
ASSESSMENT OF THE EFFECT OF WORKPLACE CONFLICT ON EMPLOYEES' PERFORMANCE AND ORGANIZATIONAL PRODUCTIVITY, A CASE STUDY OF TORORO GENERAL HOSPITAL

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ABSTRACT: The study aimed at assessing the effect of workplace conflict on employee's performance and organizational productivity with a case study of Tororo general hospital and study was guided by the following objectives; to analyze the effect of interpersonal conflict on organizational productivity of Tororo General Hospital, to assess the effect of intergroup conflict on employees' performance and productivity of Tororo General Hospital and to examine the effect of intra-group conflict on organizational productivity of Tororo General Hospital. Ceteris paribus, a one percent increase in interpersonal conflict would on average lead to 0.937 increase in organizational productivity. The R-squared value (0.878) is greater than the adjusted R-squared value (0.839) because it imposes a harsher penalty on the model. Since the F-computed (22.323) is greater than the F-tabulated (0.00), we reject the null hypothesis and conclude that there is a statistically significant relationship between interpersonal conflict on organizational productivity and Performance. 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, employees' performance and organizational productivity

Background of the study

In the early 1900s, conflict was seen as an indicator of poor organizational management which needed to be avoided, in the mid-1950s, it was accepted passively and perceived as normal and expected; managers focused on resolving conflict, while in the 1970s, conflict was viewed necessary as not good or bad but could be used to promote growth, in the 1990s, 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).

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. Whereas some studies have been conducted to analyze the causes of organizational conflict, no study has been conducted to assess the effect of workplace conflict on organizational productivity in the Ugandan context.

This study therefore analyzed the effect of workplace conflict on organizational productivity in Uganda, using KMI investments as a cases study.

Objectives of the study

1. To analyze the effect of interpersonal conflict on organizational productivity of Tororo General Hospital
2. To assess the effect of intergroup conflict on employees' performance and productivity of Tororo General Hospital
3. To examine the effect of intra-group conflict on organizational productivity of Tororo General Hospital

Research Questions

1. What is the effect of interpersonal conflict on employee performance and organizational productivity of Tororo General Hospital?
2. What is the effect of intergroup conflict on organizational productivity of Tororo General Hospital?
3. What is the effect of intra-group conflict of organizational productivity of Tororo General Hospital?

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 KMI Investments.

Study Population

This study was carried out among Tororo General Hospital staff and Clients in Area totaling a study population of 60 (Tororo General Hospital, HnmResource 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 service attendants.

Table 1: Research respondents by category and sample

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

Source: Tororo General Hospital 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).

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 different wards 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. The method was also used because it is easy to administer to such a large number of respondents in a short period of time. It was also flexible and was used to collect data within a short time (Sekaran, 2013).

Interviews

Face to face interviews were used to supplement the questionnaires. This method was used on the three top managers of Tororo General Hospital. 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) states 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. All quantitative data consisting of numeric values were analyzed using descriptive statistics and inferential statistics such as regression analysis especially when testing hypotheses and the relationship between variables. 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. Analysis involved identifying patterns, inconsistencies and relationships and reasons for their occurrences with the aim of explaining how conflicts are managed in KMI Investments. Using content analysis, data was critically studied, analyzed and interpreted to generate meaning and conclusions made thereafter in line with the objectives of the study.

RESULTS

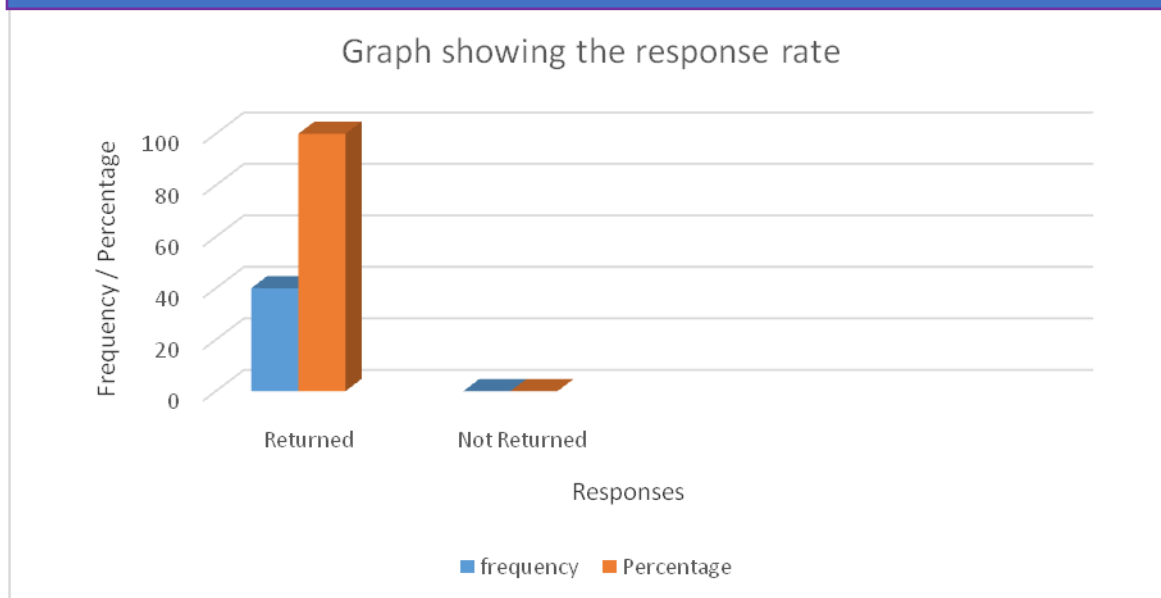
Table 1 Response Rate

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 Tororo General Hospital. 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 Tororo General Hospital.

Age of the Respondents

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

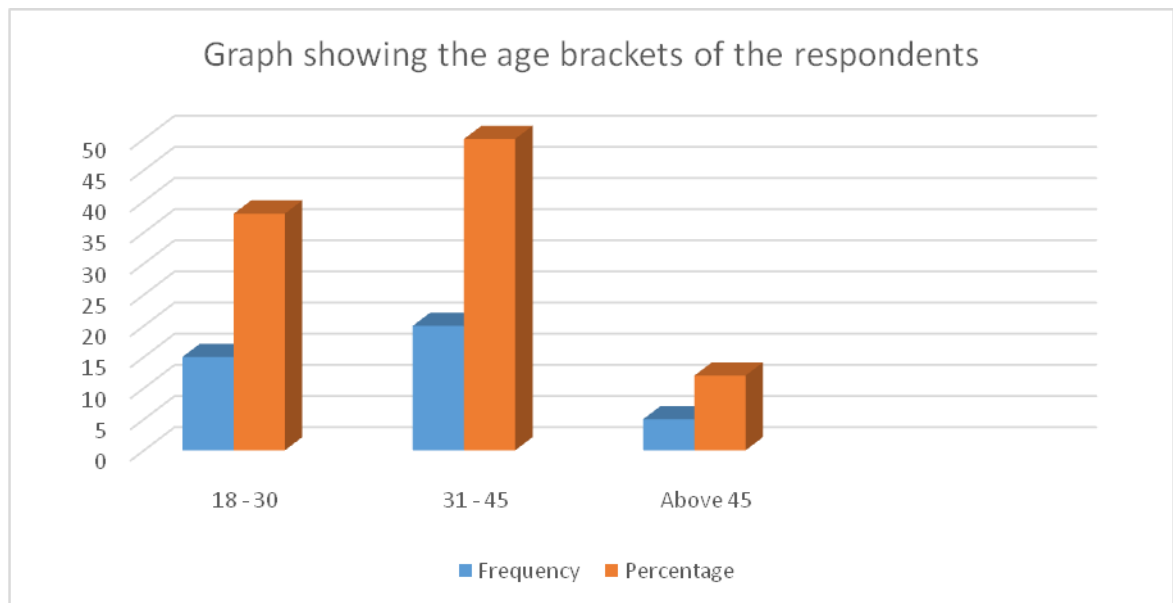
Table 3. Showing the age brackets of the respondents

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



Source

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 Tororo General Hospital were in the age bracket of 31-45 years.

Level of Education

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

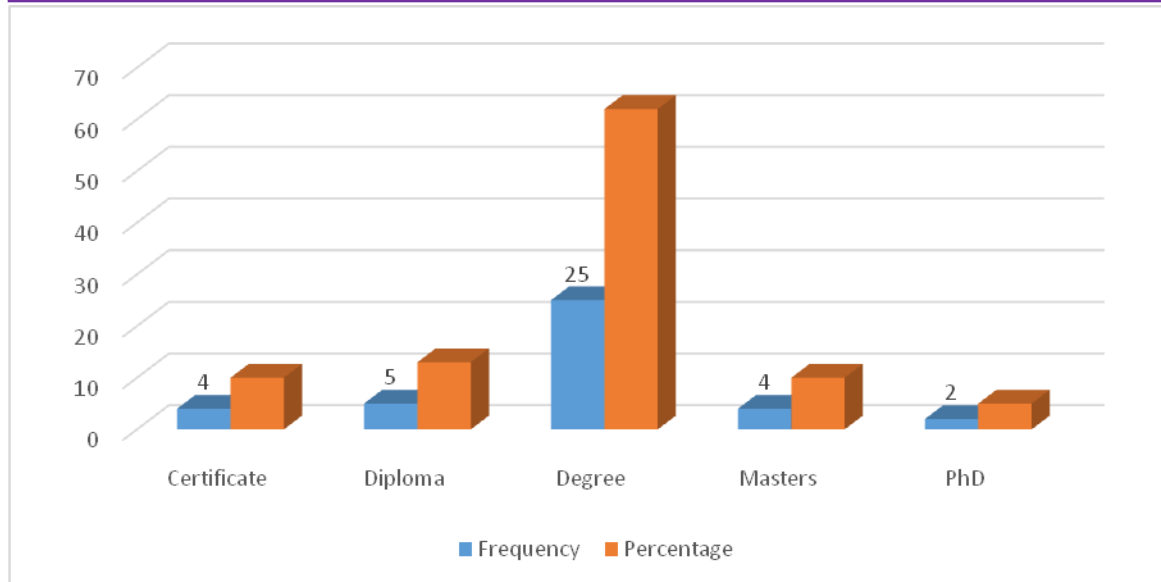
Table 4. Showing the level of education of the respondents

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 Tororo General Hospital 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 Tororo General Hospital 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 Tororo General Hospital.

Respondents were asked how long they had been working with Tororo General Hospital 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

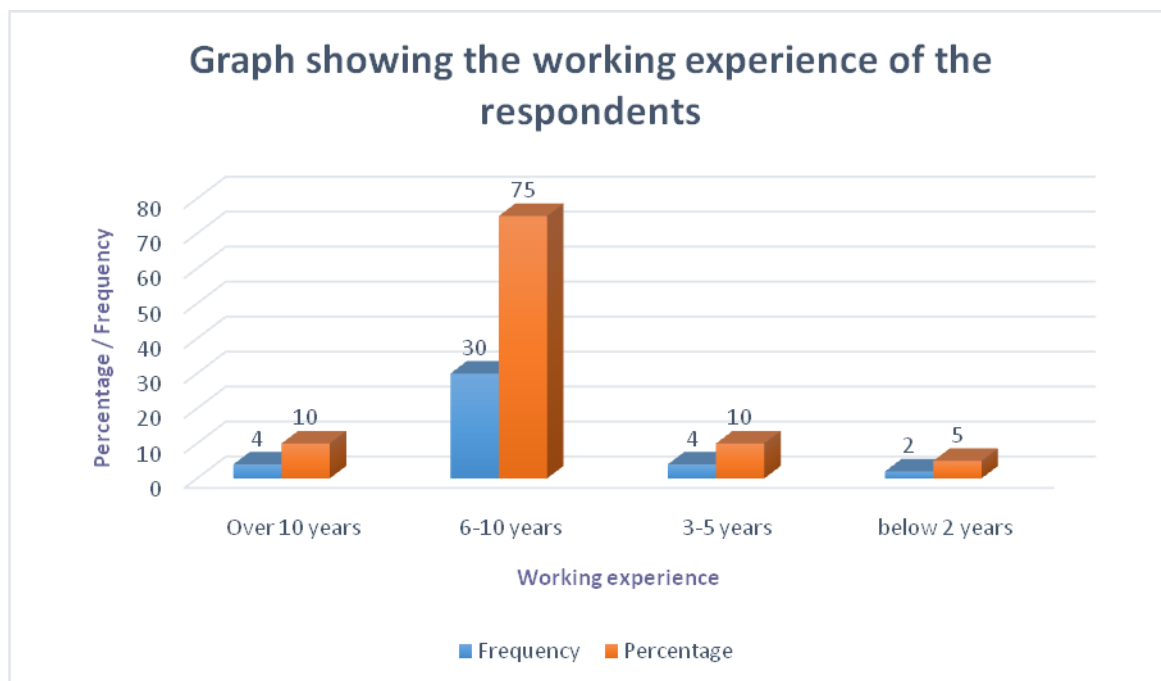


Table 5 and figure 4 shows that 4 (10%) of the respondents had spent over 10 years and 30 (75%) had spent between 6 - 10 years working with Tororo General Hospital, 4 (10%) had worked with Tororo General Hospital for 3-5 years and 2 (5%) had been in Tororo General Hospital for less than 2 years.

Effect of interpersonal conflict on workers' productivity in Tororo General Hospital

To find out effect of interpersonal conflict on workers' productivity in Tororo General Hospital, the following question was asked to the respondents. What is the effect of interpersonal conflict on workers' productivity in Tororo General Hospital? 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. This implies that interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole

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Model Summary of interpersonal conflict on organizational productivity and Performance

Model	C	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. FChange
1	.937	.878	.839	.18559	.878	22.323	10	31	.000
a. Predictors: (Constant									

Ho: There is no relationship between interpersonal conflict on organizational productivity and Performance

Ha: There is a relationship between interpersonal conflict on organizational productivity and Performance

Ceteris paribus, a one percent increase in interpersonal conflict would on average lead to 0.937 increase in organizational productivity. The R-squared value (0.878) is greater than the adjusted R-squared value (0.839) because it imposes a harsher penalty on the model. Since the F-computed (22.323) is greater than the F-tabulated (0.00), we reject the null hypothesis and conclude that there is a statistically significant relationship between interpersonal conflict on organizational productivity and Performance

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.

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	100
Intra-group conflict interferes with group processes and	20	50	16	40	-	-	4	10	-	-	40	100

creates so much interpersonal hostility												
Intra-group conflicts destroy loyalty and organizational citizenship behavior	25	62	8	20	4	10	3	8	-	-	40	100
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	100

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 horns' 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 destroy 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.

It can conclusively be stated that the internal conflicts is positively related to the performance of organizations because the system is easy to learn and understand by the users in the business, Intra-group conflict diminishes team work and kills workers productivity, Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity, the system is easy to use, the system's functionality is good and secure for usage, intra-group conflicts destroys loyalty and organizational citizenship behavior and the system for accounting is sufficient and can't be easily hacked.

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.

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