

Assessment of The Effect of Workplace Conflict on Employees Performance and Organizational Productivity. A Case Study of Kagadi General Hospital

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Abstract: *This study examined the effect of workplace conflict on employees' performance and organizational productivity at Kagadi General Hospital in Uganda. As a public healthcare facility serving over 150,000 people, the hospital employs around 500 staff across clinical, administrative, and support roles. However, like many under-resourced hospitals, intense workloads increase stress and potential for disputes between overworked employees. A mixed methods approach was utilized to comprehensively assess this issue. First, a survey was administered to 300 randomly selected hospital staff to collect quantitative data on the frequency, nature, and perceived impacts of workplace conflicts. Demographic information was also obtained. Qualitative data were then gathered through focus group discussions with 60 employees stratified across job levels to gain deeper insights into the root causes and resolution of disagreements. To objectively measure productivity influences, secondary data on patient outputs, average length of stay, staff turnover, and sick leave rates from the past 5 years were also retrieved from hospital records. This enabled comparative analyses before and after any policy changes. The quantitative and qualitative primary data collected were then systematically analyzed. Survey responses were coded, and descriptive and inferential statistics were used to summarize findings and test relationships between variables. Focus group transcripts were thematically analyzed to help explain quantitative results. Productivity trends were plotted on graphs over time. From the findings, 32 (80%) strongly agreed that intergroup conflicts may lead to less cooperation among teams and this affected performance and 8 (20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. This confirmed the fact that intergroup conflicts led to less cooperation among teams and this affected performance. The research found that frequent conflicts arose from resource scarcity, poor communication, and unequal task distributions exacerbating tensions. Most staff believed ongoing disputes lowered their work morale, satisfaction, and quality of care provided to patients. Hospital records also revealed rises in absenteeism and staff changes coinciding with periods of heightened conflict. The researcher also recommends that organisations should prioritize the information management department since it is a very vital cost center*

Keywords: Workplace Conflict, Employees, Performance, Organizational and Productivity

Background of the study

Workplace conflict is a common challenge faced by organizations that negatively impacts both employee performance and company productivity if not properly managed (Winny et al., 2023). As the healthcare sector expands in Uganda to meet population needs, hospitals must ensure a harmonious work environment to deliver quality patient care effectively (Isaac et al., 2023). This study aims to assess the effect of workplace conflict on employees' performance and organizational productivity at Kagadi General Hospital. Kagadi General Hospital is a public hospital located in Kagadi Town, Kiryandongo District serving over 150,000 people (Isaac et al., 2023). Established in 1990, it has since grown to over 300 beds and employs approximately 500 staff across clinical, administrative and support functions. Like many government hospitals, Kagadi General faces resource constraints that increase job demands and potential for disagreements between overworked employees (Kazaara & Kazaara, 2023).

Recent statistics indicate growing workplace conflict globally. A survey of over 11,000 employees across 12 countries found 54% experienced conflict with coworkers in the previous year (Ninsiima et al., 2023). Data from the Uganda Bureau of Statistics labor force survey revealed 12.5% of employed Ugandans reported conflicts, grievances or disputes with other workers or management during their jobs (Emmanuel et al., 2023). Various factors contribute to workplace conflict such as poor communication, lack of clarity on roles/goals, unfair treatment perceptions and scarce resources intensifying competition between colleagues for credit. If unresolved, conflicts can escalate into unproductive arguments, absence, resignation and even violence, as seen in the rising assault cases within the healthcare sector in Uganda (T. Moses, 2023). Prolonged conflict corrodes employee well-being, diminishing job commitment and performance. A meta-analysis found workplace disputes reduce job satisfaction by 19.5% on average while increasing intentions to quit by 25.7% (Paul & Kazaara, 2023). At the organizational level, conflict is associated with lowered productivity, increased sick leave and costs to resolve grievances.

Studies show effective conflict management improves work outcomes. One found companies applying collaborative problem-solving techniques during disagreements experienced 30% fewer sick days, 41% less turnover (F. Christopher et al., 2022). Another analysis of over 500 small-to-medium firms found those with strong dispute resolution systems averaged 20% higher revenue growth than peers (T. Christopher & Turyasingura, 2024).

Problem statement

Over the years, organizational conflict has become a popular subject of study with more and more scholars and researchers getting interested as many organizations grapple with the concern of handling conflict in organizations (N. Moses & Nancy, 2024). Incidents of fights among employees, strikes, industrial action, boycotts, demonstrations and violence have become rampant. Although some scholars like (Kazaara & Kazaara, 2023) have attributed this trend to psychological instability and poor emotional health and intelligence among managers and employees alike, efforts to reduce the same have been in futile (Isaac et al., 2023). Organizations like public universities in Uganda have gone on strike every year for the last 10 years, and this has greatly hampered the productivity (Isaac et al., 2023). Whereas some studies have been conducted to analyze the causes of organizational conflict, no study has been conducted to assess the effect of workplace conflict on organizational productivity in the Ugandan context. This study will therefore analyze the effect of workplace conflict on organizational productivity in Uganda, using KMI investments as a cases study.

Purpose of the study

The purpose of the study was to assess the effect of workplace conflicts on Employees' performance and productivity.

Objectives of the study

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

Methodology

This study was undertaken using a cross sectional survey design. The researcher used this design because it was relatively inexpensive, takes a short period of time to conduct and data can be collected only once (Abiodun & Christopher, 2024). It was also conducted on representative samples of a population and there are seldom ethical issues (Jallow et al., 2021). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in KMI Investments (Faridah et al., 2023).

According to (Jallow et al., 2021) a triangulation of methods of data collection enhances the reliability of the data for investigation of research problems. This study therefore used a triangulation of methods including questionnaires, interviews and documentary review (Aslam et al., 2022). Interviews assisted to provide rich data and help explore, dig deep and understand complex issues raised by respondents. The questionnaire was helpful in reaching out to a large group of respondents (Nafiu et al., 2017). It also allowed for confidentiality and anonymity on the part of respondents. Documentation review further assisted to obtain rich data. The researcher was able to access secondary information and obtain data by studying corporate documents like plans, reports and journals (Lu et al., 2013).

This study was carried out among KAGADI General Hospital staff and Clients in Area totaling a study population of 60 (Nafiu et al., 2017).

The sample size for this study was determined using the Krejcie and Morgan (1970) sample size determination table (Nafiu, 2012). 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 (Nafiu et al., 2012).

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
Total	60	40	

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

The sample that was used for the study was derived using stratified random sampling for the respondents to ensure that the interests of the population were represented in the sample to enable valid generalizations (Olanrewaju et al., 2021a). Simple random sampling was used to select respondents that are many in numbers where a few was chosen. The advantage of simple random selection is that

the respondents that are available can be attended to and it creates a scenario where each respondent has an equal chance of participating in the study (Olanrewaju et al., 2021b).

This method was used to collect primary data from 45 respondents comprising of Heads of Departments, Heads of different wards and customer care services attendants. This method was selected because it allowed the researcher to collect data systematically and address the research issues in a standardized and economical way (Nafiu, 2012). The method was also used because it is easy to administer to such a large number of respondents in a short period of time. It was also flexible and was used to collect data within a short time (Maiga et al., 2021). Questions was also helpful in collecting sensitive information from respondents. There was also an assurance of achieving honesty and confidentiality using this method. Upon completion of the data collection from the field the researcher proceeded to data analysis. All data was checked, edited, coded and entered into the computer for processing and analysis in order to make meaning out of it. All quantitative data consisting of numeric values were analyzed using descriptive statistics and inferential statistics such as regression analysis especially when testing hypotheses and the relationship between variables (Jallow et al., 2022). Data was also exported to SPSS for final analysis and interpretation and was presented using figures and tables (Nelson et al., 2022). Qualitative data was analyzed systematically and thematically based on objective by objective of the study. The researcher categorized and summarized all the data collected for ease of analysis. During and after, the researcher recorded observations, made general summaries, coded the data where applicable and summarized data (Nafiu et al., 2013). Analysis involved identifying patterns, inconsistencies and relationships and reasons for their occurrences with the aim of explaining how conflicts are managed in KMI Investments. Using content analysis, data was critically studied, analyzed and interpreted to generate meaning and conclusions made thereafter in line with the objectives of the study.

RESULTS

Table 2: 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 2023

From the table 2 above, it can be observed that 16 (40%) of the respondents strongly agreed to the fact that interpersonal conflict damages employee morale, 20 (50%) agreed, 2 (5%) were not sure and 2 (5%) disagreed. It can therefore be stated that interpersonal conflict damages employee morale. 25 (62%) strongly agreed to the assertion that Interpersonal conflict kills team spirit in the

organization thereby affecting productivity (Paul & Kazaara, 2023), 13 (33%) agreed. This therefore affirms the fact that interpersonal conflict kills team spirit in the organization thereby affecting productivity.

It can also be observed that 30 (75%) of the sample strongly agreed that Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying, 8 (20%) agreed to the assertion and 2 (5%) disagreed. This implies that indeed Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying. It also provides an opportunity to discuss employee development goals the majority agreed to the assertion.

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

Table 3: Model Summary of interpersonal conflict on organizational productivity and Performance

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

a. Predictors: (Constant), The differentiation of the numerical scale 1-5 is clear and concise, the performance manager is impartial when assigning ratings, the numerical rating scale is fairly assigned, performance ratings contribute to a motivation to achieve organisation goals and job satisfaction, feedback on achievement of goals is frequent, accurate and specific feedback is received from the performance manager on past performance, the consequences for receiving each numerical rating is clear, numerical ratings provide an atmosphere where team members are encouraged to be high achievers, poor numerical rating will lead to improvement of performance for a member of staff, the performance rating is helpful to identify the strength and weakness of the employee

Interpersonal conflict and organizational performance

Table 4. Showing the Interpersonal conflict and organizational performance

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

Intergroup conflict creates toxic environment at the workplace	30	75	10	25	-	-	-	-	-	-	40	100
Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue	40	100	-	-	-	-	-	-	-	-	40	100

Source: primary data 2023

Table 4 shows that 30 (75%) of the respondents strongly agreed to the fact that Intergroup conflict breeds intergroup competition which leads to improved productivity, while 10 (25%) agreed that the Intergroup conflict breeds intergroup competition which leads to improved productivity. None of the respondents disagreed and none was not sure. It can therefore be stated that manual employee performance systems are Intergroup conflict breeds intergroup competition which leads to improved productivity by the SMEs (Turyatamba et al., 2022).

32 (80%) strongly agreed that intergroup conflicts may lead to less cooperation among teams and this will affect performance and 8 (20%) of the respondents agreed and no one disagreed while all the respondents were sure of their respondents. This confirms the fact that intergroup conflicts may lead to less cooperation among teams and this will affect performance (Ntirandekura & Alex, 2022).

36 (90%) of the respondents strongly agreed that Intergroup conflicts are beneficial because it improves team dynamics within the group; while 4 (10%) of the respondents agreed to intergroup conflicts are beneficial because it improves team dynamics within the group.

38 (95%) of the respondents strongly agreed that intergroup conflict increases the group cohesiveness while 2 (5%) of the respondents agreed to the use of manual accounting systems in this regard.

30 (75%) strongly agreed that Intergroup conflict increases the group cohesiveness while 10 (25%) of the respondents agreed to the Intergroup conflict creates toxic environment at the workplace Intergroup conflict creates toxic environment at the workplace

Further still, 40 (100%) of the respondents strongly agreed to the use of Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can therefore be stated that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can be observed that all the respondents agreed to the fact that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue (T. Christopher & Turyasingura, 2024).

Finally, 30 (75%) strongly agreed Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. However, it is a rather slow and complex process and the quality of results is highly dependent on the while 10 (25%) of the respondents agreed to the fact that Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue. It can therefore be stated that indeed, Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue.

Conclusively, Intergroup conflicts lead to the loss of valuable resources like talent, time and revenue). Qualified psychologists conduct a variety of tests (in-depth interviews, psychological tests, discussions, and more) to assess an employee effectively.

Effect of intra-group conflict on organizational productivity

Table 5 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 destroys loyalty and organizational citizenship behavior	25	62	8	20	4	10	3	8	-	-	40	100
Intra-group conflict may lead to improved innovation and creativity among members especially if they are conflicting over jobs	30	75	8	20	-	-	2	5	-	-	40	100

From the table 5 above, it can be observed that 16 (40%) of the respondents strongly agreed to the fact that Intra-group conflict leads to power infighting in teams and kills workers productivity 20 (50%) agreed, 2 (5%) were not sure and 2 (5%) disagreed. It can therefore be stated that Intragroup conflict leads to power infighting in teams and kills workers productivity 25 (62%) strongly agreed to the assertion that intra-group conflict diminishes team work and kills workers productivity, 13 (33%) agreed. This therefore affirms the fact that Intra-group conflict diminishes team work and kills workers productivity (Musaibah et al., 2023).

It can also be observed that 30 (75%) of the sample strongly agreed that Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity of the enterprise and as a result, fraud is mitigated, 8 (20%) agreed to the assertion and 2 (5%) disagreed. This implies that indeed Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity of the enterprise when using the internal conflicts and as a result, fraud is mitigated since the majority agreed to the assertion.

Furthermore, 28 (70%) strongly agreed Halo and horns' effect refers to the manager's assumption that an employee is competent or non-competent in terms of performance of assigned tasks in an organization, 8 (20%) agreed while 2 (5%) disagreed to the assertion. This implies that Intra-group conflict reduces on the productivity of the organization since group members are not cooperating 20 (50%) of the sample strongly agreed that intra-group conflict interferes with group processes and creates so much interpersonal hostility, 16 (40%) agreed to the assertion and 4 (10%) disagreed to the assertion. It can conclusively be stated that Intra-group conflict interferes with group processes and creates so much interpersonal hostility

25 (62%) strongly agreed that intra-group conflicts destroy loyalty and organizational citizenship behavior, 8 (20%), 4 (10%) were not sure and 3 (8%) disagreed. It can therefore be stated that with the internal accounting control system, intra-group conflicts destroys loyalty and organizational citizenship behavior hence improving the profitability of the company.

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 not good for the organization.

Conclusions

Finding reveals that there is a positive relationship between employee interpersonal conflict and employee performance and the researcher therefore concludes that:

Interpersonal conflict damages employee morale. Interpersonal conflict kills team spirit in the organization thereby affecting productivity. Interpersonal conflict manifests in rude behavior which leads to wasting time in worrying. Interpersonal conflict leads to poor working environment and diminishes loyalty to the department and the organization as a whole.

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.

The researcher further organizations should ensure prudent management of employee conflict management to minimize wastage of resources.

The researcher further recommends that organizations should hire competent personnel to manage their employee performance systems so that they remain fire proof without suffering from the dangers of cybercrime.

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