on around table and to ion out their differences. With this mind, government should consider developing effective tool/mechanism/procedures within the ministry designed to handle conflict cases whenever they arise. Special emphasis should be put on the understanding that conflicts have got positive and negative effects to the organization in both short run and long run. Functional conflicts are always good for the health of the organization.

Mechanism or strategies of conflict reduction

Employees were asked to rate the different strategies and their ability to reduce conflicts using strongly agree, agree, disagree and strongly disagree. The reason was to assess the current conflict resolution mechanisms in the Rwanda ministry of public services in terms of their appropriateness. Conflict reduction strategy may affect both long term and short term effects on the organization performance. There is evidence that international employees are sensitive to strategy being used to solve a particular conflict/dispute. Therefore, it is important to pay particular attention to the conflict reduction mechanism in the country and the different industries in the country, as compared to that of its competitors, if the industry is to continue to grow.

Table 4: Conflict reduction strategies

Stress reduction mechanism	Frequency	Percentage
Counseling employees	19	12
Small teams	12	8
Provision of training programs	28	18
Involvement in decision making	22	14
Provision of feedback	10	6
Work life balance	16	10
Self managed teams	7	4
Drafting sexual harassment policy	6	4
In-time and equitable pay	17	11
Proper promotional policy	21	13
Total	**158**	**100**

Table 9, shows that to resolve the prevailing conflicts, the ministry need to design training programs (18%) followed by involvement of employees in making decisions on matters which affect them (14%). Other significant mechanisms suggested by employees included counseling services (12%), in time and equitable pay (11%), work life balance (10%), and making small team(8%). The lowest rated mechanisms were drafting sexual harassment policy (4%) which

was Marjory supported by ladies which tied with Self managed teams at (4%). In the same line, they were followed by provision of feedback (6%).

Conclusion

The emphasis of this chapter has been on presenting and analysing the data gathered to find solutions to the research questions pertaining to conflict management and employee performance in the ministry of public service in the Republic of Southern Sudan. The data obtained from dully completed questionnaires were coded and analysed. The interview with ministry officials and employees was conducted in order to understand plans available as far as performance improvement is concerned. It should be noted that, the data has been presented in a way to assist the researcher to achieve the objectives of this research stated in chapter one.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

Overview

The initial purpose of the study was three fold. First, it was attempted to examine the different causes of conflicts in the Southern Sudan ministry of public service; secondly, it examined the effects of conflicts in the same ministry; and finally the study endeavored to assess different conflict resolution mechanism to use to overcome the problem.

Finding

The findings of the study on demographic characteristics indicated that 66.5 percent of the respondents were above 35 years of age, while in terms of gender male employees were more than their female counterparts 73% and 27% respectively. Secondly; the biggest number of employees does not possess the required level of education required for them to effectively execute their jobs as evidenced with bare 33% out the entire work force possessing the Bachelor's degree and above.

Regarding the causes of conflicts, nepotism was strongly sighted out as the major cause with 33 (21%) and limited resources (13%) and followed by others like poor remuneration, lack of participation in decision making among others. (70.1%) while those from out had 29.9 percent. Un married persons were sighted to be involved more in conflicts than married persons. Secondly, conflicts emanate from the difference in the backgrounds of the work force on three ground that is: those who fought for independence (Freedom fighters); those whole flee the country for greener pasture during the war times (the educated); and the city dwellers who the accuse of enjoying the current freedom yet they used to spy the freedom fighters in turn for the pea nuts which were being extended to them by the northerners (Arabs).

The design of training programmes and use of reconciliation committee in the Southern Sudanese ministry of public service was also rated as the major strategy in addressing the existing conflicts in the ministry and the country at large as it will help pave way for lasting peace hence industrial democracy and harmony.

Conclusion

From the findings of the study obtained on each of the stated objectives, the following conclusions were drown

Most employees in Southern Sudan are male and adults especially those above that age of 35years and majority are married.

The major causes of conflicts in public service come as a result of the difference between the educated class, the freedom fighters and the city dwellers they accuse of betraying the freedom fighters by supporting the Arabs. This is worsened by nepotism, limited resources and poor remuneration

The study further concluded that the conflicts have led to reduced productivity, absenteeism, labor turn over and job dissatisfaction in the ministry and the country at large.

And lastly the study concluded that designing training programs and creation of a reconciliation committee comprised of people with moral integrity is the on strategy to come down the prevailing conflicts with the ministry and the country at large.

Recommendation

Key to improving the employee performance in Southern Sudan ministries is to effectively manage conflicts through actively identifying the possible causes of such conflicts, identifying their possible effectives and putting in place and

implementing conflict resolution strategies. This is the only way to ensure a suitable peace and harmony in the different ministerial departments. Some of the uniqueness and quality of Southern Sudanese workforce is the love for their country and the brotherhood they have.

The recruitment board needs to be balanced; it should be comprised of patriotic members from all the ten states which make up Southern Sudan.

Designing and implementing conflict resolution tool/ protocol at departmental and national levels can be a useful eliminating and handling future conflicts whenever they arise.

Well trained work force who can understand their roles and the perimeters for such roles will help in handling conflict which emanate from clashes in roles and proper design of jobs will help to do away with cases of role overload and role erosion which lead to conflicts.

Reconciliation committee need to be established to deal with the conflict which emanate from the contribution of the different parties as far as the independence of the nation is concerned. Those who fought should not be neglected when it comes to employment on grounds that they do not have enough education to execute tasks in public services instead they should be give scholarships to go for further education both within the country or abroad and most importantly, they should be given on-job training to equip them with the necessary skills; such a committee will help in mediating towards excusing the city dwellers the accuse of betraying the freedom fighters. And lastly, the educated group from the Diaspora needs not to despise the people who fought for the freedom they are enjoying right now and freedom fighters also need not to forgetting the role played by the Diaspora colleagues in soliciting for them funds while in the bush fighting and seconding these people are coming with exposure in the different fields which will help the country to develop.

To have lasting peace both in ministries and the country at large, disgruntled youth (those who participated inn the liberation movement as fighters), should need to be encouraged and engaged in productive activities to occupy them so that they do not get tempted/ persuaded to join activities/movements which might destabilize the peace the country is currently enjoying. Vocational education/training should be availed to such people because the army is not enough to accommodate all of them.

Recommendations for further research

Perhaps the most pressing area for further research is to establish the impact of conflict management on the Employee citizenship behavior in Southern Sudan. The surveys show that employee would exhibit behaviors which look as if they are owners of the organization ready to solve any conflict as soon as it arises. However, employee citizenship behavior must be ascertained before recruiting any employee in the organization.

The general findings from the entire ministry and departments revealed that Southern Sudanese employees require a course to equip them with skills in conflict resolution and peace building. However, problems may differ from one department to another. Further research may be needed to ascertain problems facing each particular department (ministry).

REFERENCES

Armstrong, M. (2006), *A Handbook of Human Resource Management,* 6th (Ed.), New Delhi.

Aswathappa, K. (2008), *Human resource management and practice,* 8th (Ed.), New Delhi.

Bach, H. (1996*) Personnel Management, a comprehensive guide to theory and practice.* 3rd (Ed.), Blackwell publishers, USA.

Bateman, S. (2002), *Management Competing in the New era,* 5th (Ed.), Mc Grawhill.

Beard well, L. & Holden, W. (1997), *Human Resource Management a Contemporary Perspective,* 2nd (Ed.). Pitman publishing, London.

Benardin, J.H. & Russel, J.E.A (1993), *Human Resource Management,* 4th (Ed.), Mc Graw Hill

Brewster.& Harris, J.(2004) *Managing global Reward systems* 5th (Ed.), Blackwell Publishers USA.

Chandan, J. S. (2001), *Human Resource Management,* 2nd (Ed.) Texas University Prentice Hall.

Chuck, W. (2003), *Management cases and text,* 2nd (Ed.), Texas Christian University.

Craig, L. & Butel, E. (1996), *Training and Development Handbook, American Society for Training and Development.* 2nd (Ed.),McGraw Hill Book Company, New York Delhi UK.

David, C. M. & Kathryn, M. B. (1998), *Management,* 3rd (Ed.), Boston Irwin McGraw - Hill

Davis, K. (2008), *Human Behaviour at Work,* 6th (Ed.), Mc Graw – Hill.

Dessler, G. (1994), *Human Resource Management,* 6th (ed.), Prentice Hall.

Daft, R. (2000), *Human resource Management,* 5th (Ed.), Vanderbut University, New Delhi.

Edgar, H. S. (1987), *The art of Managing Human Resource, John wills and scons*, Inc NY.

Edward, E. L. (1971), *Pay and Organizational Effectiveness psychological view*, McGraw Hill. New York.

Felix, M. L. (1968*), Evaluating Employee Performance*, Chicago public Personnel Association.

Fisher, D. C. (1996), *Human Resource Management*, 3rd (Ed.), Houghton Mifflin Company, USA.

Gall, D. (1996), *Education Researches an Introduction*, 6th (Ed.), long man publishers, USA.

Gibson, J. L. (1998), *Fundamentals of Management,* 6th (Ed.), Plano, Texas: Business Publications, Inc.

Gomez, M. Balkin, D.B. and Cardy, R.C. (1995), *Managing Human Resources*, 2nd (Ed.), Graw Hill.

Gupta, D. K. (2008), *Human resource management text, practice and cases,* 4th (Ed.), New Delhi.

Griffin, F. (1998), *Management*, 5th (Ed.), Houghton muffins company, USA.

Hampton. R. D. (1996), *organizational behaviour and the practiced of management foreman and company*, Illinois, Scot

Hollaran, J. (1999), *Applied Human Relations,* 5th (Ed.), Prentice Hall of Australia.

Ivancevich, J.M. (2001), *Human Resource Management*, 8th (Ed.), Mc Graw Hill.

Keith, L & Davis, K. (1985), *Human Behavior at work,* Organizational behavior. 6th (Ed.), McGraw hill USA.

Kenneth, D. B. (1997), *Methods of Social Research.* 3rd (Ed.), Macmillan publishing Company ltd NY.

Kreitner, L. (1999), *management and organizational behaviour*, 7h (Ed.), prentice Hall

Laurie, J. M. (1988), *Management and organisational behaviour*, 4th (Ed.), Mc Graw- Hill.

Leslie, W. R. (1992), *Management Skills and Applications*, 6th (Ed.), Boston, Irwin.

Luthans, F. (1981), *Education Organizational Behaviour*, 3rd (Ed.), McGraw Hill book Company, Japan page USA.

Marshall, p. K. (1994), *The Power and Art of Communication,* 3rd (Ed.). Prentice Hall

Mcshane, S.L & Glinow, M.V. (2002), Organizational Behaviour, 2nd (Ed.), Mc Graw - Hill

Pfeffer, J. (1981), *power in organizations*. 5th (Ed.), Pitman publishers, Boston.

Pigors. R. & Myers, L. (1981), *Personal Administration*, A point of view and Method; McGraw Hill International Book Company New York

Pile, K. & George, L. (1997), *Human Resource Management,* 5th (Ed.), Vanderbut University, New Delhi.

Prasad, L. M. (1999), *Principles and Practices of Management,* 3rd (Ed.), Texas Christian University, New Delhi.

Pustay, G. (2001), *Human Resource Management,* 7th (Ed.), Boston New York.

Rao, S. B. (2009), *Essentials of Human Resource Management and Industrial Relations* 2nd (ed.), Himalaya Publishing House.

Robbins, D. (2001), *Fundamentals of Management* 3rd (Ed.), Prentice hill.

APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

KAMPALA INTERNATIONAL UNIVERSITY

Office of the Dean

School of Business and Management

Dear Sir/Madam,

RE: MR. SAMUEL WEL MACIEK BHR/20043/82/DF

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor of human Resource Management. He is currently conducting a field research for his dissertation entitled, **"Conflict management and employee performance in Ministry of Public service - Southern Sudan."**

Your institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Bosire Kerosi, Ph.D.

Dean School of Business and Mnagement

APPENDIX 2: TIME FRAME

Activity	Duration			
	1	2	3	4
Proposal writing	xxxxxxxxxxxxx			
Tool design		xxxxxxxxxxxx		
Data collection		xxxxxxxxxxxxx	xxxxxxxxxxxxx	
Data analysis			xxxxxxxxxxxxx	
Report writing			xxxxxxxxxxxxx	xxxxxxxxxxxxx
Submission				xxxxxxxxxxxxx

APPENDIX 3: BUDGET

Item	Quantity	Unit cost	Amount
Typing and Printing			100000
Transport	4	90000	360000
Accommodation	4	100000	400000
Library membership		1 year	100000
Research Assistant			200000
Facilitation			400000
Communication			75000
Meals			165000
Miscellaneous			200000
Total			**2000000**

APPENDIX 4: QUESTIONNAIRE

Please kindly spare some of your valuable time and respond to the following questions. The questionnaire items are about a study on "conflict management and employee performance." The researcher has purposely selected you to participate in this study because the role you perform. Results of this study will be confidentially treated and only used for research purposes. Your participation is voluntary, and indeed your name may not be required.

SECTION A: PERSONAL INFORMATION

Please tick where applicable

1. Sex

(1) Female (2) Male

2. Age range

(1) 18 – 25 (2) 25 – 33 (3) 33 – 41 (4) 41 – 50 (5) Over 50 Years

3. Marital status

(1) Single (2) Married (3) Separated (4) Widowed (5) Divorced

4. Highest level of education

(1) Certificate (2) Diploma (3) Degree (4) Masters (5) Others, Specify .....

5. Position

(1) Commissioner (2) Head of Department (3) Driver (4) Support staff (5) Others, specify.....

6. Experience in this position (job)

(1) Less than 1 Year (2) 1 – 3 Years (3) 4 – 6 Years (4) Above 7 Years

SECTION B: CAUSES OF CONFLICTS

State whether you agree or disagree with the following statement using the following criteria

Strongly Agree	Agree	Disagree	Strongly Disagree
1	2	3	4

How do you rank the following causes of conflict in the public services commission? Please tick at the box (number) with the most appropriate answer

No		**1**	**2**	**3**	**4**
1	Unreasonable/ unclear policies regarding promotion, remuneration etc				
2	Organizational complexity				
3	Lack of effective communication skills by management and supervisors				
4	Nepotism in all aspects of the organization ranging from recruitment to promotion of employees				
5	Lack of participation by employees in decision making on matters that affect the employees				
6	Bosses ask for sexual favors to either approve my work or for promotional purposes				
7	Incompatible personalities				
8	Unclear job boundaries which leads to role conflict				
9	Excessive control and autocratic leadership				
10	Poor and late payment of salary				
11	Unrealistic deadlines and time pressure				
12	Task interdependence				
13	Limited resources both financial and material resources				

SECTION C: EFFECTS OF CONFLICTS ON EMPLOYEE PERFORMANCE

Please rate the effects of conflict on employee and organizational performance using the items below by ticking on the number that you think is appropriate

No		**1**	**2**	**3**	**4**

1	Conflict lead to job dissatisfaction				
2	Reduction in output				
3	Reduction in the quality of work				
4	Increases employees absenteeism from the work place				
5	Increased employee turnover				
6	Increases the rate of accidents at workplace				
7	Leads to diversion of effort from productive work				
8	Reduces group effectiveness				
9	Reduction in group cohesiveness				
10	Retards communication				
11	Subordination of group goals to primacy of in fights between members				
12	Leads to lack of concentration by employees				
13	Spoilage and damage of organizational property and resources				

SECTION D: CONFLICT REDUCTION MECHANISMS

In case you were given chance to manage conflicts in this organization, how would you rate the following strategies in their ability to reduce conflicts using the items below by ticking at the number you think is the most appropriate

No		**1**	**2**	**3**	**4**
1	Provision of counseling services to employees				
2	Reduction in size of teams to allow proper flow of information				
3	Provision of training programs to equip employees with skills				
4	Involvement of employees in decision making				
5	Provision of feedback information relating on employee's job performance and progress				

6	Implementation of work life balance				
7	Allowing employees to manage their own affairs but not forgetting the organizational goals and objectives				
8	Formulation and implementation of an open and well know promotional policy/tool				
9	Formulation and implementation of in-time and equitable remuneration policy				
10	Drafting a policy on sexual harassment				