

**WORK OCCUPATIONAL CONFLICTS ON EMPLOYEE PRODUCTIVITY IN ORGANIZATION. A
CASE OF UMEME**

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Abstract.

In Uganda, conflict has been the center of attention in most public and private institutions. This study therefore aimed at evaluating the impact of workplace conflict on employee productivity in an organization. This study was supported by the following specific objectives that included to analyze the perception of interpersonal conflict on employee productivity of UMEME Uganda Limited and to assess the perception of intergroup conflict on employee productivity of UMEME Uganda Limited. This study was undertaken using a cross sectional survey design. The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention dcommercial sector in UMEME Uganda limited. This study was carried out among UMEME limited staff and customers in Jinja Area totaling a study population of 60 (NYTIL Uganda limited. Human Resource Records, 2020). Finding from the analysis indicated that 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 and 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. The researcher therefore recommended that 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.

Key words: Workplace, Conflict and Employee productivity.

Background of the study

In the early 20th century, conflict was seen as an indicator of poor organizational management to be avoided, by the mid-1950s it was accepted passively and seen as normal and expected; managers focused on conflict resolution (Isaac et al., 2023), while in the 1970s conflict was seen as necessary as neither good nor bad but could be used to promote growth, in the

1990s managers needed to face conflicts and appropriately manage (1 Ourien Isaac, 2 Dr Ariyo Gracious Kazaara, 2023). Conflict has historically been seen as undesirable in Britain, something to be avoided. In Uganda, the conflict has been the focus of most public and private institutions (Victor et al., 2022). At UMEME Uganda limited Investments,

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conflict between employees is recurring for various reasons. In 2019, there were three reports of some employees fighting at their workstations due to false accusations and intrigue. In 2020, the CEO and director convened a meeting of all executives to advise them on how to manage increasing organizational conflict (Christopher, Moses, Muhindo, & Komunda, 2022). It is because of these conflicts that the organization has had high labor turnover over the past five years as many of those involved in dirty conflicts have lost their jobs (Christopher, Moses, Muhindo, & Komunda, 2022). As a result, the company's productivity declines and In sub-Saharan Africa, conflict resolution strategies have become one of the main areas of concern for many human resource managers over the past two decades. In Nigeria, managers spend twice as much time resolving employee disputes as they did ten years ago (Isaac et al., 2023). On the other hand, in Tanzania, due to frequent organizational conflicts, performance in most organizations ranked relatively low. Frequent agitation by workers for better working conditions and other interests led to a decline that ultimately affected the performance of organizations. Key indicators such as return on investment from sales and profit margins have decreased due to poor conflict resolution strategies in several public institutions (Annet et al., 2023).

the company no longer meets customer demands in a timely manner. However, (Nelson, Christopher, Teddy, et al., 2022) notes that if conflicts are properly managed by applying best practice, an organization can increase its performance in terms of utilizing scarce resources and achieving organizational goals. Conversely, unmanaged conflict negatively affects employee satisfaction and performance (Ntirandekura, Friday, et al., 2022). Thus, early conflict resolution has the potential to improve employee satisfaction and overall performance (Alex & Kazaara, 2023).

Problem statement

Over the years, organizational conflict has become a popular subject of study and more and more scholars and researchers are interested in it because many organizations are struggling with the problem of conflict resolution in organizations (Ntirandekura, Ainebyoona, et al., 2022). Incidents of labor strife, strikes, industrial action, boycotts, demonstrations and violence became rampant. Although some scholars such as (Richard 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 (Richard et al., 2022). Organizations such as public universities in Uganda have been on strike every year for the past 10 years, which has greatly reduced productivity (Christopher, Moses, Muhindo, & Komunda, 2022). 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 employee productivity in the Ugandan context (Winny et al., 2023). This study will therefore analyze the impact of workplace conflict on organizational productivity in Uganda, using UMEME Uganda's limited investment as a case study.

Objectives of the study

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

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 (Sekaran, 2013). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in UMEME Uganda limited. 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. 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. This study was carried out among UMEME limited staff and customers in Jinja Area totaling a study population of 60

Table 1: Research respondents by category and sample

Category	Study Population	Sample Size	Sampling Technique
Staff	40	30	Simple Random Sampling

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Customers	20	15	Purposive sampling
Total	60	40	

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

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. Before the research tools were put to use for data collection, they should be tested for validity and reliability in order to achieve the intentions of the study. In this study, validity tests were carried out prior to the administration of these instruments (Faith et al., 2023). This was done to find out whether the questions were capable of capturing the intended responses. The researcher consulted expert judgment in order to assess the content validity index (CVI) for each item. For the instrument to be acceptable as valid, CVI of at least 0.7 or above was considered (Amin, 2015). The researcher conducted a pre-test of the instruments with 10 respondents within another organization to help uncover and identify the inconsistencies that were in turn corrected. 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, Christopher, & Milton, 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. During and after, the researcher recorded observations, made general summaries, coded the data where applicable and summarized data

Results

Perception of interpersonal conflict on workers' productivity in UMEME Uganda limited

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

Table 2: Perception 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	25	62	13	33	2	5	-	-	-	-	40	100

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organization thereby affecting productivity												
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 (W. Paul & Kazaara, 2023)., 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 (Winny 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 (T. Moses, 2023)

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
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 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 (K. Paul et al., 2023). 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 (Ntirandekura, Friday, et al., 2022). 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. (K. Moses et al., 2023) 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

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agreed to the Intergroup conflict creates toxic environment at the workplace Intergroup conflict creates toxic environment at the workplace (Ninsiima et al., 2023)

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 (Kazaara & Christopher, 2023).

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 (N. Moses et al., 2022).

Perception of intra-group conflict on organizational productivity

Table 4: showing the perception 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	20	50	16	40	-	-	4	10	-	-	40	100

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group processes and 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 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 (Ntirandekura & Christopher, 2022)

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 (Ntirandekura & Christopher, 2022). 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 (Annet et al., 2023). 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 (Ronald et al., 2023), 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, n intra-group conflicts destroy loyalty and organizational citizenship behavior hence improving the profitability of the company (Polycarp 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

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over jobs. 8 (20%) agreed and 2 (5%) disagreed to the assertion. This implies that internal conflicts are not good for the organization (N. Moses et al., 2022).

Summary

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 (W. Paul & Kazaara, 2023). Interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole. 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 a toxic environment at the workplace. 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 (Christopher, Moses, Muhindo, & Muhammad, 2022).

Intra-group conflict leads to power infighting in teams and kills workers' productivity. Intra-group conflict diminishes team work and kills workers' productivity. Poor assessment is another challenge during conflict management. Many organizations pay little or no attention to the knowledge of managers on the assumption that since they are the bosses, they have adequate awareness of the organizations' expectancy (N. Moses et al., 2022). Intra-group conflict reduces 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.

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 (Christopher, Moses, Muhindo, & Muhammad, 2022). 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 (Isaac et al., 2023). 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 concludes 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 (W. Paul & Kazaara, 2023). 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 destroys 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 organizations 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 organizations 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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