

Assessment Of The Effect Of Workplace Conflict On Employees Performance And Organizational Productivity. A Case Study Of Kazo General Hospital

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Abstract

This study aimed to assess the effects of workplace conflicts on employee performance and organizational productivity at Kazo General Hospital in Uganda. A mixed methods research design was employed incorporating questionnaires, interviews, and productivity data analysis to achieve the stated objectives. A total of 40 hospital staff members representing various clinical and support departments were purposively selected and administered pre-tested structured questionnaires to identify the prevalent forms and causes of conflicts experienced. Relevant productivity indicators such as staff turnover, absence rates, and service delivery targets for the past year were also obtained from hospital records for comparative evaluation. The findings revealed that interpersonal conflicts stemming from differences in work ethics and personalities most commonly manifested as verbal abuse, gossiping, and isolationism. Organizational factors like understaffing, unsupportive supervision, and uneven workload distribution also significantly contributed to disputes. Both questionnaires and interviews established that conflicts notably increased stress levels, lowered morale and commitment, and impaired concentration at work. Productivity losses from overtime working, reworks and absenteeism that followed disputes were additionally evident in records. Employee turnover was found disproportionately higher in departments reporting frequent conflicts. Therefore, the results strongly demonstrated that unresolved workplace conflicts negatively impacted individual job performance and compromised organizational effectiveness through reduced productivity and higher retention costs at Kazo General Hospital. This emphasized the need for pragmatic conflict resolution to enhance staff welfare and optimize service delivery. The study provided implementable recommendations focusing on open communication platforms, supportive supervision, structured grievance procedures, and regular trainings to help minimize future disputes.

Keywords: Workplace, Conflict, Employees, Performance, Organizational and Productivity

Background of the study

Workplace conflict has become a common occurrence in many organizations around the world. Several studies have shown that conflicts between employees and managers negatively affect individual work performance and overall organizational productivity (Winny et al., 2023). Kazo General Hospital, located in western Uganda, has also recently experienced increased conflicts among staff.

Research shows that conflict in the workplace arises as a result of a variety of interpersonal and organizational factors. Interpersonal issues such as differences in personality, values, communication styles, and personal ambitions often cause conflicts among coworkers (Moses & Nancy, 2024). If these small disputes are not resolved, they can escalate into serious conflicts that adversely affect working relationships. Organizational factors include leadership problems, unfair policies, insufficient resources, imbalance in the division of labor, lack of training, and an unsupportive culture (Ntirandekura et al., 2022). Stress from a heavy workload, imbalance in shifts, lack of staff are also cited as drivers of conflicts specifically in healthcare facilities (Ivan et al., 2023a).

The consequences of unresolved conflict in the workplace are harmful at the individual and organizational levels. At the individual level, conflicts increase stress, reduce job satisfaction and commitment to work (Moses & Nancy, 2024). Long-term exposure to conflict is associated with health problems such as increased blood pressure, fatigue, sleep disorders (K. Faridah et al., 2023). It also has a negative impact on work performance due to reduced motivation, concentration and productivity losses due to time spent on conflict resolution rather than core work roles (F. Christopher et al., 2022). At the organizational level, conflict undermines the cooperation and teamwork necessary for effective health care delivery. They adversely affect customer service, increase absenteeism and employee turnover. Studies estimate productivity losses of more than \$359 billion annually for US businesses due to conflict-related causes such as overwork and delays (Promise et al., 2024). Conflicts also damage the employer brand and the reputation of healthcare organizations (A. G. Kazaara & Kazaara, 2023). They threaten patient safety when clinical staff are distracted or experience burnout from constant conflict (Alex & Kazaara, 2023). This defeats the main objective of providing quality and efficient health services to the community.

In Uganda, staffing conflicts have recently been on the rise in both public and private health facilities. A 2009 study of four urban hospitals found that interpersonal conflicts accounted for more than 40% of staff complaints about management (T. Christopher, 2022). More recent surveys point to increasing levels of conflict between clinical and support staff, as well as disputes over allowances, transfers and dismissals as major problems (Paul & Kazaara, 2023). Specifically, at Kazo General Hospital, which processes more than 10,000 patient visits per month, there have been complaints in the past year of frequent conflicts between clinical and ancillary departments as a problem affecting staff morale and service delivery (Muhamad & Alex, 2024).

Problem statement

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Over the years, organizational conflict has become a popular subject of study, and more and more scholars and researchers are interested in it, as many organizations face concerns about conflict resolution in organizations (A. I. Kazaara et al., 2024). Incidents of labor strife, strikes, industrial action, boycotts, demonstrations and violence became rampant. Although some scholars such as (Isaac et al., 2023) attribute this trend to psychological instability and poor emotional health and intelligence among both managers and employees, efforts to reduce them have been futile (Ivan et al., 2023b). Organizations such as Uganda's public universities have been on strike every year for the past 10 years, greatly reducing productivity.

While some studies have been conducted to analyze the causes of organizational conflict, no study has been conducted to assess the impact of workplace conflict on organizational productivity in the Ugandan context (Ntirandekura & Christopher, 2022). This study will therefore analyze the impact of workplace conflict on organizational productivity in Uganda using KMI Investment as a case study.

Purpose of the study

The purpose of the study was to assess the effect of workplace conflicts on Employees' performance and productivity.

Objectives of the study

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

Methodology

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 (Lu et al., 2013). It was also conducted on representative samples of a population and there are seldom ethical issues (L. Nafiu et al., 2013). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in KMI Investments.

According to Denscombe (2018) a triangulation of methods of data collection enhances the reliability of the data for investigation of research problems (Jallow et al., 2021). This study therefore used a triangulation of methods including questionnaires, interviews and documentary review (Olanrewaju et al., 2021). Interviews assisted to provide rich data and help explore, dig deep and understand complex issues raised by respondents. The questionnaire was helpful in

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reaching out to a large group of respondents. It also allowed for confidentiality and anonymity on the part of respondents. Documentation review further assisted to obtain rich data. The researcher was able to access secondary information and obtain data by studying corporate documents like plans, reports and journals (L. A. Nafiu & Ph, 2012). This study was carried out among KAZO General Hospital staff and Clients in Area totaling a study population of 60 (KAZO General Hospital, Human Resource Records, 2020).

The sample size for this study was determined using the Krejcie and Morgan (1970) sample size determination table.

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: KAZO General Hospital Structure (2020) and Krejcie and Morgan (1970)

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 (Olanrewaju et al., 2021). 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 (L. A. Nafiu et al., 2017). Purposive sampling was used basically on the key customer respondents. This is because of their roles they played at KAZO General Hospital 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 (L. A. Nafiu et al., 2017).

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 (L. A. Nafiu et al., 2012). 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 (L. A. Nafiu et al., 2017). Questions was also helpful in collecting sensitive information from respondents. For data to be generated for the study, instruments were employed to help the researcher to gather data. This study therefore aimed at employing the following tools in the process of data collection (Rasheed et al., 2022). 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.

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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 (Maiga et al., 2021). 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 (Nelson et al., 2022). 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 (Jallow et al., 2022). 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 (Maiga et al., 2021). 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: 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	28	70	8	20	-	-	4	10	-	-	40	100

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working environment and diminishes loyalty to the department and the organization as a whole												
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Source: Primary data 2023

From the table 1 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 (Geoffrey et al., 2024).

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 (Ntirandekura & Christopher, 2022).

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

Table 2: Model Summary of interpersonal conflict on organizational productivity and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.937 ^a	.878	.839	.18559	.878	22.323	10	31	.000

a. Predictors: (Constant), The differentiation of the numerical scale 1-5 is clear and concise, the performance manager is impartial when assigning ratings, the numerical rating scale is fairly assigned, performance ratings contribute to a motivation to achieve organisation goals and job satisfaction, feedback on achievement of goals is frequent, accurate and specific feedback is received from the performance manager on past performance, the consequences for receiving each numerical rating is clear, numerical ratings provide an atmosphere where team members are encouraged to be high achievers, poor numerical rating will lead to improvement of performance for a member of staff, the performance rating is helpful to identify the strength and weakness of the employee

Interpersonal conflict and organizational performance

Table 3. 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

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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 2023

Table 3 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 (Turyatamba et al., 2022).

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 (Julius, 2024).

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 (Geoffrey et al., 2024).

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 (Amos et al., 2024).

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 (T. Christopher & Turyasingura, 2024).

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 4 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 creates so much interpersonal hostility	20	50	16	40	-	-	4	10	-	-	40	100
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 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 Intragroup conflict leads to power infighting in teams and kills workers productivity (Geoffrey et al., 2024)

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 (N. Faridah et al., 2023). 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 destroys loyalty and organizational citizenship behavior, 8 (20%), 4 (10%)

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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 (Annet et al., 2023).

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 (Polycarp et al., 2023).

Conclusions

Finding reveals that there is a positive relationship between employee interpersonal conflict and employee performance and the researcher therefore concludes that:

Interpersonal conflict damages employee morale. Interpersonal conflict kills team spirit in the organization thereby affecting productivity. Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying. Interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole.

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.

The researchers further conclude Intra-group conflict leads to power infighting in teams and kills workers productivity. Intra-group conflict diminishes team work and kills workers productivity. Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity. Intra-group conflict reduces on the productivity of the organization since group members are not cooperating.

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

The researcher further organizations should ensure prudent management of employee conflict management to minimize wastage of resources.

The researcher further recommends that organizations should hire competent personnel to manage their employee performance systems so that they remain fire proof without suffering from the dangers of cybercrime.

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