

**ASTUDY ON THE IMPACT OF WORKPLACE CONFLICT ON EMPLOYEE
PRODUCTIVITY IN ORGANIZATION.**

ACASE OF NYTIL UGANDA LIMITED

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Abstract: The study aimed the impact of workplace conflict on employee productivity in organization with a case of nytil Uganda limited and it was guided by the following objectives; To analyze the effect of interpersonal conflict on employee productivity of NYTIL Uganda limited, to assess the effect of intergroup conflict on employee productivity of NYTIL Uganda limited and to examine the effect of intra-group conflict of organizational productivity in NYTIL Uganda limited. From the findings, 32 (80%) strongly agreed that intergroup conflicts may lead to less cooperation among teams and this will affect performance and 8 (20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. The researcher recommends that organisations should invest in efficient employee interpersonal conflict so as to ensure quick and efficient generation and flow of information. This leads to overall organizational efficiency.

Key words: workplace conflict and employee productivity

Background of the study

In the early 1900's, conflict was seen as an indicator of poor organizational management which needed to be avoided, in the mid 1950's, it was accepted passively and perceived as normal and expected; managers focused on resolving conflict, while in the 1970's, conflict was viewed necessary as not good or bad but could be used to promote growth, in the 1990's, managers needed to confront and manage conflict appropriately (Zhu, 2013). Conflict has historically been viewed in Britain as undesirable, something to be avoided (Kinnander, 2011). The Classical organization theorists believed that conflict produced inefficiency and was therefore undesirable, detrimental to the organization and should be eliminated or at least minimized to the extent possible (dysfunctional conflict). However, in the early 1990s in the United States, perceptions

about conflict changed with the emergence of social systems and open system theory (MacDonald, 2016)

In sub-Saharan Africa, conflict resolution strategies have become one of the major areas of concern to many human resource managers over the past two decades. According to Igbinoba (2016), in Nigeria, management executives are spending twice as much time settling employees' disputes than they did a decade ago. For instance, in Kenya, traditional workplace practices and systems with their hierarchical structures, tight divisions of labor, narrowly defined jobs, detailed rules, limited employee involvement, and managerial decision making, authority, and control are no longer considered adequate since they foster conflict (Olang, 2017).

On the other hand, in Tanzania, due to frequent organizational conflict, performance in most organizations has taken a comparatively low sequence (Masalu, 2015). The frequent agitation by workers for improved working conditions and other interests have led to a down toll which eventually affected organizations performance (Manyenga, 2016). Key indicators such as sales return on investment and profit margins have reduced due to poor conflict resolution strategies in several public institutions (Ngowi, 2014).

Problem statement

Over the years, organizational conflict has become a popular subject of study with more and more scholars and researchers getting interested as many organizations grapple with the concern of handling conflict in organizations. Incidents of fights among employees, strikes, industrial action, boycotts, demonstrations and violence have become rampant. Although some scholars like Johnson, (2018) have attributed this trend to psychological instability and poor emotional health and intelligence among managers and employees alike, efforts to reduce the same have been in futile. Organizations like public universities in Uganda have gone on strike every year for the last 10 years, and this has greatly hampered the productivity.

Objectives of the study

The study was guided by the following objectives

1. To analyze the effect of interpersonal conflict on employee productivity of NYTIL Uganda limited.
2. To assess the effect of intergroup conflict on employee productivity of NYTIL Uganda limited.
3. To examine the effect of intra-group conflict of organizational productivity in NYTIL Uganda limited.

Research Questions

The study was guided by the following research questions

1. What is the effect of interpersonal conflict on employee productivity of NYTIL Uganda limited.
2. What is the effect of intergroup conflict on employee productivity of NYTIL Uganda limited.
3. What is the effect of intra-group conflict of organizational productivity of NYTIL Uganda limited.

Methodology

Research Design

This study was undertaken using a cross sectional survey design. The researcher used this design because it was relatively inexpensive, takes a short period of time to conduct and data can be collected only once (Sekaran, 2013). It was also conducted on representative samples of a population and there are seldom ethical issues (Schmidt, 2018; Mann, 2013). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in NYTIL Uganda limited.

Study Population

This study was carried out among NYTIL limited staff and customers in Jinja Area totaling a study

population of 60 (NYTIL Uganda limited. Human Resource Records, 2020).

Determination of the Sample size

The sample size for this study was determined using the Krejcie and Morgan (1970) sample size determination table. The sample that was used was drawn using stratified random sampling to ensure that the interests of the population are represented. The strata will include staff and customer care services attendants and customers.

Table 1: Research respondents by category and sample

Category	Study Population	Sample Size	Sampling Technique
Staff	40	30	Simple Random Sampling
Customers	20	15	Purposive
Total	60	40	

Source: NYTIL Uganda limited Investments Structure (2020) and Krejcie and Morgan (1970)

Sampling Techniques and procedures

The sample that was used for the study was derived using stratified random sampling for the respondents to ensure that the interests of the population were represented in the sample to enable valid generalizations (Amin, 2015).

Simple random sampling was used to select respondents that are many in numbers where a few was chosen. The advantage of simple random selection is that the respondents that are available can be attended to and it creates a scenario where each respondent has an equal chance of participating in the study (Alvi, 2016).

Purposive sampling was used basically on the key customer respondents. This is because of their roles they played in NYTIL Uganda limited Investments and they were expected to be

knowledgeable about the subject matter and were in position to give a lot of information basing on the authority that they possess (Alvi, 2016).

Data Collection Methods

The researcher used multiple data collection methods so that validity of findings was assured. Primary data was collected using the questionnaire and interviews and secondary data through documentary review method.

Questionnaire Survey

This method was used to collect primary data from 45 respondents comprising of Heads of Departments, Heads of sections, Head of Products and customer care services attendants. This method was selected because it allowed the researcher to collect data systematically and address the research issues in a standardized and economical way.

Interviews

These were key respondents in this study because they were expected to be more knowledgeable and provide insight on the variables. Mugenda and Mugenda (2019) state that interviews provide in depth data which is not possible to get using questionnaires and the beauty about it is that interviews can take advantage of the interactive situation to get further information or clarification on responses given thereby enriching the findings.

Data Analysis

After collecting data, it was usually in a raw form. This called for analyzing it so that meaning can be attached to it to generate information in the following approaches:

Quantitative Data Analysis

Upon completion of the data collection from the field the researcher proceeded to data analysis. All data was checked, edited, coded and entered into the computer for processing and analysis in order to make meaning out of it. Data was also exported to SPSS for final analysis and interpretation and was presented using figures and tables.

Qualitative Data Analysis

Qualitative data was analyzed systematically and thematically based on objective by objective of the study. The researcher categorized and summarized all the data collected for ease of analysis. During and after, the researcher recorded observations, made general summaries, coded the data where applicable and summarized data.

RESULTS

The study targeted 40 respondents and managed to obtain responses from all of them thus representing a 100% response rate as shown in table 1. This response rate has been achieved because the researcher gave the respondents enough time to fill the questionnaires. Babbie (2003) explains that a 50% response rate is adequate, 60% good and above, while 70% rated very good. This collaborates with Mugenda and Mugenda (2003) recommendation of a response rate of 50% based on the rule of thumb. Therefore, this study considered the response rate adequate for analysis and generalization since it exceeded the mini Mum Resort recommended.

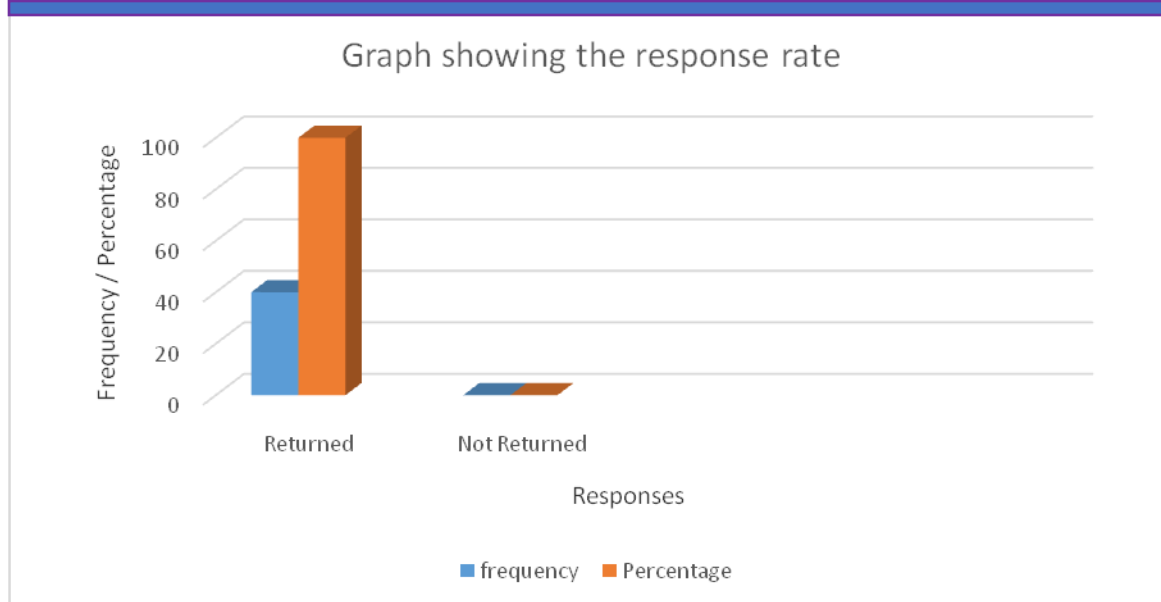
Table 1 Response Rate

Response	Frequency	Percentage
Returned	40	100
Not returned	0	0
Total	40	100

Source: Primary data 2022

These findings are also presented in the graph below:

Figure 1: Response Rate



Source: Primary Data, 2022

General Information

This section showed the general information of the respondents. All sampled respondents were staff of NYTIL Uganda limited. They were asked to fill the questionnaires. Sampled characteristics of the respondents included gender, age, education level and their experience.

Gender characteristic of respondents

Table 2: Gender characteristic of respondents

Sex of respondents	Frequency	Percentage
Male	25	62
Female	15	38
Total	40	100

Source: Primary Data 2022

From table 2 above, response indicated that the majority of respondents were male who accounted for 25 (62%) and female respondents accounted for 15 (38%). This implies there is a marginal majority of males over the females among the staff of NYTIL Uganda limited.

Age of the Respondents

Respondents were asked to choose their age brackets and the findings are presented in the table below:

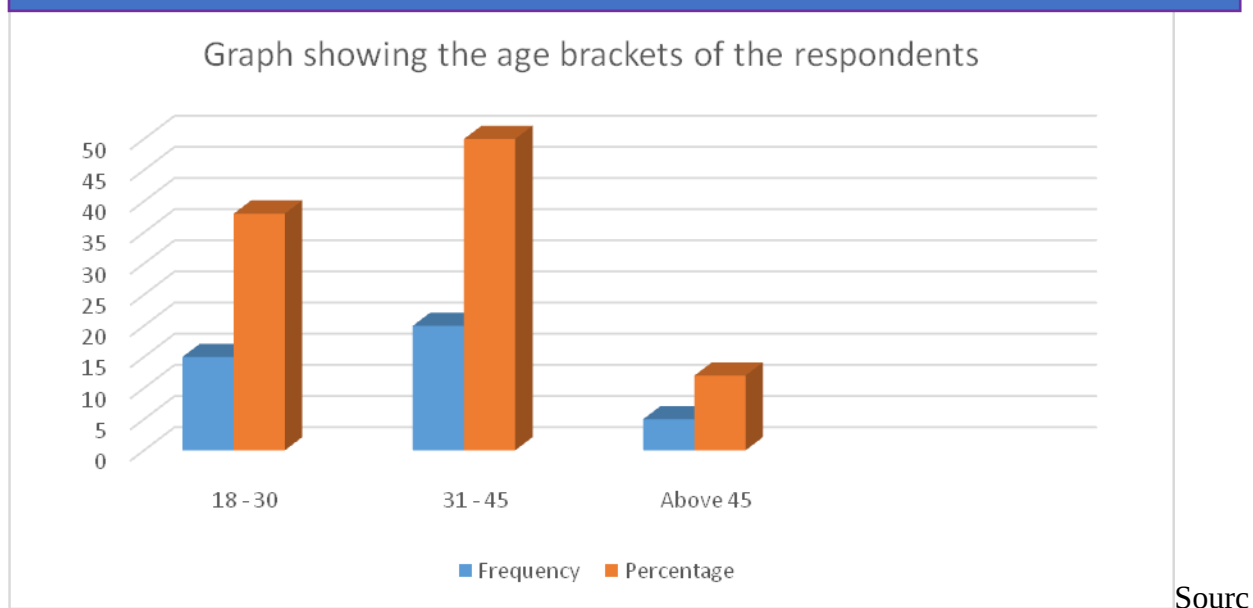
Table 3. Showing the age brackets of the respondents

Age bracket (years)	Frequency	Percentage
18 – 30	15	38
31-45	20	50
Above 45	5	12
Total	40	100

Source: Primary data 2022

These findings are further presented in graph below:

Figure 2: Age bracket of respondents



e: Primary Data 2022

The findings in the table 3 and figure 2 above show that 15 (38%) of the sample were in the age bracket of 18 – 30 years, 20 (50%) in the age bracket of 31 – 45 and 5 (12%) in the age bracket of 45 years and above.

This implies that most of the employees of NYTIL Uganda limited were in the age bracket of 31-45 years. This category of staff was in the prime of their careers and are normally deemed competent, experienced and committed to their work. This indicates that the majority of the respondents were in the productive age group and not minors, and therefore had the ability to respond appropriately to the questionnaire. This implies that valid and reliable information was got.

Level of Education

Respondents were asked their level of education and the findings are presented in the table below:

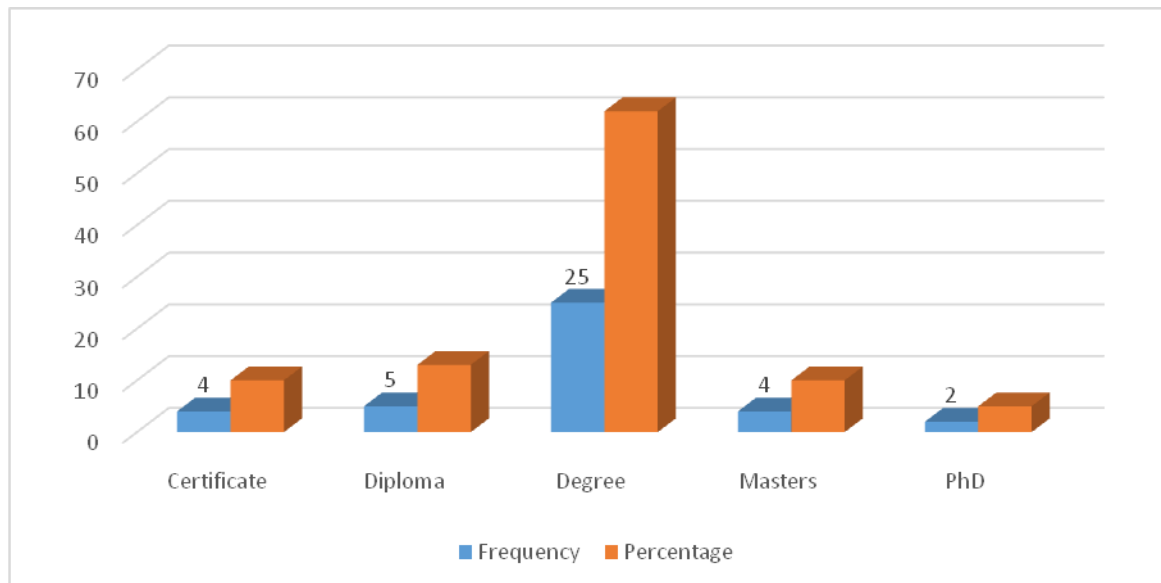
Table 4. Showing the level of education of the respondents

Level of Education	Frequency	Percentage
Certificate	4	10
Diploma	5	13
Bachelor's Degree	25	62
Masters	4	10
PhD	2	5
Total	40	100

Source: primary data 2022

This information is further presented in the figure below:

Figure 3 Education Level of the Respondents



Source: Primary Data 2022

From the table 4 and figure 3 above, it can be observed that 4 (10%) of the sample were certificate holders, 5 (13%) were Diploma holders, 25 (62%) were Bachelor's degree graduates, 4 (10%) were Masters Holders and lastly 2 (5%) were PhD holders.

This implies that NYTIL Uganda limited hires mostly bachelor's degree candidates to join their work force and least of all are the PhD holders who mainly comprised of the senior management personnel. These statistics indicate that NYTIL Uganda limited have qualified staff and these would adequately have comprehended the questions in the questionnaire used in the survey and answer the questions appropriately. Hence valid and reliable information was got as most of the respondents were well versed about the topic of study.

Working Experience with NYTIL Uganda limited

Respondents were asked how long they had been working with NYTIL Uganda limited and the findings are presented in the table below:

Table 5: Period of Employment of Respondents

Period of employment	Frequency	Percentage
Over 10 yrs.	4	10%
6 - 10 yrs.	30	75%
3-5 yrs.	4	10%
Less than 2 yrs.	2	5%
Total	40	100

Source: Primary Data 2022

These findings are further presented in the graph below:

Figure 4: Working Experience of the Respondents

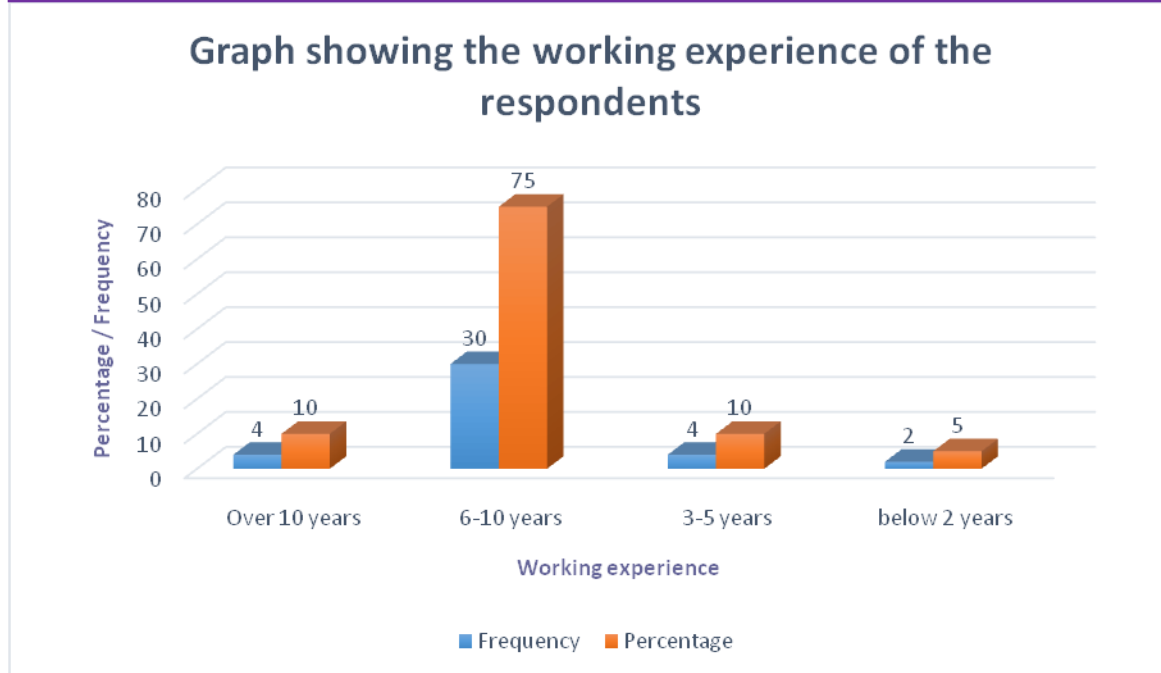


Table 5 and figure 4 shows that 4 (10%) of the respondents had spent over 10 years and 30 (75%) had spent between 6 - 10 years working with NYTIL Uganda limited I jinja City, 4 (10%) had worked with NYTIL Uganda limited NYTIL Uganda limited for 3 – 5 years and 2 (5%) had been in NYTIL Uganda limited for less than 2 years.

Effect of interpersonal conflict on workers' productivity in NYTIL Uganda limited

To find out effect of interpersonal conflict on workers' productivity in NYTIL Uganda limited, the following question was asked to the respondents. What is the effect of interpersonal conflict on workers' productivity in NYTIL Uganda limited, the findings are presented in the table below:

Table 6 Effect of interpersonal conflict on workers' productivity

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Interpersonal conflict damages employee morale	16	40	20	50	2	5	2	5	-	-	40	100
Interpersonal conflict kills team spirit in the organization thereby affecting productivity	25	62	13	33	2	5	-	-	-	-	40	100
Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying	30	75	8	20	-	-	2	5	-	-	40	100
Interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole	28	70	8	20	-	-	4	10	-	-	40	100

Source: Primary data 2022

From the table 6 above, it can be observed that 16 (40%) of the respondents strongly agreed to the fact that interpersonal conflict damages employee morale, 20 (50%) agreed, 2 (5%) were not sure and 2 (5%) disagreed. It can therefore be stated that interpersonal conflict damages employee morale.

25 (62%) strongly agreed to the assertion that Interpersonal conflict kills team spirit in the organization thereby affecting productivity., 13 (33%) agreed. This therefore affirms the fact that interpersonal conflict kills team spirit in the organization thereby affecting productivity.

It can also be observed that 30 (75%) of the sample strongly agreed that Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying, 8 (20%) agreed to the assertion and 2 (5%) disagreed. This implies that indeed Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying. It also provides an opportunity to discuss employee development goals the majority agreed to the assertion.

Furthermore, 28 (70%) strongly agreed that the process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals, 8 (20%) agreed while 2 (5%) disagreed to the assertion.

Interpersonal conflict and organizational performance

Table 7. Showing the Interpersonal conflict and organizational performance

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Intergroup conflict breeds intergroup competition which leads to improved productivity	30	75	10	25	-	-	-	-	-	-	40	100
intergroup conflicts may lead to less cooperation among teams and this will affect performance	32	80	8	20	-	-	-	-	-	-	40	100
Intergroup conflicts are beneficial because it improves team dynamics within the group	36	90	4	10	-	-	-	-	-	-	40	100

Intergroup conflict increases the group cohesiveness	38	95	2	5	-	-	-	-	-	-	40	100
Intergroup conflict creates toxic environment at the workplace	30	75	10	25	-	-	-	-	-	-	40	100
Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue	40	100	-	-	-	-	-	-	-	-	40	100

Source: primary data 2022

Table 7 shows that 30 (75%) of the respondents strongly agreed to the fact that Intergroup conflict breeds intergroup competition which leads to improved productivity, while 10 (25%) agreed that the Intergroup conflict breeds intergroup competition which leads to improved productivity. None of the respondents disagreed and none was not sure. It can therefore be stated that manual employee performance systems are Intergroup conflict breeds intergroup competition which leads to improved productivity by the SMEs.

32 (80%) strongly agreed that intergroup conflicts may lead to less cooperation among teams and this will affect performance and 8 (20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. This confirms the fact that intergroup conflicts may lead to less cooperation among teams and this will affect performance.

36 (90%) of the respondents strongly agreed that Intergroup conflicts are beneficial because it improves team dynamics within the group; while 4 (10%) of the respondents agreed to intergroup conflicts are beneficial because it improves team dynamics within the group.

38 (95%) of the respondents strongly agreed that intergroup conflict increases the group cohesiveness while 2 (5%) of the respondents agreed to the use of manual accounting systems in this regard.

30 (75%) strongly agreed that Intergroup conflict increases the group cohesiveness while 10 (25%) of the respondents agreed to the Intergroup conflict creates toxic environment at the workplace Intergroup conflict creates toxic environment at the workplace

Further still, 40 (100%) of the respondents strongly agreed to the use of Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can therefore be stated that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can be observed that all the respondents agreed to the fact that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue.

Finally, 30 (75%) strongly agreed Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. However, it is a rather slow and complex process and the quality of results is highly dependent on the while 10 (25%) of the respondents agreed to the fact that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can therefore be stated that indeed, Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue.

Conclusively, Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue). Qualified psychologists conduct a variety of tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively.

4.4 Effect of intra-group conflict on organizational productivity

Table 8 showing the Effect of intra-group conflict on organizational productivity

Attribute	Strongly Disagree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Intra-group conflict leads to power infighting in teams and kills workers productivity	16	40	20	50	2	5	2	5	-	-	40	100
Intra-group conflict diminishes team work and kills workers productivity	25	62	13	33	2	5	-	-	-	-	40	100
Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity	30	75	8	20	-	-	2	5	-	-	40	100

Intra-group conflict reduces on the productivity of the organization since group members are not cooperating	28	70	8	20	-	-	4	10	-	-	40	1
Intra-group conflict interferes with group processes and creates so much interpersonal hostility	20	50	16	40	-	-	4	10	-	-	40	1
Intra-group conflicts destroy loyalty and organizational citizenship behavior	25	62	8	20	4	10	3	8	-	-	40	1
Intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs	30	75	8	20	-	-	2	5	-	-	40	1

From the table 4.7 above, it can be observed that 16 (40%) of the respondents strongly agreed to the fact that Intra-group conflict leads to power infighting in teams and kills workers productivity 20 (50%) agreed, 2 (5%) were not sure and 2 (5%) disagreed. It can therefore be stated that Intra-group conflict leads to power infighting in teams and kills workers productivity

25 (62%) strongly agreed to the assertion that intra-group conflict diminishes team work and kills workers productivity, 13 (33%) agreed. This therefore affirms the fact that Intra-group conflict diminishes team work and kills workers productivity.

It can also be observed that 30 (75%) of the sample strongly agreed that Inter-group conflict kills loyalty in the organization or department and diminishes workers productivity of the enterprise and as a result, fraud is mitigated, 8 (20%) agreed to the assertion and 2 (5%) disagreed. This implies that indeed Inter-group conflict kills loyalty in the organization or department and diminishes workers productivity of the enterprise when using the internal conflicts and as a result, fraud is mitigated since the majority agreed to the assertion.

Furthermore, 28 (70%) strongly agreed Halo and horn' effect refers to the manager's assumption that an employee is competent or non-competent in terms of performance of assigned tasks in an organization, 8 (20%) agreed while 2 (5%) disagreed to the assertion. This implies that Intra-

group conflict reduces on the productivity of the organization since group members are not cooperating

20 (50%) of the sample strongly agreed that intra-group conflict interferes with group processes and creates so much interpersonal hostility, 16 (40%) agreed to the assertion and 4 (10%) disagreed to the assertion. It can conclusively be stated that Intra-group conflict interferes with group processes and creates so much interpersonal hostility

25 (62%) strongly agreed that intra-group conflicts destroy loyalty and organizational citizenship behavior, 8 (20%), 4 (10%) were not sure and 3 (8%) disagreed. It can therefore be stated that with the internal accounting control system, intra-group conflicts destroys loyalty and organizational citizenship behavior hence improving the profitability of the company.

Finally, 30 (75%) of the respondents strongly agreed that intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs. 8 (20%) agreed and 2 (5%) disagreed to the assertion. This implies that internal conflicts are not good for the organization.

Conclusions

The researcher also concludes Intergroup conflict breeds intergroup competition which leads to improved productivity. intergroup conflicts may lead to less cooperation among teams and this will affect performance. Intergroup conflicts are beneficial because it improves team dynamics within the group. Intergroup conflict increases the group cohesiveness. Intergroup conflict creates toxic environment at the workplace. Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue.

Recommendations

The researcher recommends that organisations should invest in efficient employee interpersonal conflict so as to ensure quick and efficient generation and flow of information. This leads to overall organizational efficiency.

The researcher also recommends that organisations should prioritize the information management department since it is a very vital cost center

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METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJBE)

ISSN 1813-422X (Print)

ISSN 1813-4238 (Online)

Vol. 2 Issue 1, April - 2023, Pages: 136-156

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