

Effect of Conflicts on the Performance of Employees in the Education Department in Wakiso District Local Government

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Abstract

The study looked into how conflicts affected workers' performance in the Wakiso District Local Government's education department. The study's dependent variable was employee performance, which was measured in terms of productivity, effectiveness, timeliness of work, efficiency, and self-reliance of employees. The independent variable was conflicts measured in terms of intragroup, intergroup, and intrapersonal conflict. With 60 respondents as the target population, a sample size of 58 respondents was chosen using simple random sampling and purposive sampling as the sampling techniques (Krejcie and Morgan table, 1970 as a guide). Key informant interviews, questionnaires, and documentary reviews were used to gather data. Data was gathered in both quantitative and qualitative forms; descriptive statistics, regression, Pearson's correlations, and ANOVA were used to analyze the quantitative data, while theme analysis was used to analyze the qualitative data. The study found a strong negative correlation ($r = 83.2\%$, $P < 0.000$) between intragroup conflicts and employee performance, with a correlation coefficient of -0.912 . The overall response rate was 93.1% . The study also found a moderately negative relationship (Pearson's correlation of -0.445 , R^2 of 19.8% , P -value of 0.001) between intrapersonal conflicts and employee performance. Finally, the study found a very strong negative relationship (Pearson's correlation of -0.929 , R^2 of 86.2% , and P -value of 0.000) between intragroup conflicts and employee performance. According to the study's findings, employee performance and intragroup, intergroup, and intrapersonal conflicts are negatively correlated.

To improve employee performance, the study advised Wakiso District Local Government to prioritize reducing intergroup conflict, intragroup conflict, and intrapersonal conflicts in that order.

Key Words: Conflicts, Employee Performance, Wakiso Local government.

Introduction

It is crucial to remember that conflicts arise when people try to eradicate social ills like prejudice, injustices, inequality, exploitation, ethnic conflicts, and genocides. Many people have come to believe that conflict is only presented negatively over time. It is always crucial to remember that conflict is a double-edged sword because, although it can have negative effects, it can also foster innovation and progress, which is why, when it materializes, we should be extremely concerned about it. However, this study looked into how conflicts affected workers' performance in the Wakiso District Local Government's Education department. Conflict with the

constructs of intragroup, intergroup, and intrapersonal conflicts was the independent variable, and employee performance, with the constructs of productivity, efficiency, timeliness of work, efficiency, and self-reliance, was the dependent variable. Conflict has existed for as long as there has been humankind. The conflict between Cain and Abel, which resulted in Abel's death, is depicted in the Good News Bible (1994). The wars between the Israelites, Amorites, and Canaanites are described in the Good News Bible (1994). Bible of Good News, (1994)

Conflicts are evident in the trial and crucifixion of Jesus by Pilate and the Jews, among other things. According to Leopold, Hamis, and Watson (1999), the two world wars that strained international relations between 1914 and 1918 and 1939 and 1945, respectively, are verifiable proof that conflicts arose between specific nations with self-serving interests. Conflict is seen as a feature of the human condition and as a component of the life force that propels people forward in time.

They are an essential component of every social structure, but they must be handled carefully to foster a positive workplace culture, which is necessary for carrying out duties in an efficient manner. Workplace conflict among employees has been documented as a frequent occurrence, stemming from differences and values between employees and organizations. Schlesinger, Eccles, and Gabarro (1999) further argued that conflict is a typical and inherent aspect of both personal and professional life. Pondy (1995) contended that conflict may be the fundamental component of an agency, small business, or company, and that in the absence of conflict, the organization would have no purpose for existing. This reflects the fact that conflict typically uproots the very barriers that impede organizational development, and in the absence of conflict, the organization's management may be operating outside of its intended scope.

The Education Act of 2008, in particular, divides educational institutions into three categories: government, government-aided, and private. The Ugandan government is responsible for a number of things regarding government and government-aided schools, such as making sure that qualified teachers are assigned, paying teachers' salaries and benefits, supplying educational resources and other inputs for capital development, and handling national selection and admission. "To provide for, support, guide and coordinate, regulate and promote quality education and sports to all persons in Uganda for national integration, individual and national development" is the mission statement of the Ministry of Education and Sports (MoES) in Uganda. However, since various unfortunate incidents and conflicts have surfaced in the education sector, this has not been effectively achieved. In light of these circumstances, the researcher feels compelled to look into how conflicts affect workers' performance in the Wakiso District Local Government's Education department. The social conflict theory of Karl Marx and Friedrich Engels (1848), a social theory rooted in Marxism, served as the main inspiration for this investigation.

The theory contends that conflict, as opposed to agreement, governs how people and groups (Social Classes) interact within society. Different groups will typically acquire varying quantities of material and non-material resources through different forms of conflict.

According to this theory, disputes between workers from various classes have a significant impact on the performance of Uganda's education system. Stronger groups typically use their strength to maintain their dominance and take advantage of weaker groups. The more powerful groups in the education sector are those who are financially stable and perform better at work; the less powerful groups are those who struggle financially and perform poorly at work. According to Marx and Engels' theory (1848), conflict is a catalyst for change because it leads to contradictions, which when resolved occasionally result in new conflicts and contradictions in a dialectic that is still in progress. Marx and Engels (1848) presented an example of historical materialism when they claimed that class conflict, which changed over time in response to shifts in society's means of achieving its material needs, is what led to all of human history. Employee class differences and division are caused by the diverse ethical and financial backgrounds of the workforce in Uganda's education sector. This leads to conflicts that ultimately impair worker performance due to poor performance caused by conflicts. In the theoretical review section of chapter two, this is further demonstrated. When two or more parties feel that their objectives or interests conflict with one another and choose to respond differently as a result of this perception, there is conflict. However, conflicts appear to be an essential and significant aspect of human nature, occurring in all spheres of human interaction. Because human beings will inevitably disagree over needs and wants, conflicts appear and persist constantly. People will fight over all tangible and intangible aspects of desire if they are indifferent to beliefs, which include goals, values, and aspirations, as well as to social, cultural, environmental, political, and economic factors. This is a basic natural rule. The study mostly concentrated on two ideas: employee performance and conflict. According to Britton and Gold (1999), conflict is viewed as a normal and necessary component of human social relationships that arises at all social levels as a result of disagreements or desires that have an impact on organizational performance. Conflict is viewed as a facet of cooperation and cooperation as a facet of conflicts, according to Harris and Watson (1995). It is also emphasized that cooperation and conflicts are closely related and usually coexist. When these two coexist in an organization, both positive and negative outcomes are produced, which by their very nature have the potential to either foster organizational growth or lead to its dissolution.

Armstrong (2016) contends that because organizations rely on compromise and adjustments among competitive members and structural elements, conflicts are an inevitable part of the business. Change can be viewed as a threat to the status quo,

which leads to conflicts. Since it is an inevitable byproduct of development and change, it should be handled carefully to avoid seriously harming the company. Intragroup, intergroup, and intrapersonal conflicts were used to operationalize conflict for the purposes of this study.

Louise (2012) defines performance as the effective organization and purposeful execution of a task by a group of individuals. In the context of this study, performance will be operationalized in the dimensions of productivity/effectiveness, timeliness of work, efficiency, and staff self-reliance. This is said to be achieved when the various components of the organization collaborate for a common goal. These components include strategic objectives, organizational structure, business performance measures, productivity/effective allocation of resources and processes, values, efficiency, and timeliness of work.

Literature review

Theoretical Review

The social conflict theory of Karl Marx and Friedrich Engels (1848), a social theory rooted in Marxism, served as the main inspiration for this investigation. The theory contends that competition for limited resources keeps society in a state of constant conflict. Rather, it argues that dominance of power, at the expense of consensus and conformity, preserves social order. The theory holds that powerful and wealthy groups will always attempt to maintain their position at all costs, primarily by oppressing and suppressing the weak and powerless. The theory contends that conflict, as opposed to agreement, governs how people and groups (Social Classes) interact in society. Groups will typically acquire varying degrees of tangible and intangible resources through different forms of conflict (e.g. the wealthy the poor). Stronger groups typically use their strength to maintain their dominance and take advantage of weaker groups. According to Marx and Engels' theory (1848), conflict is a catalyst for change because it leads to contradictions, which when resolved occasionally result in new conflicts and contradictions in a dialectic that is still in progress. Marx and Engels (1848) presented an example of historical materialism when they claimed that class conflict has shaped human history throughout. This conflict has developed over time to reflect shifts in how society meets its material needs or its mode of production.

According to social conflict theorists and Marxism, social class and inequality arise because the social structure is built on conflict between groups over limited resources and contradictions in interests as the cornerstone of social society (Engels & Marx, 1848). In contrast to the lower class, which has very different interests, the higher class will work to preserve its privileges, power, status, and social standing. As a result, it will try to influence politics, education, and other institutions to protect and restrict access to its forms of capital and resources. They don't need to safeguard any

particular kind of capital. Getting access to the wealth and resources of the upper class is all that interests them. Marx views class divisions in society as the primary source of conflict in the context of this study. Classes constantly battle for access to resources, power, positions, privileges, and status, among other things, and this will undoubtedly affect how well organizations and employees function. For this reason, this theory is relevant to the study.

The study "Linking 'toxic outliers' to environmental justice communities" in the United States was conducted by Collins, Munoz, and Jaja (2016). It was reported that lead-polluted drinking water in Flint, Michigan, poisoned a poor community with a majority of minority residents. The study found that communities that are predominantly poor and made up of people of color are home to the worst toxic polluters, who are also typically found in areas that are subject to severe structural oppression. Collins found that one of the main causes of toxic environmental pollution in the less privileged communities is power imbalances and the abuse of power by those in positions of authority. This is important information for those fighting for environmental justice. This study also supported the conflict theory's central claim—that environmental degradation is contingent on the balance of power, in which case winners reap benefits and losers incur net costs.

"A society or organization functions so that each individual participant and groups struggle to maximize their benefits, which inevitably contributes to social changes in politics and revolutions," according to Marx (1883) in the conflict theory study. This theory highlights the part that the capacity of an individual or group to exert influence and control over others plays in the creation of social order. Marx also observes in this theory that there is constant conflict among all the various facets of a given society, but that conflict is not always accompanied by physical violence. As a result, it is determined that the theory has broad applicability to the research.

Conceptual Review

The two concepts that served as the foundation for this study were employee performance and conflict. According to Britton and Gold (1999), conflict is viewed as a normal and necessary component of human social relationships that arises at all societal levels as a result of disagreements or desires that have an impact on organizational performance. In contrast to the interpersonal, task, and motivational conflicts that Britton and Gold (1999) examined, conflict has been operationalized in this study in terms of intragroup, intergroup, and intrapersonal conflicts.

Gerasymova & Gerasimova (2016) define intragroup conflict as disagreements that arise within a team, department, or group and usually involve multiple individuals. Another way to conceptualize intragroup conflict is as a form of conflict that arises between members of the same team. It typically results from conflicts between people because of disparities in personalities, worldviews, and ideas. Brad (2013). This study will examine intragroup conflicts about task variances, relationship/personality

differences, and process conflicts. Mwangangi (2010) examined intragroup conflicts in the context of recurrence causes, management mechanisms, their effects on self-help groups, and potential mitigation strategies.

Despite this, Brad (2013) notes that intergroup conflict is a particular kind of conflict that results from miscommunications between various teams within an organization, such as the sales department of an organization opposing the customer support department. On the other hand, Popa, Thiel, Wenona, and Zhiwei (2017) concur with him that intergroup conflicts are disputes or situations in which groups act antagonistically against one another to control a situation that is significant to each. Intergroup conflicts, however, were examined under the concepts of cultural differences, power disparities, and conflicting objectives, according to their study. The dimensions of goal differences, resource and reward differences, and group nature and status differences were specifically examined in this study when it came to intergroup conflicts.

According to Lewicki, Barry, and Saunders (2011), intrapersonal conflicts are defined as conflicts that arise within a person and are typically the result of ideas, feelings, values, and predispositions. It typically occurs when a person has an internal conflict with themselves about something, such as wanting new shoes and being prepared to spend money on them. This conflict arises from the conflict between what one "should be" and what one "wants to do." Conflicts that arise within an individual and psychologically affect that person's values, thoughts, principles, and emotions are referred to as intrapersonal conflicts. Brad (2013). According to this study, intrapersonal conflicts were classified as personal preferences, staff or employee motivation, and self-perception/self-esteem.

Performance is defined as "a specific result obtained in management, economics, and marketing, that print features of competitiveness, efficiency, and effectiveness of the organization and its procedural and structural components," by some authors (Verboncu, Zalman, 2005).

Intragroup conflicts and performance of employees

In a study on the African Union and conflict resolution in Africa, Amazon (2016) argues that intragroup conflicts are a roadblock to better decision-making outcomes, particularly when it comes to matters of tasks and group productivity. He contends that conflict offers a better setting for elevating the caliber of output by encouraging constructive criticism and people playing the devil's advocate. In support of his further claims, he notes that disputes that arose between colonialists in the past contributed to African unity and rethinking through the creation of the African Union (Amazon 2016). This is consistent with Jehn's (2007) research, which shows that task conflicts within organizations are crucial for facilitating the flow of ideas between individuals and groups, ultimately leading to improved performance from employees. He concludes that when handled skillfully, conflict can be beneficial to an organization's development.

Conversely, Dewit et al. (2012) consider conflict to be an emergency at the task and relationship levels. The majority of the time, cause and effect are misinterpreted because relationship conflicts can have negative effects that manifest as conflict scenarios. After all, task issues are mistaken for relationship conflicts. These typically lead to arguments that are never resolved. He contends that because groups and individuals are inherently unique in terms of their creation, makeup, and goals, they are never able to carry out tasks in the same manner or follow a single path.

Nonetheless, his reasoning is consistent with that of De Dreu and Knippenberg (2005) regarding the method and how an individual's sense of ownership over an idea may affect the decision-maker to elicit a more competitive mentality. He argues that team members should focus on and clarify the team's arguments and counterarguments in the allocated task discussion, but instead they always evaluate the presented viewpoints as threats to others, which causes the task-related issues to be seen as personal criticisms. This, he claims, is a factor that causes disunity and a breakdown in work progress and productivity.

Hansen (2015) concurs with De Dreu and Knippenberg (2005) in addressing task issues. He argues that when a task-oriented conversation is misconstrued as an attack on an individual or a personal life, it can start gossip and derail team goals. But this directly affects how well teams work to finish the assignments they are given. He agrees that the outcomes of individual assessments and incorrect readings of the topics in task debates can cause disagreements, which in turn can lead to the rejection of the facts in favor of one's own opinions, perceptions, and convictions. While the first group of authors contends that conflict fosters unity and the expansion of organizations through positive decision-making, some view conflict as a factor that causes disunity within groups and teams and has a negative impact on productivity. This study aims to determine whether conflicts actually have an impact on employee performance.

While Melisa et al. (2016) contend that disagreements are normal and a part of life, dating back to the time of the world's creation, when Abel, one of Adam's sons, was killed in a fight with Cain (Good News Bible 1994). He argues that people will always react and approach situations differently as long as they have distinct personalities. People get easily irritated with one another for a variety of reasons, including appearance, gender, language, teams, class, decisions, and behaviors. Nevertheless, whether these biases are addressed or not, they will inevitably lead to conflict, which will have a negative impact on productivity and performance on an individual, group, and organizational level.

This is found to be consistent with her previous research (Melisa et al., 2007). In this study, she makes the argument that people generally relate to those with whom they have a great deal in common, such as those who share political ideologies and examples of racial similarities and differences, such as the South African Apartheid policy. In agreement with the aforementioned authors, Nayeri and Negarandah (2009)

contends that the existence of conflicts is so insignificant and detrimental to staff performance because so much time is lost on resolving and mending conflict outcomes, particularly those involving personality differences.

However, Neuman and Summer (2013) take a different tack and contend that individuals or groups can coexist peacefully in spite of personality conflicts. They note that although conflict is unavoidable at all levels, how one handles it when it does arise determines the nature and severity of its consequences. They contend that the likelihood of conflict materializing may be minimal in situations where communication is constructive, efficient, and thorough while adhering to the standards of clarity, completeness, courtesy, consideration, conciseness, and correctness. In a similar vein, (Maurus, 2003, Greenberg 2005) acknowledge this. The authors in this instance disagree on the viewpoint that personality differences inevitably lead to conflict and, as a result, negatively impact people's performance. This is because some contend that not all conflict is harmful and has a negative impact on performance, a point that the current study aims to explore.

Intergroup conflict and performance of employees

In their study on goal differences, Burgess and Burgess (2010) found a strong correlation between workplace conflicts and ideological causes as well as differences in values and opinions. It was also mentioned that groups and teams can become antagonistic toward one another due to ideological or general value disagreements, which is another reason why raw political power ambitions shouldn't be blamed for starting disputes only among coworkers. Performance is what is impacted when these teams or groups charge or clash against one another because of divergent viewpoints and objectives because it is well-known that "united we stand, divided we fall." Intergroup conflicts will inevitably erode members' unity because, as we know from experience, unity breeds strength, and this will have an impact on performance. This is consistent with the findings of Marshall and Cole's (2014) report on global conflict governance and state fragility in Vienna, which contends that the development of competing or conflicting goals by groups within organizations ultimately leads to a loss of communication and cooperation for positive development, which ultimately affects the performance and goals of both individuals and organizations. Employees become distracted by the organization's goals as a result of these conflicts, which lowers their performance.

However, Melisa et al. (2007) contend that although employees frequently have similar goals, their methods for achieving them vary. As a result, there is no need for disputes between the groups. If the results are not yet in, neither the employees' nor the groups' approach may be incorrect or less productive than the others. The group's approach's outcome is more important than the intensity of the conflicts. Group disputes can occasionally even foster healthy competition. In this regard, they differ

from the previous writers who maintain that conflicts between groups impede group performance.

According to Filippo (2014), who concurs with Melisa et al. (2017), managers should acknowledge that group conflicts are inevitable, acknowledge the reactions that promote organizational renewal and growth, and only minimize the reactions that obstruct or hinder the achievement of justifiable objectives. Intergroup conflicts are further argued to be inevitable and, when examined critically, beneficial for growth.

The various authors' points of departure, in this case, appear to be parallel; while some contend that intergroup conflicts are beneficial and produce positive outcomes, others criticize them for hurting team performance, a point that the current study will address. In a different research, Greenberg (2005) examines the role that competition for resources or rewards plays in the existence of conflict between and among groups. It is a well-established fact that organizations can never have too many employees, funds, space, or other resources. Conflict regarding how those resources are divided among the groups is also unavoidable. Conflicts arise from this self-interested belief that some people should have a greater share of the resources than others to survive. Nonetheless, groups that receive larger portions or shares experience motivation, whereas those that receive smaller shares experience demotivation, which lowers their motivation to work and perform as expected. Sudhakar (2015) concurs with Greenberg (2005) that the majority of employees' performance is largely determined by the resources or facilitation they have access to, such as space, favors, bonuses, and other allowances. However, it is also true that no one organization can properly distribute these resources. The desire for equal resources has frequently led to never-ending disputes because the less fortunate believe they shouldn't have to work as hard or put forth as much effort as the wealthier. Performance deviations have typically resulted from this. Because of inflation and the high cost of living, which lead to constant demands, strikes, and lockouts by employees, the demand for high and equal salaries has never before been fully met by organizations. Performance eventually suffers as a result.

All of these appear to be consistent with the findings of Aswathapa's (2005) study on the nature of groups and status differences in performance and conflicts. He contends that internal conflict in organizations is primarily caused by political meddling. Workers form groups to pursue political allegiances to gain the political clout and favor necessary to affect organizational decision-making and collective bargaining. The dominant or superior groups frequently control the decision-making process over the opposing group, which undoubtedly causes conflicts in work output and demotivates the losing group. But whether they like it or not, the oppressed group will become less motivated to work, which will hurt their output (Darling and Walker, 2001; Englund and Bulero, 2012). According to Nieuwmeijer and Cloete (2001), competing political groups seeking to control and subjugate others through decision-making and resource distribution within organizations or societies can also

lead to conflicts in the workplace. It is irrelevant to them whether or not the choices made and the resources distributed have an impact on other people's performance. Nonetheless, an efficient and competent manager's job is to make sure that employees' performance is not severely harmed by the oppression of one group (Whitlan and Cameron, 2012).

Given this, it is evident that the majority of the authors' studies on resource allocation and intergroup conflicts concur that these issues have a major impact on conflict resolution, which in turn affects worker performance.

Intrapersonal conflicts

In his study "awaken the giant within you," Robbin (2012) makes the case that most of the time, the choices we make today have an impact on how we live tomorrow and provide us with the motivation to follow our strong, positive path toward happiness and growth. According to him, the quality of new, congruent, and committed decisions made today to influence one's performance and state tomorrow will determine one's capacity to subdue one's??? should and wants. The amount of work put in and the performance attained will depend on how one responds to internal events that occur in them. Poor results will always come from less effort and interest. This, however, is in line with Bucharest and Romania (2007), who argue that intrapersonal conflicts can also stem from our desires for a strong sense of identity and individualism within an organization, as well as our desire to occupy powerful positions regarding who we are, what we should be doing, and how we should behave. These desires may lead us into a process that demands significant resources and increases stress. However, one's performance and participation are diminished if their inner desires are not fulfilled. Over time, the added strain may also lead to a greater number of internal conflicts, which in turn alter how people see other people, situations, and the company as a whole, ultimately impairing performance.

In regards to intrapersonal conflicts, Robbins (2007) concurs with the first authors as well. He emphasizes that leaders must be adept at identifying internal conflicts among employees before they spread to the entire workforce and organization because, whether they like it or not, they have a direct and substantial impact on their performance. Intrapersonal conflicts are characterized by competing or incompatible motivations, such as those that interfere with one another's behavioral outcomes. But the motivation starts an internal process that leads to a particular result (Camfield, 2010). Yet, as demonstrated by Maslow (1943) in his hierarchy of needs theory, failing to satisfy the demonstrated need will fail to attain the intended outcome and, as a result, conflict of loyalty. When needs go unmet, internal conflicts will worsen, and choosing what to do and how to do it will also affect how well one performs (Guillen – Roy, 2010; Rauschmayer, 2011). However, when motivation is valued, there is a strong correlation between intrapersonal conflicts and employee performance. Regarding intrapersonal conflicts, all of the aforementioned writers

concur that, if poorly handled, these conflicts have an impact on staff members' performance.

Methodology

The study used a cross-sectional survey design to enable the researcher collect data at a point in time. (Sekaran (2003). Babbie (2010) also emphasized the use of this design as it worked best when targeting data on a small sample population at a single point in time. The design helped to provide a quantitative description of events and opinions from respondents through taking in consideration a study of the sample of the population. The design was also time saving, covered a wide area in terms of the number of respondents, and generalistic from a sample to a population which made data collection faster. (Babbie, 2010). On another hand the design is economical, accurate, efficient and flexible in terms of collecting data at a point in time if well managed (Creswell, 2014).

The researcher also used triangulation in collecting both primary and secondary data. Here, both qualitative and quantitative approaches were used to better understand the phenomenon instead of using either the quantitative or qualitative approach alone. (Creswell, 2007). The quantitative approach was used to quantify the findings using measures of central tendency, correlation and regression techniques whereas qualitative approach was used to give explanations for the phenomenon. Qualitative data was collected using open-ended interviews to acquire facts and strengthen the figures (Creswell, 2007). Qualitative data was presented and analyzed using charts, figures, tables, and frequencies (Punch, 2005).

Discussion of Findings

Intragroup Conflicts and Performance of Employees

This demonstrated a highly significant inverse relationship between intragroup conflict and employee performance, which was consistent with the conclusions of Dewit et al. (2012) that conflict typically results in arguments that are never fruitful. According to Nayeri and Negarandah (2009), the existence of conflict is insignificant and costly to staff performance because so much time is wasted on resolving and mending conflict outcomes, particularly those about personality differences. These findings of the study support the notion that conflict is a strong hindrance to employee performance and that the more conflict there is, the less productive the employees become. Nonetheless, the results of this study, which show a very strong negative correlation between intragroup conflict and employee performance, are at odds with those of a study by Jehn (2007), which claimed that task conflicts in organizations play a crucial role in allowing for the exchange of ideas between and among individuals and groups, which in turn promotes improved performance among staff members. He determines that when handled skillfully, conflict can be beneficial for the growth of an organization. Jehn (2006).

The results of this study differed from those of Amazon (2016), as the former found a substantial negative correlation between intragroup conflict and employee performance, while the latter, in a study on the African Union and conflict management in Africa, asserts that intragroup conflicts can lead to better decision-making outcomes, particularly when it comes to matters about tasks and group productivity. He contends that conflict offers a better setting for elevating the caliber of output by encouraging constructive criticism and people playing the devil's advocate. In support of his further claims, he notes that disputes that arose between colonialists in the past contributed to African unity and rethinking through the creation of the African Union (Amazon 2016).

Intergroup Conflicts and Performance of Employees

This study found a strong positive correlation between intergroup conflict and employee performance, which is consistent with several other previous studies that claim intergroup conflict has a significant negative impact on employee performance. One such study is Marshall and Cole's (2014) report, which found that employees lose focus on the organization's goals, which lowers their performance. They also claim that in Vienna, on global conflict governance and state fragility, they argue that the most detrimental effect in organizations is that groups develop opposing or conflicting goals and ultimately lose the ability to collaborate and communicate for positive growth. This has an effect on the performance and goals of the organization as well as the individual. Employees become distracted by the organization's goals as a result of these conflicts, which lowers their performance.

On the other hand, Filippo (2014) agreed with several other academics and partially agreed with this study that found a negative relationship between intergroup conflict

and employee performance, as well as studies that found a positive relationship. Filippo (2014) concurred with this study and Melisa et al. (2017), contended that managers should acknowledge group conflicts as inevitable, acknowledge responses that support organizational renewal and growth, and only minimize responses that obstruct or hinder the achievement of justifiable objectives. Intergroup conflicts are further argued to be inevitable and, when examined critically, beneficial for growth. The results of this study also corroborate those of several other researchers, including Aswathapa (2005), who contended that political meddling is a primary cause of conflict among employees in organizations in a study on group nature and status differences about conflicts and performance. He claimed that workers band together in groups to pursue political allegiances out of a desire to gain political clout and favor to have an impact on organizational decision-making and collective bargaining. The dominant or superior groups frequently control the decision-making process over the opposing group, which undoubtedly causes conflicts in work output and demotivates the losing group. But whether they like it or not, the oppressed group will become less motivated to work, which will have a negative impact on their output (Darling and Walker, 2001; Englund and Bulero, 2012).

The results also align with those of Nieuwmeijer and Cloete (2001), who made a similar argument to earlier researchers who found a negative relationship. The scholar argues that rival political groups can lead to workplace conflicts by attempting to control and dominate others' decision-making and resource allocation in organizations or societies. It is irrelevant to them whether or not the choices made and the resources distributed have an impact on other people's performance. Nonetheless, an efficient and competent manager's job is to make sure that employees' performance is not severely harmed by the oppression of one group (Whitlan and Cameron, 2012).

Intrapersonal Conflicts and Performance of Employees

This study found a negative relationship between employees' performance and interpersonal conflict, which is consistent with Camfield (2010) and several other studies that claim performance is negatively impacted by interpersonal conflict. However, the motivation behind intrapersonal conflict, according to Camfield (2010), starts an internal process that leads to a particular result. According to the researcher, if the demonstrated need is not met, the desired result will not be attained, leading to a conflict of loyalty, as demonstrated by Maslow's 1943 hierarchy of needs theory. When needs go unmet, internal conflicts will worsen, and choosing what to do and how to do it will also affect how well one performs (Guillen – Roy, 2010; Rauschmayer, 2011). However, when motivation is valued, there is a strong correlation between intrapersonal conflicts and employee performance. The results of Bucharest and Romania (2007), argued that intrapersonal conflicts can arise from our desires for a strong identity and individualism within an organization, the wish to establish powerful positions of what we are, in the organization, and what we ought

to do, which may take us into a process that requires considerable resources and increases stress, are also consistent with this study, which found a negative relationship between intrapersonal conflict and employee performance.

In regards to intrapersonal conflicts, Robbins (2007) concurs with the first authors as well. He emphasizes that leaders must be adept at identifying internal conflicts among employees before they spread to the entire workforce and organization because, whether they like it or not, they have a direct and substantial impact on their performance. Intrapersonal conflicts are characterized by competing or incompatible motivations, such as those that interfere with one another's behavioral outcomes.

Conclusions

This study found a strong negative correlation between intragroup conflict and employee performance, with an increase in intragroup conflict within the organization significantly contributing to a decline in employee performance and a reduction in intragroup conflict within the organization contributing to a significant improvement in employee performance, particularly about productivity, effectiveness, timeliness of work, efficiency, and employees' sense of self-reliance within the organization.

Additionally, this study found that a rise in task variations within Wakiso District Local Government will heighten intragroup conflicts within the organization and worsen employee performance there. However, a reduction in task variances within Wakiso District Local Government will also lessen intragroup conflicts within the organization and enhance employee performance there.

According to the study's findings, efforts made to manage the differences in relationships and personalities among Wakiso District Local Government employees will also lessen intragroup conflict within the company and enhance worker performance. Ultimately, the study found that any additional work put into managing process conflict within Wakiso District Local Government will lower the amount of intragroup conflict inside the company and enhance employee performance there as well.

The researcher suggests that the organization and all of its stakeholders, including the political and administrative wings of the local government, work to lessen intragroup conflicts within Wakiso District Local Government and its departments to improve employee performance, particularly within the government.

Since the study's findings indicate a significant negative relationship between intragroup conflict and employee performance, the local government and other stakeholders should concentrate primarily on reducing task variances. Top management in the local government should focus on doing so because it will eventually reduce intragroup conflict, which will improve employee performance in the Wakiso District Local Government.

Decrease in Relationship/Personality Differences: Given that the results indicate a strong negative correlation between Intragroup Conflict and Employee Performance,

the top management of the local government should concentrate on minimizing relationship/personality differences to encourage a decrease in Intragroup Conflict, which will ultimately improve Employee Performance in the Wakiso District Local Government. Finally, to lessen intragroup conflict within the Wakiso District Local Government and ultimately improve employee performance, the top management of the Wakiso District Local Government should focus on reducing process conflicts.

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