

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

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Abstract

This study aimed to evaluate the impact of workplace conflict on employee performance and organizational productivity at Kagadi General Hospital. As the hospital provides critical medical services yet faces resource constraints, optimizing productivity through strengthened workplace harmony is paramount. However, the facility lacked data on specific conflict issues and their consequences. The research employed an explanatory mixed methods design. In March 2022, quantitative data was collected using a survey distributed to 200 purposively sampled clinical and support staff. Questions examined frequency and sources of conflicts experienced, as well as perceived impacts on job functioning. Concurrently, qualitative data was gathered through in-depth interviews with 20 staff members across varied departments who had worked at the hospital for at least three years. Interviews explored personal perceptions of conflicts, observed effects, and suggestions for improvements. Following data collection, survey responses were analyzed using SPSS. Descriptive statistics identified dominant conflict types and their correlation with job engagement indicators. Interviews were transcribed and subjected to thematic analysis using NVivo. Prominent themes centered on root causes of tensions like understaffing and inadequate supervision, in addition to resultant decreased morale and productivity witnessed. From the findings, it was observed that 30 (75%) of the sample strongly agreed that Inter-group conflict kills loyalty in the organization or department and diminished workers' productivity of the enterprise and as a result, fraud was mitigated, 8 (20%) agreed to the assertion and 2 (5%) disagreed. This implied 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 was mitigated since the majority agreed to the assertion. The researcher also recommends that organisations should prioritize the information management department since it is a very vital cost center

Keywords: Workplace, Conflict, Employees Performance and Organizational Productivity

Background of the study

Workplace conflict arises in any organization with interdependent employees and has far-reaching effects on performance if not properly managed (Geoffrey et al., 2024). As a key public health provider in rural western Uganda, Kagadi General Hospital relies on high productivity and harmonious teamwork to deliver vital medical services amid staffing constraints common throughout the country's health sector (N. Lydia et al., 2023). However, tensions inevitably arise in any multifaceted workplace that could disrupt services if not addressed. Understanding the dynamics of conflict and its impacts through an empirical case study offers valuable insights for optimized operations, especially amid the growing demands on hospitals from Kagadi District's giant population of 400,000 (Richard, 2022).

Previous research has shown clear links between intra-organizational conflict, employee functioning, and productivity levels. Interpersonal conflict diverts energy from key tasks and impairs the concentration, decision-making, and relationships necessary to provide quality care (K. Faridah et al., 2023). They correlate with increased absenteeism, turnover, and counterproductive work behaviors that cost financial and human resources better invested elsewhere (Ntirandekura & Christopher, 2022b). Studies show that unresolved conflicts correlate with a 20-30% decrease in work performance depending on the severity (Emmanuel et al., 2023). Given the vital services of hospitals, such effects have serious implications. Common sources of conflict in the workplace include unclear job roles, resource constraints, personal clashes, poor change management, communication gaps, unequal treatment, and lack of support systems, many of which are prevalent in the Ugandan health sector (Ntirandekura & Christopher, 2022a). A 2021 needs assessment by the management of Kagadi Hospital found that more than 50% of 266 staff interviewed reported conflict at least once a week due to understaffing, long working hours and lack of team cohesion (Ntirandekura et al., 2022). However, training in constructive conflict resolution is limited. Globally, high staff turnover particularly affects rural hospitals, where more than 40% of staff in low-income countries migrate within 5 years for better opportunities elsewhere (WHO, 2018). Kagadi General sees an average of more than 20% annual staff turnover as nurses and doctors seek specialized training or better conditions (F. Christopher, Moses, Muhindo, et al., 2022). Since taking on strains of new recruits was already straining budgets better invested in medicine and equipment, understanding the root causes is key. Proven conflict management models emphasize open communication, collaborative problem solving, addressing underlying interests rather than positions, and focusing on interest-based solutions through a collaborative approach to problem solving (Alex et al., 2023). When used systematically with coaching, they have proven more than 70% successful in reducing harmful conflict across a variety of organizations (Benard, 2023).

Problem statement

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Kagadi General Hospital provides essential health services to hundreds of thousands of people across Western Uganda (T. Christopher, 2022). But managing workplace conflict among more than 250 employees remains a challenge, according to the hospital's 2021 Administration Needs Assessment, which found more than half of employees reporting conflict at least once a week. If left unresolved, such disputes have been shown to seriously reduce work performance and productivity (Paul & Kazaara, 2023). Given that health services are critically dependent on effective teamwork and resource constraints common throughout the Ugandan public sector, it is essential to assess specific conflicting issues and their impacts for optimized operations that serve both staff and the local community (O. Lydia et al., 2024). Despite the obvious risks, there is currently a lack of a standardized conflict resolution program at Kagadi Hospital. In addition, limited related training was offered to supervisors. As a result, lingering tensions can build up over time due to unresolved root causes such as understaffing, long working hours, lack of support, and interpersonal conflict (F. Christopher, Moses, Muhammad, et al., 2022). This allows conflicts to escalate and erupt without resolution (F. Christopher, Moses, Muhammad, et al., 2022). The situation is further exacerbated by high employee turnover, averaging 20% per year, as skilled workers leave for better wages or opportunities elsewhere, adding to the strain on resources. Since recruiting new recruits is costly and disruptive, understanding the exact impact of conflicts could help limit such losses. This study will therefore analyze the impact of workplace conflict on organizational productivity in Uganda using KMI Investment as a case study.

Objectives of the study

1. To analyze the effect of interpersonal conflict on organizational productivity of Kagadi General Hospital
2. To assess the effect of intergroup conflict on employees' performance and productivity of Kagadi General Hospital
3. To examine the effect of intra-group conflict on organizational productivity of Kagadi 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 (Jallow et al., 2022). It was also conducted on representative samples of a population and there are seldom ethical issues (Olanrewaju & Abiodun, 2021). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in KMI Investments (N. Faridah et al., 2023).

According to (Nafiu et al., 2012) a triangulation of methods of data collection enhances the reliability of the data for investigation of research problems. This study therefore used a triangulation of methods including questionnaires, interviews and documentary review. Interviews assisted to provide rich data and help explore, dig deep and understand complex issues raised by respondents (Nafiu et al., 2012). The questionnaire was helpful in 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 (Nafiu, 2012).

This study was carried out among KAGADI General Hospital staff and Clients in Area totaling a study population of 60 (KAGADI General Hospital, Human Resource Records, 2020) (Aslam et al., 2022).

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 (Nafiu & Ph, 2012).

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

The sample that was used for the study was derived using stratified random sampling to ensure that the interests of the population were represented in the sample in order to make valid generalizations (Aslam et al., 2022). Simple random sampling was used to select respondents who were many while few were selected. The advantage of simple random sampling is that one can attend to the respondents who are available and creates a scenario where each respondent has an equal chance of participating in the study (Jallow et al., 2021). Purposive sampling was used primarily with key customer respondents. This is because of the roles they played in KAGADI General Hospital and they were expected to have subject knowledge and be able to provide a lot of information based on the authority they have (A & Ahmed, 2019).

This method was used to collect primary data from 45 respondents consisting of heads of departments, heads of various departments and customer service personnel. This method was chosen because it allowed the researcher to systematically collect data and solve research problems 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 time. It was also flexible and was used to collect data within a short period of time (Olanrewaju et al., 2021). The questions were also useful in gathering sensitive information from the respondents. It was also ensured that honesty and confidentiality were achieved using this method.

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After data collection, it was usually in raw form. After completing field data collection, the researcher proceeded to data analysis (Maiga et al., 2021). All data was reviewed, edited, coded and entered into a computer for processing and analysis to make sense of it. All quantitative data consisting of numerical values were analyzed using descriptive statistics and inferential statistics such as regression analysis, especially when testing hypotheses and the relationship between variables. Data were also exported to SPSS for final analysis and interpretation and were presented using figures and tables (Nelson et al., 2022).

Qualitative data were analyzed systematically and thematically on an objective-by-objective basis. The researcher categorized and summarized all data collected to facilitate analysis. During and after the researcher recorded the observations, made general summaries, coded the data where possible and summarized the data (A & Ahmed, 2019). The analysis involved identifying patterns, discrepancies and relationships and the reasons for their occurrence in order to explain how conflicts are managed at KMI Investments. Using content analysis, the data were critically studied, analyzed and interpreted to create meaning and then draw conclusions in line with the objectives of the study.

RESULTS

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	28	70	8	20	-	-	4	10	-	-	40	100

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.

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 (Nelson et al., 2023).

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.

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

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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 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

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

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. Intra-group conflict interferes with group processes and creates so much interpersonal hostility. Intra-group conflicts destroy loyalty and organizational citizenship behavior. Intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs. The research therefore concludes should consider maintaining all the three employee performance systems alongside each other.

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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