

AN ASSESSMENT OF CONFLICT MANAGEMENT RESOLUTION TECHNIQUES ON EMPLOYEE RELATIONS IN PUBLIC ORGANIZATIONS

GASTONE BIRYOMUMAISHO

RS22M12/003

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN
PARTIAL FULFILLMENT OF THE AWARD OF THE DEGREE OF MASTER OF PUBLIC
ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

October, 2024




**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

DECLARATION

I, Gastone Biryomumaisho, thus certify that this dissertation is wholly original with no submissions made for any kind of prize to any institution. I hereby certify that I have read and understood the university's policies on plagiarism.

Signature: 

Date: 04/10/2024

GASTONE BIRYOMUMAISHO

RS22M12/003

APPROVAL

This is to acknowledge that this dissertation has been done under my supervision and is now ready for submission to the School of Social Sciences at Uganda Christian University.

Signature:

MADAM EDITH NAGADIYA

(Supervisor)

Date:

23/10/2024

DEDICATION

With special regard, I wish to dedicate this piece of work to my family who have always been there to support me in my education. May the Almighty God richly bless you.

ACKNOWLEDGEMENT

I'm grateful to the All-Powerful God for giving me life and guiding me through my education, which hasn't always been simple but is still attainable.

I sincerely appreciate all of the hard work and knowledge that my supervisor, Madam Edith Nagadya, provided to me while I was under his care.

I also thank the Mukono District Local Government's political, technical, and support workers for giving me the information I needed to finish my research.

Lastly, I would especially like to express my gratitude to my wonderful family for their love and spiritual support during my whole academic career.

Blessings to all of you.

Table of Contents

| | |
|---|-------------|
| DECLARATION..... | i |
| APPROVAL | ii |
| DEDICATION..... | iii |
| ACKNOWLEDGEMENT..... | iv |
| LIST OF FIGURES | viii |
| LIST OF TABLES | ix |
| ABSTRACT..... | x |
| CHAPTER ONE | 1 |
| BACKGROUND TO THE STUDY | 1 |
| 1.0 Introduction | 1 |
| 1.1 Background of the study | 1 |
| <i>1.1.1 Historical background.....</i> | <i>1</i> |
| <i>1.1.2 Conceptual background.....</i> | <i>3</i> |
| <i>1.1.3 Contextual background.....</i> | <i>7</i> |
| 1.2 Problem statement | 8 |
| 1.3 General objectives | 9 |
| 1.4 Specific objectives..... | 9 |
| 1.5 Research questions | 10 |
| 1.6 Scope of the study | 10 |
| 1.6.1 Content scope | 10 |
| 1.6.2 Geographical scope..... | 10 |
| 1.6.3 Time scope..... | 11 |
| 1.7 Justification of the study | 11 |
| 1.8 Significance of the study | 12 |
| 1.9 Conceptual framework | 13 |
| 1.10 Operational terms | 14 |

| | |
|---|-----------|
| CHAPTER TWO | 15 |
| LITERATURE REVIEW | 15 |
| 2.0 Introduction | 15 |
| 2.1 Model review..... | 15 |
| 2.2 Empirical review | 17 |
| 2.2.1 The foundations of conflicts in organizations | 17 |
| 2.2.2 The conflicts management strategies adopted by organizations | 19 |
| 2.2.3 Contribution of conflict management techniques to employee in organizations | 22 |
| 2.3 Research gap | 25 |
| CHAPTER THREE | 26 |
| RESEARCH METHODOLOGY | 26 |
| 3.0 Introduction | 26 |
| 3.1 Research Design..... | 26 |
| 3.2 Target population and sample size | 26 |
| 3.3 Sample and Sampling Technique..... | 27 |
| 3.4 Data Collection Instruments..... | 27 |
| 3.4.1 Questionnaires | 27 |
| 3.4.2 Unstructured interviews..... | 28 |
| 3.5 Validity and reliability of research instruments | 28 |
| 3.5.1 Validity | 28 |
| 3.5.2 Reliability Test | 28 |
| 3.6 Data Collection Procedure | 29 |
| 3.7 Data Analysis and Presentation..... | 29 |
| 3.8 Ethical Consideration | 30 |
| 3.8.1 Informed Consent | 30 |
| 3.8.2 Voluntary participation..... | 30 |
| 3.8.3 Confidentiality | 30 |
| 3.8.4 Privacy | 30 |
| 3.8.5 Anonymity | 31 |
| 3.9 Chapter Summary..... | 31 |
| CHAPTER FOUR..... | 32 |

| | |
|--|-----------|
| PRESENTATION AND INTERPRETATION OF FINDINGS..... | 32 |
| 4.0 Introduction | 32 |
| 4.1 Response rate..... | 32 |
| 4.2 Findings on demographic characteristics of respondents..... | 32 |
| 4.3 The causes of conflicts among employees in Mukono district | 35 |
| 4.3.1 Major causes of conflicts among staff in Mukono District | 37 |
| 4.4 The conflict management resolution techniques adopted by Mukono district..... | 39 |
| 4.4.1 Conflict management resolution techniques..... | 41 |
| 4.4.2 Alternative dispute resolutions (ADR) in Mukono District | 43 |
| 4.5 The contribution of conflict management resolution techniques to employee relations in Mukono district | 44 |
| 4.5.1 Contribution of conflict management techniques to employee relations | 46 |
| 4.6 Regression analysis on conflict management resolution techniques and employee relations | 48 |
| CHAPTER FIVE | 51 |
| DISCUSSION OF FINDINGS | 51 |
| 5.0 Introduction | 51 |
| 5.1 The causes of conflicts among employees in Mukono district | 51 |
| 5.2 The conflict management resolution techniques adopted by Mukono district..... | 52 |
| 5.3 Contributions of conflict management resolution techniques to employee relations | 53 |
| CHAPTER SIX | 55 |
| SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS | 55 |
| 6.0 Introduction | 55 |
| 6.1 Summary of findings | 55 |
| 6.2 Conclusions | 56 |
| 6.3 Recommendations | 56 |
| 6.4 Areas for further research..... | 58 |
| REFERENCES..... | 59 |
| APPENDICES | 66 |
| Appendix A: Open-ended questionnaire for technical staff..... | 66 |
| Appendix B: Interview Guide for Political and Support Staff | 70 |

LIST OF FIGURES

| | |
|---|----|
| Figure 1: Conceptual framework | 13 |
| Figure 2: The Thomas and Kilmann's Model (1974) | 16 |

LIST OF TABLES

| | |
|--|----|
| Table 1: Showing population, sample size and data collection methods..... | 27 |
| Table 2: Response rate for questionnaires | 32 |
| Table 3: Background Information about the respondents..... | 33 |
| Table 4: The causes of conflicts among employees in Mukono district..... | 35 |
| Table 5: The conflict management resolution techniques adopted by Mukono district | 39 |
| Table 6: The contribution of conflict management resolution techniques to employee relations in Mukono district..... | 44 |
| Table 7: Linear Regression Analysis Results | 48 |

ABSTRACT

The study's objective was to evaluate how conflict management strategies affect employee relations in public organizations, using the Mukono district as a case study. It primarily concentrated on determining the reasons behind employee conflicts in the Mukono district, identifying the strategies for conflict resolution that the district has implemented, and assessing the impact of these strategies on employee relations in the Mukono district.

A cross-sectional descriptive research design was employed to conduct the study, and both quantitative and qualitative research methods were applied. Key informants were chosen through the use of purposive sampling, and a simple random sampling procedure yielded a sample size of 65. Questionnaires and interviews were used to gather the data.

The study findings revealed that conflicts in Mukono District Local Government are primarily caused by role ambiguity, resource competition, personality clashes, and political interference in technical decisions. Conflict management techniques like compromise, collaboration, and arbitration were found to be the most effective in improving employee relations, fostering cooperation, morale, and trust, while avoidance and competition had no significant effect. The regression model showed that 32.7% of the variance in employee relations ($R^2 = 0.327$) was explained by these conflict resolution methods, with compromise ($\beta = 0.379$), arbitration ($\beta = 0.263$), and accommodation ($\beta = 0.185$) having the strongest positive impacts.

Lastly, the study recommended the need for clearer role definitions, equitable resource allocation, and ongoing interpersonal skills training to reduce conflicts in Mukono District Local Government. It was also recommended that political leaders should limit interference in technical decisions, and Alternative Dispute Resolution (ADR) methods should continue to be utilized for quick, effective conflict resolution. Prioritizing collaboration, compromise, and arbitration over avoidance and competition will foster trust, morale, and cooperation, ultimately improving employee relations and organizational performance.

CHAPTER ONE

BACKGROUND TO THE STUDY

1.0 Introduction

Harmonious solutions require a process of identifying, addressing, and resolving conflicts in a suitable manner. There are various ways to resolve conflicts, each with a unique set of techniques and ramifications: cooperation, compromise, evasion, accommodation, and competition.

Clardy (2018) outlined a comprehensive framework for conflict resolution initiatives and emphasized the need of preventing conflicts before they start, developing skills in conflict resolution, and implementing regular conflict management practices. As a result, having the required skills and resources is essential for effective negotiation and dispute resolution.

Good conflict resolution techniques are crucial in many situations, including interpersonal and professional relationships. Strong conflict management may be accomplished by people and organizations by understanding dispute resolution techniques, particularly those outlined by Tang & Basheer (2017). Moreover, Akintayo's (2019) research emphasizes the influence of management styles on the effectiveness of conflict resolution and proposes democratic leadership styles as a way to ensure peaceful and harmonious relationships in the workplace over the long term (Akintayo, 2019).

In conclusion, resolving disagreements is a complex process that requires a combination of problem-solving skills, emotional intelligence, and interpersonal abilities. By putting effective dispute resolution strategies and methods into practice, both individuals and organizations may lessen the negative effects of disputes and foster positive partnerships and accomplishments.

1.1 Background of the study

1.1.1 Historical background

The management and resolution of disputes within public organizations is a complex and multifaceted process that is influenced by various factors such as competition for resources,

project objectives, and cultural differences (Lipsky, 2016). Public managers are essential to this endeavor and must possess a thorough understanding of conflict resolution strategies and methods (Raykova, 2019). Examining the context is crucial because the policy-making cycle influences the selection and use of conflict resolution techniques (Yinka-banjo, 2019). Each of these studies emphasizes how important it is for governmental organizations to effectively manage and resolve conflicts, and how important it is that administrators possess the skills and knowledge necessary to do so (Kashyap, 2022).

In public organizations, dispute resolution and conflict management strategies have a long history. While O'Toole (2019) provides an overview of crucial conflict resolution tactics, including direct and indirect remedies, Mills (2020) emphasizes the need for employees to appreciate diversity and the fact that conflict will inevitably arise in organizations. Tando (2021) highlights the need of collaborative governance in resolving conflicts, particularly in the context of community planning. Furthermore, Jensen (2021) addresses the implications of conflicts of values for administrators and public servants, as well as the necessity of further research in this area. These studies highlight the need of understanding and resolving conflicts in public organizations, and shared leadership may be essential to this effort.

Given the complex and varied historical backdrop of dealing and resolving disputes techniques in public organizations, public administrators need to understand and make use of these talents (Lan, 2020). This is particularly important for the policy-making process since it is necessary to establish and apply conflict resolution strategies that take into account the dynamics of the existing relationship structures (Pops, 2019).

The application of cutting-edge technology, such deep learning, in multi-agent systems has become more prevalent in European conflict management and resolution practices (Yinka-banjo, 2019). In order to match theory and practice with prevailing interests, there has also been an increasing emphasis on interdisciplinary approaches, such as peace studies (Habibal, 2019). Another important factor has been mediation, which has been shown to be effective in several European nations according to a comparative study (Zhomartkyzy, 2023). Furthermore, the employment of agreement technologies, such as automated negotiation and argumentation, has been advocated as a significant mechanism in conflict resolution (Julián, 2020).

Numerous variables have shaped the development of conflict management and resolution strategies in Africa. These methods have been greatly influenced by indigenous methods, such as those used in the Sahel and sub-Saharan regions (Ishola, 2022). It is debatable, though, whether these conventional approaches are still applicable in contemporary African democracies; others contend that they are becoming less significant (Dodo, 2019). Nigeria has seen a notable decline in traditional practices due to globalization and Westernization, with criticism leveled at the substitution of European methods for African ones (Aboh, 2023). Notwithstanding these difficulties, the significance of efficient dispute resolution procedures in labor relations has been underlined, with South Africa being cited as a pioneer in this field (Olabiyi, 2022).

1.1.2 Conceptual background

Diverse methods, including conciliation, legal processes, discussions, and persuasion, are employed in conflict management and resolution (Lester, 2017). A few factors influencing these approaches are ethnic, political, and economic contexts (Lundy, 2019). The establishment of problem-solving clinics gave about substantial insights into the behavior of conflict in real-world contexts and the peaceful resolution of disagreements (Hill, 2019). Shared resources, conflicting project objectives, and cultural differences continue to be the most common drivers of conflict in project administration. Prevention concessions, and problem-solving tactics are typically adopted in these situations (Sudhakar, 2015).

Furthermore, a range of approaches to confronting and resolving problems in various contexts are included in conflict management resolution procedures. These methods are essential for preserving peace, efficiency, and good communication amongst people or organizations. The significance of efficiently managing disputes has been highlighted by numerous studies that have examined conflict resolution techniques in a variety of disciplines.

In this regard, Saltman et al. (2016) investigate conflict resolution strategies in the medical industry, stressing the value of applying conflict resolution models to resolve potential disputes amongst medical staff members. Contributions are made by Sudhakar (2015), who offers a conceptual model of conflict management that is focused on project contexts and emphasizes the management procedures, common resolution strategies, and conflict lifecycle.

Banner (2019) goes on to explore the development of conflict resolution as a discipline that provides a variety of behavioral tools and approaches for handling conflicts in an efficient manner. The importance of conflict resolution techniques in organizational management is emphasized by Nordby (2018), who also underlines that managers should select resolution techniques in accordance with the kinds of disputes they face. Furthermore, Callanan & Perri (2006) support a collaborative style as the preferred method of resolving conflicts, supporting the notion that collaboration and understanding between parties are necessary for efficient conflict management.

Additionally, Ahmad et al. (2021) discuss several conflict resolution techniques from the viewpoint of head teachers, such as conquest, avoidance, reconciliation, compromise, and awarding. These tactics offer a thorough overview of the various methods that can be used to resolve disputes in educational environments.

To sum up, conflict management resolution strategies are crucial instruments for handling disputes in a variety of settings. Individuals and organizations can handle disputes more skillfully, resulting in better relationships and outcomes, by comprehending and putting into practice different techniques like compromise, procedural resolutions, and collaborative approaches.

As a result, a wide range of conflict management and resolution techniques have been studied across multiple fields. Yinka-banjo (2019) and Ribeiro (2020) discuss the application of emerging technologies to conflict resolution, with a focus on multi-agent systems and aviation, respectively. Almghairbi (2018) emphasizes the importance of staff education and communication in resolving conflicts in healthcare facilities. O'Toole (2019) provides a comprehensive examination of conflict management, settlement, and transformation, highlighting the importance of expert mediation and the role of outside interventions. Collectively, these studies demonstrate how critical it is to use technology, excellent communication, and training to settle disagreements.

Using handling and resolving techniques for disputes can lead to a number of benefits, including enhancing organizational effectiveness through healthy competition and team engagement (John-Eke, 2020), reducing intergroup conflicts through the use of empathy and compassion (Klimecki,

2019), and promoting cooperation and teamwork across multi-agent systems (Yinka-banjo, 2019). These tactics can be made even better by utilizing cutting-edge technologies, such as automated negotiation and reasoning (Julián, 2020).

The development of handling and resolving conflict mechanisms has been influenced by the growing popularity of problem-solving training sessions (Hill, 2019), the use of cutting-edge technologies like deep learning throughout multi-agent systems (Yinka-banjo, 2019), the dynamic nature of disputes and the practice of solving disputes (Krlesberg, 2008), and more. Related topics under peace and conflict studies have arisen as a result of the varied contexts in which these methodologies have been applied, including the historical, geographical, economic, political, and cultural ones (Lundy, 2019). In order to effectively manage and resolve conflicts, the emphasis is placed on addressing the underlying causes, employing a multidimensional approach, and making use of intercultural sensitivities.

Apart from the formalization of legislation pertaining to alternative dispute resolution (ADR), US companies have observed a shift in the evolution of dispute resolution and mitigation methods from reactive to proactive approaches (Lipsky, 2016). Research is being done on the potential use of cutting-edge technology, such as deep learning, in multi-agent system dispute resolution (Yinka-banjo, 2019). International Peace and Conflict Resolution Studies is a discipline that places emphasis on interdisciplinary efforts, avoiding conflicts, and aligning theory and practice with dominant interests (Habibal, 2019). In order to guarantee the attainment of global system goals and resolve conflicts, agreement technologies, such as automated negotiation as well as argumentation, are being developed (Julián, 2020).

African politics, customs, and culture have all shaped the development of conflict management and resolution strategies. The Acholi culture in northern Uganda, for example, has been discovered to contain rich traditional knowledge and practices that foster peaceful cohabitation (Jendia, 2019). Likewise, Sentongo (2020) has highlighted the Ekika system of the Baganda people in Uganda as a possible means of resolving conflicts. Nonetheless, state-centric strategies are undermining the efficacy of these conventional techniques, especially in light of long-standing rivalries and hostilities (Sentongo, 2020). It has also been noted that democratization and sound governance are important for resolving conflicts (Omach, 2019). The intricate

interactions between political, cultural, and traditional elements that influence Ugandan conflict management and resolution are collectively highlighted by these works.

Conversely, the interactions and relationships that employees have with their employer, managers, and coworkers are referred to as employee relations. It includes all workplace variables, including communication and cooperation that affect workers' performance, engagement, and level of satisfaction (Abdullahi et al., 2021).

Furthermore, good employee relations strategies are essential for developing a cooperative atmosphere, improving communication, and encouraging teamwork among staff members (Abdullahi et al., 2021). According to research, employee relations have a big impact on how engaged and productive employees are in their jobs.

Accordingly, encouraging open communication, offering chances for feedback, and praising worker contributions are examples of positive HR practices that can boost worker motivation and job satisfaction (Abdullahi et al., 2021). Furthermore, the caliber of employee interactions within the company frequently affects employee engagement, which is defined as a good attitude toward one's job (Gerards et al., 2018).

Employee commitment, intention to leave, and general well-being are all impacted by employee interactions. Good HR procedures can encourage employees to feel more committed to their work, which will improve their performance, loyalty, and job satisfaction (Rawashdeh & Tamimi, 2019). Furthermore, fostering a positive and welcoming workplace via good employee interactions can lower attrition and enhance organizational results (Zulmi et al., 2021).

Additionally, there is a strong correlation between company culture, leadership philosophies, and HRM techniques and employee relations. Organizations can foster a work environment that fosters employee well-being, productivity, and overall performance by fostering positive employee relations (Dubisetty & Reddy, 2022). Building trust, improving communication, and creating a sense of community at work are further benefits of effective employee relations strategies (George et al., 2020).

To sum up, employee relations are critical in determining the culture of the company, employee engagement, and overall output. Positive employee relations strategies can help companies foster a positive work environment, increase employee happiness, and propel business success.

1.1.3 Contextual background

Furthermore, a variety of factors have influenced the development of conflict management and resolution strategies in Ugandan public institutions. Conflict resolution has traditionally benefited greatly from the use of traditional systems, such as the Baganda Ekika system (Sentongo, 2020). These traditional systems were typically based on unwritten laws and traditions that regulated social behavior and controlled deviants in society (Sewanyana, 2017). The resolution of conflicts has changed in the post-colonial era to become more inclusive and collaborative, with an emphasis on providing a voice to those who are directly impacted by the conflict. This has been reinforced by the fusion of contemporary methods, like knowledge management, with conventional knowledge practices to produce a framework for creativity and conflict resolution (Velthuisen, 2011).

Similar to this, Omodo (2023) notes that ad hoc mediation has become more prevalent in Ugandan public organizations' use of conflict management and resolution approaches. Land disputes have been effectively managed by this method, although local council court members need to be formalized and trained. Significant contributions have also been made by the Intergovernmental Authority on Development (IGAD) to the management and resolution of conflicts throughout the region, particularly in Sudan (Adar, 2016). Effective conflict management and settlement in Uganda is still hampered by the enduring grand corruption in public institutions (Mwesigwa, 2021) and the difficulties in formulating post-war policies, particularly in the health sector (Witter, 2016).

However, improving job performance and productivity in public enterprises depends heavily on employee interactions (Nguru, 2018). To achieve this, public sector organizations must identify their publics, understand their positioning, and adopt the optimal public relations approach (Sidiq, 2019). The employee-organization relationship, driven by elements such as psychological contracts and perceived organizational support, might affect employees' organizational citizenship behavior (Coyle-Shapiro, 2016). Public relations also benefits from employee

advocacy programs, which have the potential to improve consumer trust, business reputation, and staff engagement (Mutuzo, 2024).

It's also important to remember that employee relations in public companies have a number of benefits. According to Mutuzo (2024), employee advocacy initiatives have the potential to influence business culture, improve stakeholder relationships, and improve brand perception. According to Mutuzo (2024), these programs also have a favorable impact on consumer trust, business reputation, and employee engagement. Moreover, excellent health, morale, and improved performance habits are linked to employee involvement in the public sector (Fletcher, 2016). Actively managing a company's identity, reputation, and image can increase the number and caliber of job applicants, enhance the company's overall perception, and encourage employee loyalty (Bankins, 2019). Finally, employee attitudes and behaviors can be improved by corporate social responsibility programs, which raise levels of job satisfaction and organizational belonging (Niyaz, 2022).

1.2 Problem statement

Effective conflict management and resolution strategies are essential in public companies to preserve good employee relations and guarantee organizational performance. But even with all of the conflict resolution tools in place, there are still issues and flaws that impede their effectiveness, which negatively affects worker morale, output, and organizational effectiveness (Mills, Roseline & Mene et al., 2020).

These days, it is frequently difficult for public organizations to resolve disputes at its core, which results in recurrent problems and rising tensions. Reactive rather than preventive approaches to conflict management are facilitated by the lack of proactive steps to recognize and address possible sources of conflict. Furthermore, it's possible that managers and staff lack the communication, negotiation, and mediation training and abilities needed for conflict resolution. This shortcoming makes it difficult for them to handle problems in an effective manner, which leads to unresolved conflicts, strained relationships, and decreased trust inside the company (John-Eke, & Akintokunbo, 2020).

In public organizations, traditional hierarchical arrangements often increase power disparities and obstruct free flow of communication. Workers may be deterred from questioning authority or voicing concerns, which could result in the suppression of disputes or their advancement to higher levels without local resolution. Conflict resolution is made more difficult by the complexity of public institutions, which are typified by many levels of bureaucracy, decentralized decision-making, and a wide range of stakeholder interests. Resolution of interdepartmental or interagency conflicts can be hampered by competing agendas, unclear roles, and conflicting priorities both within and between departments (Aboh et al., 2023).

The legal and regulatory framework that governs public organizations may restrict their ability to resolve conflicts in an adaptable and autonomous manner. Adherence to labor regulations, collective bargaining agreements, and administrative protocols may pose obstacles to the prompt and inventive implementation of conflict resolution tactics. In this regard, organizational policies intended to enhance employee relations or the adoption of innovative conflict resolution strategies may be hampered by opposition to change inside public organizations. Efforts to address systemic causes underlying conflicts may be hampered by organizational inertia, entrenched attitudes, and fear of upending established practices (Lundy & Njonguo, 2019).

The complex and diverse character of conflicts within public organizations highlights the necessity of a thorough and contextually-aware approach to conflict management and resolution. Strategic interventions that support proactive conflict prevention, improve stakeholders' conflict resolution skills, cultivate an environment of open communication and cooperation, and synchronize organizational procedures with the values of justice, equity, and inclusivity are necessary to meet these challenges. A research to evaluate the effects of conflict resolution strategies on employee relations in public organizations is therefore necessary.

1.3 General objectives

The study's objective was to evaluate how conflict management strategies affect employee relations in public organizations, using the Mukono district as a case study.

1.4 Specific objectives

1. To establish the causes of conflicts among employees in Mukono district.

2. To establish the conflict management resolution techniques adopted by Mukono district.
3. To examine the contribution of conflict management resolution techniques to employee relations in Mukono district.

1.5 Research questions

1. What are the causes of conflicts among employees in Mukono district?
2. What are the conflict management resolution techniques adopted by Mukono district?
3. What is the contribution of conflict management techniques to employee relations in Mukono district?

1.6 Scope of the study

The study's content scope, geographical scope, and temporal scope were separated into separate sections in this section.

1.6.1 Content scope

The information pertaining to the study's independent and dependent variables was presented in this part. The primary construct under the independent variable in the current study was conflict management resolutions, while the dependent variable was working relations. Working relationships and conflict management resolutions—the topic of discussion above—were chosen due to their positive link. For example, leaders in conflict management can improve the performance of political and civil personnel.

1.6.2 Geographical scope

The present investigation was conducted in Uganda's central region, namely in the Mukono area. In this context, Kampala, the capital city of Uganda, is located 20 km to the east of Mukono District. Kayunga District to the north, Buyikwe District to the east, Kalangala District to the southwest, and Wakiso District to the west are the districts that border Mukono District. The researcher chose the geographical scope since it was familiar and close to home.

1.6.3 Time scope

The period of the study was from 2017 to 2024. During this period, there were numerous conflicts in the Mukono region, which negatively impacted the working relationships amongst local government administrators. For instance, the Chairperson LCV, the local Member of Parliament, and civil servants were reported in the January 25 issue of New Vision on the Mukono District Service Commission's absence.

1.7 Justification of the study

1.7.1 Workplace Conflict Prevalence: Public companies are not exempt from the unavoidable presence of conflict in their operations. Conflicts at work can negatively impact worker morale, output, and organizational effectiveness, as research repeatedly shows. The intricacy of work settings in the public sector and the wide variety of parties involved can make it particularly difficult to manage and settle disputes in public enterprises.

1.7.2 Impact on Employee Relations: Promoting positive employee relations in public organizations requires effective conflict management. Techniques for resolving disputes are essential for minimizing their negative effects and encouraging an environment of cooperation, mutual respect, and trust among staff members. Improving employee relations and organizational effectiveness in public sector contexts requires an understanding of the elements impacting conflict management effectiveness and the identification of best practices in this context.

1.7.3 Potential Advantages of Successful Conflict Management: Studies indicate that companies that handle conflicts well reap a variety of advantages, such as higher worker satisfaction, lower staff attrition, stronger team dynamics, and improved decision-making procedures. Public organizations can boost employee engagement, foster healthier work cultures, and ultimately increase their ability to carry out their missions and serve the public interest by investing in conflict management resolution approaches.

1.7.4 Legal and Regulatory Implications: Under a regulatory framework governing workplace relations, public organizations are subject to legal requirements concerning the handling and settlement of conflicts. Organizations run the danger of facing legal repercussions from labor disputes, discrimination claims, and harassment reports if they fail to resolve problems in a

timely and proper manner. As a result, research is desperately needed to educate practitioners and leaders in the public sector on practical methods for negotiating the legal and regulatory environment while advancing respectful dispute resolution techniques.

1.7.5 Research Opportunities and Knowledge Gap: Although conflict management is crucial for public organizations, there is a clear lack of information in the literature about the precise methods and approaches that work best in this setting. Scholars can help close this knowledge gap and advance theoretical understanding and practical insights in the field by undertaking empirical research on conflict management resolution approaches in public organizations. These studies can help with the creation of training programs, policies, and programs that are grounded in evidence and specifically designed to meet the demands and obstacles of public sector workplaces.

1.8 Significance of the study

1.8.1 Improving Organizational Effectiveness: Keeping a positive and productive work environment requires effective conflict management. Organizations can reduce the disruptions caused by conflicts and foster improved decision-making, more efficient workflow, and higher organizational success by learning and putting into practice appropriate conflict resolution approaches.

1.8.2 Enhancing Employee Relations: Disagreements at work can negatively impact workers' morale, contentment with their jobs, and general well-being. Enhancing employee engagement and retention, cultivating a healthy company culture, and improving employee relations can all be achieved via the study and application of successful conflict resolution techniques.

1.8.3 Reducing Absenteeism and Turnover: Disengaged or disengaged workers may seek work elsewhere, which raises absenteeism and turnover rates. Businesses can lower absenteeism and attrition, which lowers costs and improves stability, by proactively resolving conflicts and providing managers and staff with conflict resolution training.

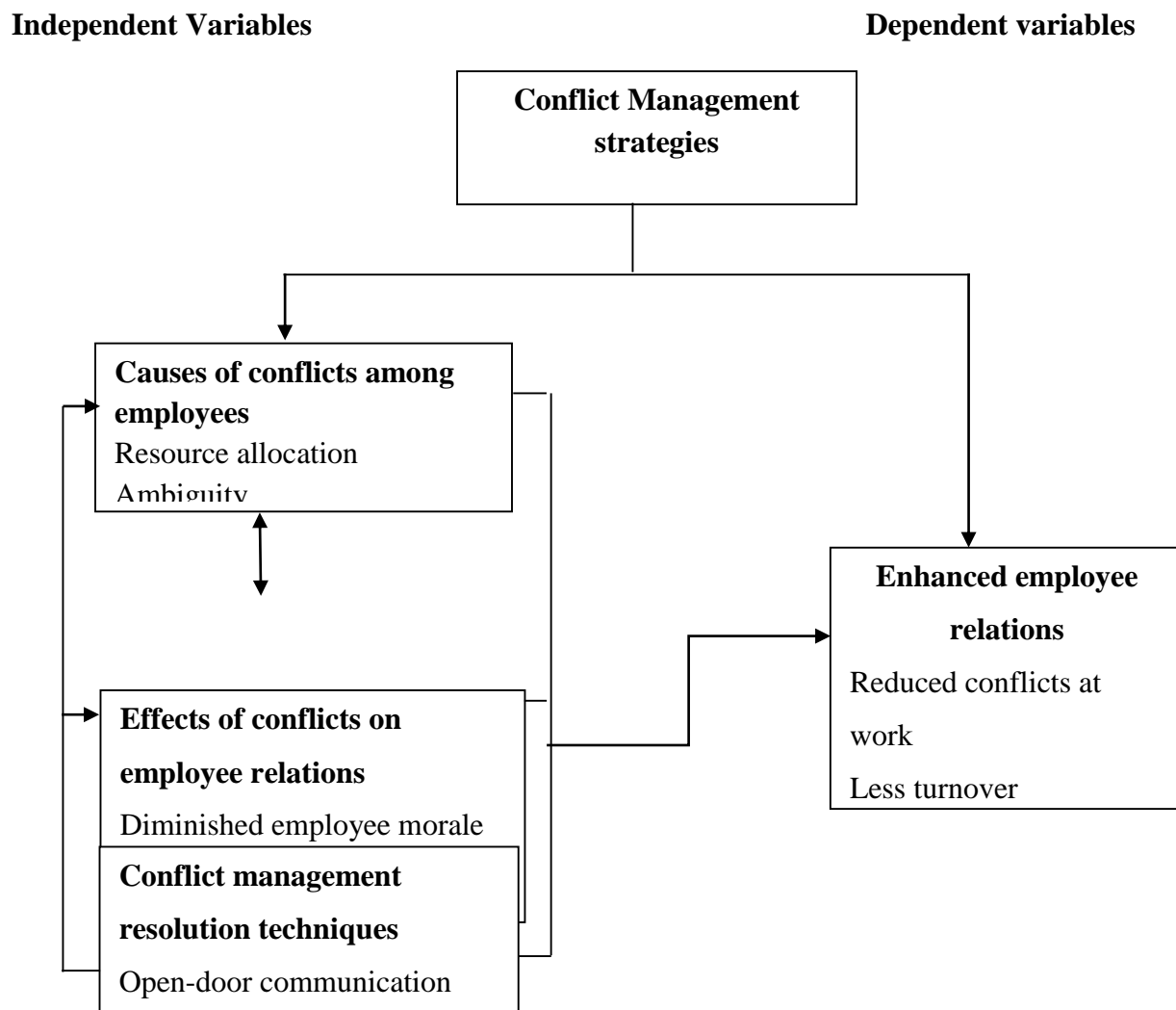
1.8.4 Reducing Legal and Compliance Risks: Organizations that practice effective conflict management are better able to reduce the legal risks that come with workplace conflicts, such as allegations of discrimination, harassment, or wrongful termination. Organizations can limit the

risk of expensive litigation and establish compliance with applicable laws and regulations by upholding fair and transparent conflict resolution procedures.

1.9 Conceptual framework

An diagrammatic depiction of the link between the study's variables—the independent, dependent, intervening, and moderating variables—is called a conceptual framework.

Figure 1: Conceptual framework



Source: Researcher, 2024

Figure 1 The link between the study's variables, or the independent and dependent variables, is shown in the figure. In the framework of the current study, it is considered that disputes exist and

influences employee relations in public organizations. In public organization contexts, it is further assumed that employee relations and conflict management resolutions are correlated. Therefore, improved employee relations in public companies will represent the dependent variables of the current study, while conflict management resolution strategies will represent the independent factors. However, there is a need to determine the cause's disputes among employees in public organizations, the conflict management resolution approaches utilized by public organizations in handling conflicts, and consequences of conflicts on employee working relations in public organizations. The above-mentioned hypotheses will establish the research crack that current study expects to connect.

1.10 Operational terms

1.10.1 Conflicts: Misunderstandings or complaints of any kind between technical or civil personnel and the political leadership in public organizations are referred to as conflicts in the current study.

1.10.2 Conflict management resolution techniques: In the present study, "conflict management resolution techniques" refers to the avenues that can be, or have been, implemented to reduce and/or handle disputes between political leadership and civil servants in public organizations.

1.10.3 Working relations: The term "working relations" refers to the cordial or unfavorable relationships that exist between employees of public organizations in the context of this publication.

1.10.4 Workers: In the present study, the term "workers" refers to those who are employed by public organizations, either on a contract or a permanent basis.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The handling of internal conflicts in local government organizations is essential to effective leadership and service delivery. Conflicts can arise from a variety of sources, including divergent goals, unequal power dynamics, and issues with resource allocation. These issues can have an impact on stakeholder engagement and local government management. Understanding how conflict resolution techniques impact working relationships within local government systems is essential for coordination, improved decision-making, and sustainable governance practices.

Analyzing the corpus of research on conflict resolution in local government contexts offers crucial insights into the challenges and possibilities associated with resolving conflicts in these settings. For example, Alasow & Bilgin (2020) studied how to resolve conflicts at work and how good governance practices help local government resolve conflicts. The study shows the relevance of openness, responsibility, and equity in successfully resolving conflicts.

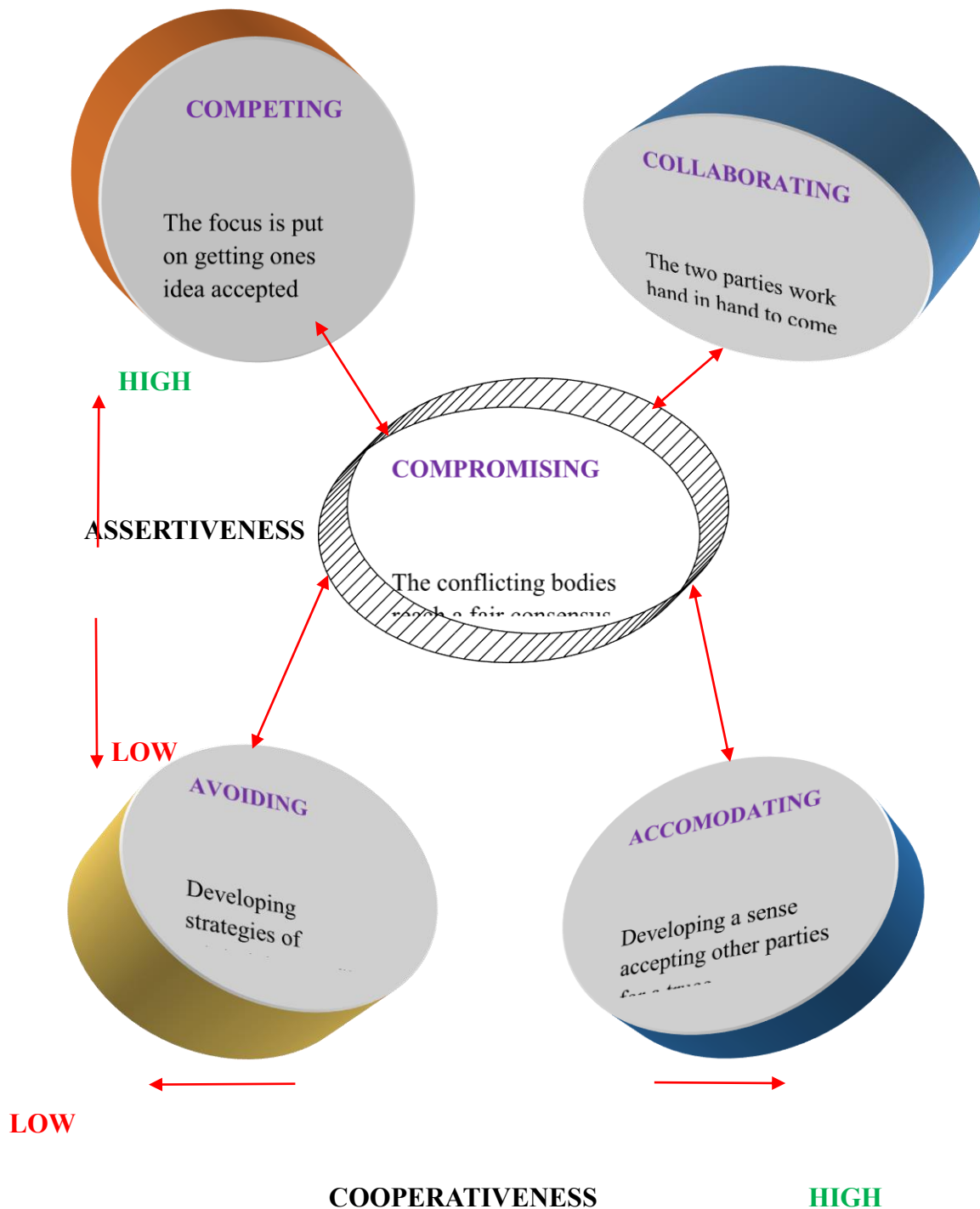
Furthermore, this literature review aims to synthesize and analyse the body of research regarding dispute resolution in local government contexts by drawing on a wide range of publications that look at various aspects of dispute resolution, democratic dynamics, and stakeholder interactions. Through an examination of the findings and methodologies of various research studies, this overview seeks to provide readers with a comprehensive understanding of the opportunities and challenges associated with resolving conflicts within local government organizations.

2.1 Model review

The conflict model developed by Thomas and Kilmann in 1974 will be used in the current investigation. Numerous academics have recognized the concept as an effective technique for handling and resolving conflicts. Respondents' responses to Thomas and Kilmann's critical analysis of the various approaches taken by businesses worldwide to manage and resolve disagreements and disputes varied widely. The paradigm is predicated on the idea that conflict within organizations can be reduced and settled using either of two strategies: cooperative or

aggressive. Five additional ways can be taken to reduce conflict in organizations by further subdividing the two approaches.

Figure 2: The Thomas and Kilmann's Model (1974)



Source: Thomas and Kilmann (1974)

A modified version of Thomas and Kilmann's Model (1974) is depicted in the above figure. The five constructs that resulted from the two methods of assertiveness and cooperativeness are represented in the model together with the two dimensions of conflict management as presented by Thomas and Kilmann.

The five conflict management dimensions are further highlighted by the model. The five strategies are as follows: cooperating (which fosters a deeper understanding of the underlying causes of conflicts and is applicable in decentralized organizations), accommodating (which promotes amicable resolution of conflicts), avoiding (which precludes confrontation), and compromising. According to the aforementioned paradigm, when people turn to assertiveness in resolving conflicts, they use the competing dimension as a tactic. In a similar vein, people stop cooperating

2.2 Empirical review

The literature pertaining to the themes and subthemes derived from the study questions and objectives was studied in this part.

2.2.1 The foundations of conflicts in organizations

Organizational disputes can take many different forms that impact decision-making processes, interpersonal relationships, and the overall effectiveness of the company, according to research by Netemeyer et al. (2016). Developing conflict management strategies requires a deep grasp of the different types of conflicts. According to Netemeyer et al. (2016), interrole conflict occurs when different group memberships place conflicting demands on one another, making it challenging to strike a balance between commitments and expectations.

Intragroup conflict presents a dilemma, according to Wit et al. (2022), in which the nature of the disagreement, its outcomes, and organizational components decide whether the disagreement has a positive or negative effect on the group's ability to function. The three primary categories of organizational conflicts that impact communication, teamwork, and the culture of the entire

organization are assignment, process, and interpersonal conflicts, according to Nixon et al. (2016).

Assignments, procedure, social standing, and competing interests inside non-profit organizations were all mentioned by Syafruddin and Sapar (2021) as examples of the complex nature of disputes arising from a range of stakeholder interactions. In a similar vein, Liu et al. (2022) contended that organizational conflicts extend beyond internal dynamics to involve conflicts between organizations. The study's conclusion emphasized how important it is to manage conflicts across numerous businesses in order to foster positive working relationships. Additionally, Brett (2017) pointed out that cultural differences might influence conflict resolution techniques, emphasizing the need for cross-cultural understanding in order to resolve disputes in organizations, especially local government entities.

In conclusion, it is important to remember that disputes inside organizations can arise in a variety of ways. These include disagreements regarding duties related to job obligations, disputes over relationships arising from interpersonal encounters, and disputes over processes arising from fights over procedural problems. To implement tailored conflict resolution strategies that promote collaboration, innovation, and organizational success, it is critical to understand the nuances of these conflicts.

Local government organizations may encounter conflicts for a number of reasons, according to Syafruddin & Sapar (2021), which may have an impact on the way policies are carried out, how they interact with the public, and how governance processes are carried out. Research indicates that conflicts within local government organizations can arise for a variety of causes. For instance, conflicts over the distribution, usage, and management of resources commonly result in conflicts. Fisher et al.'s research from 2022 confirmed Syafruddin & Sapar's findings from 2021, which indicated that disagreements over resource extraction, land use, and forest governance can lead to conflicts between stakeholders who have different viewpoints and conflicts within local government organizations.

Furthermore, Alasow & Bilgin (2020) contended that the governance standards that support local government organizations may also have an impact on conflicts. In order to effectively resolve conflicts, the study's conclusion emphasized the importance of organizational structures that

support supervision, transparency, and decision-making processes. When Golar et al. (2020) noted that conflicts could arise from inability to include and integrate local communities in decision-making processes, they were echoing the observations of Alasow & Bilgin (2020). Golar et al. (2020) and Yang et al. (2015) explore the social-economic effects of events like the COVID-19 outbreak and the importance of academics in dispute resolution as elements that may alter community functioning and maybe ignite disagreements in local government situations.

In local government institutions, land-related conflicts also frequently arise, including those involving ownership, rights to use, and border disputes. According to Kanyua (2020), disputes over land usage, unclear land tenure arrangements, and inadequate settlement processes can all lead to an increase in conflicts over land resources within local government management.

Furthermore, disagreements can also result from flaws in the institutional framework and behavioral norms of local government systems. The way that bureaucratic interactions, power hierarchies, and institutional configurations affect the types of disputes and governance competences in local government organizations (Olivier & Schlager, 2021; Sahide et al., 2019).

In conclusion, there are many different causes of conflicts within local government organizations, ranging from issues with resource management and administration to challenges with community involvement and land-related disputes. Understanding these basic components is essential to developing effective strategies for settling disputes and promoting sustainable governance practices in local government settings.

2.2.2 The conflicts management strategies adopted by organizations

The strategies that organizations choose to resolve disputes have a big influence on their dynamics and output. Research conducted by Abubakar (2021) indicates that organizations that prioritize teamwork are more likely to implement innovative dispute resolution strategies, such as Alternative Dispute Resolution (ADR). The results indicate that frontline managers' involvement in resolving conflicts within local government administration is connected with the implementation of proactive conflict resolution techniques and commitment-oriented HR policies within organizations. The adoption of ADR-led conflict management systems has thus

been associated with increased employee engagement and morale, lower conflict-related costs, and increased efficiency.

According to Budd et al. (2019), organizations are encouraged to put up rules to effectively handle conflict and resolve differences at work. A range of conflict resolution strategies are used by lawmakers, organizational leaders, and dispute resolution experts. This highlights how important it is to understand the root causes of conflict and implement thorough frameworks for settlement (Budd et al., 2019). Additionally, it has been proposed that resolving workplace disputes through alternative dispute resolution (ADR) will boost output, encourage cooperation, and enhance relationships between departments.

In addition, it is therefore worth to remark that, Organisations apply several conflict resolution approaches to efficiently settle disagreements and develop beneficial results and working relations across diverse organizations and institutions. These strategies are critical for creating an organizational culture, fostering employee collaboration, and enhancing communication (Abubakar, 2021).

The literature listed below provides information on several dispute resolution strategies employed by organizations:

Forcing: This strategy is prioritizing one's own objectives over other people's. It is characterized by an overabundance of audacity and a low proportion of cooperation. Organizations may use this strategy when they need to make quick decisions when one party has a significant advantage over the other (Safeena & Velnampy, 2017).

Salami (2010) says that Organisations adopt the conflict management strategy known as "forcing," which is advancing one's own goals and ideas at the disadvantage of others. This strategy is characterized by a high degree of boldness and a low level of cooperation, as one side tries to control the conflict and enforce their chosen result. Whenever there is an urgent demand to break an impasse in conversations, wherein one party has a substantial edge over other parties, or when rapid decisions are necessary, the pressing tactic is usually adopted.

In this regard, Salami (2010) noted that forcing is one of the five methods of resolving disputes, in addition to confronting/collaborating, withdrawing/avoiding, smoothing, and compromising.

Salami (2010) went on to say that the forcing strategy may be utilized if one party is prepared to push for the desired outcome or if quick action is necessary. Even while the pushing strategy can lead to rapid decisions and judgments, there may be drawbacks. Forcing can damage relationships and incite resentment among teammates in addition to undermining confidence and long-term collaboration inside the organization. Moreover, using force as the primary means of resolving disputes may stifle opposing ideas, stifle creativity, and keep you from considering other possibilities.

Furthermore, Syafruddin & Sapar (2021) talked on how important it is for administrators and organizational leaders to know when to apply the forcing strategy. Organizations that comprehend the circumstances, the power structure, and the long-term implications of using force are better able to resolve conflicts peacefully, maintain goodwill, and achieve results that last. Finding a balance between aggression and collaboration and considering the broader implications of conflict resolution approaches can help to build a positive workplace culture and productive working circumstances.

Integrating: Finding solutions that take into account the concerns of all involved parties is the aim of the integrated approach. It puts an emphasis on knowing one another, cooperating, and confronting problems head-on. The objectives of the integrating strategy are to create strong relationships within the organization and accomplish win-win results (Safeena & Velnampy, 2017).

In related, Syafruddin & Sapar (2021) discovered that diverse conflict management approaches are employed by local governments to reconcile differences and enhance efficient governance. Including all pertinent parties in the discussion process, including the community, law enforcement, and municipal authorities, is one way to speed up the resolution of issues. According to Alasow & Bilgin (2020), strategies including avoiding injustice, seeking out conflict resolution methods, and promoting conflict-free relationships among staff members are essential for local government officials.

Even more, Kasipka & Suwartiningsih (2022) highlighted that local government officials and conflict actors are often included in the first stages of conflict resolution processes in order to achieve a great working relationship, which helps to facilitate resolution. Furthermore, the results

of Hong et al. (2020), who contended that effective leadership in the context of business-government conflicts relied on understanding and resolving disputes through the collaborative economy framework, were corroborated by Kasipka & Suwartiningsih's (2022) findings.

The emphasis on strong local governance as a critical component of post-war rehabilitation and development highlights the significance of effective dispute resolution procedures in the construction of innovative local government systems (Reddy, 2018). Furthermore, the association among public disputes, dispute conduct, and public trust highlights the need of developing pathways and circumstances for the government to successfully manage conflicts (Kim, 2017).

Furthermore, Abdullah & Ramdhani (2022) confirmed Reddy's (2018) findings by concluding that informal dispute settlement methods, such as those used in land disputes between local governments and communities, can play a significant role in resolving conflicts and fostering collaboration. Municipalities often act as integrators in the decision-making process, balancing trade-offs between different uses of resources to reconcile clashing interests (Kvalvik et al., 2020). A lack of staff with specialized knowledge in information technologies and budgetary constraints are two problems that may impact local governments' implementation of e-government initiatives (Maditinos & Niki, 2020).

In conclusion, fairness, effective communication, and stakeholder involvement are some of the strategies local governments employ to handle a range of issues. Through promoting collaboration, transparency, and the use of innovative conflict resolution strategies, local governments may increase the effectiveness of governance and cultivate trust in their communities.

2.2.3 Contribution of conflict management techniques to employee in organizations

A multitude of factors influencing the dynamics within an organization must be considered in order to fully discuss employee working relations. Staff working relations encompasses workplace communication, teamwork, and employee relationships. Numerous crucial components that impact the quality of employee relations have been found in studies (Safeena & Velnampy, 2017).

One crucial element is communication. Effective communication is the cornerstone of creating a positive work environment for employees. The exchange of ideas, criticism, and information made possible via transparent and honest communication channels leads to improved cooperation and teamwork. Additionally, enhancing understanding and reducing miscommunication among employees can be achieved by active listening skills and good expectation communication, which will enhance working relationships (Hong et al., 2020).

Furthermore, Safeena & Velnampy (2017) argued that trust is a crucial element. Trust is the foundation of productive working relationships in an organization. When employees trust their peers and bosses, a cooperative and supportive work atmosphere is created. Trust is a key component of teamwork, morale, and a sense of belonging and companionship among workers. Trust must be built via mutual respect, consistency, and honesty in all relationships.

Furthermore, Kasipka & Suwartiningsih (2022) proposed that an organization's culture has a significant impact on how its employees interact with one another at work. Positive workplace connections are more common among employees in an environment that values inclusivity, diversity, and respect. An workplace that recognizes success, fosters individual development, and promotes teamwork can lead to improved working relationships. These elements may improve employee satisfaction and participation.

In this regard, Hong et al. (2020) stressed that strong leadership is also necessary to promote positive working relationships among staff members. When managers are transparent, fair, and compassionate, their employees will feel more confident and trustworthy. Collaborative forms of leadership, such as offering constructive comments, promoting open communication, and empowering employees, can develop a healthy work environment and strong working relationships.

In conclusion, a range of factors influence staff working relationships, including communication, trust, organizational culture, and leadership. Businesses may foster positive working connections among employees, which will increase productivity, profitability, and employee satisfaction, by promoting open communication, building trust, creating a pleasant workplace culture, and demonstrating strong leadership.

Conflicts in organizations can have a detrimental effect on staff relationships in a variety of ways. According to study, conflicts might produce relationship problems that make employees dissatisfied (Kasipka & Suwartiningsih, 2022). However, as parties to a dispute may opt not to work with one other, the influence of conflicts on the workplace could not be as significant as predicted. Workers who are affected by a manager's handling of a dispute may go through intense mental and emotional experiences, which could affect how well the group and the company function (Hong et al., 2020).

Organizational conflicts can arise from a variety of factors, including managerial styles, cultural differences, and human motivations. Conflict in organizations is unavoidable due to worker competition for resources, jobs, and power (John-Eke & Akintokunbo, 2020). Effective conflict management strategies are crucial to preventing disputes from getting worse and negatively affecting employee comfort, health, and organizational performance (Safeena & Velnampy, 2017). Conflict management is particularly crucial in multinational firms since it can significantly affect the organization's capacity to endure and prosper (Yuan, 2010).

According to Abubakar (2021), organizational culture is important for informal dispute resolution because it establishes the customs and tactics used to resolve conflicts within the organization. One factor that may affect dispute resolution tactics is age; employees of different ages may react differently to conflict resolution methods.

In conclusion, disagreements at work can have a range of effects on staff relationships, which in turn can have an influence on employee satisfaction, team output, and the performance of the organization as a whole. Effective conflict management strategies are critical to minimizing the negative effects of conflicts and fostering a peaceful workplace because they are informed by factors including human motives, organizational culture, and cultural differences.

Reddy (2018) emphasizes further that conflicts within local government contexts can have a substantial impact on staff-work interactions. Research has revealed that disagreements have a variety of negative effects on workers in local government organizations. For example, conflicts can lead to financial issues, staff instability, political unrest, factionalism, violent protests against the provision of services, corruption, and the abuse of political authority. As a result, the issues could create an unfavorable work environment that lowers morale and affects performance.

Wilson (2020) asserts that disagreements may also result in the hiring of workers who may not be the best fit, which could lead to local government operations performing below par. Disagreements can increase internal tensions within the organization and can also result in disagreements about roles amongst employees at different levels, including career officers and political authorities (Jatto, 2013). Personnel turnover is another outcome of conflicts that affects the overall effectiveness and efficiency of local government operations (Reddy, 2018).

Effective conflict resolution strategies are crucial for municipal government to minimize the negative effects of disagreements on employee relations. According to research, cooperative approaches to conflict resolution can improve staff relationships and significantly reduce death rates in government-run healthcare facilities (Ani et al., 2021). Additionally, settling conflicts quickly and implementing conflict-reduction techniques can help local government organizations maintain a peaceful workplace (Alasow & Bilgin, 2020).

In conclusion, disagreements that occur in local government settings can have a detrimental effect on the working relationships among employees, leading to a variety of problems such as poor work, disagreements over roles, and staff instability. Effective dispute resolution strategies must be implemented in order to speed up dispute resolution, improve staff relations, and enhance the overall performance of local government organizations.

2.3 Research gap

Tang and Basheer (2017) investigated the use of multi-agent simulation to validate a novel conflict resolution strategy selection technique (confrssm). Alasow, A. G. and Bilgin, K. U. (2020), Currie, Gormley, Roche & Teague (2016) evaluated managing workplace conflict, and Clardy (2018) evaluated managing organizational conflict. The impact of good governance practices on the settlement of disputes in Mogadishu, Somalia. Several literature has been evaluated in respect to the conflict resolution in its gentility globally and is clear little has been explored on in Uganda. Consequently, the goal of the current study is to close the information gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section of the research study describes and outlines the strategy that was used in the study to accomplish the main study objective. It includes the target population, the study's design, the precise sample methods used, and the methods for collecting and processing data, ethical considerations, validity, dependability, and reliability in pilot research.

3.1 Research Design

A research design serves as a general framework for tackling research topics, according to Taherdoost (2022). To solve the study challenge, a cross-sectional descriptive research approach was used. The study's objective is to characterize a scenario through the investigation of variable relationships. Descriptive study designs were appropriate for studies with clearly defined issues and particular difficulties, such conflict resolution strategies. The researcher employed this strategy since it was essential to obtaining the most up-to-date, relevant, and thorough data on the topic of the study. This helped the researcher critically analyze the problem at hand and collect more detailed and accurate data that was important for the research endeavor. In a similar vein, the modern study used a combination of methods to confirm the results. For instance, the qualitative data confirmed data acquired using quantitative research instruments.

3.2 Target population and sample size

The target population, according to Randolph (2019), is the average number of study units from which the researcher intends to extrapolate conclusions. Thus, the groups of people with observable qualities that the research uses to derive its results are known as targeted populations. On the other hand, the number of distinct units included in a study is referred to as the sample size. In order to guarantee the validity, reliability, and generalizability of research findings, the sample size is crucial. Results that are erroneous or unclear may arise from a sample that is too small because it may not have the statistical power to identify significant effects or correlations.

Table 1: Showing population, sample size and data collection methods

| Category | Target population | Sample size | Data collection methods |
|-----------------|-------------------|-------------|-------------------------|
| Political staff | 20 | 19 | Unstructured interviews |
| Technical staff | 40 | 36 | Questionnaires |
| Support staff | 10 | 10 | Unstructured interviews |
| Total | 70 | 65 | |

Source: CAO Mukono District, 2024

3.3 Sample and Sampling Technique

Stratified sampling was used in the study to choose a suitable unit representative for the analysis. This was brought about by the diversity of the population and the equal opportunities for participation of all participants. According to Warfield (2020), a stratified proportionate sample increased productivity and provided enough data for analysis. This strategy conserved money, quicken data gathering, and provide access to the investigation's basics as well as unit of assessments. The participants were selected using a random stratified sampling technique. According to Randolph (2019), the sample is created randomly to ensure objectivity and that every population has an equal chance of being chosen.

3.4 Data Collection Instruments

3.4.1 Questionnaires

The main instrument the researcher used to gather data was questionnaires. A questionnaire is a research tool that asks questions regarding the study's variables. A collection of standard questions designed to answer specific queries is called a questionnaire. Since open-ended questions assess respondents' inclination to give truthful, straightforward, and impartial answers, they were chosen above closed-ended ones.

In order to collect data from respondents, the researcher used open-ended questionnaires that combined pre-planned questions. Since questionnaires are a more efficient and economical way to conduct descriptive research, they were chosen for usage. The surveys were divided into two portions and had a likert-type format.

After a comprehensive explanation of the study's objectives and scope to every participant, a 5-point Likert scale was used to ask them to rate each item as "strongly agree," "agree," "not sure," "disagree," or "strongly disagree."

3.4.2 Unstructured interviews

Even more data were gathered from support personnel and political leaders through unstructured interviews. Interviews were the method of choice since they are inexpensive to perform and allow a researcher to gather data in its natural setting. The researcher asked a lot of questions throughout the interview sessions, and the subjects had time to answer.

3.5 Validity and reliability of research instruments

3.5.1 Validity

The investigator used both face exposure and content to assess the questionnaire's legitimacy. Validity, according to Warfield (2010), is the appropriateness and correctness of interpretations derived from research findings. The preliminary investigation will be carried out by the research to verify the study questionnaire. Knowledge and experience protected by objects assessed in large-scale dynamics, according to Gillham (2008). The investigator also received assistance from the research supervisor, who evaluated the questionnaire and determine its validity.

3.5.2 Reliability Test

To determine the reliability of the questionnaire, a pilot study was conducted wherein the survey instruments were pre-tested on a representative sample group. According to Warfield (2010), a questionnaire should always be used with the expectation that it will consistently function as intended.

Orodho (20019) states that a questionnaire is deemed dependable if its findings keep true throughout time and don't alter when used frequently. They claim that the process for generating an estimate of dependability should be generated from the delivery of a single test in order to save labour and time. A piece of research equipment is considered reliable if it consistently produces the desired outcomes.

According to Warfield (2020), "instrument dependability" refers to the measuring apparatus's resilience or level of internal coherence. This was essential for finding and addressing any questionnaire errors prior to the questionnaire's actual dissemination. A correlation coefficient of at least 0.6 was applied to every construct that was judged adequate for the study. According to Cheluget et al. (2019), Cronbach alpha is a mathematical measure of reliability.

3.6 Data Collection Procedure

Questionnaires were used by the investigator to collect data, especially primary data. A research instrument called a questionnaire poses inquiries regarding the specifics of the study. 2019 saw Saunders et al. Because questionnaires are a more efficient and economical approach for doing descriptive research, the researcher used them for the chosen sample size. As such, assessing the degree to which the participant agreed or disagreed in this way was easier. The study's supplemental literature examination also took into account books, journals, papers, periodicals, and other secondary sources. For the current dissertation, the investigator collected original data in addition to using secondary data from the previous literature research.

3.7 Data Analysis and Presentation

In terms of data analysis, frequency distribution and descriptive statistics like mean were used. Inferential statistics were used to arrive at the conclusions. The data from the survey was analyzed using frequency distributions and percentages to determine the respondents' responses.

During the data analysis process, descriptive statistics were used. The investigator focused on using percentages, means, and averages. The data analysis techniques were straightforward computations, and the report was presented using a spreadsheet.

The techniques employed to show the data were graphs, tables, and other visual representations. Both quantitative and qualitative techniques were applied to the data analysis. The information was coded and categorized into concepts before generalizations about the entire population were made. After tabulating the data, frequencies were calculated for every variable under study, and inferences were formed based on the information gathered. We calculated the percentages and offer a commentary.

3.8 Ethical Consideration

The researcher took a number of steps to attest that the study complies with accepted research practices. The researcher asked the research coordinator of the educational institution for an authorization for research permission in order to help the researcher collect data.

3.8.1 Informed Consent

Consent documents were to be signed by respondents in order to participate in study activities. The investigator made sure of this by using the informed waiver of consent criterion. The investigator got the participants' consent before sending out the survey materials.

3.8.2 Voluntary participation

The respondents were able to refuse participation in the investigation, but it was their choice to consent to it. The investigator notified the respondents that their data would be used only for the study. The researcher also made it clear that in order to collect meaningful data for the current study, participants had to share their thoughts on the research question.

3.8.3 Confidentiality

The researcher of the study assured the participants that all data gathered for this investigation would be kept private and that the findings would only be applied to future research. The investigator informed participants that their information would be coded, meaning that, for the benefit of the dissertation's internal or external audiences, no one else would be able to relate the data to them.

3.8.4 Privacy

The identities of the potential respondents were kept secret. The secrecy of the participants was the first priority. Additionally, the investigator spoke with the respondents before they agreed to respond to the investigation's inquiries.

3.8.5 Anonymity

The researcher selected participants without discrimination, treated them with respect, and ensured they completed the study's questionnaires in a way that met the standards. Surveys that were self-administered and had an anonymous return system were employed.

3.9 Chapter Summary

An explanation of the type of study under investigation and the methodologies used were given in this part. It also included information on the population under research, the precise sampling methods used, the project's design, the pilot study, data analysis and collection tactics, validity, reliability, and ethical considerations. This chapter also includes a description of the methodology used in the inquiry.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

The findings of the analysis conducted to examine the particular goals of the study and in connection to the examined literature are presented and discussed in this chapter. Key informants, who include the political and support staff of the Mukono district local government, were interviewed for the study in addition to the technical staff members who completed questionnaires. For the sake of clarity and interpretation, tables are used to present the findings.

4.1 Response rate

Table 2: Response rate for questionnaires

| Response Rate | Sample Size | |
|-------------------|-------------|----------------|
| | Frequency | Percentage (%) |
| Received | 65 | 100.0% |
| Non Response | 00 | 0.0% |
| Expected Response | 65 | 100.0% |

Source: *Primary data, 2024*

Table 2 above indicates that a total of 65 (100%) respondents who work for the Mukono District Local Government as technical, political, and support staff were anticipated to participate in the survey. All of the respondents provided their responses, resulting in a 100% response rate. Given that the researcher had ample time to gather the data herself and that only a small number of respondents were needed, the high response rate was likely caused by these factors.

4.2 Findings on demographic characteristics of respondents

This section gives a basic overview of the respondents' age, sex, greatest level of education, job title, and length of service as chosen employees of the Mukono District Local Government, as indicated in the table below;

Table 3: Background Information about the respondents

| Item | Description | Frequency | Percentage (%) |
|----------------------|-----------------------------------|------------------|-----------------------|
| Age bracket | 26-30 years | 17 | 26.1 |
| | 31-40 years | 24 | 36.9 |
| | 41-50 years | 13 | 20.0 |
| | 51-55 years | 7 | 10.8 |
| | 56-60 years | 4 | 6.2 |
| | Total | 65 | 100.0 |
| Sex (Gender) | Male | 37 | 56.9 |
| | Female | 28 | 43.1 |
| | Total | 65 | 100.0 |
| Level of education | Master's degree | 10 | 15.4 |
| | Bachelor's degree | 25 | 38.5 |
| | Diploma | 16 | 24.6 |
| | Others | 14 | 21.5 |
| | Total | 65 | 100.0 |
| Designation | Management & support department | 16 | 24.6 |
| | Finance department | 8 | 12.3 |
| | Production & marketing department | 15 | 23.1 |
| | Community based department | 12 | 18.5 |
| | Works and technical department | 14 | 21.5 |
| | Total | 65 | 100.0 |
| Period spent working | 1-6 years | 21 | 32.3 |
| | 7-10 years | 28 | 43.1 |
| | Above 10 years | 16 | 24.6 |
| | Total | 65 | 100.0 |

Source: *Primary data, 2024*

From table 3 above, majority of the respondents which represented 36.9% are within the age bracket of 31-40 years. This was followed by 26.1% of the respondents within the age bracket of

26-30 years. The age category 41-50 years comprised 20.0% of the respondents while 10.8% of the respondents were between 51-55 years. Finally, respondents between 56-60 years constituted 6.2%. These results would tend to indicate that the workforce consists of quite a diverse age range, with the majority being relatively young or middle-aged.

By gender, the findings indicated that the higher percentage of the respondents in the study was male, who constituted 56.9%, while female respondents constituted 43.1%. This indicates a slight male dominance in the workforce in Mukono District Local Government. The main reason for targeting male and female participants in this study was to seek different opinions concerning the topic at hand and also not to bias the study much.

Moreover, the majority of the respondents, which is 38.5%, have Bachelor's degrees and therefore were the most common qualifications among employees. Those with a Diploma consisted of 24.6% of the respondents, while 21.5% of the employee reported other qualifications like post graduate diplomas, CIPS, ACCA, and CPA. Respondents who had Master's degrees were the minority, 15.4%, which showed that the majority of employees had higher educational qualifications, though smaller compared to those with undergraduate degrees.

Amongst other the largest proportion of the employees that were represented was the Management & Support department, constituting 24.6%. Production & Marketing department follows closely with a proportion of 23.1% of the employees. Works and Technical department follows and is represented by 21.5% of the work force. Community-Based is represented by 18.5%, while Finance is represented by the least proportion, 12.3%. These results reveal a close-to-even spread of employees across various departments, with a slight preponderance toward management and support functions.

The last category comprised 43.1% that had been in service for 7-10 years with the Mukono District Local Government, showing that a big portion of the workforce has considerable experience. It was followed by 32.3% of the respondents who had been in service for 1-6 years, which reflects a relatively high level of staff retention. The last category was formed by 24.6% of the respondents who have been working for over 10 years, further showing that part of the workforce is long-serving.

4.3 The causes of conflicts among employees in Mukono district

Table 4 presents a summary of the respondents' opinions on the reasons behind disputes among workers in the Mukono district. The Likert scale includes the following responses: SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree), and SD (Strongly Disagree).

Table 4: The causes of conflicts among employees in Mukono district

| Statements | Mean | Std. Dev. |
|---|------|-----------|
| There are frequent misunderstandings between employees in Mukono District. | 4.22 | 0.868 |
| Competition for limited resources often leads to conflicts among employees. | 4.09 | 1.085 |
| Lack of clear communication from management is a major cause of conflict. | 4.28 | 0.589 |
| Personality differences among employees contribute to conflicts in the workplace. | 4.41 | 0.510 |
| Unclear job roles and responsibilities create conflicts among staff. | 4.00 | 1.033 |
| Conflicts arise due to unequal treatment and favoritism by supervisors. | 4.15 | 0.933 |

Source: *Primary data, 2024*

Table 4 above provides an analysis of the means and standard deviations associated with a Likert scale, which was used to reflect the following responses on the reasons of conflicts among employees in the Mukono district: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4), and Strongly Agree (5). The variables that were deemed to matter to a small extent were those with Strongly Disagree and Disagree ratings, which correspond to mean scores ranging from 0 to 2.4 on the continuous Likert scale. A variable that mattered to a moderate level has been interpreted as having a score of Not sure, which corresponds to a mean score of 2.5 to 3.4 on the continuous Likert scale. Agree and Strongly agree scores, which correspond to a mean score of 3.5 to 5.0 on a continuous Likert scale, have been interpreted as representing a variable that

mattered to a Large Extent. A standard deviation greater than 1.5 indicates a noteworthy variation in the reasons behind employee conflicts in the Mukono district.

The findings in table 4 showed that on average, a greater proportion agreed that personality differences among employees highly contribute to workplace conflicts, represented by a (Mean = 4.41; Std. Dev. = 0.510). Such a high level of agreement denotes that individual characteristics and interpersonal dynamics are a high contributor to conflict within Mukono District Local Government.

Also, the results showed that most of the respondents agreed to the fact that lack of clear communications from management is the main cause of conflict, represented by (Mean = 4.28; Std. Dev. = 0.589). This means that miscommunication or lack of information from the leadership adds to conflict. In this respect, effective communication plays a vital role in the workplace.

The results also identified that a significant cause of conflict within the institution arises from frequent misunderstandings between employees, with a (Mean = 4.22; Std. Dev. = 0.868). This showed that staff members often develop disagreements over misinterpretation or different perceptions, which inflate at the workplace into disputes.

The findings also showed that most of the respondents, on average, agreed to unequal treatment and favoritism by supervisors as some of the causes of employee conflicts at the workplace, as was evident by (Mean = 4.15; Std. Dev. = 0.933). This reflects dissatisfaction with perceived unfairness or bias in leadership decisions, hence increased tensions among employees.

Moreover, the findings showed that a majority of the respondents agreed on average that competition for limited resources serves as a cause of conflict and the result indicated a (Mean = 4.09; Std. Dev. = 1.085). This therefore denotes that where resources are scarce within the organization, this leads to competition and friction among staff, further leading to conflicts.

Last but not least, the results showed that the mean of a high number of participants agreed that unclear roles and responsibilities are a source of conflict at the workplace, with a (Mean = 4.00; Std. Dev. = 1.033), which means unclear employee duties cause chaos and conflicts in the workplace.

Overall, these findings therefore indicate that a combination of interpersonal differences, poor communication, favoritism, competition for resources, and unclear roles is essentially what contributes most to employee conflicts in the Mukono District Local Government.

4.3.1 Major causes of conflicts among staff in Mukono District

Following the interviews from the key informants who are the political and support staff of Mukono District Local Government, they were asked for their views on the major causes of conflicts among staff in Mukono District, and the responses were as follows;

In Mukono District Local Government, according to key informants comprising both political and support staff, some major causes of conflicts among staff, especially between the political and technical teams, have been outlined. The ambiguity of roles and responsibilities has been listed as one of the major causes of these conflicts. The feeling of necessity for an overlap of expectations, especially by the political leaders at the level of councilors with the technical staff on many occasions, usually turns into a contestation of who is senior and takes precedence in decision-making. This, informants argue, sometimes leads to tension in the cases when political leaders feel they are being bypassed by technical staff or vice versa, when technical staff perceives that political leaders overstep the mark. In most cases, the absence of demarcation lines between administrative and political responsibilities creates friction between these two groups.

The other common root of conflict was competition on resource allocation. In the allocation of district resources in terms of budgets, projects, and services, there is need for both political and technical staff. The informants mentioned that conflicts occur when the political staff feel that the required resources must be mobilized in the direction of their constituencies, while the technical staff will turn round to base need on policies and wider district planning objectives. The competition for scarce resources creates tensions, where it is often felt by political leaders that technical staff have forgotten about the needs of the electorate and the professional/technical staff feel unduly pressured to compromise professional standards for political gain.

Personality clashes and interpersonal conflicts were also stressed as major factors contributing to conflict in the district. Conflicts over working styles, personal interests, and individual ambitions breed misunderstandings and friction among staff. Informants explained that these personality

conflicts are at times due to deeper issues of mistrust, ego clashes, or even historical disagreements. These personal differences, unless resolved, could escalate tensions and impact teamwork and collaboration. Some of the informants have noted that small disputes get blown out of proportion into big conflicts due to the absence of effective communication and emotional intelligence among the staff.

Another more particularized source of conflict was political interference in the technical areas of decision-making. For example, some of the informants mentioned how political leaders can influence decisions on recruitment, procurement, and project implementation, among others, against the advice of technical staff. This is not only disruptive of normal administrative procedures but also works to break down trust between political and technical teams, with technical staff believing their expertise is being discarded. The power struggles only heighten conflicts as each side feels its authority being corroded. Some of the selected respondents reported that;

“.....There is often tension because political leaders feel sidelined in technical decision-making, and technical staff believe that they are just doing their jobs according to policy.....” **Political staff**

“.....The biggest area of friction or conflict has been the ever-present push by the political leadership to direct resources to their areas whereas us, the technical staff, attempt to distribute based on priority or need.....” **Support staff**

“.....It is challenging working collaboratively with something invested personally; it has felt many times that people are more concerned with personal power and influence than serving the district.....” **Political staff**

4.4 The conflict management resolution techniques adopted by Mukono district

Table 5 uses a Likert scale with the following response categories: SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree), and SD (Strongly Disagree) to describe respondents' opinions on the conflict management resolution strategies used by Mukono district.

Table 5: The conflict management resolution techniques adopted by Mukono district

| Statements | Mean | Std. Dev. |
|---|------|-----------|
| Avoidance is commonly used by management to handle conflicts among employees. | 4.37 | 0.967 |
| Competition is frequently employed as a strategy to resolve disputes in the workplace. | 4.03 | 1.050 |
| Collaboration between conflicting parties is encouraged to reach mutually beneficial solutions. | 4.08 | 1.007 |
| The district often uses accommodation to resolve conflicts by prioritizing one party's needs. | 4.01 | 1.108 |
| Compromise is used effectively to settle conflicts by finding middle ground between parties. | 4.43 | 0.406 |
| Arbitration is regularly employed to resolve employee disputes in Mukono District. | 4.25 | 0.555 |

Source: *Primary data, 2024*

A Likert scale with the following representations: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4), and Strongly Agree (5), was used to obtain the means and standard deviations for the analysis of the conflict management resolution strategies used by the Mukono district, as shown in Table 5 above. The variables that were deemed to matter to a small extent were those with Strongly Disagree and Disagree ratings, which correspond to mean scores ranging from 0 to 2.4 on the continuous Likert scale. A variable that was considered to matter to a moderate amount was represented by the score of Not sure, which corresponds to a mean score of 2.5 to 3.4 on the continuous Likert scale. Strongly agree and agree scores, which translate to a mean score of 3.5 to 5.0 on a continuous Likert scale, have been interpreted as representing a variable

that mattered to a Large Extent. A standard deviation of more than 1.5 indicates a noteworthy variation in the conflict resolution strategies used by the Mukono district.

The findings of the study, as the above table shows, most of the respondents agreed that avoidance is the most used technique by the management in handling conflicts among employees, as represented by (Mean = 4.37; Std. Dev. = 0.967). This very high level of agreement shows that avoidance-where the management fails to address the conflict but sidesteps it-is a common technique for managing disputes within Mukono District Local Government.

The findings also reveal that on average, most of the respondents believed that competition is commonly used to handle disputes at the workplace, as depicted by (Mean = 4.03; Std. Dev. = 1.050). From this, it would appear that competition, where one party tries to get its own way or solution, is often utilized in settling conflicts, which means each tries to force its demands onto another rather than finding a mutually agreeable solution.

From the results, it is also highlighted that on average, most respondents agreed to the fact that collaboration between parties in conflict is encouraged so as to arrive at a mutually beneficial solution represented by: (Mean = 4.08; Std. Dev. = 1.007). Thus, the researcher can argue that the Mukono District Local Government encourages the use of collaboration as a conflict management technique whereby parties in conflict work together to find a win-win outcome.

The study also established that on average, most of the respondents agreed the district often uses accommodation to resolve conflicts by giving preference to one party's needs, as represented by (Mean = 4.01; Std. Dev. = 1.108) therefore, management sometimes uses the accommodation strategy wherein one party gives into the needs or demands of the other in order to keep harmony or peace.

The findings also reveal that most of the respondents agreed, on average, that the compromise technique is applied by finding middle ground between parties in effective conflict settlement, as depicted from (Mean = 4.43; Std. Dev. = 0.406). Hence, it should be apparent that there existed a high level of agreement that the use of the compromise technique is an effective strategy for conflict resolution in Mukono District, in which both parties will concede to a compromise.

From the statement that most of the employees agreed to was on the statement that "arbitration is regularly used to handle employee disputes in Mukono District," as portrayed by (Mean = 4.25; Std. Dev. = 0.555). It means that the district has been repeatedly using arbitration, where an independent third party is brought in to arrive at binding decisions on disputes, to handle conflicts among the employees.

Overall, these findings tend to indicate that in Mukono District Local Government, there are various techniques for managing conflict resolution, including avoidance, competition, collaboration, accommodation, compromise, and arbitration. These techniques are employed to varying degrees, as compromise and arbitration tend to be the most effective in resolving conflicts that may come up within the organization.

4.4.1 Conflict management resolution techniques

From the interviews held with the key informants who are the political and support staff of Mukono District Local Government, they were asked for their views about the conflict management resolution techniques adopted by Mukono district and their responses were as follows;

In this regard, key informants from the political and support staff of Mukono District Local Government identified some of the conflict management resolution techniques adopted by the district to handle conflicts between political and technical staff. Perhaps one of the most common techniques adopted is mediation and dialogue. This technique brings the parties together, allowing them to discuss openly their issues through senior district leaders or external mediators. It is at this level that the common ground-the very roots of conflict-and negotiated solutions which can meet both political and technical teams' interests are discussed. This approach, according to the informants, fosters better communication between parties in conflict and gives them space to air their views in a systematic and respectful way.

Another conflict resolution technique which the district of Mukono puts into place quite often is the application of formal guidelines and policies. The district has provided clear procedural frameworks that outline the roles and responsibilities of political and technical staff, to which, in cases of conflict, reference is made. Disputes arising because of ambiguities in roles, resources,

or decision-making powers are, under such policies, objectively resolved. These guidelines reduce subjectivity and personal biases and enable the resolution of conflicts based on norms rather than personal influence or individual preferences. According to many informants, adherence to the formality of procedures has reduced tensions and made for easier working relations.

The informants also added that Mukono District adopted a system of regular workshops and training in conflict management and interpersonal relations. These workshops equip the staff with the skills of managing differences before they result in conflicts. Similarly, staff in these workshops is trained in negotiation, communication, and emotional intelligence to maintain healthy relationships at their work stations. Workshops also encourage teamwork and respect amongst the staff, hence reducing friction amongst political and technical teams. Informants feel that this has enhanced the general work culture in the district."

Last but not least, Mukono District employs hierarchical approaches to conflict resolution. Conflicts not resolved at lower levels are often forwarded to the district through higher offices in the district, such as the CAO or District Council. The leaders are actively involved in mediating and enforcing decisions due to their experience and expertise in understanding the operations of the district. This ensures orderly graduation in cases where there are conflicts, hence offering a no-go zone for elements of conflict to affect service delivery. Some of the selected respondents reported that;

".....Here, mediation has played an important role in resolving many disputes. By sitting together and discussing things in the open, each side can come to understand the other's point of view and then reach a compromise....." **Political staff**

".....We depend a lot on the guidelines and policies laid down. They help in solving disputes based on roles and procedures rather than emotions or personal interests....." **Support staff**

".....The workshops have really helped. They teach us how to handle the conflicts in a professional way and not let them interfere with the work we do for the community....." **Political staff**

4.4.2 Alternative dispute resolutions (ADR) in Mukono District

The views of the common alternative dispute resolutions in Mukono District and the advantages associated with alternative dispute resolutions in Mukono District From the interviews conducted with the key informants who are the political and support staff of Mukono District Local Government, they were asked and they had this to say;

The key informants from the political and support staff of Mukono District Local Government identified some of the commonly applied ADR techniques in the district. This is followed by mediation, a process where a neutral third party assists the parties in conflict to discuss and come to an amicable agreement. This method is especially common in resolving interpersonal conflicts among staff and between political and technical teams. The other common ADR method is negotiation, whereby the parties talk directly with a view to finding mutually acceptable solutions. Aside from these, conciliation is applied in situations whereby the conflict takes up more sensitive issues, such as political interference or mismanagement of resources. Based on information provided by informants, ADR methods help in containing and resolving conflicts at the lowest levels, well before the emergence of formal disciplinary and legal procedures, which could disrupt the work environment.

The most uttered advantages about ADR among the informants in Mukono District were that through ADR, conflicting parties are able to settle their conflicts quicker and at a lower cost than in courts. It is possible to settle disputes through ADR techniques in an environment that is less formal and more flexible than court. One important point repeated by the informants is that ADR saves working relationships, too, since it encourages openness, and both parties work together to find a solution amicably, instead of making one party a loser or a winner, as in the case of formal court cases. Furthermore, the various techniques of ADR are confidential, which helps in solving problems that may be politically sensitive. Overall, ADR in Mukono District enhances teamwork, reduces stress at workplaces, and guarantees that a dispute is solved to the benefit of all parties involved. Some of the selected respondents reported that;

“.....One of the most frequent approaches we consider in disputes is mediation. It enables us to talk through and find a solution without creating more problems.....” **Political staff**

“.....The greatest benefit to ADR is that it saves us so much time and money, especially when it comes to going through the courts.....” Support staff

4.5 The contribution of conflict management resolution techniques to employee relations in Mukono district

Table 6 uses a Likert scale with SA (Strongly Agree), A (Agree), NS (Not Sure), D (Disagree), and SD (Strongly Disagree) as the response categories to describe respondents' opinions regarding the contribution of conflict management resolution approaches to employee relations in Mukono district.

Table 6: The contribution of conflict management resolution techniques to employee relations in Mukono district

| Statements | Mean | Std. Dev. |
|--|-------------|------------------|
| Conflict resolution techniques have improved collaboration between employees. | 4.54 | 0.352 |
| The methods used to manage conflicts have strengthened employee morale. | 4.33 | 0.525 |
| Conflict resolution practices have reduced tensions between employees. | 4.25 | 0.601 |
| Effective conflict management has increased trust between staff and management. | 4.46 | 0.475 |
| Employees are more motivated to work together after conflicts are resolved. | 4.38 | 0.496 |
| Proper conflict resolution techniques have improved overall employee satisfaction. | 4.22 | 0.607 |

Source: *Primary data, 2024*

The study presented in Table 6 above examines how conflict management resolution techniques impact employee relations in the Mukono district. The analysis was conducted using means and standard deviations obtained from a Likert scale with the following responses: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4), and Strongly Agree (5). The variables that were

deemed to matter to a small extent were those with Strongly Disagree and Disagree ratings, which correspond to mean scores ranging from 0 to 2.4 on the continuous Likert scale. A variable that was considered to matter to a moderate amount was represented by the score of Not sure, which corresponds to a mean score of 2.5 to 3.4 on the continuous Likert scale. Strongly agree and agree scores, which translate to a mean score of 3.5 to 5.0 on a continuous Likert scale, have been interpreted as representing a variable that mattered to a Large Extent. When it comes to the contribution of conflict management resolution strategies to employee relations in the Mukono district, a standard deviation of greater than 1.5 indicates a noteworthy variation.

Table 6 looked at improved collaboration between employees as a result of the conflict resolution techniques. The results from Table 6 above show that most of the respondents strongly agreed to the statement that conflict resolution techniques have improved collaboration between employees represented by (Mean = 4.54; Std. Dev. = 0.352). The implication of this high rating is that the adopted conflict management strategies in Mukono District have been so far helpful in creating co-operative and collaborative staff in general, thereby having an improved relationship between the different people in the organization.

The results also showed that the average of a majority of the respondents agreed that methods used in conflict management have strengthened employee morale, represented by (Mean = 4.33; Std. Dev. = 0.525). This infers that the methods of managing conflicts that have so far been practiced within Mukono District have had a positive influence on motivating the employees and overall job satisfaction for a better working environment.

The study also showed that on average, most of the respondents agreed to the statement that the conflict resolution practices have reduced tensions between employees, represented by the statement of (Mean = 4.25; Std. Dev. = 0.601). It, therefore, indicates that the practices of conflict resolution put in place within the district are quite effective in reducing tensions between individuals and therefore creates peace in the workplace.

These findings also showed that most of the respondents agree that effective conflict management has heightened trust between staff and management, represented by (Mean = 4.46; Std. Dev. = 0.475). It would therefore appear that success in conflict resolution serves to

consolidate a relation of trust and confidence between employees and their management, which is critical to the harmony of the organization.

The study also revealed that the majority of the respondents agreed that, after a conflict is resolved, employees are willing to work together, as indicated by the arithmetic mean of (Mean = 4.38; Std. Dev. = 0.496). This is an indication that such conflict resolution portrays several positive effects on staff cooperation, as the staff are willing to cooperate with one another effectively after the resolution of conflicts.

Lastly, results showed that on the average, the largest number of the respondents agreed that proper conflict resolution techniques have enhanced overall employee satisfaction represented by the following: (Mean = 4.22; Std. Dev. = 0.607). This indicates that in general, the conflict management strategies adopted by the district result in a more contented and satisfied workforce for further improvement of workplace relationship.

On the whole, the findings do suggest that the conflict management resolution techniques adopted by Mukono District have contributed a great deal to improving employee relations. Good conflict resolution practices will facilitate co-operation, improve morale of employees, lessen tensions, increase trust between staff and management, and increase co-operation, thereby leading to a greater level of satisfaction among the employees.

4.5.1 Contribution of conflict management techniques to employee relations

During the interviews with key informants who are the political and support staff of Mukono District Local Government, they were asked to give their views on what they think are the contributions of conflict management techniques towards employee relations in Mukono district and their responses were as follows;

Key informants from the political and support staff of Mukono District Local Government explained that with the use of conflict management techniques, the relations between employees in the district have significantly improved. The key informants said that there is heightened teamwork and cooperation among staff, contributed mainly to mediation, negotiations, and training on conflict resolution. Addressing the conflicts when still in their formative stages and allowing free communication could have the employees not hold any malice but come to a

cordial resolution of their differences without allowing tensions to build up. This in turn leads to more cooperation between departments and even between political and technical staff for better productivity overall.

The informants have also highlighted that certain conflict management techniques have helped in engendering trust between management and staff. Techniques like mediation and regular sessions of conflict resolution have resulted in the institutionalization of a culture in which employees can express issues without any fear of victimization. It is such openness that has cemented the relationship between employees and also emboldened their confidence in the leadership of the district. With this, the staff members are most likely to engage in constructive dialogue with superiors and colleagues, knowing full well that their concerns are indeed heard and responded to in fairness. This aspect has immensely contributed to the work environment, making it quite harmonious, as conflict is regarded as an avenue for growth and not a threat to workplace stability.

Secondly, the different techniques in managing conflict have boosted the morale of employees in Mukono District. The speed and fairness in conflict resolution has reduced stress and anxiety at workplaces, since employees know they will be supported if conflicts arise. Informants reported that this makes them feel valued, since the concerns of employees have been put into consideration. The conflict management techniques have also helped in facilitating a positive and respectful work culture, which has resulted in increased job satisfaction and reduced staff turnover. The employees are better motivated to work for the common cause since they understand that conflicts will always be resolved in a manner that is profitable for both the individuals concerned and the organization at large. Some of the selected respondents reported that;

“.....Conflict management techniques had really helped in drawing together the teamwork and collaboration among the staff. We can iron out our differences in no time and move ahead.....” **Political staff**

“.....One of the best aspects of these methods is that they have built up trust between staff and management. Staff will now be more open knowing that their problems are being sorted in a fair manner.....” **Support staff**

“.....These techniques have reduced the stress levels at work. When there are conflicts, we know there are proper channels to resolve them, which has boosted employee morale.....” **Political staff**

4.6 Regression analysis on conflict management resolution techniques and employee relations

With a total $\Delta R^2 = .937$, $p = .000$, the model as a whole contributed significantly, explaining 93.7% of the variability in operational performance. Importantly, each model's R-Square (R^2) and R-Square Change (ΔR^2) are displayed in the table below, indicating how each model contributes to the total model. These results are explained in relation to the ANOVA table, which shows the F values and significance levels for each model.

Table 7: Linear Regression Analysis Results

| Model Summary | | | | | | |
|--|---------------|------------------------------|------------|---------------------------|----------------------------|--------------------|
| Model | | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | | .572 ^a | .327 | .272 | .421 | |
| ANOVA ^a | | | | | | |
| Model | | Sum of squares | df | Mean Square | F | Sig. |
| 1 | Regression | 12.914 | 6 | 1.045 | 5.908 | 0.000 ^b |
| | Residual | 6.270 | 58 | .177 | | |
| | Total | 19.184 | 64 | | | |
| Coefficients ^a | | | | | | |
| Model | | Un standardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .619 | .236 | | 15.353 | .000 |
| | Avoidance | -.088 | .064 | -.238 | -1.370 | .175 |
| | Competition | -.114 | .042 | -.338 | -0.337 | .737 |
| | Collaboration | .051 | .037 | .104 | 1.030 | .006 |
| | Accommodation | .083 | .053 | .185 | 1.548 | .000 |
| | Compromise | .138 | .043 | .379 | 3.184 | .000 |
| | Arbitration | .105 | .068 | .263 | 1.547 | .000 |
| a. Dependent Variable: Employee relations in public organizations | | | | | | |
| b. Predictors: (constant), Avoidance, Competition, Collaboration, Accommodation, Compromise, Arbitration | | | | | | |

$P \leq 0.05$

Source: *Primary data*

Table 7 presents a coefficient of determination, R-square, of 0.327 at a significance level of 0.000 indicating that employee relations in public organizations was 32.7% at a standardized error of estimate of 0.421. The strength of the association indicated by the correlation coefficient, $R = 0.572$ or 57.2%, in which avoidance, competition, collaboration, accommodation, compromise and arbitration take into consideration all interactions among the study variables. This represents the variance in the level of employee relations in public organizations explained by avoidance, competition, collaboration, accommodation, compromise, and arbitration, considering all the variables and sample size of the study. The remaining 72.8% is therefore explained by other techniques apart from avoidance, competition, collaboration, accommodation, compromise, and arbitration.

The standardized coefficient statistics remained insignificant when the other factors are held constant in determining employee relations in public organizations through the technique of avoidance as a conflict management technique. Thus, ($\beta = -0.238$, $t = -1.370$, $p = 0.175$). This shows that avoidance is negatively affecting employee relations, and also its effect is not statistically significant. Practically, with avoidance to manage conflicts, it may not add any value to improving employee relations in Mukono District.

The results for competition showed that this technique is also not significant in influencing employee relations, ($\beta = -0.338$, $t = -0.337$, $p = 0.737$). While the coefficient of competition shows a negative value, which may mean it could have an adverse effect, the p-value has been above the significant level and thus can be said not to play a leading role in shaping employee relations in Mukono District. This might be interpreted as competitive behaviors during the resolution of conflicts not really helping in improving relationships between staff.

However, collaboration is seen to positively and significantly impact employee relations at a coefficient of ($\beta = 0.104$, $t = 1.030$, $p = 0.006$). Therefore, an increase in collaboration by one unit would yield an improved employee relation by 10.4% in public organizations. This positive and significant relationship suggests that when approaches to conflict resolution are fostered to be collaborative, the way employees relate and work together improves immensely.

Accommodation standardized coefficient was also positive and significant, beta (0.185, $t=1.548$, $p=0.000$). This was an indication that the contribution of accommodation to employee relations was positive; any unit increase in accommodation resulted in an 18.5% enhancement. From this, it is important to note that accommodation, as a technique in conflict resolution, directly and positively enhances harmony and cooperation among employees.

The results of compromise showed that, in fact, it had the highest positive and significant effect on employee relations, ($\beta = 0.379$, $t = 3.184$, and $p = 0.000$). This shows that for every unit increase in compromise, there is a corresponding 37.9% increase in employee relations. Compromise is, therefore, quite effective in managing conflicts in such a way as to engender better employee relations, since it calls for a mutual agreement and understanding.

Another important dimension contributing positively to employee relations was arbitration, with a (β of 0.263, $t = 1.547$, and $p = 0.000$). This implies that the higher the application of arbitration, the better employee relations would be by 26.3%. In this context, the significance of arbitration is described by the useful formal conflict resolution technique in helping to keep up and improve the relationships among staff in public organizations.

The ANOVA is also represented in the table below. The results showed that these mean scores on the determinants of employee relation in public organizations tended largely to be different significantly. As such, with the computed F-statistic, $F = 5.908$ being large enough in its accompanying P-value = $0.000 < 0.05$. Hence, since the p-value or significance, 0.000 is less than = 0.05 then at 5% level of significance it is deduced that computed or observed F is big enough to infer that responses differ considerably. It therefore means that in a situation where effective conflict management resolution techniques are put in place and implemented, the relations of employees will improve drastically in public organizations like Mukono District Local Government.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter addresses every conclusion from chapter four in light of the study's research questions, which are listed below.

5.1 The causes of conflicts among employees in Mukono district

These results showed that role ambiguity was one of the top-ranking causes of conflict between the political and technical teams in Mukono District Local Government. Unclear boundaries aroused tensions over what decision-making autonomy and authority should be vested where. This corroborates Budd et al. (2019), who note that ill-defined roles within organizations always compete for power to cause increased conflict. This finding is supported by Kanyua (2020), who indicated that clarity of roles is very crucial in the management of organizational tensions, particularly in decisions on resource allocation and planning.

This struggle for these limited resources, between the political leaders and the technical teams in pursuit of goals for the district as a whole, greatly contributes to the conflicts. This assertion agrees with the observations made by Dodo and Chakeredza, 2019, who noted that resource competition in African democracies is usually characterized by conflicts among different stakeholders. In similar regard, Abdullah and Ramdhani have argued that conflict may be exacerbated by disputes over resources, especially in government contexts where such resources are limited.

Other causes of conflict were personality clashes, mistrust, and ego issues among staff. This also agrees with what was propounded by Clardy (2018), that personal differences and lack of trust among teams or team members form part of workplace tensions. As argued by John-Eke and Akintokunbo (2020), a conflict grounded on personal grievances may make an organization lose peace; and for this reason, effective conflict management is usually demanded.

Finally, the investigation revealed a loss of confidence and increased conflict due to political interference in the technical decisions on the recruitment of staff and the execution of the project.

In regard to this, Alasow and Bilgin (2020) indicated that the governance matter in the study is politics, which interferes in administrative procedures and undermines the autonomy of technical personnel. Akintayo (2019) added that it breeds tension between political and administrative groups, making the resolution of conflict more complex.

5.2 The conflict management resolution techniques adopted by Mukono district

These results from the study showed that different techniques of conflict management are adopted and utilised in Mukono District, such as avoidance, competition, collaboration, accommodation, compromise, and arbitration, out of which compromise and arbitration prove more efficient. This confirms the literature reviewed by Abdullahi et al. (2021), who found that compromise is among the most utilised strategies in solving workplace conflicts that have a very high success rate, as it creates a very good understanding and cooperation between individuals. Another alternative is arbitration. Alasow and Bilgin (2020) supported this by stating that arbitration provides a neutral avenue through which conflicting parties can reach legally binding decisions. Both approaches play a fundamental role in ensuring that there is coexistence in harmony and efficiency within the organization for sustainability.

Another important result of this research is that mediation and dialogue, apart from official rules, are the leading mechanisms for conflict resolution at the level of both political and technical staff. This provides one avenue of continuity with Abdullah and Ramdhani (2022), who found the scope and importance of mediation and dialogue in the resolution of conflicts-especially at the political level-so important. Mediation not only allows for de-escalation but also provides an opportunity for open communication, which is significant in the development of relations and the prevention of further conflict. Dodo and Chakeredza (2019) even discussed how formal processes of conflict resolution could be compatible with traditional practices by measuring the importance of structured guidelines in dispute resolution within African democratic institutions.

The findings further reveal that regular workshops and hierarchical escalation are vital in conflict resolution. This harmonizes with the work of Dubisetty and Reddy (2022), who indicated that continued training for employees through workshops equips staff with the relevant skills necessary for handling disputes in a constructive manner. Workshops also increase awareness of organizational policies on conflict resolution, and according to Budd, Colvin, and Pohler (2019),

this increases the ability of staff to proactively manage disputes. Akintayo supported the hierarchical approach to conflict management because it provides a relevant approach in adopting and implementing authoritative solutions, which must be realized through the initiatives of the senior management whenever necessary.

Lastly, the findings also point out that there is Alternative Dispute Resolution such as mediation, negotiation, and conciliation. This occurs alongside the observation by Beitler et al., 2016, who observed that ADR methods are increasingly used in conflict resolution due to efficiency and the maintenance of confidentiality. In relation to this, Kasipka and Suwartiningsih (2022) have argued that these methods provide expedient, low-cost solutions that do not only maintain working relationships but also build up trust and cooperation. As Nixon et al. (2016) have discussed, ADR has an emphasis on communication and the building of relationships that is also quite important in promoting workplace harmony.

5.3 Contributions of conflict management resolution techniques to employee relations

The study findings showed that collaboration, with its β value of 0.104 and p-value of 0.006, significantly contributes to good employee relations since it allows workers to communicate openly and make joint decisions. This affirms what Budd et al. (2019) had established collaboration fosters trust and mutual respect in workplaces because of the facilitation towards solving causes of conflict and coming to mutually beneficial solutions. Similarly, Lipsky et al. (2019) indicated that collaboration as a strategy for conflict resolution yields sustainable solutions in an organizational context-a factor that boosts morale and cooperation among employees. The nature of collaboration makes the parties involved in the conflict work together for a common goal, thus improving relations among the employees.

The study also discovered that accommodation is an important influencer of employee relations, in the sense that it reduces tension and makes people live in harmony with one another. This is in agreement with John-Eke and Akintokunbo (2020), who stated that accommodation to the needs of others, especially when keeping peace is more crucial than winning an argument, can go a long way in strengthening interpersonal relationships within organizations. Alasow and Bilgin also noted that as a technique, accommodation may better employee satisfaction and reduce workplace hostility since people will have this sense of being valued and appreciated. Forgo

immediate gain in the service of a relationship: willingness to make sacrifices buys long-term trust and team cohesion.

Compromise ($\beta = 0.379$, $p = 0.000$) was one of the most successful methods, according to the results in this study, which also reflects the literature that through compromise harmony and balance are restored between competing interests to maintain harmony. Akintayo (2019) explains that with compromise, the parties to conflict involvement yield concessions, and thus conflicts are prevented from heightening, creating a cooperative atmosphere. Moreover, compromise in application helps in pragmatic conflict management, as Aboh et al. (2023) explains; it curbs lingering dissatisfaction and builds trust among employees. With this strategy, the parties will experience partial satisfaction so that in the future, the likelihood of disputes is low.

On the other hand, it was indicated that avoidance or flight has no significant positive impact on employee relations, $\beta = -0.238$, $p = 0.175$, and competition also had $\beta = -0.338$, with a p-value of 0.737. These findings agree with arguments by Abdullahi et al. (2021) that avoidance does indeed lead to issues that remain unaddressed and fester over time, eroding trust and team morale. Similarly, Kashyap (2022) explained that competition gives way to a win-lose mentality, which fuels resentment and dissipates interpersonal bonds. Inasmuch as competition often gives way to conflict through the dint of promoting individual success at the expense of collective harmony, this tends to break down employee relations, as there are limited significant positive results that can be ascertained from its application in the study.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter summarizes all of the findings presented in Chapter 4 in relation to the study's questions, makes conclusions, offers suggestions, and suggests a few areas for additional research.

6.1 Summary of findings

The results revealed some of the key causes of conflicts among staff in Mukono District Local Government, particularly between political and technical teams. Ambiguity in roles and responsibilities was found to be a major source of conflict because unclear boundaries on the functions that constitute political and administrative roles have resulted in conflict over decision-making authority. Competition for scarce resources also sparked conflict since political leaders often demand resource allocations in their constituencies, while technical staff focuses on district-wide planning goals. At a personal level, personality conflicts and interpersonal differences were heightened by mistrust and ego problems. Besides, political interference in technical decisions, especially on personnel and methods of tackling projects, was undermining the autonomy and confidence of technical staff and further fueling the conflict between them.

The findings also indicated that Mukono District practices the following conflict management techniques: avoidance, competition, collaboration, accommodation, compromise, and arbitration. However, compromise and arbitration were found to work significantly. Also significant in resolving the conflict between political and technical staff was the use of mediation and dialogue, adherence to formal guidelines, frequent workshops, and hierarchical escalation. It often resorts to alternative dispute resolution methods such as mediation, negotiation, and conciliation; these provide a quick and inexpensive solution with the added advantages of relationship and confidentiality preservation. These methods ensure good communication, eliminate tensions, and, therefore, provide a harmonious atmosphere in the district.

Finally, the results showed that conflict management resolution techniques were significant contributors to employee relations in Mukono District. For this reason, respondents strongly agreed that the techniques of conflict management resolution, such as collaboration ($\beta = 0.104$, $p = 0.006$), accommodation ($\beta = 0.185$, $p = 0.000$), compromise ($\beta = 0.379$, $p = 0.000$), and arbitration ($\beta = 0.263$, $p = 0.000$), would boost cooperation, morale, and trust among employees; however, avoidance ($\beta = -0.238$, $p = 0.175$) and competition ($\beta = -0.338$, $p = 0.737$) had insignificant influence. $R^2 = 0.327$ denotes that the regression model explained 32.7% of the total variance in employee relations. Therefore, in developing positive relationships in public organizations, effective conflict resolution methods include compromise, collaboration, and arbitration since it builds trust and motivation. However, avoidance and competition are less effective.

6.2 Conclusions

In conclusion, the study established that conflicts amongst staff in Mukono District Local Government, more so between political and technical teams, are mainly caused by ambiguity in roles, competition for resources, personality clashes, and political interference in technical decisions. The district is adopting several conflict management techniques, which compromise at the same time, collaborate, arbitrate, and accommodate accordingly and assure of positive employee relations through increased cooperation, morale, and mutual trust. On the other hand, avoidance and competition had very little to no positive effect on relationship improvement. Summary The results point out that structured conflict resolution approaches, particularly ADR approaches, are of immense help towards the improvement of employee relations in a harmonious working environment.

6.3 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning the impact of conflict management resolution techniques on employee relation in public organizations, a case of Mukono district.

The study recommends clearer roles and responsibilities by the Mukono District Local Government to reduce ambiguity between the political and technical teams. The district should

clearly indicate how the line is divided between political oversight and administrative work to reduce friction that may arise due to confusion over parallel authority to decide on issues, hence making it easier to cooperate with less tension.

The study also advises on the need for better resource allocation strategies that strike a balance between pressures from political leaders and the district's wider planning goals. A no-nonsense fair system of resource allocation could reduce competition for resources so that the constituency needs and district-wide priorities are met with less conflict.

This study further recommends the need for constant training of interpersonal skills between political and technical staff to mitigate clashes in personality and interpersonal differences. It is possibly done through regular workshops on communication, emotional intelligence, and teambuilding processes that will help reduce the levels of mistrust, ego issues, and personality-driven conflicts, creating an environment of cohesiveness and productivity.

The study even goes on to recommend that political leaders should not interfere too much in technical decisions, but rather respect the autonomy of the technical staff, at least over certain areas, such as hiring and project implementation. Adherence to formal guidelines and a minimum level of political influence in technical matters will surely allow for increased trust and cooperation between political and technical teams, leading to a more harmonious workplace environment.

Furthermore, the study recommends further utilization of Alternative Dispute Resolution methods such as mediation, negotiations, and conciliation in trying to resolve the conflicts within the district. These techniques are fast, cheaper, and preserve relationships by ensuring the protection of confidentiality and are therefore always effective in maintaining good communication and eliminating tensions in the work environment.

Finally, it is recommended that the study focuses on those conflict resolution techniques that involve collaboration, compromise, and arbitration since these have been found out to be beneficial for the employees. The other forms should be at a minimum since they were less effective, namely, avoidance and competition. These collaborative problem-solving approaches

will enhance trust, morale, and cooperation amongst employees and lead to an improved overall performance of the organizational setup.

6.4 Areas for further research

Since the goal of this study was to evaluate how conflict management resolution techniques affected employee relations in public organizations using the Mukono district as a case study, the study makes the following recommendations for future research: similar studies should be conducted on other related topics. These areas of need include the following:

Future studies should focus on the effect that conflict management resolution techniques have on the performance of the organization and service delivery in the long run in public organizations.

Moreover, how different approaches to leadership may be influential on the efficiency of conflict resolution methods in public institutions will be further studied.

Further research should also explore the effect of cultural and gender dynamics on conflict management in public sector organizations and/or how new digital tools and technologies affect the process of conflict resolution.

Finally, comparative studies of the application and outcomes of conflict management strategies in public and private organizations could yield a number of important findings that might help advance the state of employee relations.

REFERENCES

- Abdullah, S. and Ramdhani, D. (2022). The role of informal land dispute resolution in conflict management: case study of land dispute between bandung city government and the local people in taman sari urban village, bandung wetan sub district, bandung city. Proceedings of the Third *International Conference Administration Science*, ICAS 2021, September 15 2021, Bandung, Indonesia. <https://doi.org/10.4108/eai.15-9-2021.2315291>
- Abdullahi, M. S., Raman, K., Solarin, S. A., & Adeiza, A. (2021). Employee engagement as a mediating variable on the relationship between employee relation practice and employee performance in a developing economy. *Journal of Applied Research in Higher Education*, 15(1), 83-97. <https://doi.org/10.1108/jarhe-06-2021-0222>
- Aboh, F.I., Ngele, E.P., Okom, E.N., Itch, J.A., & Eze, J.N. (2023). A Review of Traditional Methods of Conflict Resolution from a Nigerian-African-Perspective. *Journal La Sociale*. <https://doi.org/10.37899/journal-la-sociale.v4i4.878>
- Akintayo, D. I. (2019). Influence of management style on conflict resolution effectiveness in work organizations in south-western nigeria. *International Journal of Human Resource Studies*, 2(4), 87. <https://doi.org/10.5296/ijhrs.v2i4.2570>
- Alasow, A. G. and Bilgin, K. U. (2020). The role of good governance practice on conflict resolution: a case of benadir municipality, mogadishu-somalia. *International Journal of Management and Administration*, 4(8), 206-227. <https://doi.org/10.29064/ijma.689652>
- Almghairbi, D., Marufu, T.C., & Moppett, I.K. (2018). Conflict resolution in anaesthesia: systematic review. *BMJ Simulation & Technology Enhanced Learning*, 5, 1 – 7. <https://doi.org/10.1136/bmjstel-2017-000264>
- Banner, D. K. (1995). Conflict resolution: a recontextualization. *Leadership & Organization Development Journal*, 16(1), 31-34. <https://doi.org/10.1108/01437739510076449>

- Beitler, L. A., Machowski, S., Johnson, S., & Zapf, D. (2016). Conflict management and age in service professions. *International Journal of Conflict Management*, 27(3), 302-330. <https://doi.org/10.1108/ijcma-10-2015-0070>
- Brett, J. M. (2017). Intercultural challenges in managing workplace conflict – a call for research. *Cross Cultural & Strategic Management*, 25(1), 32-52. <https://doi.org/10.1108/ccsm-11-2016-0190>
- Budd, J. W., Colvin, A. J., & Pohler, D. (2019). Advancing dispute resolution by understanding the sources of conflict: toward an integrated framework. *ILR Review*, 73(2), 254-280. <https://doi.org/10.1177/0019793919866817>
- Clardy, A. (2018). Managing organizational conflict: towards a comprehensive framework of outcomes, practices, and competencies. *Performance Improvement*, 57(10), 10-25. <https://doi.org/10.1002/pfi.21810>
- Dodo, O., & Chakeredza, M. (2019). Compatibility of endogenous conflict resolution practices with African democracies. *International Journal of Modern Anthropology*. <https://doi.org/10.4314/ijma.v2i12.7>
- Dubisetty, S. and Reddy, K. S. (2022). The impact of human resource management (hrm) practices on employee satisfaction level and performance. *Journal of Management and Science*, 12(1), 16-19. <https://doi.org/10.26524/ms.12.3>
- Fisher, L. A., Kim, Y., Latifah, S., & Mukarom, M. (2017). Managing forest conflicts: perspectives of indonesia's forest management unit directors. *Forest and Society*, 1(1), 8. <https://doi.org/10.24259/fs.v1i1.772>
- Fletcher, L., Bailey, C., Alfes, K., & Madden, A. (2016). *Employee Engagement in the Public Sector: A Narrative Evidence Synthesis*. <https://doi.org/10.5465/AMBPP.2016.13106>
- George, N. A., Aboobaker, N., & Edward, M. (2020). Corporate social responsibility, organizational trust and commitment: a moderated mediation model. *Personnel Review*, 50(4), 1093-1111. <https://doi.org/10.1108/pr-03-2020-0144>

- Gerards, R., Grip, A. d., & Baudewijns, C. (2018). Do new ways of working increase work engagement?. *Personnel Review*, 47(2), 517-534. <https://doi.org/10.1108/pr-02-2017-0050>
- Golar, G., Malík, A., Muis, H., Herman, A., Nurudin, N., & Lukman, L. (2020). The social-economic impact of covid-19 pandemic: implications for potential forest degradation. *Heliyon*, 6(10), e05354. <https://doi.org/10.1016/j.heliyon.2020.e05354>
- Habibal, O. (2019). Evolution of International Peace and Conflict Resolution Studies. *International Journal of Social Science Research and Review*. <https://doi.org/10.47814/ijssrr.v2i3.23>
- Ishola, T.O. (2022). Beyond the Pedagogy: Indigenous Approaches for Peace Practices in Africa. *European Journal of Humanities and Social Sciences*. <https://doi.org/10.24018/ejsocial.2022.2.3.255>
- Jendia, C. (2019). The cultural factor in conflict management/resolution: A case study of the Acholi of Northern Uganda. *African Journal of History and Culture*. <https://doi.org/10.5897/AJHC2018.0425>
- Jensen, U.T., Schott, C., & Steen, T. (2021). *Value Conflicts in Public Organizations*. <https://doi.org/10.1093/OSO/9780192893420.003.0013>
- John-Eke, E. C. and Akintokunbo, O. O. (2020). Conflict management as a tool for increasing organizational effectiveness: a review of literature. *International Journal of Academic Research in Business and Social Sciences*, 10(5). <https://doi.org/10.6007/ijarbss/v10-i5/7198>
- Julián, V., Sánchez-Anguix, V., Heras, S., & Carrascosa, C. (2020). Agreement Technologies for Conflict Resolution. *Natural Language Processing*. <https://doi.org/10.4018/978-1-5225-0245-6.CH009>
- Kanyua, M. J. (2020). *Effect of imposed self-governance on irrigation rules design among horticultural producers in peri-urban Kenya*. *Sustainability*, 12(17), 6883. <https://doi.org/10.3390/su12176883>

- Kashyap, S. (2022). Conflict and Negotiation Process in the Organization. *International Journal of Scientific Research in Engineering and Management*. <https://doi.org/10.55041/ijrem12869>
- Kasipka, E. and Suwartiningsih, S. (2022). Intergroup conflict resolution in markum village and tupolyo village okbab district, mountain bintang district. *ENDLESS: International Journal of Future Studies*, 5(2), 1-12. <https://doi.org/10.54783/endlessjournal.v5i2.69>
- Kim, D. Y. (2017). Vicious circle of public conflicts, conflict behaviors, and public trust in South Korea. *The Korean Journal of Policy Studies*, 32(3), 53-81. <https://doi.org/10.52372/kjps32303>
- Klimecki, O.M. (2019). *The Role of Empathy and Compassion in Conflict Resolution*. *Emotion Review*, 11, 310 – 325. <https://doi.org/10.1177/1754073919838609>
- Kvalvik, I., Solås, A., & Sør Dahl, P. B. (2020). Introducing the ecosystem services concept in norwegian coastal zone planning. *Ecosystem Services*, 42, 101071. <https://doi.org/10.1016/j.ecoser.2020.101071>
- Lipsky, D.B., Avgar, A.C., & Lamare, J.R. (2019). *The evolution of conflict management policies in US corporations: From reactive to strategic*. https://doi.org/10.1057/978-1-137-51560-5_14
- Liu, C., Cao, J., Wu, G., Zhao, X., & Zuo, J. (2022). How does network position influence project performance in chinese megaprojects? an inter-organizational conflict-based perspective. *International Journal of Conflict Management*, 33(3), 448-474. <https://doi.org/10.1108/ijcma-05-2021-0080>
- Lundy, B.D., & Njonguo, E. (2019). *Conflict Management and Resolution*. *African Studies*. <https://doi.org/10.1093/OBO/9780199846733-0207>
- Mills, Roseline, B., Mene, & Taripanyefori, C. (2020). Conflicts and Its Management in an Organisation: A Theoretical Review. *International journal of scientific and research publications*, 10, 540-545. <https://doi.org/10.29322/ijserp.10.05.2020.p10162>

- Mutuzo, A. (2024). Employee Advocacy Programs in Public Relations. *Journal of Public Relations*. <https://doi.org/10.47941/jpr.1772>
- Mwesigwa, D. (2021). *Public service delivery in Uganda: a reconsideration of grand corruption*. Dynamics of Politics and Democracy. <https://doi.org/10.35912/DPD.V1I1.400>
- Nguru, M.N., & Ibrahim, A.M. (2018). *Public relations and employee performance in Nigerian institutions of higher learning*. Informasi. <https://doi.org/10.21831/INFORMASI.V48I2.21972>
- Nixon, A. E., Bruk- Lee, V., & Spector, P. E. (2016). Grin and bear it?: employees' use of surface acting during co- worker conflict. *Stress and Health*, 33(2), 129-142. <https://doi.org/10.1002/smi.2689>
- Niyaz (2022). Employee Cognizance of Corporate Social Responsibility Activities in Public Sector Manufacturing Companies- A Review. *International Journal of Case Studies in Business, IT, and Education*. <https://doi.org/10.47992/ijcsbe.2581.6942.0173>
- Nordby, H. (2018). *Management and conflict resolution: conceptual tools for securing cooperation and organizational performance*. Organizational Conflict. <https://doi.org/10.5772/intechopen.72132>
- Olabiya, O.J. (2022). A study of conflict resolution mechanisms and employment relations in multinational corporations in Africa: Empirical evidence from Nigeria and South Africa. *SA Journal of Human Resource Management*. <https://doi.org/10.4102/sajhrm.v20i0.1900>
- Olivier, T. and Schlager, E. (2021). Rules and the ruled: understanding joint patterns of institutional design and behavior in complex governing arrangements. *Policy Studies Journal*, 50(2), 340-365. <https://doi.org/10.1111/psj.12429>
- Omach, P. (2019). *Democratization and Conflict Resolution in Uganda*. Les Cahiers d'Afrique de l'Est. <https://doi.org/10.4000/eastafrica.576>

- Omodo, K.W., Obici, G.O., & Mwesigwa, D.M. (2023). Reviewing the Role of Selected Land Governance Institutions in Land Conflict Management in Uganda. *International Journal of Conflict Management*. <https://doi.org/10.47941/ijcm.1176>
- Palma, C.A. (2019). Conflict resolution in community development: Are the benefits worth the costs? *Critical Social Policy*, 39, 268-288. <https://doi.org/10.1177/0261018318780162>
- Rawashdeh, A. M. and Tamimi, S. A. (2019). The impact of employee perceptions of training on organizational commitment and turnover intention. *European Journal of Training and Development*, 44(2/3), 191-207. <https://doi.org/10.1108/ejtd-07-2019-0112>
- Reddy, P. (2018). Evolving local government in post conflict south africa: where to?. *Local Economy: The Journal of the Local Economy Policy Unit*, 33(7), 710-725. <https://doi.org/10.1177/0269094218809079>
- Ribeiro, M., Ellerbroek, J., & Hoekstra, J.M. (2020). *Review of Conflict Resolution Methods for Manned and Unmanned Aviation*. Aerospace. <https://doi.org/10.3390/aerospace7060079>
- Safeena, M. and Velnampy, T. (2017). Factors influencing integrating conflict management. *Journal of Business Studies*, 4(1), 91-103. <https://doi.org/10.4038/jbs.v4i1.15>
- Sahide, M. A. K., Fisher, M. R., Maryudi, A., Wong, G., Supratman, S., & Alam, S. (2019). The bureaucratic politics of conservation in governing land conflict: a typology of capacities. *MethodsX*, 6, 2536-2543. <https://doi.org/10.1016/j.mex.2019.10.022>
- Saltman, D. C., O'Dea, N. A., & Kidd, M. (2016). Conflict management: a primer for doctors in training. *Postgraduate Medical Journal*, 82(963), 9-12. <https://doi.org/10.1136/pgmj.2005.034306>
- Sapar, S. and Syafruddin, S. (2021). Conflict resolution in mining area: an alternative strategy of community empowerment. *Jurnal Ilmu Lingkungan*, 19(3), 612-619. <https://doi.org/10.14710/jil.19.3.612-619>
- Sentongo, A., & Bartoli, A. (2020). *Conflict resolution under the Ekika system of the Baganda in Uganda*.

- Sudhakar, G. P. (2015). A review of conflict management techniques in projects. *Brazilian Journal of Operations & Production Management*, 12(2), 214. <https://doi.org/10.14488/bjopm.2015.v12.n2.a3>
- Taherdoost, H. (2022). What are different research approaches? comprehensive review of qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, 5(1), 53-63. <https://doi.org/10.30564/jmser.v5i1.4538>
- Tando, C.E., Sudarmo, S., & Haryanti, R.H. (2021). *Conflict Resolution in the Performance of Collaborative Governance: A Systematic Literature Review*. <https://doi.org/10.26811/PEURADEUN.V9I1.486>
- Tang, A. Y. C. and Basheer, G. S. (2017). Validating a novel conflict resolution strategy selection method (confrssm) via multi-agent simulation. *International Journal of Advanced Computer Science and Applications*, 8(8). <https://doi.org/10.14569/ijacsa.2017.080824>
- Wit, F. d., Greer, L. L., & Jehn, K. A. (2022). The paradox of intragroup conflict: a meta-analysis. *Journal of Applied Psychology*, 97(2), 360-390. <https://doi.org/10.1037/a0024844>
- Wubs-Mrozewicz, J. (2018). Conflict Management and Interdisciplinary History. Presentation of a New Project and an Analytical Model. Tijdschrift voor Sociale en Economische Geschiedenis/ The Low Countries. *Journal of Social and Economic History*. <https://doi.org/10.18352/TSEG.1017>
- Yinka-banjo, C.O., Ugot, O., Misra, S., Adewumi, A., Damaševičius, R., & Maskeliūnas, R. (2019). Conflict resolution via emerging technologies? *Journal of Physics: Conference Series*, 1235. <https://doi.org/10.1088/1742-6596/1235/1/012022>
- Zulmi, M. M., Prabandari, S. P., & Sudiro, A. (2021). Inclusive human resource management (hrm) practices for employees with disabilities as an effort to manage diversity. *Studies of Applied Economics*, 39(12). <https://doi.org/10.25115/eea.v39i12.6002>

APPENDICES

Appendix A: Open-ended questionnaire for technical staff

Introduction

Greetings, responder

As a Uganda Christian University master's student researching "conflict management resolution techniques on employee relations in Mukono district," my name is Gastone Biryomumaisho. Your ideas and comments are crucial to the decisions that will be taken to guarantee that conflict resolution strategies are used by all public organizations in order to improve employee relations.

The data supplied for this study will be used only for scholarly reasons and will be kept completely private.

We appreciate you taking the time to reply to this survey.

Section A: Respondents' background data

Please select the relevant age range.

1- Age Bracket

- ☐ 20 – 25 ☐
- ☐ 26 – 30 ☐
- ☐ 31 – 40 ☐
- ☐ 41-50 ☐
- ☐ 51-55 ☐
- ☐ 56-60 ☐
- ☐ 61-65 ☐
- ☐ 65 and above.....

2- Sex (Gender)

In this section, kindly tick the appropriate gender

- ☐ Male ☐
- ☐ Female ☐
- ☐ Other (Kindly specify).....

3- What is your highest qualification?

Kindly tick your appropriate level of education

- ☐ PhD ☐
- ☐ Masters' Degree ☐
- ☐ Bachelor's Degree ☐
- ☐ Diploma ☐
- ☐ Certificate ☐
- ☐ Others specify-----

4- What is your designation/ department?

Kindly indicate your designation

.....

5- What is your working experience?

Kindly indicate your working experience bracket

- ☐ Below 1 - 6 years ☐
- ☐ Between 7 - 10 years ☐
- ☐ Between 11 years + ☐

Others, kindly specify.....

Section B: Causes of conflicts in public organizations

6. Conflicts are common in Mukono District

| s. no | Occurrences' of conflicts in Mukono District | SA | A | NS | D | SD |
|-------|---|----|---|----|---|----|
| 1 | There are frequent misunderstandings between employees in Mukono District. | | | | | |
| 2 | Competition for limited resources often leads to conflicts among employees. | | | | | |
| 3 | Lack of clear communication from management is a major cause of conflict. | | | | | |
| 4 | Personality differences among employees contribute to conflicts in the workplace. | | | | | |
| 5 | Unclear job roles and responsibilities create conflicts among staff. | | | | | |
| 6 | Conflicts arise due to unequal treatment and favoritism by supervisors. | | | | | |

Section C: Conflict management resolution techniques

| s. no | Conflict management resolution techniques | SA | A | NS | D | SD |
|-------|---|----|---|----|---|----|
| 1 | Avoidance is commonly used by management to handle conflicts among employees. | | | | | |
| 2 | Competition is frequently employed as a strategy to resolve disputes in the workplace. | | | | | |
| 3 | Collaboration between conflicting parties is encouraged to reach mutually beneficial solutions. | | | | | |
| 4 | The district often uses accommodation to resolve conflicts by prioritizing one party's needs. | | | | | |
| 5 | Compromise is used effectively to settle conflicts by finding | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| | middle ground between parties. | | | | | |
| 6 | Arbitration is regularly employed to resolve employee disputes in Mukono District. | | | | | |

Section D. Contribution of conflict management techniques to employee relations

13. What is the contribution of conflict management strategies to employee relations in Mukono District?

| s. no | Contribution of conflict management techniques to employee relations | SA | A | NS | D | SD |
|--------------|--|-----------|----------|-----------|----------|-----------|
| 1 | Conflict resolution techniques have improved collaboration between employees. | | | | | |
| 2 | The methods used to manage conflicts have strengthened employee morale. | | | | | |
| 3 | Conflict resolution practices have reduced tensions between employees. | | | | | |
| 4 | Effective conflict management has increased trust between staff and management. | | | | | |
| 5 | Employees are more motivated to work together after conflicts are resolved. | | | | | |
| 6 | Proper conflict resolution techniques have improved overall employee satisfaction. | | | | | |

-END-

Appendix B: Interview Guide for Political and Support Staff

Introduction

Greetings, responder

As a Uganda Christian University master's student researching "conflict management resolution techniques on employee relations in Mukono district," my name is Gastone Biryomumaisho. Your ideas and comments are crucial to the decisions that will be taken to guarantee that conflict resolution strategies are used by all public organizations in order to improve employee relations.

The data supplied for this study will be used only for scholarly reasons and will be kept completely private.

Section A: Background information of respondents

1. Age range?
2. Gender (Sex)
3. Which qualification is the highest of yours?
4. Which title do you hold?
5. What kind of experience do you have in the workplace?

Section B. Causes of conflicts in public organizations

6. Does Mukono District frequently see conflicts?
7. Are disputes between Mukono District's technical and political employees inevitable?
8. Has there ever been a confrontation between the political and technical staff in Mukono District?
9. Is it possible to settle disputes between Mukono District employees quickly?
10. What are the main reasons why employees in Mukono District argue with one another?
11. Do you agree that disagreements among workers hinders service delivery in Mukono District?
12. Do you also think that conflicts have an impact on Mukono District employee relations?

Section C. Conflict management resolution techniques

13. Do you have a system in place for resolving disputes?
14. Which conflict resolution techniques are used in Mukono District?
15. Do you also think that the Mukono district has procedures in place for alternative dispute resolution (ADR)?
16. Which alternative dispute resolution (ADR) methods are most frequently used in Mukono District?
17. What benefits does Mukono District's use of alternative dispute resolution offer?
18. Do you include training on conflict resolution in your staff development program?

Section D. Contribution of conflict management techniques to employee relations

19. Are methods for managing and resolving disagreements essential to reducing disputes among Mukono District employees?
20. What impact do dispute resolution techniques have on Mukono District employee relations?

-END-