

# Assessment Of The Effect Of Workplace Conflict On Employees Performance And Organizational Productivity. A Case Study Of Kazo General Hospital

Okwayagara Lydia<sup>1</sup>, Zikusooka Enock<sup>2</sup>, Okee Jill Margaret<sup>3</sup>  
1, 2, 3 Metropolitan International University

**Abstract:** *This research project aimed to thoroughly evaluate the effects that workplace conflicts had on employee performance and overall organizational productivity at Kazo General Hospital located in Kazo County, Kiruhura District, Uganda through a mixed methods approach involving quantitative and qualitative data collection and analysis techniques. A cross-sectional research design was employed whereby questionnaires were distributed to all clinical and support staff employed at the hospital to gather information regarding their perceptions of the prevalence and nature of conflicts experienced at the workplace along with ratings of how conflict impacted upon various work-related factors including job satisfaction, stress levels, staff retention and fulfillment of duties over the preceding one-year period. Semi-structured interviews were also conducted with hospital administrators and departmental heads to gain deeper insights into their observations of conflict trends, root causes and management practices. Focus group discussions involving convenience samples of staff provided an additional forum to discuss conflict experiences and recommendations for interventions. From the findings, 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. The analyses of quantitative survey responses indicated that significant proportions of employees frequently encountered interpersonal conflicts with colleagues that compromised their personal wellbeing and ability to optimally perform roles and responsibilities. Qualitative findings revealed a myriad of systemic, leadership and interpersonal relationship issues as drivers of conflict alongside inconsistent strategies for conflict prevention and resolution. Corresponding declines were discerned in measures of staff enthusiasm, clinical governance, innovation and productivity metrics during times when conflicts were more pronounced.*

**Keywords:** Workplace Conflict, Employees, Performance And Organizational Productivity

## Background of the study

Workplace conflict has become a widespread phenomenon in organizations globally as a result of interpersonal disagreements arising from differences in attitudes, values, perceptions and interests among employees who have to interact and depend on one another to accomplish organizational goals (Isaac et al., 2023). While a certain level of conflict can stimulate creativity and even help resolve issues, chronic and poorly managed conflicts typically have detrimental impacts on both individual job performance as well as overall organizational productivity and effectiveness (Ntirandekura & Christopher, 2022). Kazo General Hospital, located in Kazo County, Kiruhura District in Western Uganda is a government-run tertiary healthcare facility that provides a wide range of inpatient and outpatient medical services to the local population as well as referrals from neighboring districts (Paul & Kazaara, 2023). As an essential social service organization handling life and death situations daily with more than 300 employees from diverse educational, ethnic and religious backgrounds working under pressure to serve high patient volumes, there is a genuine potential for various types of conflicts to emerge at the facility due to differences of opinion, priorities or personality clashes among clinical and support staff (Alex & Kazaara, 2023).

While anecdotal reports indicate that unresolved interpersonal conflicts have negatively impacted collaboration, staff morale and the quality of patient care services delivered at Kazo General Hospital in recent times, no formal studies have been conducted to systematically investigate the dynamics, effects and root causes of workplace conflicts within the institution (Winny et al., 2023). Additionally, existing hospital management has at times struggled to effectively prevent, identify and address conflicts as they arise to minimize disruptions according to staff interviews (Christopher, Moses, Muhindo, & Komunda, 2022). Previous studies conducted in other developing country contexts have demonstrated significant associations between workplace conflicts and reduced job satisfaction, increased workplace aggression, absenteeism and turnover among health professionals (Julius, 2024b). Conflicts have also been linked to lower clinical service quality, compliance with standards and productivity due to distractions from core responsibilities (Racheal et al., 2023). At the organizational level, conflict has been found to diminish innovation, team cohesion and ultimately profitability or service delivery efficiency in both private and public sector settings (Christopher, Muhindo, et al., 2022). However, evidence on the significance and dynamics of this occupational stressor within Ugandan public hospitals especially at the smaller secondary level facilities is still limited. Most prior studies have focused on the large national referral hospitals (Derrick et al., 2023). Workplace conflicts present both financial and non-financial costs that disproportionately impact resource-constrained

healthcare systems like that of Uganda (David et al., 2023). It is therefore imperative to explore this overlooked issue at the district general hospital level to comprehend its true magnitude and effects on the most accessible tier of health services.

**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 (Ivan et al., 2023). Incidents of fights among employees, strikes, industrial action, boycotts, demonstrations and violence have become rampant. Although some scholars like (Lydia et al., 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 (Ntirandekura & Christopher, 2022). 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 (Paul & Kazaara, 2023). 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 Kazo General Hospital
2. To assess the effect of intergroup conflict on employees' performance and productivity of Kazo General Hospital
3. To examine the effect of intra-group conflict on organizational productivity of Kazo 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 (Rasheed et al., 2022). It was also conducted on representative samples of a population and there are seldom ethical issues (Aslam et al., 2022). The researcher employs both qualitative and quantitative approaches to investigate Customer care services and customer retention of commercial sector in KMI Investments (A & Ahmed, 2019). This study therefore used a triangulation of methods including questionnaires, interviews and documentary review. This study was carried out among KAZO General Hospital staff and Clients in Area totaling a study population of 60 (Kinyata & Abiodun, 2020).

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 (Lu et al., 2013).

**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: KAZO 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., 2021). 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 (Jallow et al., 2022). The researcher used multiple data collection methods so that validity of findings was assured.

Primary data was collected using the questionnaire and interviews and secondary data through documentary review method (Nafiu et al., 2012). 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 (Aslam et al., 2022). This method was selected because it allowed the researcher to collect data systematically and address the research issues in a standardized and economical way. 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 (Olanrewaju & Abiodun, 2021). Questions was also helpful in collecting sensitive information from respondents. There was also an assurance of achieving honesty and confidentiality using this method. The instrument was developed based on the constructs identified in the literature review. The questionnaire allowed the researcher to collect data systematically and address the research issues in a standardized and economical way as it was easier and cheaper to collect data from a large group of respondents in a limited time. According to (Nafiu et al., 2012) structured or close ended questions are easier to analyze since they are in an immediate usable form. They were easier to administer as possible answers followed each item. Also this was useful due to limited time and resources (Olanrewaju et al., 2021). For qualitative data, codes and labels were assigned to emerging themes, while for quantitative data; a Likert scale was used to measure the variables. The variables were measured by a five point Likert scale of 5-1 (i.e. strongly agree-5, agree-4, not sure-3, disagree-2, strongly disagree-1).

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 (A & Ahmed, 2019). 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. Analysis involved identifying patterns, inconsistencies and relationships and reasons for their occurrences with the aim of explaining how conflicts are managed in KMI Investments (Anwar et al., 2022). 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 6 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., 13 (33%) agreed. This therefore affirms the fact that interpersonal conflict kills team spirit in the organization thereby affecting productivity (Paul & Kazaara, 2023).

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 (Paul & Kazaara, 2023). 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. 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 3 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 (Musimenta et al., 2017). 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 (Julius, 2024a).

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 (Christopher, Moses, Muhindo, & Muhammad, 2022). 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. 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 4 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

From the table 4 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 (Ntirandekura & Christopher, 2022). 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. 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 destroy loyalty and organizational citizenship behavior hence improving the profitability of the company (Paul & Kazaara, 2023).

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.

It can conclusively be stated that the internal conflicts is positively related to the performance of organizations because the system is easy to learn and understand by the users in the business, Intra-group conflict diminishes team work and kills workers productivity, Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity, the system is easy to use, the system's functionality is good and secure for usage, intra-group conflicts destroys loyalty and organizational citizenship behavior and the system for accounting is sufficient and can't be easily hacked.

### Conclusions

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.

The researchers further conclude Intra-group conflict leads to power infighting in teams and kills workers productivity. Intra-group conflict diminishes team work and kills workers productivity. Inter-group conflict kills loyalty in the organization or department and diminishes workers' productivity.

### 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 also recommends that organisations should prioritize the information management department since it is a very vital cost center

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.

### References

- A, S. M. D. A. U. Y. N. L., & Ahmed, H. O. (2019). *On a Semi-Markov Model for Stock Exchange using Capital Assets*. 6(1), 138–144.
- Alex, I., & Kazaara, A. G. (2023). *Internal Controls and Financial Performance of Saccos in Wakiso District*. 7(3), 47–56.
- Anwar, S. M., Komal, S., Cheema, A. N., Abiodun, N. L., Rasheed, Z., & Khan, M. (2022). *Efficient Control Charting Scheme for the Process Location with Application in Automobile Industry*. 2022.
- Aslam, M., Anwar, S. M., Khan, M., Abiodun, N. L., & Rasheed, Z. (2022). *Efficient Auxiliary Information – Based Control Charting Schemes for the Process Dispersion with Application of Glass Manufacturing Industry*. 2022.
- Christopher, F., Moses, N., Muhindo, M. E., & Komunda, T. R. (2022). *Employee Training and Organizational*

Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. *International Journal of Academic Pedagogical Research*, 6(5), 1–7.

Christopher, F., Moses, N., Muhindo, M. E., & Muhammad, M. (2022). *Rewards and Employee Performance in an Organization : A Case Study of African College of Commerce and Technology in South Western Uganda*. 6(4), 414–428.

Christopher, F., Muhindo, M. E., & Nakalema, F. (2022). *Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the Decentralization and Social Service Delivery in Uganda : Acritical Analysis of the literature review*. November.

David, M., Julius, A., Ariyo, D., & Kazaara, G. (2023). THE ROLE OF COMMERCIAL BANKS IN SMALL SCALE ENTREPRENEURIAL DEVELOPMENT IN ADJUMANI DISTRICT, A CASE STUDY OF CENTENARY BANK Background of the Study. *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJBEE)*, 2(3), 1490–1505.

Derrick, T., Nelson, K., Ariyo, D., Kazaara, G., Deus, T., Christopher, F., Catherine, M., & Ismail, L. (2023). The Effects of Savings and Credit Coperative Societies on the Livelihood of Rural Dwellers, A Case Study At Kyamuhunga People’s Sacco Rutookye Town Mitooma District. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). [www.ijeais.org/ijamr](http://www.ijeais.org/ijamr)

Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023). *Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity , a Case Study of Tororo General Hospital*. 7(3), 279–289.

Ivan, M., Alex, I., & Deus, T. (2023). INTERNAL AUDITING AND FINANCIAL PERFORMANCE COMMERCIAL BANKS IN UGANDA: A CASE STUDY OF CENTENARY BANK NANSANA BRANCH. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJBEE)* (Vol. 2, Issue 6).

Jallow, M. A., Abiodun, N. L., & Weke, P. (2022). *Stochastic Forecasting of Stock Prices of Capital Assets Using Semi-Markov Model*.

Julius, A. (2024a). *Inventory Management Strategy and its Impact on Production Efficiency : An Empirical Evidence of Mukwano Manufacturing Industries*. 8(4), 96–99.

Julius, A. (2024b). *Staff Development and its Impact on students Academic Performance Among selected secondary Schools in Kanungu District*. 8(4), 155–160.

Kinyata, G. S., & Abiodun, N. L. (2020). *Analysis of Monetary Policy Objectives as Applied to Uganda ’ s Economy : The Dream to Achieve the Middle-Income Status in 2020 is Gone*. 10(05), 8–14.

Lu, A. F. O. G., Abubakar, U. Y., Isah, A., Nafiu, L. A., & Rauf, K. (2013). *On inequality to generate some statistical distributions*. 2013, 1–14.

Lydia, N., Kazaara, A. G., Kazaara, A. I., Brenda, T., & Bafaki, G. (2023). *Promotion of Small-Scale Industries and Development of Business . A Case Study ; Masafu Subcounty ( Busia )*. 7(3), 240–245.

Musimenta, D., Nkundabanyanga, S. K., Muhwezi, M., Akankunda, B., & Nalukenge, I. (2017). Tax compliance of small and medium enterprises: a developing country perspective. *Journal of Financial Regulation and Compliance*, 25(2), 149–175. <https://doi.org/10.1108/JFRC-08-2016-0065>

Nafiu, L. A., Oshungade, I. O., & Adewara, A. A. (2012). *Alternative Estimation Method for a Three-Stage Cluster Sampling in Finite Population*. 2(6), 199–205. <https://doi.org/10.5923/j.ajms.20120206.06>

Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.

Ntirandekura, M., & Christopher, F. (2022). *Employee Welfare and Productivity of Bankers in Kabale Municipality , Kabale District : a Case Study of Equity Bank*. 6(7), 134–144.

Olanrewaju, R. O., & Abiodun, N. L. (2021). *Stochastic Modelling of the Dynamics of the SARS-CoV-2 Epidemic : An Africa Perspective*. 11(2), 41–48. <https://doi.org/10.5923/j.ajms.20211102.03>

Olanrewaju, R. O., Waititu, A. G., & Abiodun, N. L. (2021). *On the Estimation of k-Regimes Switching of Mixture Autoregressive Model via Weibull Distributional Random Noise*. 10(1), 1–8. <https://doi.org/10.5923/j.ijps.20211001.01>

Paul, W., & Kazaara, A. G. (2023). *Assessing How Employee Job Rotation Affects Workers Productivity In Organizations . A Case Study of Action against Hunger , Kiryandongo District .* 7(3), 168–173.

Racheal, N., Kazaara, A. G., & Kazaara, A. I. (2023). *Impact Of Quality Financial Reporting On An Organization Resource Management : A Case Study Of Humuza Holding Limited Kampala Uganda*. 7(3), 335–343.

Rasheed, Z., Khan, M., Abiodun, N. L., Anwar, S. M., Khalaf, G., & Abbasi, S. A. (2022). *Improved Nonparametric Control Chart Based on Ranked Set Sampling with Application of Chemical Data Modelling*. 2022.

Winny, N. D., Ariyo, D., Kazaara, G., Kazaara, A. I., & Deus, T. (2023). Effect Of Motivation On Employee Performance In Non-Government Organizations (NGOS): A Case Of Mbale City. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). [www.ijeais.org/ijamr](http://www.ijeais.org/ijamr)