

**CONFLICT MANAGEMENT AND EMPLOYEE PERFORMANCE IN MANAFWA
DISTRICT LOCAL GOVERNMENT, UGANDA**

BY

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DECLARATION

I Simon Makoyi hereby declare that this dissertation is my original piece of work that has never been published or submitted for an award of any diploma or degree in any university or higher institution of learning. Due acknowledgement has been made for the work of others in this report, through quotation, citation and references.

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APPROVAL

This is to certify that this dissertation has been submitted for examination with our approval as supervisors;

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DEDICATION.

I dedicate my Dissertation to My Papa James DeMent and Mummy Lisa DeMent, My grandparents Mr and Mrs Enoch Musundi Makoyi and Family.

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With sincere gratitude, I wish to thank the Almighty God who always blessed me with the knowledge, wisdom, strength and determination to complete this study.

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LIST OF ABBREVIATIONS

CAO:	Chief Administrative Officer
CFO:	Commercial Finance Officer
DEO:	District Education Officer
DCDO:	District community development officer
DPO:	District Procurement officer
DSC:	District Service Commission
KCCA:	Kampala Capital City Authority
LC V:	Local Council Five
MDLG:	Manafwa District Local Government
MOLG:	Ministry of Local Government
PPO:	Principal Personnel Officer
SHRO:	Senior Human Resource Officer
URN:	Uganda Radio Network

ABSTRACT

This study investigated the influence of conflict management on employee performance in Manafwa district local government. The study specifically examined the influence of Arbitration, Negotiation and confrontation on employee performance in Manafwa District Local Government. The study used a cross section survey research design with both qualitative and quantitative approaches. The study population involved the Chief Administrative Officer, Heads of Departments, Principle personnel officer, Town clerks, sub-county chiefs and community development officers. Data collection utilized questionnaires and interviews. Data was analysed to obtain frequencies, mean, standard deviation, correlations and regression statistics to ascertain the significance of the variables. It was revealed that Arbitration has a significant influence on employee performance ($r=.649$ $p=.000$). Respondents appreciated that whenever arbitration is applied in managing conflicts, employees' performance is improved. In addition, it was discovered that Negotiation influences employee performance ($r=.555$ $p=.000$). Respondents revealed that whenever there is a conflict, the parties in dispute are given an opportunity to meet, discuss and agree amicably. Respondents believe that after negotiation, there is improved employee relations that stimulates employee's productivity. The study also realized that confrontation slightly influences employee performance ($r=.254$, $p=.043$). Respondents revealed that confrontation can only influence employee performance if it is done well. In conclusion, Conflict management positively influences employee performance in Manafwa District Local Government. It was therefore recommended that Arbitration committees should maintain high level of integrity, transparency and impartiality, negotiation should also be applied in other situations even if there is no conflict and Confrontation can be used only in situations of low productivity, delay in accomplishment of tasks and absenteeism of employees at work.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study assessed the influence of conflict management on Employee performance in Manafwa District Local Government. According to this study Conflict management was defined to mean the various strategies of conflict management such as Arbitration, Negotiation and Confrontation while employee performance as timely accomplishment of tasks, improved employee productivity and improved employee relations. This chapter presents the background to the study, the statement of the problem, the general objectives, the specific objectives of the study, the research questions, the hypotheses, the scope of the study, the significance, justification and operational definition of terms and concepts

1.2 Background to the Study

The background to the study was categorized into four major perspectives; Historical, Conceptual, Theoretical and Contextual Perspectives respectively.

1.2.1 Historical background

Over the years, according to Lewicki, Weiss, & Lewin, (1992) research on conflicts in Organizations has established around a few significant and relevant models that have had a considerable effect on the development of the field academically and in practice. Nicotera & Dorsey, (2006) also argue that during the past decades, the examining of a phenomena at institutional-level has accumulated momentum in the theory and practice of conflict management. Lipsky & Seeber, (2006) noted that in particular, a conflict management system model has gained popularity as several major government and private corporations, nonprofit organizations have embraced these comprehensive conflict management mechanisms along

with the increasing popularity of alternative dispute resolution as observed by Goldman, Cropanzano, Stein, & Benson, (2008).

Managers, irrespective of their level in hierarchy of the organization structure (Lower, Middle or Top) are bound to interface with conflict as much they deal with human being this is according to Jennifer & Jones, (2007). Politics in the organization in most cases give rise to conflict as employee or group of employees influence the goal and decision making of an organization to their own selfish interest, usually at the expense of some other employees within the organization (Jennifer & Jones, 2007). According to Lang (2009) stated that top managers in the organization spend more than 25% of their daily time on managing conflicts, while technical managers also use more than 18% of their valuable time on relational employee conflicts, and this has doubled since the early 1980s. Lang (2009) further observed that the reasons for this include the growing complexity of organizations, use of teams and group decision making, and globalization. Conflict significantly affects employee morale, turnover, low productivity and litigation, which affects the prosperity of a company, either constructively or destructively.

Historically, conflict has been always viewed as undesirable, and as something that should be fully avoided as researched by Esquivel, (1997). In the early 1900's as researched by Ajike, et,al,(2015), Conflict was regarded as an indicator of poor organizational management which needed to be avoided, in the mid 1950's, it was accepted passively, and it was perceived as normal and expected as managers focused on addressing conflict, while in the 1970's, conflict was regarded necessary as not good or bad but could be used to stimulate growth, and in the 1990's managers embarked on confronting and managing conflict suitably as a mechanism to increase its positivity (Algert and Watson, 2002).

Globally, as discovered by Lipsky & Seeber, (2006), Conflict management has gained a lot of popularity and recognition in the structural literature throughout the last two decades due to an

alteration in attitudes and perception towards disputes in institutions. Prentice, (2006) also averted that several positive results have been realized such as ability to regulate one's conduct in conflict circumstances, reduction of suspensions, enhancement in relational communication skills, prevention of violence and improving the capacity to respect and recognize the diverse opinions or views of individuals at place of work are achieved as a result of conflict management programs. It is for this purpose that handling disputes is more vital than shunning and eliminating it.

Conflict among employees has been increasingly popular in Europe, North America and Africa in recent years. Conflicts occur from individual perspective to organizational settings, for example, competition for minimum resources, poor communication about roles and responsibilities of the employees among other factors; however, the results are not predetermined. Renner (2007) recalled various cases when managers from developed countries were expatriated to less developed countries to manage conflicts within various companies and they realized little success because of their failure to recognize and adapt to the conflict management styles of the local culture. Conflict can be beneficially resolved and the final positive product will be realized.

Albert (2011), averted that there are productive and destructive conflicts in workplace, according to him, "*Conflict is said to be positive when it is constructively discussed by the parties and amicable terms for settlement reached*". He emphasized that constructively managed conflict in workplace triggers positive employee performance while poorly managed conflict lowers employees' morale, reduces employees' productivity, increase employee absenteeism, increase the chances of losing skilled personnel, leads to loss of man and machine hours, and may lead to an increase in the number of defective products produced due to lack of employees' commitment to work.

Nationally, the performance of employees in the private sector varies from that of the employees in local government as pointed out by Namboze (2013), who states that on average, 68.9% of private sector employees met their employment target output as compared to only 29.6% of local government employees. Similarly, Cheptoris (2014) studied Motivation and Employee performance, revealed that on average 51.6% of local government employees in Soroti district did not meet their expected daily work target.

1.2.2 Theoretical background

Contemporary theory of conflict as stated by Robbins, (2005) recognizes that conflicts between individuals are unavoidable. They happen as a natural outcome of change and can be beneficial to an institution only if efficiently and effectively managed as noted by Robbins, et al, (2003). This theory affirms that a conflict may improve a group's performance in an organization. Robbins, (2005). Observed that conflicts happen throughout organization's operations thus it is not intelligent to place a lot of struggle in avoiding or preventing the conflict. Leung, (2010) discovered that concentrating only on meager or vital conflicts creates a chance for employees to resolve a dispute in a more efficient and effective way. Leung, (2010) view on contemporary theory sees conflict as a natural and unavoidable intermediate result of people working together in groups. Thus, (Leung, 2010). Suggests that a situation of conflict should not generally be perceived as negative, but rather positive as it's a potential booster in contributing to the improved employee performance in an organization. According to Robbins, et al, (2003) observed that conflict is appearing inevitable, it is automatically necessary for managers to be in better position to appreciate, recognize and identify the source of conflict, compare and contrast its constructive and destructive potentials, identify alternative techniques to manage it and in a practical way implement conflict management techniques.

Conflict management theory. This theory provides that a healthy conflict management system should be established in any institution (Ford, 2007). The conflict management system should

be integrated with in the management and administrative system of the institution at the high level of the institution hierarchy. Manager in various institutions are presented with conflicts by their employees and they are expected to solve them. (Ford, 2007) urges that managers as third parties, they are required to enable the conflicting parties to recognize that all of them have legitimate needs that must be satisfied in order to resolve their conflicts. Managers should also bring parties into a permanent solution to their problem by using conflict management techniques like Arbitration, Negotiation and confrontation that will help manage conflicts effectively.

According to Kirchhoff and Adams (1982), Traditional theory of conflict bases on assumptions that conflict is evil and must be totally rejected and abstained as it creates a state of disorder and anxiety among employees within the organization. Conflict is perceived as dissenting because it is accompanied with violence, hostility and destruction. Conflict is the outcome of unclear communication and mistrust among people. Robins, (2005) argues that conflict can well be minimized and addressed only at top management level, this view contends that all disputes in an organization should be avoided in order to give chance to top management to perform their tasks well as they envision for the organization. However, Robins (2005), insists that there is demand to recognize the root causes of conflict and take corrective action as a technique to improve performance of employees. Rahim, (1986) also noted that several conflicts have negative attributes, stimulate negative feelings and always result into destruction thus affecting employee and organizational performance. However, he also claims that whether the intermediate results of conflict are good or bad, it depends on the strategies used to deal with it in order to realize best results for improved organizational performance.

1.2.3 Conceptual background

According to Adeyemi and Ademilua, (2012) Conflict management refers to the process to control or minimize conflict through various measures. Conflict management mechanisms are

referred to mean internal mechanisms used by the various authorities in resolving conflict. According to Edwin, (2013) conflict management contains operationalization of certain measures to fully eradicate the negative results of conflict as you maximize and rise the positive results of conflict that will enhance performance of employees and effectiveness in an organized setting.

Hellriegel (2010), defined conflict management as the intermediations designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a practice whereby managers design plans, and actualize policies and procedures to ensure that conflict circumstances are resolved effectively. Knippen, Yohan, and Ghalla (2011), asserted that conflict management widens understanding of the phenomenon, increases the resolutions and tend to work towards consensus and to seek an honest assurance to decision making. Since there is a wider, stronger element of divergence and discord within the conflict process, a significant amount of mental and psychological energy is generated. The ability to divert this energy into productive accomplishment for both parties involved in the conflict can result in the conversion of conflict into a joint discovery of a problem solving solution (Prentice, 2006).

According to Rabinz (2008), noted that in negotiation, effective listening and giving proper feedback improves flow of communication and employee performance in an organization accordingly. Furthermore, Gorton (2004) also argued that managers in an organization should bear various competencies and skills related to listening, speaking, and questioning skills which will later ensure effective and efficient negotiation process that will therefore realize improved employee performance.

Putnam & Krone, (2006), indicates that conflict among employees in an organization is unavoidable because it is the nature and feature of complex organizations. However according to Dana, (2000), noted that conflict if properly managed by using conflict management

techniques like arbitration, negotiation and confrontation, it can to a greater extent be influential on satisfaction of employees and their performance in an organization.

Accountemps, (2006), it's well indicated that top managers in organizations are doubling the time settling employees' grievances than they did several years back. Awan & Anjum, (2015) also contends that if conflicts are properly handled and managed by using the best course of action, the organization has a greater opportunity to increase its performance in terms of fully utilizing the scarce resources to achieve the organizational goals and objectives.

Conversely according to Awan & Anjum (2015), unaddressed conflict has a great negative impact on both job satisfaction and employee performance. Awan & Anjum (2015), further noted that timely management of dispute has the ability to improve employee performance and job satisfaction. Song, (2000) also argued that for an organization to increase its performance, management has to address and resolve the existing disputes and among its employees.

According to Boddy (2002, P.114), institutions can use conflicts as a great occasion for rejuvenation and productivity but only if properly handled and contained within certain parameters of the organization. Hughes, et al, (2009), highlights that technical managers use 25% of their time addressing conflicts. Hughes, et al, (2009) further argued that managers should have competence and knowledge of managing conflict in organizations which is a strongest characteristic of their operations. Increased knowledge to identify how conflicts arise and what they depend on can contribute to conflict resolution in a more effective and efficient manner. Boddy (2002), further claimed that despite of the negative effects of conflicts like low productivity, absenteeism, stress and decreased cooperation, there are constructive results as well like feelings get aired, enhanced understanding of others, improved decision making and stimulation of critical thinking.

Conflict among employees in an organization is unavoidable. According to Blake and Mouton (2009) noted that successfully managed conflict will come with urge for change and can have a positive influence on employee job satisfaction and performance in an organization. Conversely, unaddressed dispute has a great negative impact on both employee satisfaction and performance. When the corporate managers and directors of an organization ignore workplace conflict, it's an indicator that unsatisfactory job performance and inappropriate behaviors in an organization are recognized and allowed.

According to Awan and Anjum (2015), they argue that disputes which are properly well managed promote effective communication, group and teamwork, routine feedback, timely conflict resolution of conflict and joint decision making. According to Awan and Anjum (2015), cooperation and effective communication enhance the recognition of new ideas that strengthens employee relationship, which can have a potential influence on morale of employees while timely resolution of conflict and routine feedback also have the ability to improve employee satisfaction and job performance.

In supplementation, Awan and Anjum (2015) argued that a poor working environment that does not promote conflict management but it instead results in poor employee behavior and low job performance among employees. Poorly addressed conflict results into poor communication and poor behavior among staff. An employee's poor behavior has the potential to influence and affect other employee's morale to work, thus resulting into low productivity. According to Dana (2000), *"conflict is not destructive and just an annoyance because it costs money and those costs can be calculated, in terms of wasted time, bad decision, employee turnover among other related cases."* Dana (2000), cited a case in the sector of health care where the lives and health of patients can be affected by unmanaged conflicts.

Blake & Mouton (2009), accept that the most significant mechanism for successful conflict management should always be cooperative oriented than competitive. However, they warned that both the common enemy and the super ordinate goal approaches may fall short of the need to achieve a genuine conflict resolution. Blake & Mouton (2009), further offered an approach which emphasizes participatory-based interventions, openness of communication, greater involvement in making decisions and problem-solving interactions. According to Sanda (2008), conflict management mechanisms like arbitration, negotiation and confrontation are very significant in every organization so that it can generate critical thinking that will establish a problem-solving attitude.

Azamoza, (2004) observed that conflict involves a collection of perceptions, behaviors and attitudes that is in aversion between employers on one side and employees on another side. It is a situation of contestation over matters of substance and this may rise because of mistrust, anger or personality clashes.

According to Hellriegel (2010), conflict management are measures developed to minimize disputes, or in most cases, to maximize deficient conflict. It is also a practice where managers develop action plans on how to actualize policies and procedures in order to guarantee that dispute circumstances are effectively and efficiently resolved in order to realize its positivity. According to Thomas Kilmann's model as cited by Hellriegel (2010), conflicts can be managed through five major strategies like avoidance, accommodation, collaboration, compromise and confrontation.

Knippen, Yohan, and Ghalla (2011), stated that managing conflicts widens familiarity of the disputing issues which escalates the alternative resolutions and tend to work towards consensus and to seek an honest commitment to make decisions. Due to stronger and wider component of divergence and battle within the conflict process, a significant amount of mental and

psychological energy is generated. According to Prentice, (2006), the potential to divert this energy into fruitful and productive engagements for antagonizing parties involved in the dispute can result in the transformation of conflict into a collaborative problem-solving alternative.

1.2.4 Contextual Background

According to Kumumanya, (2018), Manafwa District was created in 2005 when it was carved out of Mbale district as a result of decentralization process that was introduced by National Resistance Movement ruling party in Uganda after capturing power in 1986 with the aim of bringing services closer to the people. As one of the key factors in the NRM manifesto, decentralization process began taking shape as a reform in 1992 (Kumumanya, 2018). Like any other Local government, Manafwa district was held with the mandate of ensuring good governance, facilitating development, ensuring democracy and above all to effectively and efficiently serve the public (Kumumanya, 2018). The district has both political and administrative structures with several district staff that stair development while flying the district high.

According to Betty, (2017), Due to this process of decentralization, the district has been able to construct three health centre fours, refurbishing of four traditional secondary schools like Bumbo SS, Bubutu SS, Magale SS and Bugobero ss, maintenance and standardizing of fider roads like nkufu to bukhaweka to Magale road. In spite of the above achievements, Musila (2016), states that the district also experiences several conflicts more especially on delayed salaries among administrators of the district which has to a greater extent affected their performance.

According to Armstrong, (2006) Conflict Management and employees' performance is where the employees have different views and understanding of how best to deal with conflicts as it

may not destruct the employee's performance. In the organization context, Armstrong, (2006) addressed performance as the capacity to execute a job well. According to Lebars and Euske (2006), employee Performance is a combination of monetary and nonmonetary signs which provides data on the degree of success in line with activities, outputs and purpose in order to realize the positive results.

Kidega (2012) in his study about Local government employee performance points out that causes of employee's poor performance is attributed to the conflicts that are very common but poorly managed in Local government. Manafwa District like any other Local Government Administration institution faces challenges in deploying better conflict management strategies that can benefit conflicts and stimulate better employees' performance despite the legal frameworks that are in place to manage conflicts constructively like the public service standing orders and code of conduct work ethics.

Betty, (2017) indicates that conflicts in Manafwa district are caused by various factors like delayed salaries, poor communication, inadequate office space, Lack of motivation, political interference, erroneous deletion from payroll and competition for limited resources by different departments which has hindered better performance of employees of Manafwa district local government.

Whether the deteriorating employees' performance is attributed to poor and unpopular strategies employed in managing the above conflicts is the question subject to debate in this study. It's against this scenario that the researcher seeks to assess the influence of conflict management and employee performance in Manafwa District Local Government.

1.3 Statement of the Problem

Employee Performance in Manafwa District Local Government has been declining over the past few years as it was noted by Betty, (2017) in the annual district performance report. Like

any other Local government, Manafwa district was held with the mandate of ensuring good governance, facilitating development, ensuring democracy and above all to effectively and efficiently serve the public (Kumumanya, 2018). However in the district annual performance report of 2017, it was indicated that performance has been declining since 2014 and 2015 respectively. This poor performance was characterised by delay in accomplishment of tasks, poor employee relations and low employee productivity which saw performance of employees reducing from 60% to 45% in 2016. The decline in this performance has been attributed to the bickering and various conflicts among the employees of the local government as was noted by (Musila, 2016).

Attempts have been made by both Manafwa District Local government and the central Government to solve conflicts and improve the performance of employees for example; negotiations have been made between the junior staff and their superiors as facilitated by the Chief administrative officer, improved communication system and ensured employees involvement in decision making (Musila 2016).

Despite the initiatives by both the local government and the central government, studies still show that local government employees in Manafwa district continue to perform dismally (Kidega, 2012). Poor performance of employees can result in reduction on the funds transferred to the district from central government, low development and bad reputation of the local government.

However, few studies have been conducted on conflict management and employee performance in Uganda and none has been specifically conducted in Manafwa district to address poor performance of employees thus creating a gap that this study shall fill. Precisely it is due to this background that the researcher gained interest to assess the influence of conflict management and employee performance in Manafwa District Local Government.

1.4 General objective

The primary objective of this study assessed how Conflict Management Influences Employee Performance in Manafwa District Local Government.

1.5 Specific Objectives

The specific objectives of the study were;

1. To identify how arbitration influences employee performance in Manafwa District Local Government.
2. To evaluate how negotiation influences employee performance in Manafwa District Local Government.
3. To examine how confrontation influences employee performance in Manafwa District Local Government.

1.6 Research Questions

The primary research question of the study will be;

How does Conflict Management Influence Employee Performance in Manafwa District Local Government?

The other research questions shall be;

1. How does arbitration influence employee performance in Manafwa District Local Government?
2. How does negotiation influence employee performance in Manafwa District Local Government?
3. How does confrontation influence employee performance in Manafwa District Local Government?

1.7 Research hypothesis

The primary research hypothesis

Conflict Management has positive and significant influence on Employee Performance in Manafwa District Local Government.

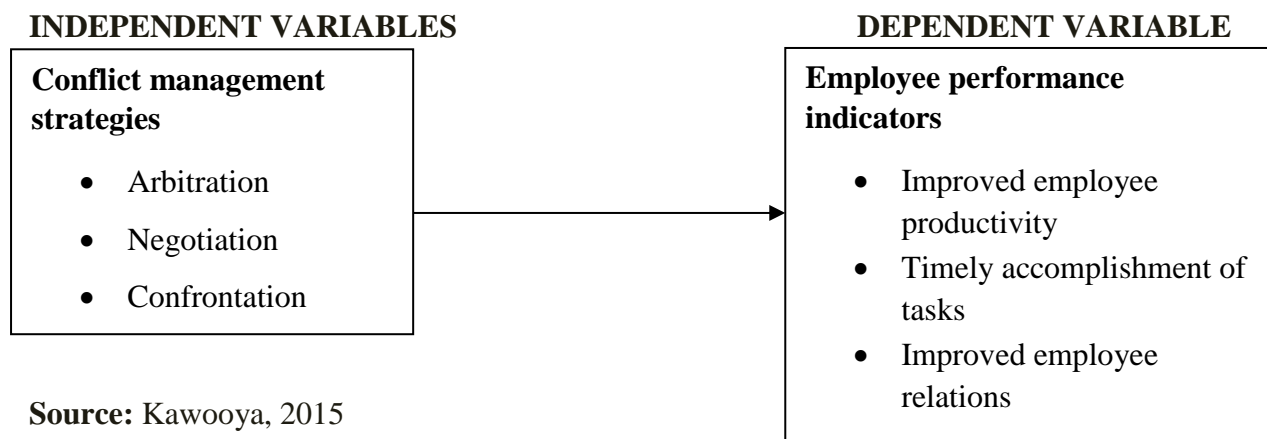
The other research hypothesis of the study will be;

1. Arbitration has significant influence on employee performance in Manafwa District Local Government.
2. Negotiation has significant influence on employee performance in Manafwa District Local Government.
3. Confrontation has significant influence on employee performance in Manafwa District Local Government.

1.8 Conceptual framework

The conceptual framework hypothesized conflict management and employee performance. Conflict management is perceived to be the independent variable (IV) whereas Employee performance is considered to be the Dependent variable (DV). Conflict management was defined to mean the various strategies of conflict management such as Arbitration, Negotiation and Confrontation while employee performance as timely accomplishment of tasks, improved employee productivity and improved employee relations. This framework postulated that conflict management strategies significantly influences the performance of employees.

Figure 1. 1: Conceptual framework



Source: Kawooya, 2015

1.9 Justification of the study

Whereas existing literature showed how Conflict Management influenced employee performance, none of the scholars gave evidence in the context of Manafwa district local government. On 10 October 2016 during the independence celebrations in Manafwa, the District Civil Servants were urged to desist from conflicts as it would derail their performance and affect the district's service delivery, (Musila, 2016). Thus the findings of this study provide information about the influence of conflict Management on employee performance in Manafwa district Local Government.

1.10 Significance of the Study

This study is valuable to Manafwa District Local Government in understanding the influence of conflict management and employees' performance. It may also facilitate the administrators and managers with the knowledge to identify various strategies of conflict management and its importance on performance of employees in Local Government.

The study adds on the existing academic and management literature about the variables of conflict management and employee performance in an organization.

The research findings provide valuable information to the policy makers, the Local government and the central for better decision making.

The research findings may be used as a source of reference for other future researchers who may want to know more about the phenomena.

1.11 Scope of the Study

The research scope comprised of; content scope, geographical scope and the time scope.

1.11.1 Content scope

The study assessed how conflict management influenced employee performance. The study focused on three specific objectives as it identified how arbitration influences employee

performance in Manafwa District Local Government, evaluated how negotiation influences employee performance in Manafwa District Local Government and examined how confrontation influences employee performance in Manafwa District Local Government. The dimensions of employee's performance in this study were measured in form of improved employee productivity, timely accomplishment of tasks and improved employee relations.

1.11.2 Geographical scope

This study was restricted to Manafwa District Local Government Headquarters. The local Government has been chosen because of the persistent conflicts in the recent past as stated recently by Musila, (2016) as there was easy access to sufficient relevant data for this study.

1.11.3 Time scope

This study covered a period from 2010 to 2016 because this period had the most recent data regarding the two variables (Conflict management) which is the independent and (employee performance) which is the dependent variable.

1.12 Operation Definition of key Terms

Conflict

Conflict refers to a state of divergence between two or more parties in relationships combined with attempts to control each other.

Conflict Management

Conflict Management is the process of minimizing the negativity of conflict while maximizing the positivity of conflict.

Employees Performance

According to this study employee performance will refer to job related activities expected of a worker and how well those activities are performed.

Arbitration

Is the process where a dispute is determined privately or judicially by an independent third party.

Negotiation

Is the process where an agreement is reached between two or more parties involved in a dispute agree amicably to avoid arguments.

Confrontation

It refers to the process through which one party airs out his/her views of the dispute situation and an invite for another conflicting party is also made to do the same with the aim of solving the conflict.

1.13 Conclusion

The first chapter presented an introduction to study where the core concepts in the study and the study objectives were introduced. The chapter also presented a background to the study, statement of the problem, purpose and specific objectives as well as justification of the study and definition of the key terms. The concepts were discussed in detail in the second chapter which presents a review of literature per specific objective that guided this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was comprised of the theoretical review, related literature according to the objectives of the study and the research gap in the reviewed literature. It's significant as it provided the required support to the researcher's rationale for undertaking research study in a certain area. According to Mugenda and Mugenda (2003), "a literature review is the researcher's critique of findings from other studies done in related areas".

2.1 Theoretical Framework Review

This research study was guided by three theories of conflict management and these are: The Traditional theory of conflicts Contemporary theory of conflicts (Kirchhoff and Adman, 1982) and Conflict Management Theory.

2.1.1 The Traditional theory of Conflict Management

According to Kirchhoff and Adams (1982), Traditional theory of conflict bases on assumptions that conflict is evil and must be totally rejected and abstained as it creates a state of disorder and anxiety among employees within the organization. Conflict is perceived as dissenting because it is accompanied with violence, hostility and destruction. Conflict is the outcome of unclear communication and mistrust among people. Robins, (2005) argues that conflict can well be minimized and addressed only at top management level, this view contends that all disputes in an organization should be avoided in order to give chance to top management to perform their tasks well as they envision for the organization. However, Robins (2005), insists that there is demand to recognize the root causes of conflict and take corrective action as a technique to improve performance of employees. Rahim, (1986) also noted that several conflicts have negative attributes, stimulate negative feelings and always result into destruction thus affecting employee and organizational performance. However, he also claims that whether

the intermediate results of conflict are good or bad, it depends on the strategies used to deal with it in order to realize best results for improved organizational performance.

Dana (2000), noted that “conflict is not destructive and just an annoyance because it costs money and those costs can be calculated, in terms of wasted time, bad decision, employee turnover among other related cases.” Dana (2000), cited a case in the sector of health care where the lives and health of patients can be affected by unmanaged conflicts.

2.1.2 The Contemporary Theory of Conflict Management

Contemporary theory of conflict as stated by Robbins, (2005) recognizes that conflicts between individuals are unavoidable. They happen as a natural outcome of change and can be beneficial to an institution only if efficiently and effectively managed as noted by Robbins, et al, (2003). This theory affirms that a conflict may improve a group’s performance in an organization. Robbins, (2005). Observed that conflicts happen throughout organization’s operations thus it is not intelligent to place a lot of struggle in avoiding or preventing the conflict. Leung, (2010) discovered that concentrating only on meager or vital conflicts creates a chance for employees to resolve a dispute in a more efficient and effective way. Leung, (2010) view on contemporary theory sees conflict as predictable and unavoidable intermediate result of individuals working together in groups. Thus, (Leung, 2010). Suggests that a situation of conflict should not generally be perceived as negative, but rather positive as it’s a potential booster in contributing to the improved employee performance in an organization. According to Robbins, et al, (2003) observed that conflict is appearing inevitable, it is automatically necessary for managers to be in better position to appreciate, recognize and identify the source of conflict, compare and contrast its constructive and destructive potentials, identify alternative techniques to manage it and in a practical way implement conflict management techniques.

According to Awan and Anjum (2015), they argue that disputes which are properly well managed promote effective communication, group and teamwork, routine feedback, timely conflict resolution of conflict and joint decision making. According to Awan and Anjum (2015), cooperation and effective communication enhance the recognition of new ideas that strengthens employee relationship, which can have a potential influence on morale of employees while timely resolution of conflict and routine feedback also have the ability to improve employee satisfaction and job performance.

2.1.3 Conflict Management theory

According to Ford, (2007), this theory provides that a healthy conflict management system should be established in any institution. The conflict management system should be integrated with in the management and administrative system of the institution at the high level of the institution hierarchy. Manager in various institutions are presented with conflicts by their employees and they are expected to solve them. (Ford, 2007) urges that managers as third parties, they are required to enable the conflicting parties to recognize that all of them have legitimate needs that must be satisfied in order to resolve their conflicts. Managers should also bring parties into a permanent solution to their problem by using conflict management techniques like Arbitration, Negotiation and confrontation that will help manage conflicts effectively.

Awan & Anjum (2015), is also in agreement with ford, (2007) as he indicated that timely management of dispute has the ability to improve employee performance and job satisfaction. Song, (2000) also argued that for an organization to increase its performance, management has to address and resolve the existing disputes and among its employees.

2.2 Arbitration and Employee Performance

According to Colvin, (2004) arbitration is a conflict solving process in where disputing parties make their issue to a private independent person or third-party intermediary (panel of arbitrators) who through his expertise critically examines and re-examines all the evidence and later takes a unified decision before the parties involved in a dispute. The decision made by the arbitrator or panel of arbitrators is usually binding and, in most cases, enforced. Unlike court-based adjudication, arbitrators' decision is not appealed against. Fisher, (2000) noted that presentations are echoed before the arbitrators to establish facts and prove one-side right and the other wrong. This, therefore make, parties to presume that they are working at logger heads with each other, but not collaboratively and cooperatively. Arbitration is not generally as formal as court adjudication; however, the rules can be bent to some extent to achieve the party's needs. Although this aspect of conflict management is good, it has some loopholes because, it may end up not solving a dispute since one side to the conflict will come out arbitrated against. Thus, in the worst scenarios, this can instead deepen the conflict than managing it.

Gotsman et al. (2009) in his research revealed that Arbitration is always best used in situations of employee conflict over resource allocations, wages, salaries, tasks among other disputes. Arbitration mechanism of conflict management is an out of court technique for resolving a conflict. The arbitrator has the mandate to control the process, gives opportunity and listen to both sides that he bases on to make a final decision. Like in courts of law, only one side will prevail in arbitration though the appeal rights are limited and this is a great challenge of using arbitration technique in conflict management. (Fisher, 2000), states that Arbitration technique can be much worse than better in managing conflicts in an institution due to win-lose results. Colvin, (2004) urges that in a more formal setting, the arbitrator or third party has to give a fair hearing to all parties' before making a decision. The parties always present their evidence

through documents, exhibits and testimony by themselves or representatives. Ramsbotham et al, (2011), also discovered that parties may agree to already established procedures or they may establish their own procedures or the institution may establish the procedures for the arbitrator to conduct in arbitrating. There can be either one arbitrator or a panel of more than one arbitrator. An arbitration hearing process can be held from any gazetted place that is convenient and agreed upon by both parties in a dispute. (Gotsman et al.2009) echoed that the outcomes of an arbitration can be enforced in case all parties had previously accepted to be bound by the decision and this limits the right of appeal against the arbitrator's final decision. An arbitrator's decision is same as a judgment in courts of judicature and therefore it is enforceable.

Ramsbotham et al, (2011), argues that arbitration should always be deployed only when mediations fails to work and this will automatically and naturally suggest arbitration as the best choice. Arbitration is always a voluntary process, whereby the parties in conflict willingly agree upon a private independent party to take a decision for them.

According to Gotsman et al. (2009). In arbitration, the arbitrator or panel of arbitrators has discretionary powers to make conclusive decisions which are binding and this demands the parties in conflict are to recognize, adhere and obey them. An agreement is designed between the conflicting parties and the arbitrator, indicating a main point and emphasizing that the arbitrator's decision shall be operationalized, thus giving the required significance of arbitration process and emphasizing to parties in dispute that the main objective of arbitration shall be fulfilled. This scenario makes the decision made by the arbitrator legal and binding thus permitting relevant authorities to enforce it against other decision makers. However, according to Golsman et al. (2009) in his conclusion noted that arbitration always performs better depending on the situation at hand.

Warner, (2001) also criticized arbitration as a strategy of managing conflicts in an institution, arguing that arbitration can instead fuel more conflicts among the employees in an organization than solving them and this is due to the decision of the arbitrator which is binding and limits appeal against it, this may trigger the losing side to promote conflicts at the work place thus leading to poor employee relations, low productivity, creation of cliques at workplace which in turn lead to poor employee performance in an organization.

The study findings on Arbitration and employee performance were in agreement with several reviews in the literature by most scholars as it was postulated that Arbitration positively and significantly influences employee performance.

2.3 Negotiation and Employee Performance

Khalili, (1994) argues that negotiation is a very critical the most significant and delicate task that a manager in an organization is mandated to handle. Close and objective interaction with subordinates, superiors and all individuals are an inevitable for a manager to fulfill organizational tasks. However according to Rabinz (2008), noted that this process of communications is a component of negotiation which necessitates a manager to have specific communication and negotiation skills in an organization.

Fisher (2006) argued based on a research in Harvard University that negotiation is the revival of healthy employee relationships, team works, cooperation and improved employee performance in an organization. Miler and Griphine (2002) also noted that an employee's potentials can only be measured through verbal communication therefore verbal communication is significant to trigger negotiation as it is an effective tool that can control and affect the organization working environment.

According to Rabinz (2008), noted that in negotiation, effective listening and giving proper feedback improves flow of communication and employee performance in an organization accordingly. Furthermore, Gorton (2004) also argued that managers in an organization should

bear various competencies and skills related to listening, speaking, and questioning skills which will later ensure effective and efficient negotiation process that will therefore realize improved employee performance.

Catler (2009) observed that managers in an organization should always interest themselves to learn negotiation skills, because as negotiating is part and partial of their day to day activities. Actually, situations when there is a conflict in tasks and process between employees and yet they need each other for better working relations, negotiation is the best mechanism to a leveled ground and agreement. Several scholars have argued that one of various challenges that managers interface with is due to lack of negotiation skills and competencies in performing their tasks. Downie, (2007) also noted that in the process of putting in place a strategic communication framework that will be effective and efficient needs negotiation as the main communication tool to harmonize with other relevant office and departments in an organization.

According to Downie, (2007), indicated that in one of the Canadian organizations, a survey was carried out and more than 550 employees fully participated in it. Downie, (2007) noted that this survey revealed that employees preferred to always participate in making decisions that can affect them through negotiation with managers before final decisions are made. Employees' considered negotiation as the only technique that exhibits fairness since participation led to collective responsibility and shared values. The findings of the survey concluded that the features of an improved performance workforce included recognition of employee's voices in strategy and governance, situational compensation, cooperation and employee involvement by using negotiation to resolve disputes. The report further warned superiors to always recognize that the subordinates in joining their organization had clear expectations of their employers and thus employer's actions were key in involving employees at all levels of strategy designing in order to have ownership of Strategy and which will ensure

operationalization hence realizing organizational performance. Okoth (2013) is also in consistency with Downie, (2007), as he noted that in Stima Sacco and other institutions in Kenya, negotiation was earmarked as a great technique of stimulating employee's performance as it was fully deployed to harmonize and resolve various disputes that emerged for instance negotiations on salaries, employee performance appraisals and performance related reward system among others.

In relation to negotiation, Wanjiru (2012) also conducted a study on negotiation and performance of commercial banks in Kenya. Wanjiru's study discovered that negotiation positively influenced employee's performance in the banking sector. This was evidenced as negotiation was fully considered before reaching at a compensation package acceptable by the employee and employer. This study also went further to ascertain if Stima Sacco had a communication framework and plan in place considering the positive effect negotiation had on employee performance in the Sacco.

Okoth, (2013), also conducted a study on strategies that are used by secondary schools in Kisumu Municipality to manage conflicts. This study discovered that techniques of negotiation employed by secondary schools in Kisumu municipality to manage conflicts were effective in increasing performance.

The results of negotiations are earmarked to establish whether the defiant teams shall reach a common ground and work towards improvement of employee performance to actualize organizational goals and objectives. Dreu, (2003), also insists that in any negotiation practice, the inter-mediate results shall either promote group harmony or create tensions. The inter-mediate results are comprised of win -win, lose -lose and win- lose results. The win-win negotiating results are applicable to various situations like tasks negotiations, salary negotiations, conflict resolution among other situations. Negotiation is the process where both

parties settle for a common ground in situations of divergence, thus on party force terms on another. According to Kwon & Weingart (2004), also noted the result of negotiation can only be mutually satisfactory when the common interests are catered for and this thus will trigger and influence on performance of employees in an organization.

Jadallah & Garven, (2011) carried out a study on the US Army and recommended that negotiation is a key factor and all levels of management in the Army and advised that Army officials at all levels be trained in negotiations in order to obtain a skill that will facilitate effective implementation of their tasks. According to Jadallah & Garven, (2011), the outcomes of negotiation were a win- win type of negotiation for the military. Tressler, (2007). Also indicated that several training programs on negotiation had been conducted for better security operations in the Middle East; hence the potential to negotiate with different people and organizations progressively became a key skill to manage day to day conflicts through effective negotiation.

African national congress, (2012) conducted studies on the negotiations between the congress of South African trade unions and government of south Africa, and it was concerned with a dispute over policies of government on taxation interest rates and exchange rates. Besseling, (2011) noted that negotiation results of this conference realized partnership technique of negotiation which was win- win type of negotiation and since there was a collective bargain and support from the state, development was a critical factor towards economic transformation. The cooperation among the negotiators consisted of positive impressions, trust and a solid foundation for working together in the future which was viewed as a positive relation to the organization output and performance.

Ferro, Cracraft, & Dorsey, (2006) noted that Win-Lose type of negotiation is probably the most commonly used form of negotiation in organizations. Individuals demand what they want, then

each side takes up an extreme position, such as asking the other side for much more than they expect to get. Through haggling, a compromise is arrived at, and each side's hopes that the compromise shall be in their favor. Azamoza (2004) argued that win-lose negotiation outcome can help strengthen the organization and enable an organization improve its performance. This study focused on negotiation a conflict management strategy and its influence on performance.

According to Black (2009), win-lose outcomes are less likely to be accepted voluntarily especially by the party who feels they have lost in a negotiation exercise. In this case, some organizations resort to distributive bargaining processes, based on a principle of harmony between participants, so as to end up in win-win outcomes.

Negotiation is yet another very vital aspect of conflict management Tosi Rizzo and Carroll (1986). It is the bargaining between the two parties that have recognized their conflict. In this case, representatives of the conflicting groups can handle it. It is an efficient method when there is a tendency for reconciliation or agreement. However, it is not as effective when the resettlement will require judging in favor of one side.

Tosi Rizzo and Carroll (1986), viewed negotiation as a win lose situation where gains by one party meant losses by the other. On the other hand, he viewed negotiation as a win-win situation where the interests of both parties can be maintained. Thus, it is a motivating aspect of conflict management in organizations.

Studies on the negotiation outcomes in Kenya by Onginjo (2012) of civil servants mostly owed to salary related issues, The Kenya airports authority, Kenya national union of teachers, medical practitioners all witnessed a win- lose outcome since the Government managed to get the workers back to their workstations but the striking workers never got a pay increase equivalent to the percentage requested. This however had no direct effect on their performance.

This sub-theme reviewed literature on Negotiation and employee performance and the next sub section looks at confrontation and employee performance.

The study discoveries on Negotiation and employee performance were in agreement with several reviews in the literature by most scholars as it was postulated that Negotiation positively and significantly influences employee performance.

2.4 Confrontation and Employee Performance

Tosi Rizzo and Carroll (1986), argues that confrontation is another aspect through which conflict can be managed. In this aspect, conflict can deepen if there is a decrease in communication amongst conflicting groups within an organization. He thus suggested that this would be solved by; bringing the conflicting groups in meeting such that they can jointly identify the problem and solve it amicably.

Hellriegel & Slocum (2010) analyzed confrontation as a traditional value, creating deeper analysis of interpersonal challenges. Burgess & Burgess (1996) proposed that a positive confrontation is a better technique for resolving willful conflicts. Magee (2001) defines the abilities needed for facilitating disputes through constructive confrontation and further linked positive confrontation strategy to reducing conflict and maximizing productivity of employees in an organization.

According to Cameron & Quinn, (2011) the encounter of values in an organization is due to employee's ignorance of their existing cultural values before switching into organizational culture and the resistance to change individual behavior. The encounter between the available individual values and the desired values of organizational culture impacts internalization of organizational values by employees. Consequently, Hoover & Disilvestro, (2005) noted that the confrontation can also be viewed as an encounter between and current states and the desired organizational values of their internalization by the employees.

Hoover and Disilvestro, (2005) equated the positive confrontation technique to reducing disputes and maximizing accountability and transparency. However, the scholars didn't propose any tool to measure the state of confrontation and furthermore didn't employ the technique to realize confrontation of cultural tenets.

Patterson et al. (2004) also focused on critical confrontation to ensure transparency and accountability. However, the scholars didn't evaluate the possibility of applying the technique for shifting organizational cultural values.

Hellriegel, (2010) also observed confrontation as a cultural value for providing deeper inquiry of social challenges. However, scholars don't apply confrontation as a technique for minimizing the gap between individual and organizational cultural values under restriction of altering organizational culture.

Burgess Guy (1996) suggests that positive confrontation is a better technique of resolving intractable disputes. However, use of the technique for management of the structural disputes triggered by the variance in cultural beliefs and values were not examined. Additionally, the scholars do not attend to the management of positive confrontation grounded on measurable outcomes.

Essawi (2012) created the structured vibrant value confrontation leadership model, modeling the leadership process of altering organizational culture while directed at engendering productive confrontation between preferred organizational values and current employee values. Dynamics of the model prompts dynamics of the management process. Structure of the model sets interconnections of its mechanisms: Lead, Confront, Enable, and Result.

According to Walker (2010), conflicts can also be addressed by accommodating or avoiding. Both accommodation and avoidance are passive while confrontation can be assertive and competitive. To him therefore, confrontation is the process of airing out one's views, thoughts

and feelings about a dispute situation and an invite is as well made to the other party to also do the same about a conflict and all this is done with an aim of resolving that conflict. Thus, it involves, describing behavior and ones' reactions to that behavior, clarifying and exploring issues in the conflict (substantive, relational, procedural), the nature and strength of the parties' interests, needs, concerns and disclosure of relevant feelings. Whereas this aspect of conflict management sounds good and effective, it can only help in resolving conflicts which are simple and rise from misunderstandings. However, in a more complex conflicting situation that involves un-coordinated exchange of views or even fighting. This is not effective because conflicting parties if not well set and prepared may end up fighting which can worsen the conflict further.

According to scholars Markham, (1999); Palmer, (2003); Maurer, (2010). Collectively noted that positive confrontation is a technique of managing conflicts aimed at reducing disputes caused by defiance and resistance to change. According to scholars Burgess Heidi and Burgess Guy, (1996); Cummings & Worley, (2009), Magee, (2001) and Hoover & Disilvestro, (2005), also argued that positive confrontation advocates for empowerment, accountability and recognition in the organizations work environment as it is presumed to improve employee performance.

The study results on Confrontation and employee performance were in agreement with several reviews in the literature by most scholars as it was postulated that Confrontation significantly influences employee performance.

2.5 Summary of the Literature Review

The literature above showed that scholars exhausted sufficient effort to relate conflict management mechanisms and employee performance. These studies showed that conflict management mechanisms like arbitration, negotiation and confrontation influence employee

performance. However, Gaps still existed at the theoretical, conceptual, contextual and methodological levels. Theoretically many of the previous scholars have used different theories such as contingency theory to guide their studies however this study is being guided with contemporary, traditional and conflict management theories respectively. Conceptually the previous studies according to several scholars didn't specifically research about the three mechanisms (Arbitration, Negotiation and Confrontation) of conflict management and employee performance thus creating a gap to undertake this study. Contextually all studies were conducted outside Manafwa district local government and most of this studies, the researchers applied only quantitative research methods and design to collect and analyze the data unlike this study which was both qualitative and quantitative research methods. These gaps called for immediate action to carry out this study in Uganda and particularly Manafwa District Local Government. Therefore, in the context of Manafwa District Local Government, this study assessed the influence of conflict management and Employee performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter described the methodology of this study. Methodology refers to the detailed procedures to be followed to achieve the research objectives. This study applied both quantitative and qualitative research methods. This chapter presents the research design, the study area, study population, sampling design, methods and instruments of data collection, procedure for data collection and data analysis, quality management of data collection instruments and measurement of variables as well as Ethical considerations.

3.1 Research Design

According to Kothari (2004) research design can be defined as the outlay of requirements to collect and analyze data in a way that targets to attach significance to the research general objective with economy in procedure. The study employed a cross-sectional research design to collect data from a population at a particular moment in time. This design was adopted because according to (Kothari, 2004) it is cost effective in terms of resources, time and it was very relevant in collecting data on the opinion from different respondents at one time. This study employed qualitative methods which involved the in-depth probe, inquiry and application of subjectively and objectively interpreted data. According to Earl-Babbie (2013), qualitative researchers are focused to gather an in-depth familiarity of human behavior and the reasons that govern such behavior. A quantitative approach was adopted in order to gather quantitative data to test the hypothesis. A quantitative study as defined by Bhatti and Sundram (2015) is a way of calculating the data through the application of statistical methods and analysis and the outcome of the analysis represent numbers that further explains the propose remedy of a particular research problem

3.2 Study population

Study population refers to a complete enumeration of all items in the universe (Brew and Lucas 2009). The study focused on the district local government top administrators, heads of departments (Health, Education, Finance, HR, Works etc.) and District Service Commission but also the Sub counties and town councils were considered because they deal directly with employees of the local government. The target population of the study entailed 100 respondents who were selected basing on the information provided by the district CAO and the District personnel of MDLG.

3.3 Sample size

The sample size was determined by using Morgan and Krecy table for determining sample size determination. Out of the 100, a sample of 80 respondents was selected using the table.

Table 3. 1: Sample size distribution table

Category of respondents	Target Population	Sample population	Sampling method	Data collection tool
District Administrators	10	06	Purposive Sampling	Interview guide
Heads of department	10	05	Purposive sampling	Interview guide
DSC	09	05	Purposive Sampling	Interview guide
Sub-County Chiefs and Town Clerks	40	36	Simple Random Sampling	Questionnaire
CDOs	30	28	Simple Random Sampling	Questionnaire
Total	100	80		

Source: Manafwa District Staff List, 2018.

3.4 Sampling Techniques

Purposive sampling technique also known as judgmental sampling technique is a type of non-probability sampling technique where the researcher chooses a sample based on what she/he thinks is the respondent with the information the researcher is looking for or in other words

they use their personal judgement (Palys, 2008). The study will apply Purposive sampling technique because according to (Palys, 2008) it saves time and also enables the researcher to get information from the right people who have knowledge and skills regarding the subject topic. This technique will be used in selecting, District Administrators, Heads of department and District Service Commissioners, the researcher used this technique because these respondents held enough knowledge and skills regarding the study topic

The researcher will use simple random sampling technique, According to Amin, (2010) a simple random sample is a subset of individuals chosen from a larger set (a population). Each individual is selected randomly and entirely by chance, such that each individual has the same probability of being selected at any stage during the sampling process. The technique will be used to select from the other town clerks, sub-county chiefs and community development officers who are very many.

3.5 Methods of data collection

The researcher used qualitative data collection methods like Interviews and self-administered structured Questionnaires. According to Oso and Onen, (2008) interviews is a data collection technique in which the researcher interacts with the respondents on a number of items in relation to study. He also defined questionnaires as a data collection technique in which the respondents respond to the number of items in writing.

3.5.1 Interviews

According to Brew and Lucas (2009), interviews involve the presentation of oral verbal stimuli and reply in terms of oral verbal responses. Interviews, specifically structured interviews, were selected due to their flexibility to explore themes and topics that dig deeper for responses to the research question. This method allowed new emerging ideas to be raised and explored in the due course of the interviews. The choice to conduct interviews was based on practical reasons such as respondents' availability.

The interviews were structured, indicating that there was a pre-determined list of questions to be asked to the research respondents. This was both face to face and oral interviews, the questions were the same and were asked in a way that ensured the limited biasness in the response.

3.5.2 Questionnaire survey method

Kothari (2004) defines a questionnaire as a short-printed form, with questions given to respondents to fill in order to collect data often relating to the problem. The questionnaire formed a major data collection tool for this study because it was cheap, time saving, easy to administer, effective and it was the best form to obtain information from the local government staff who were busy. The main aim of using questionnaires was because it helped in preliminary data analysis and presentation of tables. Questionnaires were employed since the study was concerned with variables that cannot be directly observed such as views, opinions and perceptions of the respondents. In this research, closed ended (self-administered questionnaires) were designed and distributed to all respondents selected in this study.

3.6 Data Collection Instruments

The Researcher used both quantitative and qualitative tools of data collection like Interviews guide and Questionnaires.

3.6.1 Interview guide

An interview guide is a set of questions that the researcher queries the respondents during the interview (McNamara, 2009). In the same vein, Osborne (2008) states that an interview guide is list of thematic areas or issues that the research focuses on while engaging respondents during an interview. Interview guides shall be used to collect qualitative data from the respondents. The researcher shall design an open-ended questions in the interview guide to facilitate interviews with district administrators, heads of department and district service commissioners of Manafwa district local government. The researcher postured questions that lead the

respondents towards giving data to meet the study objectives and probe the respondents in order to seek elucidation about responses provided. Interviews were chosen because they were regarded as a tool that collects in-depth data about a particular research phenomenon. Mugenda (2003), argue that interviews are beneficial because they provide in depth information which is not possible to obtain by using quantitative tools. Appendix II presents the interview guide.

3.6.2 Questionnaire

Questionnaires were chosen in this study because the study covered a large geographical area that made the use of questionnaires appropriate (Amin, 2005). A questionnaire was a set of systematically structured questions that were employed to gather quantitative information from respondents. As a significant research tool for collecting data, a questionnaire had its key function as measurement and used to homogenize questions so that the same questions are asked in the same way repeatedly (Mugenda & Mugenda, 2003; Oppenheim, 2006). It is the major data collection technique in surveys and yields to quantitative data. The researchers developed and administer one set of structured questionnaires to collect data from the town clerks, sub-county chiefs and community development officers. A close-ended set of questionnaires scored on five-point Likert scale ranging from 1= strongly agree, 2 = agree, 3 = neutral, 4 = disagree and 5= strongly disagree developed by the researcher was employed in this study.

3.7 Quality control

The research tools were piloted in the departments that were not incorporated in the sample of the study and altered to improve their validity and reliability coefficients to at least 0.70. Elements with validity and reliability coefficients of at least 0.70 are acknowledged as valid and reliable in research (Kathuri & Pals, 1993)

3.8 Quality Management of data collection tools

3.8.1 Validity

Validity is defined as the extent to which results can be accurately interpreted and generalized to other populations (Oso & Onen, 2008). Validity is the extent to which an instrument like an interview guide or questionnaire measures the intention of the researcher.

Validity was tested using expert judgement where three judges rank the relevancy of the questions in the instruments in relation to the study variables.

The formula for Content Validity Index was;

$$CVI = \frac{n}{N}$$

Where CVI = content validity

n= number of items indicated relevant.

N = total no. of items in the instrument

$$CVI = \frac{29}{34}$$

Content validity index = 0.852 which is above 0.7 recommended value for validity of data collection instrument.

The results of CVI of 0.852 was realized, which implied that the instrument was valid for collecting field data as recommended by (Amin, 2005). The variables should have a CVI of above 0.70 as the recommended value for the instruments to be considered relevant (Amin, 2005).

3.8.2 Reliability

The researcher also employed internal consistency (Cronbach's Alpha) to check the reliability of the research tools. A Cronbach Alpha is a measure used to assess the reliability or internal

consistency, of a set of scale or test items. According to Leedy and Ormod (2001) reliability refers to the consistence with which a measuring instrument yields results when the entity being measured has not changed. In other arguments, reliability of any given measurements refers to the extent to which it is a dependable measure of a concept being studied. To ensure reliability, the researcher used the internal consistency reliability method specifically the Cronbach alpha co-efficient in SPSS. The reliability test yielded a Cronbach Alpha coefficient of 0.904 as shown in the table below, an indication of consistence in the research tool that was being employed.

Table 3.2 Reliability Statistics

<i>Cronbach's Alpha</i>	<i>Number of Items</i>
.904	34

Source: SPSS Output, 2018.

3.8.3 Confirmability

According to Baxter & Eyles, (1997). Confirmability is the process to which the intermediate result of an investigation can be confirmed by other researchers. Confirmability is aimed at establishing that the gathered information (data) and interpretations of the results are not fabrications of the investigator's thinking but are clearly obtained from the information collected from relevant respondents as argued by Tobin & Begley, (2004, p. 392). To ensure accuracy of the instruments, the researcher shall use an Audit trail and triangulation of the instruments.

Bowen (2009) argues that this kind of an audit trail provides visible evidence from the systematic procedures and final products that the researcher didn't just easily find what he or she intended to find out.

3.8.4 Transferability

According to scholars Bitsch, (2005); Tobin and Begley, (2004) referred to transferability as the process to which the intermediate results of qualitative research would be transferred to other contexts with other research respondents as it is interpretively equivalent of generalizability. According to Bitsch (2005), claims that the researcher shall always facilitate the transferability decisions by a potential user through which critical description and purposive sampling. This indicates that when the researcher provides a detailed description of the enquiry as participants were selected purposively, it shall facilitate transferability of the inquiry. Critical description shall involve the researcher explaining all the research processes, from collection of data, study context to production of the comprehensive final report. The researcher shall ensure transferability using thick description and by purposively selecting the respondents for the study.

3.9 Procedure for data collection

The researcher wrote a proposal which was submitted for approval, after which questionnaires were developed for use in the study. The researcher obtained an introductory letter from the faculty which introduced him to the respondents. The questionnaire was then pre-tested to explore the wording and grammatical content, this was done to establish its validity and reliability to improve the quality of the data collected. The appropriate number of copies of the research instrument were printed and made available to the respondents and after which the data collected was coded and summarized for analysis.

3.10 Data Analysis

According to Geoffrey Keppel (1991), data analysis as a computation of some measures alongside with searching for various patterns of relations that exist among information groups. Processing implies coding, editing, classification and tabulation of data collected so that they are easily analyzed.

During analysis, the data collected was edited to determine the information that sufficiently answered the research questions or objectives. The researcher then used statistical software (IBM SPSS statistics 23) to process the data into frequency tables and determined the mean, standard deviation and also tested the significance and relationship of variable by running the correlation and regression statistics for the quantitative data that was collected.

Qualitative analysis of data is the ambit of systematic processes from which qualitative data that has been gathered is transformed into some form of understanding and explanation or interpretation of the individuals and issues under investigation. Qualitative data analysis is usually founded on an interpretative approach as stated by Neuendorf, (2002). Qualitative data responses were coded, classified and sorted. The analysis was manually done and the responses were summarized and presentation of major findings of the study was in a narrative form.

3.11 Measurement of variables

The independent variable in this study was Conflict Management (Arbitration, Negotiation and Confrontation) while the dependent variable was employee performance (improved employee productivity, timely accomplishment of tasks and improved employee relations). To measure these variables, the researcher developed a five-point Likert scale as suggested by Mugenda & Mugenda, (1999), p. 74 & 75 to capture respondent's perceptions which were evaluated to represent respondent's responses: (strongly agree = 1, agree = 2, neutral = 3, disagree = 4, and strongly disagree = 5) that was applied in this study.

3.12 Ethical considerations

The researcher observed the ethical principle of confidentiality as each respondent was informed of the intention of the study and the researcher guaranteed maximum confidentiality in all matters discussed.

The researcher requested the respondents to participate in this research and ensured that the respondents' consent is first sought as a pre-request for interview as this avoided resistance and harassment by the respondents during the research process.

The researcher ensured that he refrained from all forms of intellectual theft and plagiarism by running several anti-plagiarism tests as required by the institution to certify that am the sole owner of the work presented and has never been published or submitted before by another student to any institution for any award among other forms.

3.13 Conclusion

This chapter examined the methodology that was adopted for this study. It discussed the research design, population, sampling methods, research procedures, Quality control, measurement of variables, data analysis methods, ethical considerations and limitations to the study. This methodology made it possible to address the research questions posed in chapter one. Chapter four addresses results and findings from the study

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter gives the description of the background variables, data analysis, presentation and interpretation of the findings as per the research question from the study which assessed how conflict management influenced employee performance in Manafwa district Local government. The sought to achieve the following objectives:

1. To identify how arbitration influences employee performance in Manafwa District Local Government.
2. To evaluate how negotiation influences employee performance in Manafwa District Local Government.
3. To examine how confrontation influences employee performance in Manafwa District Local Government.

In this chapter data collected from the field is presented, analyzed and interpreted. The presentation is guided by the research objectives stated above and as a result, the statistics are a reflection of what it takes to answer the research question. The results presented are based on the responses from the questionnaire and interviews conducted, tables, frequencies and percentages have been used in presenting and describing the findings of the study.

Table 4. 1: Showing the Response Rate.

Category of respondents	Target Sample size	Actual Sample	Percentage (%)
District Administrators	06	06	100
Heads of department	05	05	100
DSC	05	03	97
Sub-County Chiefs and Town Clerks	36	36	100
CDOs	28	28	100
Total	80	78	97.5

Source: Primary data, 2018

As shown in Table 4.2, the study obtained 78 respondents out of 80 that were supposed to participate in this study. The Table also shows that out of 78 respondents, 64 respondents were administered with questionnaires which were all returned as it only 16 respondents were supposed to be interviewed but only 14 respondents were able to give an opportunity to the researcher for the interview exercise.

According to Lindner and Wingenbach (2002), researchers should report rates and show how potential no response rate error was handled because failure to do so can bring the validity of the findings into question. Studies that have high response rates provide a measure of reassurance that findings that are obtained can be projected in the population from which the sample was drawn.

4.2 Demographic characteristics of the Respondents

In this section, distribution of respondents by sex, age, highest level of qualification, position, years worked and in Manafwa District Local Government were presented.

Table 4. 2: Distribution of respondents by sex.

Gender	Frequency	Percentage (%)
Males	43	55.1
Female	45	44.8
Total	78	100.0

Source: *Primary data, 2018*

According to Table 4.3, of 78 respondents, the males had formed a largest part of the sample at 55.1% compared to the females who only occupied 44.8% of the sampled population. This implies that the number of male employees in Manafwa district local government are more than the female employees.

Table 4. 3: Distribution of respondents by Age

Age of respondents	Frequency	Percentage (%)
20-30	13	16.6
31-40	29	37.1
41-50	32	41.0
Above 50	4	5.1
Total	78	100.0

Source: *Primary data, 2018.*

According to table 4.4 32 out of 78 respondents were aged between 41-50 years that form the largest portion with 41.0%, followed by respondents aged 31-40 years with 37.1% and then those between 20 and 30 only 13 out 78 that made 16.6% and lastly those above 50 years formed the percentage of 5.1%. This implied that the respondents studied were of mature age and their responses can be relied on.

Table 4. 4: Distribution of respondents by the position held at the district

Position of respondent	Frequency	Percentage (%)
District Administrators	5	6.41
District Personnel	1	1.2
Heads of Department	5	6.41
District service commissioners	3	3.84
Town clerk and sub-county chiefs	36	46.1
CDO	28	35.89
Total	78	100.0

Source: Primary data, 2018.

According to Table 4.5 above, out of 78 respondents, 36 were sub-county chiefs and town clerks which forms a percentage of 46.1% then followed by CDOs with a percentage of 35.89% with district Administrators forming 6.41 and the same level with heads of department at 6.41 % while District service commissioners formed 3.84% and finally the district personnel was one and he occupied 1.2% of the sampled population. This implies that all key offices in administration that are exposed to conflict management were represented and this indicated that the responses gathered can genuinely be relied on in this study.

Table 4. 5: Distribution of respondents by the highest level of education

Highest level of education	Frequency	Percentage (%)
Degree	42	53.8
Post graduate	36	51.4
Total	78	100.0

Source: Primary data, 2018

According to Table 4.6, out of 78 respondents studied, those holding a bachelors degree formed the largest population of the sample at 53.8% while those holding a post graduate qualification formed 51.4%. This suggested that most of the respondents were able to comprehend and interpret items in the data collection instruments used.

Table 4. 6: Distribution of years worked in Manafwa by the respondent

Number of years worked in Manafwa by the respondent	Frequency	Percentage (%)
Less than 2years	13	16.6
2-5years	15	19.2
5-10years	30	38.4
Above 10years	20	25.6
Total	78	100.0

Source: Primary data, 2018

Table 4.7 illustrates that out of the 78 respondents studied in this study, 38.4% of the respondents have since worked in Manafwa between 5-10 years then followed by those who have worked there 9-10 years above while those who have worked there between 2-5 years formed 19.2% and finally those who have worked less than 2 years settled for 16.6%. This implied that the respondents who were sampled had the best experience in relation to the study because the highest number of respondents has worked in Manafwa and in their respective positions for a long time; this indicates that the responses generated from them are genuine.

4.3 Empirical findings on Conflict Management and Employee Performance in Manafwa District Local Government.

The survey instruments had a list of items that measured Conflict Management and Employee Performance in Manafwa District Local Government. The initial conceptualization of Conflict Management had the dimensions Arbitration, Negotiation and confrontation as independent variable while Employee Performance had dimensions like Improved employee productivity, improved employee relations and timely accomplishment of tasks.

In this section the researcher explores the extent to which Conflict Management influences Employee Performance in Manafwa District Local Government.

The dependent Variable which is Employee performance was measured using improved employee productivity, improved employee relations and timely accomplishment of tasks. The

results were further explained using correlations in order to show the extent to which the variables were related. The results from the interviews were used to back up the quantitative data findings.

4.3.1 Presentation of findings on the dependent variable Employee Performance in Manafwa District Local Government.

Employee Performance in Manafwa District Local Government was conceptualized into eight items. These eight items were closed ended on a five point Likert scale that consisted of items in which one represented strongly agree, two represented agree, three represented neutral, four represented disagree and five represented strongly disagree. This responses were shown in Table 4. 8 below:

Table 4. 7: Descriptive statistics on employee performance

Statements on Employee Performance	SA	A	N	D	SD	Mean	Std. Deviation
	%	%	%	%	%	(M)	(STD)
Performance is the achievement of quantified objectives in MDLG	48.4	51.6	0.00	0.00	0.00	1.52	.504
MDLG continually enhances skills through continuous performance monitoring	39.1	57.8	1.6	1.6	0.00	1.66	.597
The balanced score card is an effect method of measuring employee performance in MDLG	29.7	39.1	23.4	4.7	3.1	2.13	1.000
Conflict management avoids time wasting and help employees achieve set targets	43.8	50.0	6.3	0.00	0.00	1.63	.604
Conflict management improves employee relations	54.7	40.6	4.7	0.00	0.00	1.50	.591
Conflict Management improves productivity of employees	34	27	3	0.00	0.00	1.52	.591
Conflict Management facilitates employees to timely accomplish tasks	32	21	7	4	0.00	1.73	.895
Conflict Management influences employee performance	71.9	21.9	1.6	3.1	1.6	1.41	.811

Source: Primary data, 2018

On Statement 1 of “Performance is the achievement of quantified objectives in MDLG”, a higher cumulative percentage of 51.6% agreed which followed 48.4% who strongly agreed to the statement while 0.00% respondents were neutral and still disagree with the statement. This implied that the employees in Manafwa district had more knowledge about performance thus a question on whether employees knew the meaning of performance as a reason for poor performance would not a raise as it has been clearly depicted with a higher mean of 1.52 and a lower standard deviation of 0.504.

On Statement 2 of “MDLG continually enhances skills through continuous performance monitoring”, 57.8% of the respondents agreed to the statement followed by 39.1% who strongly agreed while 1.6% of the respondents were neutral on this statement and this was the same as those who disagreed at 1.6% and strongly disagree respondents formed 0.00%. This is in agreement with the response gathered from the district personnel during an interview where the personnel remarked that “*for purposes of ensuring performance management, they always conduct periodic assessment to identify the training gaps and fill them by recommending or conducting the relevant training for the employees identified*”. According to the findings above, it is indicated that Manafwa continually enhances skills of its employees through continuous performance monitoring as it has been clearly depicted with a higher mean of 1.66 and a lower standard deviation of 0.597.

Item 3 of “The balanced score card is an effective method of measuring employee performance in MDLG”, it was revealed that 39.1% of the respondents agreed with the statement while 29.7% strongly agreed followed by 23.4% who were neutral and 4.7% disagreed and finally 3.1% of the respondents strongly disagreed that balanced score card is effective method of measuring employee performance. This is strongly in line with the response generated from the Senior Human Resource officer of the district who remarked that “*the district administers the balanced scored per quota as a check on what was target vis-à-vis what has been achieved, and through this we know of our performance in various sectors and departments*”. Based on the above findings, it is indicated that balanced score card is an effective method used by the district employees to measure employee performance in Manafwa district Local government as it has been clearly depicted with a higher mean of 2.13 and a lower standard deviation of 1.000.

Item 4 of “Conflict management avoids time wasting and help employees achieve set targets”, A highest percentage of respondents agreed with the statement as 50.0% respondents agreed

followed by 43.8% of respondents who strongly agreed while 6.3% were neutral and finally 0.00% respondents disagreed with the statement. This is in agreement with the responses generated from DHO during the interview with the researcher and stated that *“he had issues with several hospital administrators, they would report late at work and yet they were the ones in charge of the stores, and this caused a lot of conflict between the hospital administrators and the junior staffs of the hospital because they could not work as their tools, medicine and other apparatus were in store whose keys are with the administrator who is not at work during working hours, this made me to redistribute roles and responsibilities among hospital employees and now each employee works and achieve their target with in mandated time”* thus conflict management avoids time wasting and helps employees achieve set targets. This showed that employees in Manafwa District prefer conflict management because it avoids time wasting and supports employees to achieve the set targets as it has been presented by a higher mean of 1.63 and a lower standard deviation of 0.604.

Item 5 of “Conflict management improves employee relations” recorded a higher percentage of respondents strongly agreeing with the statement by claiming 54.7% followed by those who agreed at 40.6% while 4.7% of the respondents were neutral as 0.00% disagreed with the statement. This implies that in circumstances of disputes that are characterized with disunity, bad blood and resistance in Manafwa district among employees, conflict management is used to unity the parties in conflict and thus improve employee relations in Manafwa district Local government as it has been presented by a higher mean of 1.50 and a lower standard deviation of 0.591.

On item 6 of “Conflict Management improves productivity of employees”, it was revealed that 34% of the respondents strongly agree with the statement while 27% also agreed as 3% of respondents were neutral and finally 0.00% of respondents disagreed and strongly disagreed that conflict management improves productivity of employees in Manafwa district local

government. In an interview with the Assistant chief Administrative Officer, the researcher noted that conflict management improves productivity of employees in the district, ACAO remarked that *“they had serious task conflicts at the district between operation wealth creation officer and the production officer on who does what, but after harmonizing the two parties, each party is now very productive to perform better than the other”* thus conflict Management improves productivity of employees in Manafwa district Local government. This indicates that employee’s productivity is always influenced by conflict management in situations of disputes in the district as it has been clearly depicted with a higher mean of 1.52 and a lower standard deviation of 0.591.

According to the above frequency table, it was revealed that on statement 7 “Conflict Management facilitates employees to timely accomplish tasks”, a higher percentage was recorded on strongly agree with 32% followed by agree with 21% while 7% of the respondents were neutral and finally 4% of the respondents disagreed with the statement that Conflict Management facilitates employees to timely accomplish tasks in Manafwa district Local government. According to the response gathered from the ACAO during an interview, he remarked that *“Conflict Management can only facilitate timely accomplishment of tasks only if the process of solving the dispute is done, however after a conflict has been fully managed, then accomplishing tasks becomes a walkover for employees in Manafwa”*. This implied that in most employees in the Manafwa district recognize conflict management as a technique that can facilitate timely accomplishment of tasks as it has been recorded with a higher mean of 1.73 and a lower standard deviation of 0.895.

According to table 4.8 above, it was discovered that on statement 8 “Conflict Management influences employee performance” a higher percentage of respondents strongly agreed with the statement by 71.9% followed by 21.9% who agreed while 1.6% of the respondents were neutral as 3.1% of the respondents disagreed and finally 1.6% of the respondents strongly disagreed

with the statement that conflict management influences employee performance in Manafwa district local government. This is in conformity with the responses gathered from the interview with the CAO conducted by the researcher, the CAO remarked that *“Conflict Management is the diagnosis we run to in case we identify any conflict, this is because total elimination of conflict is impossible thus recognizing it and managing it is very beneficial as it greatly improves employee performance in the district.”* This implies that a higher number of employees in Manafwa district local government appreciate conflict management indeed influences employee’s performance as it has been clearly presented by a higher mean of 1.41 and a lower standard deviation of 0.811.

4.3.2 Findings on Arbitration and employee performance in Manafwa District Local Government.

This objective was addressed by asking respondents to indicate on a five Likert Scale the extent to which they agree or disagree with statements about the variables and the researcher analyzed the questionnaires generated on this objective. In order to address this objective, the findings from interviews conducted supported the seven statements of the questionnaire which was closed ended on a five point Likert scale that consisted of statements in which one represented strongly agree, two represented agree, three represented neutral, four represented disagree and five represented strongly disagree. This responses were shown in Table 4. 9 below.

Table 4. 8; Descriptive statistics on Arbitration and employee performance.

Statements on Arbitration and employee performance.	SA	A	N	D	SD	Mean	Std. Deviation
	%	%	%	%	%	(M)	(STD)
Arbitration is the private determination of a dispute, by an independent third party.	23.4	71.9	3.1	1.6	0.00	1.83	.551
Arbitration is always applied in managing conflicts in MDLG	20.3	60.9	17.2	1.6	0.00	2.00	.667
Arbitration is facilitated by top administrators of the District	14.1	28.1	50.0	7.8	0.00	2.52	.836
Arbitration helps improve employee productivity in MDLG	20.3	65.6	12.5	1.6	0.00	1.95	.628
Arbitration facilitates timely accomplishment of tasks by employees	29.7	39.1	20.3	10.9	0.00	2.13	.968
Arbitration helps improve employee relations in MDLG	35.9	39.1	21.9	3.1	0.00	1.92	.841
Arbitration influences employee performance	39.1	40.6	14.1	6.3	0.00	1.88	.882

Source: Primary data, 2018

According to statement 1 in table 4.9 about “Arbitration is the private determination of a dispute, by an independent third party”, 71.9% of the respondent agreed with the statement followed by those who strongly agreed with 23.4% and then 3.1% of the respondents were neutral while 1.6% of the respondents disagreed with the statement 1 on Arbitration as 0.00% respondents strongly disagreed with the statement. This is similar to the response generated from the interviews as most respondents agreed “*that indeed arbitration is a private*

determination of a dispute by an impartial and biased third party, and in Manafwa district the CAO, DSC, disciplinary committee on certain cases of conflict do perform the role of third party to solve the conflict” among employees in Manafwa district Local government. This implies that the employees of Manafwa district Local government have prior knowledge on the definition and meaning of Arbitration as it has been clearly recorded with a higher mean of 1.83 and a lower standard deviation of 0.551.

On statement 2 of about Arbitration in table 4.9, out of 78 respondents that participated in this study, 60.9% of the respondents agreed with the statement that Arbitration is always applied in managing conflicts in MDLG followed by 20.3% of respondents who strongly agreed to the statement while 17.2% of the respondents were neutral as 1.6% of the respondents disagreed with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Arbitration is always applied in managing conflicts in MDLG. This is finding are in agreement with the response gathered from the DCAO during an interview were he *“remarked the Manafwa district like any other public institution that involves working with people, conflicts are very visible and thus we manage them strategically to realize a positive results hence arbitration is one of the strategies we apply in managing conflicts in Manafwa district Local government”*. This indicated that Arbitration is greatly applied in Manafwa district local government to manage conflicts as it has been clearly depicted with a higher mean of 2.00 and a lower standard deviation of 0.667.

On statement 3 about Arbitration in table 4.9, it was revealed that most of the respondents at 50.0% were neutral to statement that Arbitration is facilitated by top administrators of the District as 28.1% of the respondents agreed followed by 14.1% who strongly agreed that indeed Arbitration in Manafwa district local government is facilitated by the top administrators of the district while 7.8% of respondents disagreed with the statement as 0.00% of the respondents strongly disagreed with the statement. In contrary the above findings on the

statement that Arbitration is facilitated by the top administrators, the DCAO during an interview stated *“that indeed top administrators in the district facilitate arbitration whenever there is a conflict, he further remarked that they can invite the LCV, RDC or the CAO himself can arbitrate but on cases were the CAO is not arbitrating then he has to just be involved in the arbitration process”*. This implies that as much as top administrators are facilitate arbitration, most employees are either not aware or don't really know how arbitration is facilitated in Manafwa district local government as it has been clearly recorded with a higher mean of 2.52 and a lower standard deviation of 0.836.

According to the finding on statement 4 in table 4.9, it was discovered that majority of the respondents that formed 65.6% agreed with the statement that “Arbitration helps improve employee productivity in MDLG followed by 20.3% of the respondents who strongly agreed with the statement while 12.5% of the respondents were neutral on this statement as 1.6% of respondents disagreed and finally 0.00% of the respondents strongly disagreed with the statement that Arbitration helps improve employee productivity in MDLG. The findings above are in relation to the response gathered from the head of department natural resources who *“remarked that arbitration improves employee productivity because when consensus is reached between the parties in conflict peace is cultivated and employees are renewed to work as the bottlenecks have been addressed”*. This implies that Arbitration as a mechanism of conflict management, improves employees productivity in Manafwa district local government as it has been clearly presented by a higher mean of 1.95 and a lower standard deviation of 0.628.

On statement 5 in table 4.9, findings show that 39.1% of the respondents agreed with the statement that Arbitration facilitates timely accomplishment of tasks by employees followed 29.7% of respondents who strongly agreed with the statement while 20.3% of the respondents were neutral about the statement as 10.9% of the respondents disagreed and finally

0.00% strongly disagreed with the statement that Arbitration facilitates timely accomplishment of tasks by employees in Manafwa district local government. This is in support with the response gathered from the DCDO during an interview who remarked that *“Arbitration gives employees opportunity to speak out and thus helps to solve those issues immediately and after the employees can get back to work”* however he noted that *“arbitration can indeed hinder timely accomplish tasks if it is not done early”*. This implies that Arbitration indeed facilitates timely accomplishment of tasks by employees in Manafwa district only if it is done early as it has been clearly presented by a higher mean of 2.13 and a lower standard deviation of 0.968.

According to the findings on statement 6 in table 4.9, it's revealed that 39.1% of the respondents agreed with the statement that Arbitration helps improve employee relations in MDLG followed by respondents that strongly agreed with the statement who formed 35.9% as 21.9% of the respondents were neutral about the statement with only 3.1% of respondents disagreeing with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Arbitration helps improve employee relations in MDLG. This was in agreement with the response gathered from the CAO during an interview as he said that *“after Arbitration teamwork is realized, opportunities are created for people to consult on issues they don't know, levels of trust among employees improve and thus improved employee relations”* however he noted that *“after Arbitration, employees tend to do things with caution as they fear to cause a conflict and this reduces speed otherwise arbitration improves employee relations in Manafwa district local government”*. This implies that Arbitration as a mechanism of conflict management improves employee relations among employees in Manafwa district local government as it has been clearly presented by a higher mean of 1.92 and a lower standard deviation of 0.841.

Finally on the last statement about Arbitration in table 4.9, it was discovered that 40.6% of the respondents agreed with statement that Arbitration influences employee performance in

Manafwa district local government as 39.1% of the respondents strongly agreed with the statement then 14.1% of the respondents were neutral about the statement while 6.3% of respondents disagreed with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Arbitration influences employee performance in Manafwa district local government. This is in line with the responses generated from interviews held by the researcher as majority of the respondents agreed that Arbitration influences employee performance as they rated it 8/10 on a Likert scale of 1-10. This implied that Arbitration indeed influences performance of employees in Manafwa district local government as it has been clearly depicted with a higher mean of 1.88 and a lower standard deviation of 0.882.

4.3.2.1 Correlation Analysis between Arbitration and employee performance.

A bi-variate correlation analysis was run between Arbitration and employee performance using Pearson correlation coefficient and results are presented in table 4.10 below.

Table 4. 9: Correlation results for Arbitration and employee performance

		Arbitration	Employee performance
Arbitration	Pearson Correlation	1	.649**
	Sig. (2-tailed)		.000
	N	64	64
Employee performance	Pearson Correlation	.649**	1
	Sig. (2-tailed)	.000	
	N	64	64

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS data, 2018.

The results in table 4.10 shows a positive relationship at $r = .649^{**}$ between arbitration and employee performance. The coefficient of determination shows that arbitration accounted for 64.9% of variation in employee performance. These findings were subjected to the test of significance (p) and it is shown that significance of the correlation (.000) is less than the

recommended critical significance at 0.01. Thus the relationship was significant and the hypothesis “Arbitration has a positive significant influence on employee performance” was therefore accepted.

4.3.2.2 Regression results on Arbitration and employee performance.

To establish the significance of arbitration on employee performance in MDLG, a simple regression analysis was conducted of which the ANOVA statistics of Adjusted R2 and significance (p) were used and findings are presented in table 4.11 below.

Table 4. 10: Model Summary for Arbitration and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.649 ^a	.421	.412	.622	45.149	.000

a. Predictors: (Constant), Arbitration

Source: SPSS data, 2018.

Findings in Table 4.11 show a moderate and positive linear relationship (Multiple R=.649) between Arbitration and employee performance. The adjusted R square shows that Arbitration account for 42.1% of variation in employee performance. These findings were subjected to an ANOVA test, which showed that the significance (Sig = .000) was less than the critical significance at .01 level and this was summarized in a fishers ratio (F=45.149), hence the hypothesis were accepted.

4.3.3 Findings on Negotiation and employee performance in Manafwa District Local Government.

This objective was addressed by asking respondents to indicate on a five Likert Scale the extent to which they agree or disagree with statements about the variables and the researcher analyzed the questionnaires generated on this objective. In order to address this objective, the findings from interviews conducted supported the seven statements of the questionnaire which was

closed ended on a five point Likert scale that consisted of statements in which one represented strongly agree, two represented agree, three represented neutral, four represented disagree and five represented strongly disagree. This responses were shown in Table 4. 12 below.

Table 4. 11: Descriptive statistics on Negotiation and employee performance.

Source: Primary data, 2018.

Negotiation and Employee Performance	SA	A	N	D	SD	Mean	Std. Deviation
	%	%	%	%	%	(M)	(STD)
Negotiation is an agreement reached while avoiding argument and dispute as the involved parties amicably agree.	48.4	51.6	0.00	0.00	0.00	1.52	.504
Negotiation is always applied in managing conflicts in MDLG	29.7	48.4	20.3	1.6	0.00	1.94	.753
Negotiation is facilitated by top administrators of the District	7.8	35.9	45.3	10.9	0.00	2.59	.791
Negotiation helps improve employee productivity in MDLG	21.9	60.9	12.5	4.7	0.00	2.00	.735
Negotiation facilitates timely accomplishment of tasks by employees	23.4	51.6	20.3	4.7	0.00	2.06	.794
Negotiation helps improve employee relations in MDLG	46.9	35.9	15.6	1.6	0.00	1.72	.786
Negotiation influences employee performance	57.8	31.3	9.4	1.6	0.00	1.55	.733

According to statement 1 in table 4.12 about “Negotiation is an agreement reached while avoiding argument and dispute as the involved parties amicably agree.” Majority of the respondents agreed with the statement with 51.6% followed by those who strongly agreed with 48.4% and then 0.00% of the respondents were neutral while 0.00% of the respondents disagreed with statement 1 on Negotiation as 0.00% respondents strongly disagreed with the statement This is in line with the findings generated from the interviews conducted by the

respondents as majority of the respondents referred to negotiation as *“a process of amicably agreeing on the common goal before the situation goes out of hand”*. This indicated that the employees in Manafwa district local government are well informed and have basic knowledge about the definition and meaning of Negotiation as it has been presented by a higher mean of 1.52 and a lower standard deviation of 0.504.

On statement 2 of about Negotiation in table 4.12, out of 78 respondents that participated in this study, 48.4% of the respondents agreed with the statement Negotiation is always applied in managing conflicts in Manafwa district local government followed by 29.7% of respondents who strongly agreed to the statement while 20.3% of the respondents were neutral as 1.6% of the respondents disagreed with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Negotiation is always applied in managing conflicts in Manafwa district local government. The findings generated from the interviews also support the results in the table 4.9 above on statement as majority of the respondents acknowledged the application of negotiation as a mechanism of managing conflicts at the district. The CAO during an interview also noted that *“negotiation is not only used in situation of conflict but also in day to day running of the activities at the district”*. This indicated that negotiation is undoubtedly used by Manafwa district to manage conflicts as it has been depicted with a higher mean of 1.94 and a lower standard deviation of 0.753.

On statement 3 about Negotiation and employee performance in table 4.12, it was revealed that most of the respondents at 45.3% were neutral to statement that Negotiation is facilitated by top administrators of the District as 35.9% of the respondents agreed followed by 10.9% who disagreed that indeed Negotiation in Manafwa district local government is facilitated by the top administrators of the district while 7.8% of respondents strongly agreed with the statement as 0.00% of the respondents strongly disagreed with the statement. According to the interview findings on whether Negotiation is facilitated by the top administrators in the district,

the DCAO stated that *“indeed it’s not only top administrators in the district that facilitate negotiation whenever there is a conflict, but it depends on the magnitude of the conflict before inviting the top administrators to facilitate the negotiation”*. However he noted that *“the issue can attract the top administrators to intervene when all the relevant steps under the junior administrators have been exhausted”*. In supplementation to DCAO’S remarks, DHO said that *“however top administrators can swing in action to negotiation if it feels the case is necessary for them to facilitate”*. This implies that as much as employees are informed and have the basic knowledge, understanding and meaning of Negotiation, most employees are either not aware or don’t really know how Negotiation is facilitated in Manafwa district local government as it has been depicted with a higher mean of 2.59 and a lower standard deviation of 0.791.

According to the findings on statement 4 in table 4.12, it was revealed that majority of the respondents that formed 60.9% agreed with the statement that “Negotiation helps improve employee productivity in Manafwa district local government” followed by 21.9% of the respondents who strongly agreed with the statement while 12.5% of the respondents were neutral on this statement as 4.7% of respondents disagreed and finally 0.00% of the respondents strongly disagreed with the statement that Negotiation helps improve employee productivity in Manafwa district local government. The findings above are similar to the responses gathered through interviews where majority of the respondents agreed that after negotiation, the productivity of employees increases immediately thus leading to improved employee performance in Manafwa district local government. This implies that Negotiation as a mechanism of conflict management, improves employees productivity in Manafwa district local government as it has been recorded with a higher mean of 2.00 and a lower standard deviation of 0.735.

On statement 5 in table 4.12, findings show that 51.6% of the respondents agreed with the statement that Negotiation facilitates timely accomplishment of tasks by employees followed

23.4% of respondents who strongly agreed with the statement while 20.3% of the respondents were neutral about the statement as 4.7% of the respondents disagreed and finally 0.00% strongly disagreed with the statement that Negotiation facilitates timely accomplishment of tasks by employees in Manafwa district local government. This is in support with the response gathered from the DHO during an interview who remarked that *“Negotiation process take a long time but after its completed and parties have agreed, then tasks are done on time because barriers have been cleared”*. This is in conformity with the majority of respondents that were interviewed as they stated that Negotiation just like arbitration can facilitate timely accomplishment of tasks only if it is done early. This indicates that Negotiation indeed facilitates timely accomplishment of tasks by employees in Manafwa district only if it is done early as it has been recorded with a higher mean of 2.06 and a lower standard deviation of 0.794.

According to the findings on statement 6 in table 4.12, it was discovered that 46.9% of the respondents strongly agreed with the statement that Negotiation helps improve employee relations in Manafwa district local government followed by respondents that agreed with the statement who formed 35.9% though 15.6% of the respondents were neutral about the statement as only 1.6% of respondents disagreeing with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Negotiation helps improve employee relations in Manafwa district local government. The above results can also be supported by the response from the majority of the respondents who appreciated that Negotiation indeed has improved employee relations in Manafwa district local government as there is improved trust among employees, teamwork, coordination among other factors that subscribe to improve employee relations. This was in agreement with the response gathered from the PPO during an interview as he said that *“its true Negotiation improves employee relations because after negotiation, the parties walk out in agreement with a smile because of the win-win dimension*

that is always applied in Manafwa district local government. This implied that Negotiation as a mechanism of conflict management improves employee relations among employees in Manafwa district local government as it has been recorded with a higher mean of 1.72 and a lower standard deviation of 0.786.

Finally on the last statement about Negotiation in table 4.12, it was disclosed that 57.8% of the respondents strongly agreed with statement that Negotiation influences employee performance in Manafwa district local government as 31.3% of the respondents agreed with the statement then 9.4% of the respondents were neutral about the statement while 1.6% of respondents disagreed with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Negotiation influences employee performance in Manafwa district local government. This is in line with the responses generated from interviews held by the researcher as majority of the respondents agreed that Negotiation influences employee performance as they rated it 8.5/10 on a Likert scale of 1-10. This implied that Negotiation indeed influences performance of employees in Manafwa district local government as it has been recorded with a higher mean of 1.55 and a lower standard deviation of 0.733.

4.3.3.1 Correlation Analysis between Negotiation and employee performance.

A bi-variate correlation analysis was run between Negotiation and employee performance using Pearson correlation coefficient and results are presented in the table below.

Table 4. 12: Correlation results for Negotiation and employee performance

		Negotiation	Employee performance
Negotiation	Pearson Correlation	1	.555**
	Sig. (2-tailed)		.000
	N	64	64
Employee performance	Pearson Correlation	.555**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

The results in table 4.13 shows a positive relationship at $r = .555^{**}$ between Negotiation and employee performance. The coefficient of determination shows that arbitration accounted for 55.5% of the variation in employee performance. These findings were also subjected to the test of significance (p) and it is revealed that significance of the correlation (.000) is less than the recommended critical significance at 0.01. Thus the relationship was significant and the hypothesis “Negotiation has a positive significant influence on employee performance” was therefore accepted.

4.3.3.2 Regression results for Negotiation and employee performance.

To establish the perspective strength of Negotiation on employee performance in MDLG, a simple regression analysis was conducted of which the ANOVA statistics of Adjusted R2 and significance (p) were used and findings are presented in table 4.14 below.

Table 4. 13: Model Summary for Negotiation and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.555 ^a	.308	.297	.680	27.570	.000

a. Predictors: (Constant), Negotiation.

Findings in Table 4.14 show a moderate linear relationship (Multiple R=.555) between Negotiation and employee performance. The adjusted R square shows that Negotiation account for 29.7% of the variation in employee performance. These findings were subjected to an

ANOVA test, which showed that the significance (Sig = .000) was less than the critical significance at .01 level and this was summarized in a fishers ratio (F=27.570), hence the hypothesis were accepted.

4.3.4 Findings on Confrontation and employee performance in Manafwa District Local Government.

This objective was addressed by asking respondents to indicate on a five Likert Scale the extent to which they agree or disagree with statements about the variables and the researcher analyzed the questionnaires generated on this objective. In order to address this objective, the findings from interviews conducted supported the seven statements of the questionnaire which was closed ended on a five point Likert scale that consisted of statements in which one represented strongly agree, two represented agree, three represented neutral, four represented disagree and five represented strongly disagree. This responses were shown in Table 4. 15 below.

Table 4. 14: Descriptive statistics on Confrontation and employee performance.

Source: *Primary data, 2018.*

	SA	A	N	D	SD	Mean	Std. Deviation
	%	%	%	%	%	(M)	(STD)
Confrontation is where one party airs out his/her views of the dispute situation and an invite for another conflicting party is also made to do the same with the aim of solving the conflict.	26.6	46.9	18.8	6.3	1.6	2.09	.921
Confrontation is always applied in managing conflicts in MDLG	15.6	34.4	32.8	17.2	0.00	2.52	.959
Confrontation is facilitated by top administrators of the District	3.1	29.7	39.1	28.1	0.00	2.92	.841
Confrontation helps improve employee productivity in MDLG	20.3	43.8	15.6	18.8	1.6	2.38	1.062
Confrontation facilitates timely accomplishment of tasks by employees	32.8	23.4	18.8	20.3	4.7	2.41	1.269
Confrontation helps improve employee relations in MDLG	37.5	29.7	12.5	17.2	3.1	2.19	1.207
Confrontation influences employee performance	45.3	29.7	10.9	10.9	3.1	1.97	1.140

According to statement 1 in table 4.15 about “Confrontation is where one party airs out his/her views of the dispute situation and an invite for another conflicting party is also made to do the same with the aim of solving the conflict.” Majority of the respondents agreed with the statement by 46.9% followed by those who strongly agreed with 26.6% and then 18.8% of the respondents were neutral while 6.3% of the respondents disagreed with statement 1 on Confrontation as 1.6 % respondents strongly disagreed with the statement This is in line with

the findings generated from the interviews conducted by the respondents as majority of the respondents referred to Confrontation as *“a process where a parties in conflict encounter each other to fully address disputing issues, and this majorly if there bickering and rumormongering among employees”*. This indicated that the employees in Manafwa district local government are well informed and have basic knowledge about the meaning of Confrontation as it has been presented by a higher mean of 2.09 and a lower standard deviation of 0.921.

According to the results for statement 2 about Confrontation in table 4.15, it was revealed that out of 78 respondents that participated in this study, 34.4% of the respondents agreed with the statement Confrontation is always applied in managing conflicts in Manafwa district local government followed by 32.8% of respondents neutral about the statement while 17.2% of the respondents were disagreed as 15.6% of the respondents strongly agreed with the statement and finally 0.00% of the respondents strongly disagreed with the statement that Confrontation is always applied in managing conflicts in Manafwa district local government. The findings generated from the interviews also support the results in the table 4.9 above on statement as majority of the respondents even though Confrontation is used as a mechanism of managing conflicts at the district, it used concurrently with Negotiation. The CAO during an interview also noted that *“Confrontation is not commonly used in managing conflicts but when there are many whistle blowers about service delivery from the clients, then it’s applied”*. This indicated that Confrontation is greatly understood by employees and it’s used by Manafwa district to manage conflicts as it has been presented by a higher mean of 2.52 and a lower standard deviation of 0.959.

On statement 3 about Confrontation and employee performance in table 4.15, it was revealed that most of the respondents at 39.1% were neutral to statement that Negotiation is facilitated by top administrators of the District as 29.7% of the respondents agreed followed by 28.1% who disagreed that Confrontation in Manafwa district local government is facilitated by the top

administrators of the district while 3.1% of respondents strongly agreed with the statement as 0.00% of the respondents strongly disagreed with the statement. According to the interview findings on whether Confrontation is facilitated by the top administrators in the district, the DCAO stated that *“in cases of lapse, low productivity of employees, absenteeism among employees in the district, the top administrator confront those employees who are reported on such issues”*. However he noted that *“the issue can attract the top administrators to intervene when there are a lot of complaints and reports about delayed poor services by the employees in the district”*. This indicated that as much as employees are informed and have the basic knowledge, understanding and meaning of Confrontation, most employees are either not aware or don't really know when and how Confrontation is facilitated in Manafwa district local government as it has been recorded with a higher mean of 2.92 and a lower standard deviation of 0.841.

According to the findings on statement 4 in table 4.15, it was discovered that majority of the respondents that formed 43.8% agreed with the statement that “Confrontation helps improve employee productivity in Manafwa district local government” followed by 20.3% of the respondents who strongly agreed with the statement while 18.8% of the respondents disagreed on this statement as 15.6% of respondents were neutral and finally 1.6% of the respondents strongly disagreed with the statement that Confrontation helps improve employee productivity in Manafwa district local government. The findings above are similar to the responses gathered through interviews were majority of the respondents agreed that after Confrontation, the productivity of employees increases immediately because after you have been encountered on you poor performance on delays in offering services, you will immediately adjust and perform better thus leading to improved employee performance in Manafwa district local government. This implies that Confrontation as a mechanism of conflict management improves employees

productivity in Manafwa district local government as it has been presented with a higher mean of 2.38 and a lower standard deviation of 1.062.

On statement 5 in table 4.15, findings show that 32.8% of the respondents strongly agreed with the statement that Confrontation facilitates timely accomplishment of tasks by employees followed 23.4% of respondents who agreed with the statement while 20.3% of the respondents disagreed with the statement as 18.8% of the respondents were neutral and finally 4.7% strongly disagreed with the statement that Confrontation facilitates timely accomplishment of tasks by employees in Manafwa district local government. This is in support with the response gathered from the DHO during an interview who remarked that Confrontation is very good in managing conflicts and ensuring that tasks are accomplished on time, for example in *“the education depart, you find that you want to transfer some teacher but the head teacher delays to submit information that can help you make an informed decision in time, but after confronting them, next time they are always alert and very responsive”*. This is in conformity with the majority of respondents that where interviewed as they stated that Confrontation just like negotiation and arbitration can facilitate timely accomplishment of tasks only if it is done early. This indicates that Confrontation indeed facilitates timely accomplishment of tasks by employees in Manafwa district only if it is done early as it has been recorded with a higher mean of 2.41 and a lower standard deviation of 1.269.

According to the findings on statement 6 in table 4.15, it was discovered that 37.5% of the respondents strongly agreed with the statement that Confrontation helps improve employee relations in Manafwa district local government followed by respondents that agreed with the statement who formed 29.7% though 17.2% of the respondents disagreed with the statement as only 12.5% of respondents were neutral about the statement and finally 3.1% of the respondents strongly disagreed with the statement that Negotiation helps improve employee relations in Manafwa district local government. The above results are also be supported by the

response from the majority of the respondents who appreciated that Confrontation indeed has improved employee relations in Manafwa district local government because after an encounter each one of the parties will know the truth and can forgive each other and work together for the betterment of the district. This was similar to the response gathered from the SHRO during an interview as she cautioned that *“Confrontation can improve employee relations but only if it’s done well, because it can instead fuel more conflicts among employees in Manafwa district local government”*. This implied that Confrontation as a mechanism of conflict management can only improve employee relations if it is critically handled among employees in Manafwa district local government as it has been depicted with a higher mean of 2.19 and a lower standard deviation of 1.207.

Finally on the last statement about Confrontation in table 4.15, it was discovered that 45.3% of the respondents strongly agreed with statement that Confrontation influences employee performance in Manafwa district local government as 29.7% of the respondents agreed with the statement then 10.9% of the respondents were neutral about the statement while 10.9% of respondents disagreed with the statement and finally 3.1% of the respondents strongly disagreed with the statement that Confrontation influences employee performance in Manafwa district local government. This is in line with the responses generated from interviews held by the researcher as majority of the respondents agreed that Confrontation influences employee performance as they rated it 6.5/10 on a Likert scale of 1-10. This implied that Confrontation influences performance of employees in Manafwa district local government only if it is done well as it has been clearly depicted with a higher mean of 1.97 and standard deviation of 1.140.

4.3.4.1 Correlation Analysis between Confrontation and employee performance.

A bi-variate correlation analysis was run between Confrontation and employee performance using Pearson correlation coefficient and results are presented in the table below.

Table 4. 15: Correlation results for Confrontation and employee performance

		Confrontation	Employee performance
Confrontation	Pearson Correlation	1	.254*
	Sig. (2-tailed)		.043
	N	64	64
Employee performance	Pearson Correlation	.254*	1
	Sig. (2-tailed)	.043	
	N	64	64

*. Correlation is significant at the 0.05 level (2-tailed).

The results in table 4.16 shows a weak relationship according to Pearson correlation $r = .254^*$ between confrontation and employee performance suggesting that the two variables were significantly related. The $r = .254$ and significance 0.043 between confrontation and employee performance suggests that there was low but significant positive relationship between the variables studied. Thus the relationship was significant and the hypothesis “Confrontation has a positive significant influence on employee performance” was therefore accepted.

4.3.4.2 Regression results for Confrontation and employee performance.

To establish the perspective strength of Confrontation on employee performance in MDLG, a simple regression analysis was conducted of which the ANOVA statistics of Adjusted R² and significance (p) were used and findings are presented in table 4.17 below.

Table 4. 16: Model Summary for Confrontation and employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.254 ^a	.065	.050	.791	4.283	.043

a. Predictors: (Constant), Confrontation.

Findings in Table 4.17 show a moderate linear relationship (Multiple R=.254) between Confrontation and employee performance. The adjusted R square shows that Confrontation account for 5% of the variation in employee performance in Manafwa district local government. These findings were subjected to an ANOVA test, which revealed that the significance (Sig = .043) was less than the critical significance at .05 level and this was summarized in a fishers ratio (F=27.570), hence the findings were accepted.

4.4 Chapter Conclusion.

In Conclusion therefore, it can be reached that conflict management has a positive influence on employee performance with a very strong relationship as it is depicted in the regression and correlation statistics of quantitative data above. This is similar to qualitative data where employees rated all strategies of conflict management (Arbitration, Negotiation and confrontation) above average in a scale of 1-10 as strategies that influence performance of employees (Improved productivity, Improved employee relations and timely accomplishment of tasks) in Manafwa District Local Government. This implies that employee performance in Manafwa District Local Government highly depends on Conflict Management. Therefore the hypotheses earlier postulated are upheld.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study assessed how conflict management influenced employee performance in Manafwa district Local government. The study specifically set out to: to identify how arbitration

influences employee performance in Manafwa District Local Government, to evaluate how negotiation influences employee performance in Manafwa District Local Government and to examine how confrontation influences employee performance in Manafwa District Local Government. This chapter presents the summary, discussion, conclusions and recommendations arising out of the study findings according to the objectives.

5.2 Summary of the major findings

This section presents the summary of findings from the study per specific objective that guided this study.

5.2.1 Summary on Arbitration and employee performance in Manafwa District Local Government.

According to the findings, Arbitration has a strong positive influence on employee performance at Manafwa district local government as there was positive relationship according to correlation results. Descriptive statistics also revealed that majority of the respondents anonymously recognized that arbitration influences employee performance as it is depicted with a higher mean and lower standard deviation of meaning that when Arbitration is a method is applied, employees' performance is improved.

5.2.2 Summary on Negotiation and employee performance in Manafwa District Local Government.

Basing on the findings above, it was revealed that majority of the respondents anonymously appreciated that Negotiation influences employee performance as it is depicted with a higher mean and lower standard deviation meaning that when Negotiation as a method of conflict management is applied, employee's performance is improved. The results from linear regression statistics also indicated positive significance as adjusted R square showed that Negotiation is significant in improving employee performance and these were in line with ANOVA test results, which revealed that significance of Negotiation on employee performance.

5.2.3 Summary on Confrontation and employee performance in Manafwa District Local Government.

The regression analysis results revealed that Confrontation had low but significant influence on performance of employees in Manafwa district local government. Descriptive statistics also revealed that majority of the respondents anonymously appreciated that Confrontation influences employee performance as it is clearly presented with a higher mean and lower standard deviation meaning that when Confrontation as a method of conflict management is applied strategically and done well, employees' performance is improved.

5.3 Discussion of Findings

This section presents the discussion of findings from the study per specific objective that guided this research.

5.3.1 Discussions on Arbitration and employee performance in Manafwa District Local Government.

According to the findings on this objective, a lot of data was collected and analyzed as it was revealed that Arbitration influences employee performance in Manafwa District local

government. The findings were also in contrast with Ramsbotham et al, (2011), who concluded that arbitration should always be deployed manage conflict in order to realize improve performance of employees in an organization. He however cautioned that Arbitration should be applied only when mediations fail to work and this will automatically and naturally suggest arbitration as the best choice. Arbitration is always a voluntary process, whereby the parties in conflict willingly agree upon a private independent party to take a decision for them.

Gotsman et al. (2009) also agreed with the findings as they averted that Arbitration is always best used in situations of employee conflict over resource allocations, wages, salaries, tasks among other disputes. Arbitration mechanism of conflict management is an out of court technique for resolving a conflict and this can gives an opportunity for employees to dialogue and agree amicably among themselves.

According to the response from the interview with CAO, he revealed that after Arbitration teamwork is realized, opportunities are created for people to consult on issues they don't know, levels of trust among employees improve and thus improved employee relations. After Arbitration, employees tend to do things with caution as they fear to cause a conflict and this reduces speed otherwise arbitration betters employee relations and improves employees performance in Manafwa district local government.

The findings were also in contrast with Colvin, (2004) who argued that in a more formal setting, the arbitrator or third party has to give a fair hearing to all parties' before making a decision. The parties always present their evidence through documents, exhibits and testimony by themselves or representatives, and with this formal setting makes arbitration as the best mechanism that can manage conflicts in an organization as all parties are given a chance to explain themselves before the third party that is recognized, endorsed and accepted by all parties in a conflict (Colvin, 2004).

The findings were however in disagreement with Warner, (2001) who argued that arbitration can instead fuel more conflicts among the employees in an organization than solving them and this is due to the decision of the arbitrator which is binding and limits appeal against it, this may trigger the losing side to promote conflicts at the work place thus leading to poor employee relations, low productivity, creation of cliques at workplace which in turn lead to poor employee performance in an organization.

5.3.2 Discussions on Negotiation and employee performance in Manafwa District Local Government.

The findings on this objective revealed that Negotiation influences employee performance in Manafwa district local government. These findings were in consistency with, Wanjiru (2012) who also conducted a study on negotiation and performance of commercial banks in Kenya. Wanjiru's study discovered that negotiation positively influenced employee's performance in the banking sector. This was evidenced as negotiation was fully considered before reaching at a compensation package acceptable by the employee and employer. This study also went further to ascertain if Stima Sacco had a communication framework and plan in place considering the positive effect negotiation had on employee performance in the Sacco.

The findings also revealed that Negotiation improved employee productivity, in an interview with ACAO, it was discovered that after negotiation, the productivity of employees increases immediately because the type of negotiation at the district are always win-win, indicating that every party in the conflict comes out victorious after negotiation thus reviving employee commitment to work, creating motivation hence triggering high productivity hence leading to improve employee performance. This finding was in contrast with Kwon & Weingart (2004), in their study concluded that the result of negotiation can only be mutually satisfactory when the common interests are catered for and this thus will trigger and influence on performance of employees in an organization.

The findings also are also in consistency with Jadallah & Garven, (2011) who carried out a study on the US Army and recommended that negotiation is a key factor and all levels of management in the Army and advised that Army officials at all levels be trained in negotiations in order to obtain a skill that will facilitate effective implementation of their tasks. Jadallah & Garven, (2011) in their study also concluded that the outcomes of negotiation were a win- win type of negotiation for the military.

However Ferro, Cracraft, & Dorsey, (2006) in their study principles negotiation and human resources performance discovered that Win-Lose type of negotiation is probably the most commonly used form of negotiation in organizations. Individuals demand what they want, then each side takes up an extreme position, such as asking the other side for much more than they expect to get. Through haggling, a compromise is arrived at, and each side's hopes that the compromise shall be in their favor. Azamoza (2004) is his research "negotiation a conflict management strategy and its influence on performance". He also concluded that win-lose negotiation outcome can help strengthen the organization and enable an organization improve its performance.

5.3.3 Discussions on Confrontation and employee performance in Manafwa District Local Government.

According to the findings on this objective, it was revealed that Confrontation influences employee performance as respondents rated it 6.5/10 on a Likert scale of 1-10. However according to SHRO during an interview noted that Confrontation can improve employee relations but only if it's done well, because it can instead fuel more conflicts among employees in Manafwa district local government. This implied that Confrontation influences performance of employees in Manafwa district local government only if it is done well.

This findings were in consistency with Markham, (1999); Palmer, (2003); Maurer, (2010) who collectively discovered that positive confrontation is a technique of managing conflicts aimed

at reducing disputes caused by defiance and resistance to change. Scholars Burgess Heidi and Burgess Guy, (1996); Cummings & Worley, (2009), Magee, (2001) and Hoover & Disilvestro, (2005), in their studies about confrontation and employee productivity, their conclusions were quite similar as they argued that positive confrontation advocates for empowerment, accountability and recognition in the organizations work environment as it is presumed to improve employee performance.

However according to Walker (2010) in his study about confrontation as major strategy in managing organizational conflicts argued that confrontation is the process of airing out one's views, thoughts and feelings about a dispute situation and an invite is as well made to the other party to also do the same about a conflict and all this is done with an aim of resolving that conflict. Thus, it involves, describing behavior and ones' reactions to that behavior, clarifying and exploring issues in the conflict (substantive, relational, procedural), the nature and strength of the parties' interests, needs, concerns and disclosure of relevant feelings. Walker (2010), in his study discovered that whereas this aspect of conflict management sounds good and effective, it can only help in resolving conflicts which are simple and rise from misunderstandings. Walker (2010), concluded that in a more complex conflicting situation that involves un-coordinated exchange of views or even fighting thus making confrontation not an effective mechanism of conflicts because conflicting parties if not well set and prepared may end up fighting which can worsen the conflict further.

5.4 Conclusions

Conclusions were drawn basing on the specific research objectives that guided this study as shown below.

5.4.1 Conclusion on Arbitration and employee performance in Manafwa District Local Government.

From the above findings on arbitration and employee performance, basing on the quantitative data, the researcher can conclude that all the dimensions used to measure arbitration positively influence the performance of employees as it has been presented by descriptive statistics, correlation and regression models above. However, from the qualitative data the researcher learnt that although arbitration facilitates timely accomplishment of tasks, it can on the other hand hinder timely accomplish tasks if it is not done early enough. Although arbitration improves employee relations to some extent, it also creates caution as employees fear to cause a conflict and harm the other party while executing their tasks thus reducing on speed to perform their tasks hence affecting performance.

Finally the researcher concluded that Manafwa District Local Government continuously administers arbitration in managing conflict that arises among employees of the district to realize better and improved performance according to quantitative data which is in relation to findings from interviews as employees rated arbitration at 8/10 as the best strategy of managing conflicts in the district.

5.4.2 Conclusion on Negotiation and employee performance in Manafwa District Local Government.

The researcher concluded that Negotiation has a significant influence on employee performance in Manafwa District Local Government as affirmed the regression results in the SPSS. However the researcher learnt that whenever the district administers negotiation strategy of conflict management, the results are win-win but the district does not provide the fallback position in case the results are win-lose. As presented in the descriptive analysis, majority of the employees in the district agreed that negotiation influence employee performance in the district. However qualitative data also revealed that negotiation is not only applied in situations

of conflicts but in all situations that need teamwork, cooperation and unity to perform better. Finally the researcher concluded that Negotiation relates with employees performance basing on the correlation statistics in the SPSS which is in conformity with qualitative data as employees rated Negotiation at 8.5/10 as the common and best strategy to manage conflicts in Manafwa District Local Government.

5.4.3 Conclusion on Confrontation and employee performance in Manafwa District Local Government.

From the findings of this study it can be concluded that confrontation has low influence on employee performance in Manafwa District Local Government. The researcher learnt that confrontation is a very delicate strategy of managing conflicts as it can worsen the conflicting situation than solving it. Qualitative data revealed that confrontation is only applied when there is lapse in productivity, absenteeism and delay in accomplishment of tasks. However to realize improved productivity and timely accomplishment of tasks, confrontation has to be done critically and carefully to worsen the conflicting situation. Finally the researcher concluded that confrontation is not always used by Manafwa district local government in managing conflicts among employees as it is revealed by quantitative data as regression statistics showed that there is low positive significance of confrontation on employee performance and this is in complacent with qualitative data as employees rated confrontation at 6.5 on scale of 1-10 as a strategy of managing conflicts to realize improve employee performance in Manafwa District Local Government.

5.5 Recommendations

Based on the findings of the study, the researcher drew the following recommendations presented below according to the study objectives.

5.5.1 Recommendations on Arbitration and Employee performance in Manafwa District

Local Government.

From the study on arbitration and employee performance, the researcher can make the following recommendations;

With improved productivity, improved employee relations and timely accomplishment of tasks after employing Arbitration in situations of conflict among employees, the researcher recommends that Manafwa District Local Government should continue applying Arbitration as a conflict management strategy in order to trigger better performance of employees in the district.

To avoid creating fear among employees, the top administrators of the district should give mandate to lower local governments to also use Arbitration in managing conflicts that arise in their respective jurisdictions and should not always apply arbitration as it creates caution and reduces speed of work.

To achieve timely accomplishment of tasks at the district, the researcher recommends that the concerned administrators at the district should apply arbitration earlier when the conflict has just started.

5.5.2 Recommendations on Negotiation and employee performance in Manafwa District

Local Government.

The study recommends Manafwa District Local Government to embrace more types of negotiation other than one technique of win-win alone as this will provide more options in case win-win negotiation fails in managing conflicts.

Negotiation being the best strategy to harmonize, unity and work as a team, the study recommends Manafwa District Local Government to always apply negotiation not only in

situations of conflicts among employees but also in other circumstances that require parties to work together in order to realize better performance of employees in the district.

5.5.2 Recommendations on Confrontation and employee performance in Manafwa District Local Government.

Other than Confrontation strategy of conflict management which may probably worsen the conflict situation than managing it, the study recommends Manafwa District Local Government to apply other strategies of conflict management like Accommodation, Avoidance, Compromise, Cooperation and Collaboration as other strategies that can manage conflicts and realize better performance of employees in Manafwa District Local Government.

5.6 Contribution of the study to the Existing Body of Knowledge.

Whereas existing literature showed how Conflict Management influenced employee performance, none of the scholars gave evidence in the context of Manafwa district local government. Thus the findings of this study provide information about the influence of conflict Management on employee performance in Manafwa district Local Government.

5.7 Areas for Further Research.

Wholesomely the study tried to meet and achieve the set objective as shown in the write-up, however in the process the researcher has observed certain areas that require further research and these include:

- The study was limited to two variable; Conflict Management and Employee Performance. There is therefore a need for researchers to take further studies in respect to other variables that may be influencing employee performance in Manafwa district local government other than conflict management.
- The study was also limited to a few dimensions and strategies of conflict management and employee performance. There is a need for future research to study about other

strategies of conflict management like (Accommodation, avoidance, assertiveness, cooperation, collaboration among other strategies) and employee performance in Manafwa district local government.

- The study was also limited to Manafwa district Local Government. This makes the study limited to MDLG and not in other government institutions in Uganda. There is need also for further study to be replicated in other government institutions, private sector and non-government organizations to ascertain the similarity and differences in the findings.

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APPENDICES

APPENDIX I: THE INTERVIEW GUIDE

The interview Guide that will be used to collect data from the CAO, DCAO, PPO, SHRO, ACAO, HODs and DSC of Manafwa District Local Government.

SECTION A

Arbitration and Employee Performance in Manafwa District Local Government.

1. Do you employ Arbitration to manage conflicts in MDLG?
2. When is Arbitration administered in MDLG?
3. How do you administer Arbitration in MDLG?
4. Do you participate in Arbitration in MDLG?
5. How is Arbitration Helpful to manage Conflicts in MDLG?
6. Does Arbitration effectively Manage Conflicts in MDLG?
7. What Outcomes do you release after Arbitration in MDLG?
8. Does Arbitration have effect on employee's performance in MDLG?
9. Does Arbitration improve employee relations in MDLG?
10. Does Arbitration facilitate timely accomplishment of tasks in MDLG?
11. Does Arbitration improve Employee Productivity in MDLG?
12. How do you rate Arbitration in Managing Conflicts in MDLG?
13. How do you rate Arbitration in managing conflicts in MDLG? On scale of 1-10.

SECTION B

Negotiation and Employee Performance in Manafwa District.

14. Do you negotiate when there is a conflict in MDLG?
15. How do you negotiate in MDLG?
16. Who facilitates the Negotiation in MDLG?
17. Does Negotiation lead to improved Employee Relations in MDLG?
18. Does Negotiation trigger timely accomplishment of tasks in MDLG?
19. Does Negotiation ensure improved productivity of Employees in MDLG?
20. Does Negotiation have influence on the employee's performance in MDLG?
21. How do you rate Negotiation as the Mechanism of Conflict Management in MDLG?
22. How do you rate Negotiation in managing conflicts in MDLG? On scale of 1-10.

SECTION C

Confrontation and Employee's performance in Manafwa District

23. Do you use Confrontation to Manage Conflicts in MDLG?
24. Why do you use Confrontation in MDLG?
25. How and when do you use Confrontation in MDLG?
26. What results do you realize after Confrontation in MDLG?
27. Does Confrontation relate with Employee Performance in MDLG?
28. What is the relationship between Confrontation and Employee performance in MDLG?
29. Does Confrontation lead to improved Employee productivity in MDLG?
30. Does Confrontation in managing Conflicts improve Employee Relations in MDLG?
31. Does Confrontation influence timely accomplishment of tasks in MDLG?
32. How do you rate Confrontation as a mechanism of conflict Management in MDLG?
33. How often do you use Confrontation in Managing Conflicts in MDLG?
34. How do you rate Confrontation in managing conflicts in MDLG? On scale of 1-10.

APPENDIX II. QUESTIONNAIRE

THE QUESTIONNAIRE TO SUBCOUNTY CHIEFS, TOWN CLERKS AND COMMUNITY DEVELOPMENT OFFICERS IN THE DISTRICT

I am Simon Makoyi, a Masters' Student of Public Administration at Uganda Management Institute Undertaking Research on Conflict Management and Employee Performance in Manafwa District Local Government.

The purpose of these questionnaire is to gather information on Conflict Management (Arbitration, Negotiation and Confrontation) and Employee Performance in Manafwa District Local Government. Therefore, you have been identified as a potential respondent to the study and kindly requested to complete this questionnaire as instituted in each question. The information gathered will be treated with the highest level of confidentiality.

I sincerely take this great chance to thank you in advance for spearing your valuable time in contributing towards this Research study. May God reward you most deservingly!

SECTION A

Background Information *(please tick appropriate box in each case)*

1. Gender: 1. 1 Male 1. 2. Female
2. Please indicate your age class. 2.1. 20 - 30yrs 2.2. 31 -40yrs
2.3 41-50yrs 2.4 Above 50yrs
3. Position in Manafwa District Local Government *(tick as appropriate)*.
3.1 Town Clerk 3.2. Sub-county Chief 3. 3. CDO
4. Highest level of education 4. 1. Degree 4.2. Postgraduate
5. Please indicate the number of years you have worked for Manafwa District Local Government *(tick as appropriate)*.
5.1 Less than 2yrs 5.2. 2-5yrs 5.3. Up to 10yrs
5.4. 10 above 10yrs

This questionnaire is designed according to the objectives of the study.

*Please indicate your level of agreement to each of the following statements specifically with respect to MANAFWA DISTRICT LOCAL GOVERNMENT (using 1 =strongly agree, (S.A); 2= agree (A); 3 =Neutral (N.S); 4 =Disagree (A); 5 = strongly disagree (S.D). Please tick **ONLY ONE BOX** in each case as appropriate.*

SECTION B

EMPLOYEE PERFORMANCE IN MANAFWA DISTRICT LOCAL GOVERNMENT

This section contains statements assessing employee performance at Manafwa District Local Government. Please tick as appropriate in the boxes using a tick (v) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Statements on Employee Performance	1	2	3	4	5
Performance is the achievement of quantified objectives in MDLG					
MDLG continually enhances skills through continuous performance monitoring					
The balanced score card is an effect method of measuring employee performance in MDLG					
Conflict management avoids time wasting and help employees achieve set targets					
Conflict management improves employee relations					
Conflict Management improves productivity of employees					
Conflict Management facilitates employees to timely accomplish tasks					
Conflict Management influences employee performance					

SECTION C

ARBITRATION AND EMPLOYEE PERFORMANCE

This section contains statements assessing the influence of Arbitration on employee performance Manafwa District Local Government. Please tick as appropriate in the boxes using a tick (v) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements.

Statements on Arbitration and employee performance.	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5
Arbitration is the private determination of a dispute, by an independent third party.					
Arbitration is always applied in managing conflicts in MDLG					
Arbitration is facilitated by top administrators of the District					
Arbitration helps improve employee productivity in MDLG					
Arbitration facilitates timely accomplishment of tasks by employees					
Arbitration helps improve employee relations in MDLG					
Arbitration influences employee performance					

SECTION D

NEGOTIATION AND EMPLOYEE PERFORMANCE

This section contains statements assessing the influence of Negotiation on employee performance in Manafwa District Local Government. Please tick as appropriate in the boxes using a tick (v) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Negotiation and Employee Performance	1	2	3	4	5
Negotiation is an agreement reached while avoiding argument and dispute as the involved parties amicably agree.					
Negotiation is always applied in managing conflicts in MDLG					
Negotiation is facilitated by top administrators of the District					
Negotiation helps improve employee productivity in MDLG					
Negotiation facilitates timely accomplishment of tasks by employees					
Negotiation helps improve employee relations in MDLG					
Negotiation influences employee performance					

SECTION E

CONFRONTATION AND EMPLOYEE PERFORMANCE

This section contains statements assessing the influence of Confrontation on employee performance in Manafwa District Local Government. Please tick as appropriate in the boxes using a tick (v) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Confrontation and Employee Performance	1	2	3	4	5
Confrontation is where one party airs out his/her views of the dispute situation and an invite for another conflicting party is also made to do the same with the aim of solving the conflict.					
Confrontation is always applied in managing conflicts in MDLG					
Confrontation is facilitated by top administrators of the District					
Confrontation helps improve employee productivity in MDLG					
Confrontation facilitates timely accomplishment of tasks by employees					
Confrontation helps improve employee relations in MDLG					
Confrontation influences employee performance					

Thank you so very much for your participation.

APPENDIX III: SAMPLE SIZE DETERMINATION TABLE

N	S	N	S	N	S	N	S	N	338
10	10	100	80	280	162	800	260	2800	341
15	14	110	86	290	165	850	265	3000	246
20	19	120	92	300	169	900	269	3500	351
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	357
35	32	150	108	360	186	1100	285	5000	361
40	36	160	113	380	181	1200	291	6000	364
45	40	180	118	400	196	1300	297	7000	367
50	44	190	123	420	201	1400	302	8000	368
55	48	200	127	440	205	1500	306	9000	373
60	52	210	132	460	210	1600	310	10000	375
65	56	220	136	480	214	1700	313	15000	377
70	59	230	140	500	217	1800	317	20000	379
75	63	240	144	550	225	1900	320	30000	380
80	66	250	148	600	234	2000	322	40000	381
85	70	260	152	650	242	2200	327	50000	382
90	73	270	155	700	248	2400	331	75000	384
95	76	270	159	750	256	2600	335	10000	338

“N” is population and “S’ is the respective sample size

Source *R.V. Krejcie and D.W. Morgan (1970) (Amin, 2005), Determining sample size for research activities, educational and psychological measurements, p.608, sage publications.*



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13th August, 2018

TO WHOM IT MAY CONCERN

MASTERS IN PUBLIC ADMINISTRATION DEGREE

Mr. Simon Makoyi is a student of the Masters in Public Administration of Uganda Management Institute 6th Intake 2016/2017, **Reg. Number 16/MPA/KLA/WKD/0001.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to his research.

His Research Topic is: *Conflict Management and Employee Performance in Manafwa District Local Government, Uganda*”.

Yours Sincerely,

Stella Kyohairwe (PhD)
HEAD, POLITICAL AND ADMINISTRATIVE SCIENCE

Conflict Management and Employee Performance in Manafwa District Local Government, Uganda

by Simon Makoyi

Submission date: 03-Feb-2019 10:32PM (UTC+0300)

Submission ID: 1072293385

File name:

2795_Simon_Makoyi_Conflict_Management_and_Employee_Performance_in_Manafwa_District_Local_Government__Uganda_3455_12416918.docx

Word count: 22224

Character count: 128024

Conflict Management and Employee Performance in Manafwa District Local Government, Uganda

ORIGINALITY REPORT

13%	9%	1%	9%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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3	www.ijern.com Internet Source	1%
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