

# Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity, a Case Study of Tororo General Hospital

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**Abstract:** *The study's goals were to evaluate the impact of workplace incivility on staff members' achievement and company productivity using a case study of Tororo General Hospital. These goals included examining the impact of conflict on Tororo General Hospital's organizational productivity, the impact of interpersonal conflicts on workers' efficiency and effectiveness, and the impact of interpersonal and inter conflict. According to this rule of thumb, an increase in emotional conflict of 1% would typically result in a 0.937 rise in organisational effectiveness. Because it penalizes the model more severely, the R-squared value (0.878) is higher than the adjusted R-squared value (0.839). We reject the null hypothesis and come to the conclusion that there is a statistically significant connection between interpersonal and organisational efficiency and effectiveness since the F-computed (22.323) is greater than the F-tabulated (0.00). The study suggests that organizations should spend money on effective worker interpersonal conflict to promote rapid and effective knowledge production and flow. Entire company effectiveness results from this.*

**Keywords:** workplace conflict, employees' performance and organizational productivity

## Background of the study

Dispute was regarded as a sign of poor overall organisational leadership during the beginning of the 1900s and required to be spared; by the mid-1950s, it had become inactively acknowledged as being acceptable; supervisors concentrated on settling disputes; by the 1970s, dispute was seen as required and wasn't considered positive or negative; it could be utilized to promote growth; and by the 1990s, supervisors required to discuss and handle conflicts adequately (Zhu, 2013). Britain has traditionally seen conflict as unpleasant and should be shunned (Kinnander, 2011). Conflict, according to traditional institutional theory, leads to inefficiency, which is undesirable, harmful to the company, and ought to be eradicated or at the very least reduced (dysfunctional conflict). Yet, the rise of social networks and open standard theory in the United States in the early 1990s altered perspectives of conflict (MacDonald, 2016)

For the past 20 years, dispute settlement techniques have been one of the main concerns for many administrators of human resources in sub-Saharan Africa. Igbino (2016) claims that top management in Nigeria now spend more time resolving employee conflicts as they did a decade ago. For example in the case, in Kenya, traditional work practices and systems are no longer regarded as adequate because they encourage conflict. These practices and systems include social hierarchies, strict divisions of labor, strictly focused jobs, comprehensive rules, restricted employee participation, and management decision, jurisdiction, and regulation (Olang, 2017).

## Problem statement

Since many businesses struggle with the issue of resolving conflict in the workplace, group dynamics has grown to be a prominent area of study among researchers and academics. Employee fighting, strikes, industrial action, boycotts, protests, and violence have all increased dramatically. Despite the fact that some researchers, like as Johnson (2018), have linked this trend to mental issue and poor emotional well-being and intelligence in both executives and staff members, efforts to reverse it have proven fruitless. Public institutions in Uganda, for example, have gone on strike annually for the past ten years, which has significantly reduced production. While some research has been carried out to examine the factors that lead to workplace conflict, none have looked at how workplace conflict affects work efficiency in the Ugandan setting. So, using KMI investments as a case study, this study will examine the impact of work stress on organisational effectiveness in Uganda.

## Objectives of the study

1. To analyze the effect of interpersonal conflict on organizational productivity of Tororo General Hospital
2. To assess the effect of intergroup conflict on employees' performance and productivity of Tororo General Hospital
3. To examine the effect of intra-group conflict on organizational productivity of Tororo General Hospital

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## Research Questions

1. What is the effect of interpersonal conflict on employee performance and organizational productivity of Tororo General Hospital?
2. What is the effect of intergroup conflict on organizational productivity of Tororo General Hospital?
3. What is the effect of intra-group conflict of organizational productivity of Tororo General Hospital?

## Methodology

### Research Design

In order to conduct this study, a merge survey approach was used. The researcher chose this methodology since it was reasonably inexpensive, quick to complete, and only required one data collection (Sekaran, 2013). Moreover, specimens of the community were used, and ethical concerns are rarely evident (Schmidt, 2018; Mann, 2013). The customer service solutions and client retention of the commercial industry in KMI Holdings are investigated using both qualitative and quantitative methods by the researcher.

### Study Population

This study was carried out among Tororo General Hospital staff and Clients in Area totaling a study population of 60 (Tororo General Hospital, HmanResource Records, 2020).

### Determination of the Sample size

The sample size for this study was determined using the Krejcie and Morgan (1970) sample size determination table. The sample that was used was drawn using stratified random sampling to ensure that the interests of the population are represented. The strata will include staff and customer care service attendants.

Table 1: Research respondents by category and sample

Category	Study Population	Sample Size	Sampling Technique
Staff	40	30	Simple Random Sampling
Client	20	15	Purposive
<b>Total</b>	<b>60</b>	<b>40</b>	

Source: Tororo General Hospital Structure (2020) and Krejcie and Morgan (1970)

### Sampling Techniques and procedures

To guarantee that the needs of the community were reflected in the sample and allow for accurate projections, the sample for the study was created using random stratification for the participants (Amin, 2015).

When only a few participants were chosen, simple random sampling was utilized to choose participants who are numerous in number. The benefit of simple random selection is that it allows for the consideration of the report provides and establishes a situation in which each one has an equal chance of taking part in the study (Alvi, 2016).

### Data Gathering Techniques

For the purpose of ensuring the validity of the results, the researcher used a variety of data collection techniques. Using a questionnaires, interviews, and the documentary review approach, the primary information was collected.

### Questionnaire Survey

This approach was utilized to gather primary data from 45 respondents, including senior managers, ward heads, and staff members who provide customer service. This approach was chosen because it enabled the investigator to collect data in a methodical manner and deal with the research's problems in a standardized and cost-effective manner. The technique was also chosen since it may be quickly administered to a great deal of participants. Also, it was adaptable and used to gather data quickly (Sekaran, 2013).

### Interviews

Face to face interviews was used to supplement the questions. This method was used on the threetop managers of Tororo General Hospital. These were key respondents in this study because they were expected to be more knowledgeable and provide insight on the variables. Mugenda and Mugenda (2019) states that interviews provide in depth data which is not possible to get using questionnaires and the beauty about it is that interviews can take advantage of the interactive situation to get further information or clarification on responses given thereby enriching the findings.

### Data Analysis

After collecting data, it was usually in a raw form. This called for analyzing it so that meaning can be attached to it to generate information in the following approaches:

#### Quantitative Data Analysis

The investigator moved on to collect and analyse the data after collecting all the field data. Each piece of information was double-checked, altered, coded, and input into the computer for processing and analysis in order to give it significance. While information about the possibility and examining the relationship between variables, all quantitative data with numeric values were evaluated using descriptive statistics and inferential statistics like regression analysis. Also, information was sent to SPSS for comprehensive evaluation and interpretation before being shown in figures and tables.

#### Qualitative Data Analysis

Based on each study's objectives, qualitative data was carefully and thematically examined. For simplicity of analysis, the researcher grouped and condensed all the information gathered. The researcher created general summaries, coded the data as necessary, and numerical analysis of data collected both during and after the study. In order to understand how disagreements are managed at KMI Investment opportunities, analysis entailed finding patterns, discrepancies, linkages, and the causes of their development. Data was critically analysed, evaluated, and interpreted using content analysis to sources of high, and findings were then drawn in accordance with the study's objectives.

## RESULTS

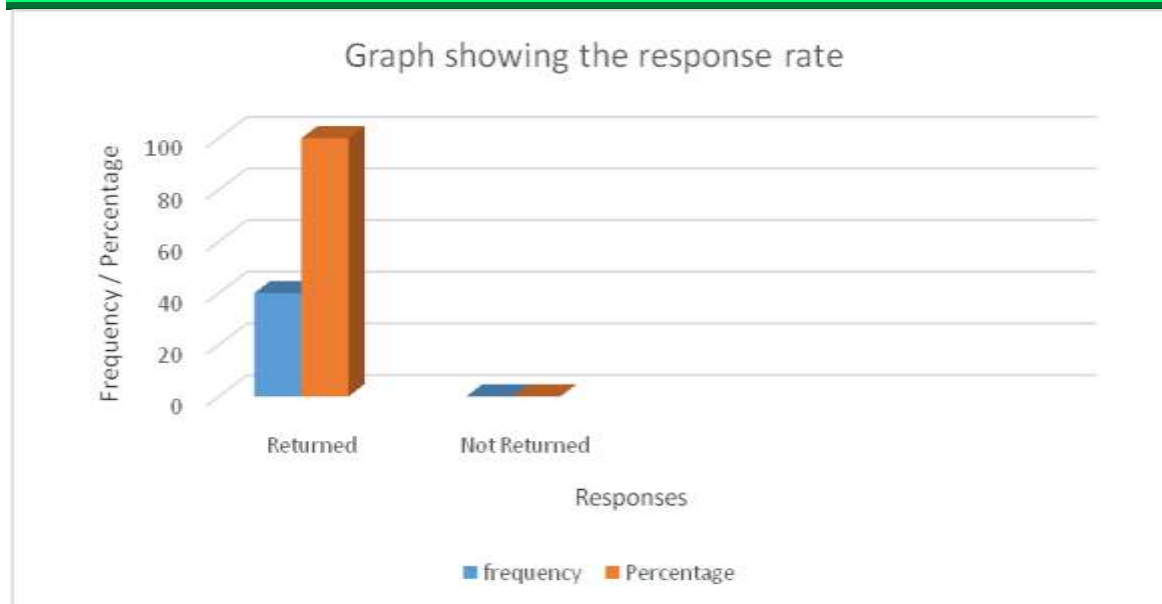
**Table 1 Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Returned	40	100
Not returned	0	0
<b>Total</b>	<b>40</b>	<b>100</b>

**Source: Primary data 2022**

These findings are also presented in the graph below:

Figure 1: Response Rate



Source: Primary Data, 2022

### General Information

This section showed the general information of the respondents. All sampled respondents were staff of Tororo General Hospital. They were asked to fill the questionnaires. Sampled characteristics of the respondents included gender, age, education level and their experience.

### Gender characteristic of respondents

Table 2: Gender characteristic of respondents

Sex of respondents	Frequency	Percentage
Male	25	62
Female	15	38
<b>Total</b>	<b>40</b>	<b>100</b>

Source: Primary Data 2022

From table 2 above, response indicated that the majority of respondents were male who accounted for 25 (62%) and female respondents accounted for 15 (38%). This implies there is a marginal majority of males over the females among the staff of Tororo General Hospital.

### Age of the Respondents

Respondents were asked to choose their age brackets and the findings are presented in the table below:

Table 3. Showing the age brackets of the respondents

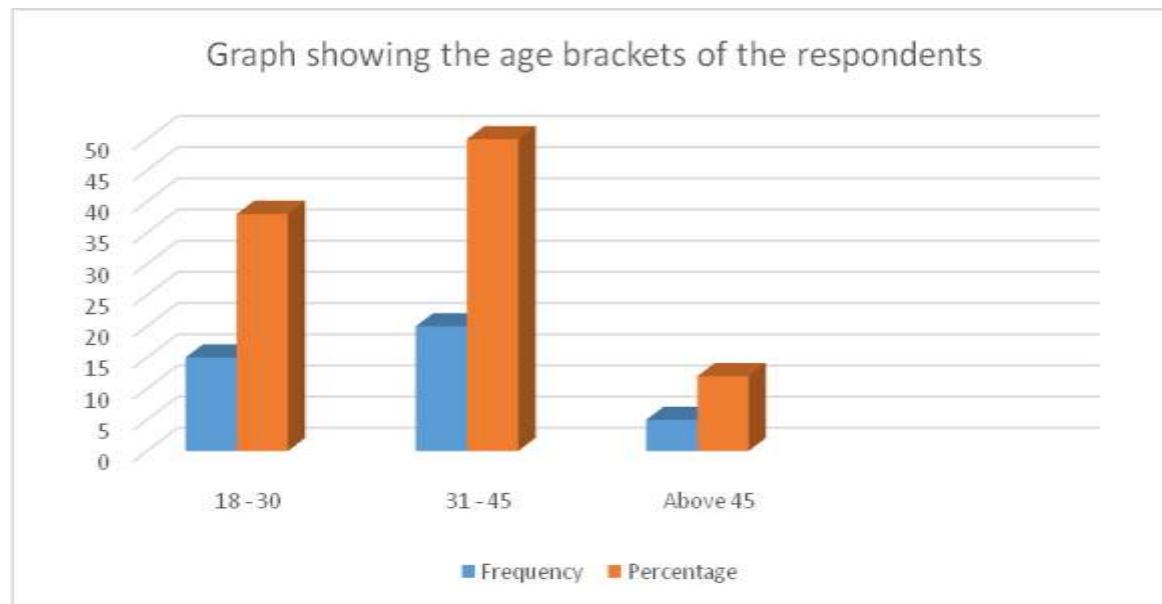
Age bracket (years)	Frequency	Percentage
18-30	15	38
31-45	20	50
Above 45	5	12

<b>Total</b>	<b>40</b>	<b>100</b>
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Source: Primary data 2022

These findings are further presented in graph below:

Figure 2: Age bracket of respondents



Source: Primary Data 2022

The findings in the table 3 and figure 2 above show that 15 (38%) of the sample were in the age bracket of 18-30 years, 20 (50%) in the age bracket of 31-45 and 5 (12%) in the age bracket of 45 years and above.

This implies that most of the employees of Tororo General Hospital were in the age bracket of 31-45 years.

### Level of Education

Respondents were asked their level of education and the findings are presented in the table below:

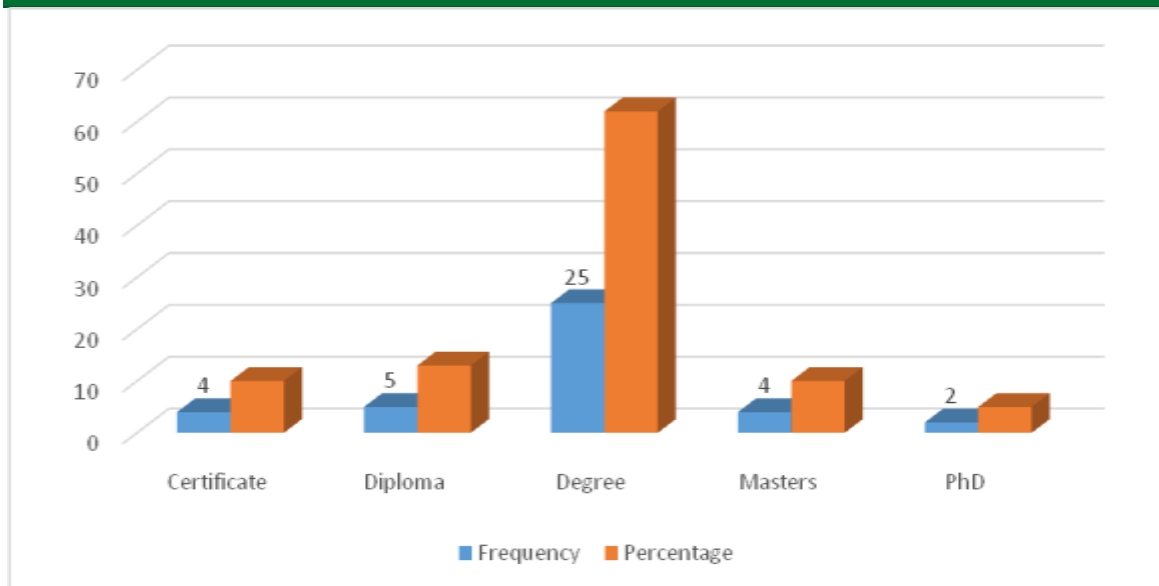
Table 4. Showing the level of education of the respondents

Level of Education	Frequency	Percentage
Certificate	4	10
Diploma	5	13
Bachelor's Degree	25	62
Masters	4	10
PhD	2	5
<b>Total</b>	<b>40</b>	<b>100</b>

Source: primary data 2022

This information is further presented in the figure below:

Figure 3 Education Level of the Respondents



Source: Primary Data 2022

Table 4 and figure 3 show that the sample was comprised of 4 (10%) certificate holders, 5 (13%) diploma holders, 25 (62%) bachelor's degree grads, 4 (10%) master's degree holders, and 2 (5%) Doctorate holders.

This suggests that PhD graduates, who mostly make up the senior management staff, are hired the least by Tororo General Hospital compared to those with bachelor's degrees. These figures show that the personnel at Tororo General Hospital is competent, and they would have been able to understand the survey's questions and provide suitable answers.

**Working Experience with Tororo General Hospital.**

Respondents were asked how long they had been working with Tororo General Hospital and the findings are presented in the table below:

**Table 5: Period of Employment of Respondents**

Period of employment	Frequency	Percentage
Over 10 yrs.	4	10%
6-10 yrs.	30	75%
3-5 yrs.	4	10%
Less than 2 yrs.	2	5%
<b>Total</b>	<b>40</b>	<b>100</b>

Source: Primary Data 2022

These findings are further presented in the graph below:

Figure 4: Working Experience of the Respondents

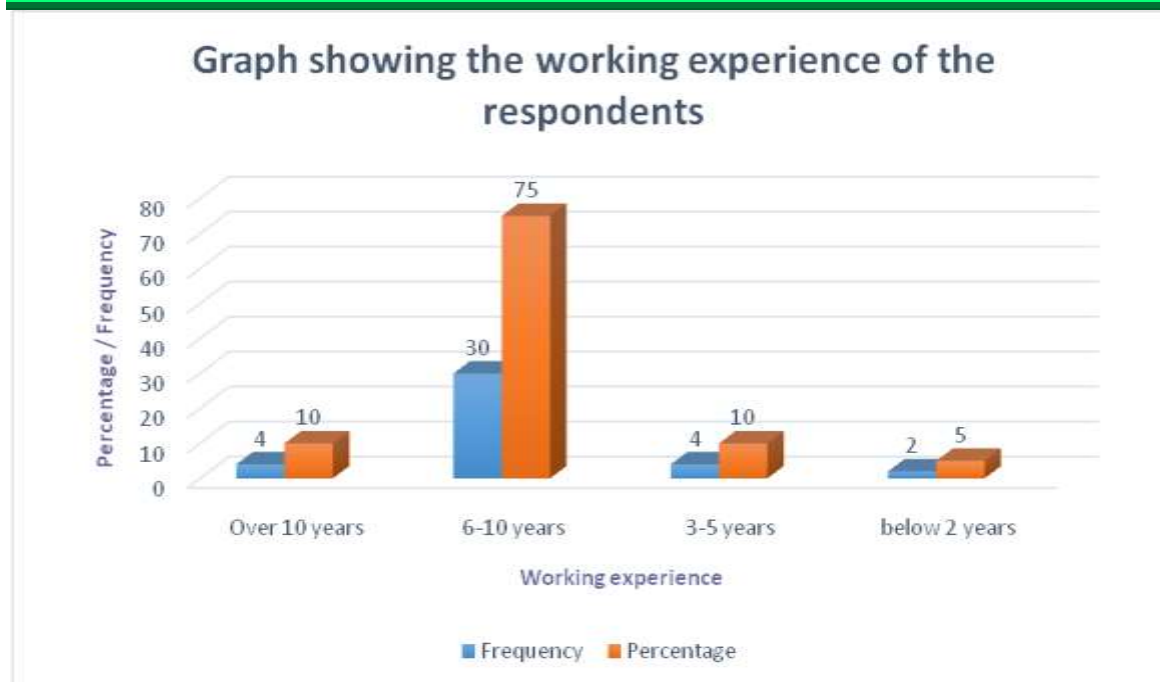


Table 5 and figure 4 shows that 4 (10%) of the respondents had spent over 10 years and 30 (75%) had spent between 6 - 10 years working with Tororo General Hospital, 4 (10%) had worked with Tororo General Hospital for 3-5 years and 2 (5%) had been in Tororo General Hospital for less than 2 years.

**Effect of interpersonal conflict on workers’ productivity in Tororo General Hospital**

To find out effect of interpersonal conflict on workers’ productivity in Tororo General Hospital, the following question was asked to the respondents. What is the effect of interpersonal conflict on workers’ productivity in Tororo General Hospital? The findings are presented in the table below:

**Table 6 Effect of interpersonal conflict on workers’ productivity**

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Interpersonal conflict damages employee morale	16	40	20	50	2	5	2	5	-	-	40	100
Interpersonal conflict kills team spirit in the organization thereby affecting productivity	25	62	13	33	2	5	-	-	-	-	40	100
Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying	30	75	8	20	-	-	2	5	-	-	40	100
Interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole	28	70	8	20	-	-	4	10	-	-	40	100

**Source: Primary data 2022**

According to the data in table 6 above, 16 (or 40%) of those surveyed agreed that interpersonal conflict lowers staff morale, 20 (or 50%) agreed, 2 (5%) were unsure, and 2 (5%) disapproved. So, it can be said that staff morale suffers from interpersonal conflict. 13 (33%) of the 25 respondents who strongly agreed with the statement that interpersonal conflict negatively affects productivity in the workplace also agreed. This supports the idea that disagreement destroys organizational team spirit and lowers productivity.

Also, it can be shown that 30 (or 75% of the sample) concurred that impolite behavior results from interpersonal conflict and wastes time worrying. 2 (5%) disagreed with the statement, while 8 (20%) agreed. Furthermore, 28 (70%) strongly agreed that the process of employee appraisal provides a structure for thinking through and planning the upcoming year and developing employee goals, 8 (20%) agreed while 2 (5%) disagreed to the assertion. This implies that interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole

**Model Summary of interpersonal conflict on organizational productivity and Performance**

Model	C	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.937	.878	.839	.18559	.878	22.323	10	31	.000
a. Predictors: (Constant									

Ho: There is no relationship between interpersonal conflict on organizational productivity and Performance

Ha: There is a relationship between interpersonal conflict on organizational productivity and Performance

According to this rule of thumb, an improvement in interpersonal of 1% would typically result in a 0.937 rise in organization success. Because it penalizes the model more severely, the R-squared value (0.878) is higher than the adjusted R-squared value (0.839). We disregard the null hypothesis and come to the conclusion that there is a significant connection between internal conflict and organization performance and productivity since the F-computed (22.323) is greater than the F-tabulated (0.00).

**Interpersonal conflict and organizational performance**

**Table 7. Showing the Interpersonal conflict and organizational performance**

Attribute	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Intergroup conflict breeds intergroup competition which leads to improved productivity	30	75	10	25	-	-	-	-	-	-	40	100
intergroup conflicts may lead to less cooperation among teams and this will affect performance	32	80	8	20	-	-	-	-	-	-	40	100
Intergroup conflicts are beneficial because it improves team dynamics within the group	36	90	4	10	-	-	-	-	-	-	40	100
Intergroup conflict increases the group cohesiveness	38	95	2	5	-	-	-	-	-	-	40	100
Intergroup conflict creates toxic environment at the workplace	30	75	10	25	-	-	-	-	-	-	40	100



Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue	40	100	-	-	-	-	-	-	-	-	40	100
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**Source: primary data 2022**

Table 7 reveals that 30 (75%) of the participants completely concurred with the assertion that intergroup conflict creates intergroup competitiveness, which enhances efficiency, whereas 10 (25%) of the participants also agreed with this statement. No respondents disagreed, and none expressed uncertainty. Therefore, it can be said that human performance management methods are Interethnic disagreement fosters intergroup competitiveness, which increases SMEs' production.

8 (20%) of the people agree, no one disagreed, and 32 (80%) strongly agreed that interethnic conflicts may result in reduced coordination among teams and this will damage performance. All respondents were confident in their respondents. Intergroup disputes are advantageous because they enhance organizational relationships within the group, according to 36 (90%) of the respondents who strongly agreed with this statement. Four respondents (10%) also believed that interethnic confrontations are advantageous.

Interpersonal and group disagreement strengthens group cohesion, according to 38 (95%) of the respondents, although only 2 (5%) of them supported the use of manual accounting systems in this context.

Whereas 10 (25%) of the respondents highly agreed that intergroup conflict contributes to a hazardous work atmosphere, 30 (75%) strongly agreed that interpersonal and group conflict strengthens group cohesion. Intergroup strife degrades the working atmosphere. Also, 40 (100%) of the respondents firmly believed that intergroup disputes result in the loss of priceless resources including talent, time, and money. So, it may be said that interpersonal and group conflicts result in the waste of important resources like talent, time, and money. It can be shown that everyone who responded concurred that interpersonal and group disputes result in the loss of priceless resources including talent, time, and money.

Last but not least, 30 respondents (75%) strongly agreed that intergroup disputes result in the loss of critical materials like talent, time, and money. However, it is a lengthy and complicated process, and the effectiveness of the results is greatly influenced by the while 10 (25%) of those surveyed concurred that intergroup conflicts exist. Conclusively, Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue). Qualified psychologists conduct a variety of tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively.

**Effect of intra-group conflict on organizational productivity**

**Table 8 showing the Effect of intra-group conflict on organizational productivity**

Attribute	Strongly Disagree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Intra-group conflict leads to power infighting in teams and kills workers productivity	16	40	20	50	2	5	2	5	-	-	40	100
Intra-group conflict diminishes team work and kills workers productivity	25	62	13	33	2	5	-	-	-	-	40	100
Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity	30	75	8	20	-	-	2	5	-	-	40	100
Intra-group conflict reduces on the productivity of the organization since group members are not cooperating	28	70	8	20	-	-	4	10	-	-	40	100
Intra-group conflict interferes with group processes and creates so much interpersonal hostility	20	50	16	40	-	-	4	10	-	-	40	100
Intra-group conflicts destroy loyalty and organizational citizenship behavior	25	62	8	20	4	10	3	8	-	-	40	100
Intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs	30	75	8	20	-	-	2	5	-	-	40	100

Table 4.7 shows that 16 (40%) of the participants thought that workplace incivility causes power struggles within teams and reduces worker productivity. 20 (50%) were in agreement, 2 (5%) were unsure, and 2 (5%) disagreed. So, it may be said that intra-group conflict fuels team power struggles and reduces employee performance.

The statement that intra-group conflict undermines cooperation and kills worker productivity was strongly agreed upon by 25 (62%) and 13 (33%) respondents. Research demonstrates that intra-group conflict decreases productivity levels and undermines cooperation.

It has also been shown that 30 (75%) of the population strongly agreed that intergroup conflict destroys employee loyalty in the department or company and lowers efficiency, which reduces fraud. Eight (20%) of the sample also strongly agreed with this statement, while two (5%) disagreed. Since the majority agreed with the assumption, it suggests that intergroup conflict does really destroy employee loyalty in the organization or department and reduce worker productivity, which reduces the risk of fraud.

Also, 8 (20%) highly agreed while 2 (5%) disputed that the "Halo and Horns" impact refers to the manager's belief that an employee is capable or incompetent in terms of performing responsibilities allocated to them in an organization

20 (50%) of the population respondents agree that interpersonal and inter conflict hinders group dynamics and fosters such high levels of interpersonal animosity, 16 (40%) agreed, and 4 (10%) disagreed. It is clear that intra-group conflict disrupts group dynamics and fuels a great deal of interpersonal tension.

25 (62%) firmly agreed that intra-group disputes undermine organizational civic behavior and loyalty, while 8 (20%), 4 (10%), and 3 (8%) disagreed. So, it can be said that interpersonal and inter conflicts are eliminated by the internal accounting control system, which enhances corporate citizenship behavior and increases earnings quality. Finally, 30 (75%) of the respondents strongly agreed that intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs. 8 (20%) agreed and 2 (5%) disagreed to the assertion. This implies that internal conflicts are

The researcher also concludes Intergroup conflict breeds intergroup competition which leads to improved productivity. intergroup conflicts may lead to less cooperation among teams and this will affect performance. Intergroup conflicts are beneficial because it improves team dynamics within the group. Intergroup conflict increases the group cohesiveness. Intergroup conflict creates toxic environment at the workplace. Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue.

## Recommendations

The researcher recommends that organisations should invest in efficient employee interpersonal conflict so as to ensure quick and efficient generation and flow of information. This leads to overall organizational efficiency.

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