

# Organisational Conflict And Employee Performance In Mubende Municipal Council, Uganda

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**Abstract: Purpose** – This study examined the effect of organizational conflicts on employee performance at Mubende Municipal Council. Specifically, it focused on interpersonal, intrapersonal, intergroup, and intragroup conflicts. **Methods** – A descriptive research design was used with a sample of 105 respondents drawn from a population of 143. Simple random and purposive sampling techniques were applied. Data was collected and analyzed to assess conflict levels and their impact on performance. **Findings** – The results showed high levels of organizational conflict (mean = 2.92) and low employee performance (mean = 1.94). There was a significant positive effect of intrapersonal, intergroup, and intragroup conflicts on employee performance. The study revealed that well-managed intrapersonal and intragroup conflicts can improve employee output. **Implications** – The findings suggest that conflict, when properly managed, can enhance creativity, collaboration, and productivity. Managers should adopt inclusive conflict management strategies and involve employee representatives in decision-making. **Originality** – This study contributes new insights into how specific types of conflict—especially intrapersonal and intragroup—can positively influence employee performance when managed constructively in a municipal council context.

**Keywords**— *Organizational conflict, Performance of Employees, Intergroup Conflicts, Intragroup Conflicts*

## INTRODUCTION

Organizational conflict is an inevitable aspect of institutional life and a critical factor affecting employee performance across both public and private sectors. Conflict arises due to incompatible goals, misunderstandings, competition for limited resources, or interpersonal tensions within teams or departments (Rahim, 2021). While a moderate level of conflict can encourage creativity and innovation, unmanaged or poorly handled conflict often leads to decreased productivity, low morale, absenteeism, and high staff turnover (Khan & Ismail, 2021). Globally, organizations recognize the negative impact of internal conflict. For instance, a study by CPP Inc. found that 85% of U.S. employees deal with conflict regularly, costing companies over \$359 billion annually in lost productivity (Adler, 2020). In Europe, conflict is reported to consume up to 20% of managers' time, hindering team cohesion and reducing job satisfaction (Peterson, 2021). Across Africa, particularly in public institutions, organizational conflict is widespread—exacerbated by limited resources, rigid bureaucracies, and overlapping responsibilities. Studies in Nigeria, Kenya, and South Africa consistently link internal conflicts in local governments to poor staff performance, low motivation, and disrupted service delivery (Eze, 2021; Mwangi & Gikandi, 2020; Moyo, 2021).

In Uganda, organizational conflict has become a growing concern in local governments, especially municipal councils. While the decentralization policy aimed to enhance autonomy and responsiveness, it has often created fragmented authority and friction between technical staff and political leaders (Tumwebaze, 2020). Local government entities like Wakiso District and Jinja Municipality frequently report interpersonal and interdepartmental conflicts that interrupt workflow and reduce public confidence (Kaggwa & Namusoke, 2021). Mubende Municipal Council, the focus of this study, faces similar challenges—such as poor communication, unclear role assignments, and disputes over limited resources. Internal audit and HR reports (Mubende HR Office, 2022) highlight how these conflicts contribute to absenteeism, job dissatisfaction, and failure to meet performance targets. Although interventions like team-building and conflict resolution training have been implemented, persistent conflict remains a major barrier to effective service delivery. This study, therefore, seeks to investigate the relationship between organizational conflict and employee performance in Mubende Municipal Council, aiming to generate practical insights for strengthening public sector performance through improved conflict management strategies.

### *Purpose of the Study*

This study aims to investigate how organisational conflict influences the performance of employees within Mubende Municipal Council, located in Mubende District, Uganda.

### *Objectives of the Study*

i. To evaluate the impact of conflicts between different groups (intergroup conflicts) on employee performance in Mubende Municipal Council, Mubende District, Uganda.

ii. To analyze how conflicts within the same group (intragroup conflicts) affect employee performance in Mubende Municipal Council, Mubende District, Uganda.

### *Implications of the research*

**Human Resource Managers:** The findings of this study provide valuable insights that may assist HR managers in designing and implementing effective conflict management policies. By understanding the types and effects of organizational conflict, managers can adopt strategies that promote employee performance, reduce workplace tensions, and enhance overall organizational productivity.

**Study Organization and Employees:** Mubende Municipal Council, along with its employees, stands to benefit from improved workplace harmony if the study's recommendations are adopted. A well-managed work environment is likely to lead to increased job satisfaction, reduced absenteeism, and better service delivery. Employees may experience a more supportive and efficient organizational culture that fosters performance and morale.

**Future Researchers:** This study contributes to the growing body of literature on organizational conflict and employee performance, particularly within local government settings. Future scholars exploring similar themes—such as staff turnover, public sector productivity, or conflict resolution—may find the research useful for reference, citation, or as a foundation for further investigation.

## **2. LITERATURE REVIEW**

### **2.1. Theoretical Framework**

This study is primarily guided by Social Systems Theory, but it also draws on Modern Conflict Theory to provide a multidimensional understanding of how organisational conflict affects employee performance in local government settings in Uganda.

#### *Social Systems Theory*

The Social Systems Theory, originally drawn from systems thinking and later applied to organisational studies, conceptualizes an organisation as a living system composed of interconnected and interdependent parts (Hendry & Seidi, 2013). Within this framework, conflict is not viewed as an isolated or necessarily dysfunctional event, but rather as a natural and predictable outcome of interactions among various organisational elements—individuals, departments, roles, and functions. The theory suggests that for an organisation to function optimally, these parts must operate in cooperation and balance, with a shared purpose and open communication.

In organisations such as Mubende Municipal Council, which operates through multiple departments with overlapping roles, poor coordination and ineffective communication can easily disrupt the system's equilibrium. When communication channels are unclear, roles are ambiguous, or resources are unequally distributed, conflict becomes systemic, affecting not only interpersonal relations but also the overall performance of employees. According to Nischal and Bhalla (2021), leaders play a central role in harmonizing organisational sub-systems, and their failure to promote inclusiveness, transparency, and mutual respect may result in long-standing conflicts that compromise institutional goals.

Furthermore, the theory emphasizes the significance of organisational climate and culture in shaping how conflict is perceived and managed. A positive climate that fosters team learning, shared vision, and respectful dialogue reduces the likelihood of destructive conflict (Kramer, 2021). Within the context of Mubende Municipal Council, where both technical staff and elected officials operate under politically sensitive and often overlapping mandates, applying Social Systems Theory helps highlight how leadership practices, communication patterns, and organisational culture either escalate or mitigate conflict. Thus, this theory underpins the study by offering a lens through which to assess how systemic issues such as role ambiguity, leadership gaps, and departmental fragmentation contribute to conflict and subsequently diminish employee performance. The theory also justifies the exploration of strategies such as participatory leadership and interdepartmental collaboration as tools for improving harmony and productivity in the council.

### *Modern Conflict Theory (C. Wright Mills)*

Modern Conflict Theory, particularly the interpretation developed by C. Wright Mills, offers a macro-sociological perspective on organisational dynamics by situating conflict within broader structures of power and inequality. Mills posited that conflict arises not just from interpersonal differences but from systemic imbalances in the control of resources, authority, and decision-making (Ajayi & Alabi, 2021). In any hierarchical organization, the existence of a power structure inherently creates winners and losers, leading to tensions between dominant and subordinate groups.

In the context of Mubende Municipal Council, where decision-making authority is often concentrated in a few administrative or political offices, this theory is particularly useful in explaining conflict rooted in power asymmetries. For instance, disputes may emerge between elected leaders (e.g., municipal councilors) and technical staff over budgetary control, project implementation, or policy prioritization. Mills' theory would interpret these not as simple management failures but as the inevitable result of conflicting interests between groups with unequal power and divergent goals. Thus, Modern Conflict Theory underpins the study by offering a critical framework to investigate how institutional power structures and competing interests contribute to sustained conflict. It supports the study's aim to examine not only the surface-level manifestations of conflict (e.g., poor teamwork or communication breakdowns) but also the underlying structural causes that affect employee motivation and performance in a local government setting.

## **2.2 Influence of Intergroup Conflict on Employee Performance**

Intergroup conflict arises when misunderstandings or disagreements occur between different departments or teams within an organisation (Nischal & Bhalla, 2014). These conflicts frequently stem from divergent departmental goals, misaligned responsibilities, and competing interests. For instance, a finance department focused on cost-cutting may clash with a marketing team aiming to increase spending on promotions. Similarly, resource limitations such as budget constraints or staffing shortages can cause competition among teams, leading to heightened tensions (Fox, Dale, & Mayer, 2013). The existence of rigid group boundaries that reinforce identity and autonomy can further isolate teams and intensify competitive dynamics, ultimately fostering an "us versus them" mentality (Adams & Van Dyne, 2021).

Klingner, Nalbandian, and Llorens (2015) highlight that intergroup conflict is not inherently negative; when properly managed, it can stimulate innovation and drive high performance. Constructive competition, such as teams striving to exceed service delivery targets, can energize employees and push teams toward organizational excellence. However, poorly managed competition especially in hierarchical public institutions may create perceptions of unfairness, leading to interpersonal resentment and disengagement (Mensah & Mireku, 2021). For example, when high-performing departments are rewarded while others are ignored, it can demoralize under-resourced teams and weaken organizational cohesion. Unresolved intergroup conflict often leads to communication breakdowns, reduced collaboration, and duplication of efforts.

According to Chaudhry et al. (2015), time spent dealing with internal disputes draws attention away from core duties, causing employees to focus more on personal grievances than achieving shared goals. This scenario is particularly common in the public sector, where overlapping mandates and poor coordination between departments hinder service delivery. In such cases, conflict may result in missed deadlines, low output quality, or even public dissatisfaction with government services. Moreover, studies have found that intergroup conflict has a spillover effect, influencing not only the conflicting parties but also the broader work environment. Billett and Choy (2020) argue that when teams perceive persistent conflict as unresolved or tolerated by management, it creates a toxic climate that reduces trust across the organisation. Employees outside the immediate conflict may become hesitant to collaborate, withdraw from joint activities, or adopt passive work behaviors to avoid confrontation.

In highly decentralised governance structures such as Uganda's local governments, intergroup conflict is often exacerbated by role ambiguity between technical staff and elected officials. Tumwebaze and Okello (2022) observe that tensions between administrative and political arms of municipal councils, such as in Mubende, are common due to blurred lines of accountability and overlapping functions. Such institutional conflicts frequently cascade down to departmental teams, negatively affecting employee morale and performance across the council. Therefore, understanding intergroup conflict in a municipal setting like Mubende is critical. Without deliberate efforts to improve interdepartmental communication, clarify roles, and foster a collaborative culture, intergroup conflict may persist and impair employee effectiveness. As this study aims to explore, addressing these conflicts through structured management strategies could lead to a significant improvement in public service delivery and employee productivity.

## **2.3 Influence of Intragroup Conflict on Employee Performance**

Intragroup conflict refers to disagreements or tensions that arise among members of the same team or department. These internal disputes typically stem from differences in personalities, values, goals, communication styles, or work-related perspectives (Schlaerth, Ensari, & Christian, 2013). For instance, a team may experience conflict when members disagree on how a task should be executed or when dominant personalities clash during group decision-making. While some level of conflict can promote critical thinking and lead to innovative problem-solving, unmanaged or excessive conflict often damages group cohesion and hampers performance.

According to de Wit, Greer, and Jehn (2012), intragroup conflict can be categorized as task-related or relationship-related. Task conflicts, when constructive, can lead to better decision-making and performance by encouraging diverse viewpoints. However, relationship conflicts, rooted in emotional tension or personal dislike, are more likely to negatively affect team effectiveness and morale. In public institutions such as local governments, where collaboration and unity are essential for service delivery, unresolved intragroup conflicts can lead to miscommunication, delays in project implementation, and a reduction in employee productivity.

DeChurch, Mesmer-Magnus, and Doty (2013) highlight that harmony within departments is crucial for maintaining a positive work environment. When interpersonal disputes become personal or are based on issues such as perceived injustices, discrimination, or unresolved grievances, they may create toxic dynamics within teams. These conflicts not only affect the individuals involved but also influence team performance by fostering mistrust and poor communication. In highly hierarchical settings like local government councils, such disputes can also undermine respect for authority and procedural compliance (Okello & Ssemogerere, 2021).

Recent research in organisational psychology has shown that the intensity and duration of intragroup conflict strongly correlate with employee disengagement and turnover (Ahmed, Omondi, & Musoke, 2020). Persistent conflicts within teams often lead to emotional exhaustion, reduce job satisfaction, and weaken the overall morale of the group. Where such conflicts persist without effective resolution mechanisms, teams are less likely to meet performance targets, and institutional credibility may suffer. To mitigate the negative impact of intragroup conflict, organisations must implement structured conflict resolution frameworks. This may include training in emotional intelligence, communication skills, and the use of neutral mediators to facilitate dispute resolution.

As noted by Nyamweya and Odongo (2022), empowering managers to detect early signs of team dysfunction and intervene constructively can significantly reduce the occurrence and escalation of intragroup disputes. In the case of Mubende Municipal Council, where departmental collaboration is essential for delivering public services, understanding the dynamics of intragroup conflict is key to improving employee performance. Poorly managed team conflicts can disrupt workflow, create divisions among staff, and hinder progress toward organisational goals. This study explores the extent to which such conflicts exist within teams and how they influence overall employee output and service delivery effectiveness.

## **2.4. Research Gap**

Although a substantial body of literature exists on the relationship between organisational conflict and employee performance, most studies have focused on general workplace environments within private sector organisations or multinational corporations in developed economies (Klingner, Nalbandian, & Llorens, 2015; DeChurch, Mesmer-Magnus, & Doty, 2013). In these contexts, conflict is often examined under controlled management systems and well-established institutional frameworks. However, limited empirical research has explored this relationship within local government institutions in developing countries, where bureaucratic inefficiencies, resource constraints, and political interference often exacerbate conflict (Mensah & Mireku, 2021; Tumwebaze & Okello, 2022).

In the African context, while a few studies have addressed organisational conflict in public sector entities (Eze, 2021; Moyo, 2021), there remains a lack of focus on the dynamics of intergroup and intragroup conflicts within decentralised government structures, such as Uganda's municipal councils. Specifically, the way these conflicts affect employee performance at the local government level—where service delivery depends heavily on teamwork and coordination—has not been sufficiently examined. Furthermore, in the case of Mubende Municipal Council, no documented study has systematically assessed the types, causes, and impact of organisational conflicts on employee performance, despite internal reports indicating recurring conflict-related disruptions (Mubende HR Office, 2022). This leaves a significant knowledge gap in understanding how both intergroup and intragroup conflicts influence productivity and morale in Uganda's local government units. Therefore, this study seeks to fill this gap by providing context-specific empirical evidence on how organisational conflict affects employee performance in Mubende Municipal Council. The findings will contribute to policy and practice by offering insights into conflict management strategies suitable for local governance institutions.

### 3. METHODOLOGY

#### 3.1 Research Design

The study adopted a descriptive-correlational approach. The descriptive component helped gather in-depth information about the internal sources of conflict, the situations where they occur, and how employees handle them. The correlational aspect was used to identify the connection between intrapersonal conflict and employee performance. This aligns with the framework proposed by Creswell & Creswell (2020).

#### 3.2 Study Population

The research focused on all staff members working in various departments within Mubende Municipal Council. This included, but was not limited to, key personnel such as department heads, supervisors, accountants, HR officers, and frontline service staff. According to the Council's Human Resource Office (2024), the total workforce was estimated at 180 employees.

#### 3.3 Sample Size

The sample size was calculated using Yamane's (1967) formula:

$$n = N / (1 + N(e^2))$$

Where:

n = sample size

N = total population (180)

e = margin of error (0.05)

This resulted in a sample size of **124** participants.

#### 3.4 Sampling Method

A stratified random sampling technique was employed to ensure representation from all departments. The population was divided based on departmental lines (e.g., administration, finance, education), and within each stratum, simple random sampling was used. Key personnel such as department heads and HR officers were also selected intentionally for qualitative interviews.

#### 3.5 Data Collection Tools

**Questionnaire:** Divided into three parts—demographic information, questions related to intrapersonal conflict (using a Likert scale), and indicators of job performance.

**Interview Guide:** Comprised open-ended questions focused on topics like personal conflict, stress triggers, value clashes with institutional expectations, and coping strategies.

##### 3.5.1 Validity

The tools were reviewed by subject matter experts in organizational psychology and public administration to ensure content validity. Their feedback helped refine the questions for better accuracy and relevance.

##### 3.5.2 Reliability

Reliability was tested using Cronbach's Alpha. A preliminary survey involving 15 employees from a nearby municipality (not part of the main study) was conducted. The resulting Alpha value was 0.81, indicating a strong level of reliability (Nunnally & Bernstein, 1994).

### 3.6 Data Collection Procedure

**Authorization:** A formal introduction letter was issued by the university, and approval was obtained from the Municipal Council.

**Pilot Testing:** Conducted with 15 employees from a neighboring council to enhance clarity and tool effectiveness.

**Participant Recruitment:** Staff were approached within their departments, briefed on the study, and asked for consent before participation.

**Survey Administration:** Questionnaires were distributed during work hours with assistance from departmental contacts. Respondents were given 2–3 days to complete them.

**Interviews:** Conducted face-to-face with key informants and recorded (with permission). Each session lasted around 30–45 minutes.

**Data Security:** Data was securely stored—digital files were password-protected, and hard copies were locked away. Only the researcher had access.

### 3.8 Data Analysis

Quantitative data were analyzed using SPSS version 26. Descriptive statistics (frequencies, means, percentages) described participant demographics and responses. Pearson’s correlation tested the link between intrapersonal conflict and job performance, while regression analysis assessed its strength and direction.

Qualitative interview data were analyzed thematically. Responses were transcribed, coded, and grouped into key themes such as sources of conflict, coping strategies, and the effect on job performance. Selected quotes were included to support each theme.

## 4.0. RESULTS AND DISCUSSION

### 4.1. Descriptive findings on effect of Intergroup conflicts on employee performance at Mubende Municipal Council

In analyzing this variable, means, standard deviation, and ranks were used. Qualitative data was also analyzed alongside the data from the close ended questionnaires. The following results emanated from the analysis. Intergroup conflicts were found to be at a mean of 3.66 which was interpreted as high.

**Table 4.1: Intergroup conflicts on employee performance at Mubende Municipal Council**

Organizational Conflicts	Mean	STD	Interpretation	Rank
<b>Intergroup</b>				
Cultural groups have constant disagreements	3.80	0.70	Very high	1
Functional groups have constant disagreements	3.75	0.84	High	2
Intergroup conflicts are not well managed by human resources	3.62	0.87	High	3
Work groups have constant disagreements	3.47	0.90	Low	4



Average Mean & SD	3.66	0.83	High	
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Source: Primary data, 2022

The attribute of Intergroup Conflicts was rated very satisfactory with an average mean of 3.66 and SD of 0.83, implying that majority of the respondents agreed that the attribute explains the changes in employee performance. Majority of the respondents agreed to the statement that, Cultural groups have constant disagreements (M=3.80 & SD= 0.70). Majority of the respondents also agreed to the statement that, Functional groups have constant disagreements (M=3.75 & SD= 0.84). And a good number of the respondents confirmed that Intergroup conflicts are not well managed by human resources (M=3.62 & SD= 0.87) and that Work groups have constant disagreements (M=3.47 & SD= 0.09). Hence an indication that there were many issues between groups.

Similarly, with the interviews conducted with of the head of departments (HOD), he observed that;

*“Our departments have superiority issues in that each of them believes that they are the best or they deserve the most respect...the unity and coordination between and among the departments is sometimes questionable...we have cultural groups for people who come from different regions in the country...such people find it hard to co-exists with each other and have some intergroup issues...we are however working hard to iron out such issues...”*  
(Interviews with the HOD)

Another participant observed: “.....it was also found out that the respondents admitted that cultural groups and departments had some conflicts between and amongst them”. This meant that intergroup conflicts leads to restlessness and uneasiness, or can even cause depression among group members. In such occasions, it would be best to seek a way to let go of the anxiety through communicating with other people. Hence, intrapersonal conflict occurs within an individual.....”

#### 4.2. Descriptive findings on effect of Intragroup conflicts on employee performance at Mubende Municipal Council

Table 4.2: Intragroup conflicts on employee performance at Mubende Municipal Council

Organizational Conflicts				
Intragroup	Mean	STD	Interpretation	Rank
Cultural groups have constant disagreements within themselves	3.72	0.86	High	1
Functional groups have constant disagreements within themselves	3.63	0.89	High	2
Intragroup conflicts are not well managed by human resources	3.55	0.92	High	3
Work groups have constant disagreements within themselves	3.39	1.11	Very Low	4
Average Mean & SD	3.58	0.95	High	

Source: Primary data computed by the researcher, (2022).

The construct of Intragroup Conflicts was also rated relatively satisfactory with an average mean of 3.58 and SD of 0.95, implying that majority of the respondents agreed that the attribute of Intragroup Conflicts explained employee performance at Mubende Municipal Council. Majority of the respondents agreed to the statement that, it is true, this directorate recruits and selects qualified employees, (M=3.72 & SD= 0.86).

Majority of the respondents also agreed to the statement that, Cultural groups have constant disagreements within themselves (M=3.63 & SD= 0.89). The overall implication was that the employees within various groups had issues amongst the members. These internal issues usually have negative consequences.

Additionally, with the interviews conducted with of the head of departments (HOD), he noted that;

*“.....just like with my other groups in organizations and other settings, internal wrangles within individual groups at our company are always there...mostly it is when there is some sort of leadership change which comes every year...these elections bring about discord in the groups but the good thing is that they do not last very long as other types of conflicts.....”*

He further added that,.....“I would attribute the high rates of interpersonal conflicts at the company to the fact that we have different clans working for us...managing such a diverse people is not easy and such issues are most likely to occur...some of the personnel have family issues that are unresolved and they find it hard to pursue them as grown-ups.....”. This indicated that, employees had internal issues within various groups to which they belong. (*Interviews with the HOD*)

This implied that within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.

## TESTING HYPOTHESIS

### 4.3. Objective two: Regression analysis on the effect of intergroup conflicts on employee performance in Mubende Municipal Council in Mubende district, Uganda

**Table 4.3: Model summary on the effect of intergroup conflicts on employee performance**

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.262 <sup>a</sup>	.616	.023		.44381
a. Predictors: (Constant), Intergroup Conflicts					

**Source:** Primary Data computed, 2022

Regression analysis results in the Model Summary table 4.3 revealed that Intergroup Conflicts accounted for 61.6% on the employee Performance of Mubende Municipal Council in Mubende district, Uganda; as indicated by the r-square of 0.616, implying that any small changes in the management of Intergroup Conflicts at Mubende Municipal Council in Mubende district, Uganda, automatically leads to a big change in the employee Performance of Mubende Municipal Council in Mubende district, Uganda.

**Table 4.4 ANOVA on the effect of Intergroup Conflicts on Employee Performance in Mubende Municipal Council in Mubende district, Uganda**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.751	1	1.751	88.88	.000 <sup>b</sup>
	Residual	64.999	330	.197		
	Total	66.750	331			
a. Dependent Variable: Employee Performance						

b. Predictors: (Constant), Intergroup Conflicts

**Source:** Primary Data computed, 2022

The ANOVA table 4.4 indicated that Intergroup Conflicts influence Employee Performance at Mubende Municipal Council in Mubende district, Uganda; and this was indicated by the F-value=88.88 and Sig-value=.000, since the sig. value (0.000) was less than 0.05; which is the maximum level of significance required to declare a significant effect.



**Table 4.5 Coefficient table on the effect of Intergroup Conflicts on Employee Performance in Mubende Municipal Council in Mubende district, Uganda**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.398	.105		32.329	.000
	Intergroup Conflicts	.326	.042	.278	4.981	.000
a. Dependent Variable: Employee Performance						

**Source:** Primary Data computed, 2022

Results from table 4.5, the coefficient table indicated that considering the standard error, Intergroup Conflicts significantly influences Employee Performance in Mubende Municipal Council in Mubende district, Uganda with ( $\beta=0.278$ , Sig=0.000). This implies that the effective management of Intergroup Conflicts is geared towards stimulating employee Performance of Mubende Municipal Council in Mubende district, Uganda. Thus, from the table findings, the researcher rejects the hypothesis that; there is no statistical significant effect between Intergroup Conflicts and Employee Performance in Mubende Municipal Council in Mubende district, Uganda.

#### **4.4. Objective three; the effect of intragroup conflicts on employee performance in Mubende Municipal Council in Mubende district, Uganda**

Regression on the effect of intragroup conflicts on employee performance in Mubende Municipal Council in Mubende district, Uganda.

**Table 4.4: Regression results on Intragroup Conflicts and Employee performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.141 <sup>a</sup>	.312	.622	.44696
a. Predictors: (Constant), Intragroup Conflicts				

From the findings in the table 4.4; the value of adjusted R squared (co-efficient of determination) was .622; an indication that there was a variation of 62.2% on employee Performance of Mubende Municipal Council in Mubende district, Uganda due to significant positive changes in the management of Intragroup Conflicts. This shows that a silent change in the one variable accounts for the changes in the other variable.

Table 4.5 ANOVA results on Intragroup Conflicts and Employee performance					
ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.

1	Regression	.823	1	.823	0.122	.000 <sup>b</sup>
	Residual	65.926	330	.200		
	Total	66.750	331			
<i>a. Dependent Variable: Employee Performance</i>						
<b>Predictors: (Constant), Intragroup Conflicts</b>						

Source: Primary data, (2022)

The ANOVA table 4.5 indicated a positive significant effect, Intragroup Conflicts has on the employee Performance of Mubende Municipal Council in Mubende district, Uganda; as indicated by the positive F value =0.122 and Sig-value=.000, since the sig. value (0.000) was less than 0.05; the maximum level of significance required to declare a significant effect.

**Table 4.6 Coefficients table results on Intragroup Conflicts and Employee performance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.845	.125		22.809	.000
	Intragroup Conflicts	.081	.040	.111	2.030	.043
<i>a. Dependent Variable: Employee Performance</i>						

Source: Primary Data, 2022

The coefficients result in table 4.6 indicate that considering the standard error, Intragroup Conflicts significantly affects employee Performance of Mubende Municipal Council in Mubende district, Uganda with ( $\beta=0.111$ , Sig=0.000). This indicated that Intragroup Conflicts is significantly related to employee Performance of Mubende Municipal Council in Mubende district, Uganda. Thus, from the above findings, the researcher rejects the hypothesis that there is no statistical significant effect of Intragroup Conflicts and employee Performance of Mubende Municipal Council in Mubende district, Uganda.

## 5.2 DISCUSSION OF FINDINGS

This section discusses the study's results in line with its specific objectives:

### 5.2.1 Influence of Intergroup Conflicts on Employee Performance at Mubende Municipal Council

The findings demonstrated a significant positive relationship between intergroup conflict management and employee performance at Mubende Municipal Council in Mubende District, Uganda. This suggests that when intergroup conflicts are handled effectively, employee productivity improves. Properly managed conflicts between groups can enhance work quality and stimulate innovation.

These study findings align with the work of Klingner et al. (2015), who explored how competitive tension among employees can affect workplace dynamics. They noted that while such conflicts can have either positive or negative effects depending on context, healthy competition—such as two high-performing sales employees striving to surpass each other—can boost performance despite some interpersonal friction. In contrast, rivalry between a top performer and a low performer may lead to resentment and workplace tension. Thus, managers must carefully regulate competition to ensure it remains constructive.

Additionally, these results echo Klingner, Nalbandian, and Llorens (2015), who observed that not all interpersonal conflict is detrimental. A report from California State University, Sacramento, emphasized that individuals handle disagreements differently based on personal values, emotions, and goals. While ideally, employees resolve issues independently, there are situations where managerial intervention is necessary. The report also outlined various conflict resolution strategies, such as self-interest, empathy, collaboration, and compromise (Haynes, Haynes, & Fong, 2012).

### **5.2.2 Influence of Intragroup Conflicts on Employee Performance at Mubende Municipal Council**

The study also found a significant positive relationship between intragroup conflicts and employee performance within the same organization. This suggests that when conflicts within teams are well-managed, they can lead to constructive discussions and improved productivity. Structured and respectful communication within groups allows members to explore diverse viewpoints, which may enhance decision-making outcomes—provided relational tensions are minimized.

This conclusion aligns with research by Schlaerth, Ensari, and Christian (2013), which showed that intercultural team conflict can contribute positively to decision-making if managed effectively. Their study indicated that organizations can benefit from the diverse experiences, perspectives, and skillsets within culturally varied teams. However, the present findings also support theories such as social information processing and self-categorization theory, which suggest that cultural differences can sometimes amplify the negative effects of intragroup conflict. Researchers like Adomi (2016), Karatepe & Tekinkus (2006), and Zepeda (2006) have observed that diverse groups may experience more frequent miscommunication, biases, and misunderstandings compared to more culturally homogeneous teams, potentially affecting performance.

## **5.3. CONCLUSION**

### **5.3.1. Impact of Intergroup Conflicts on Employee Performance at Mubende Municipal Council, Mubende District, Uganda**

The study concluded that there is a strong and positive correlation between intergroup conflict and employee performance, suggesting that when managed appropriately, conflict between different groups within the organization can lead to improved work outcomes.

### **5.3.2. Assessment of Intragroup Conflicts and their Influence on Employee Performance at Mubende Municipal Council, Mubende District, Uganda**

The study also concluded that a positive effect between Intragroup Conflicts and Employee Performance. That's, if effectively handled, plays a beneficial role in enhancing employee performance. Constructive conflict within teams can stimulate collaboration and lead to better results.

## **STATEMENT OF COMPETING INTEREST**

The authors declare that there are no financial, personal, or professional conflicts of interest that could have influenced the conduct, analysis, or conclusions of this study. This declaration is made to ensure transparency and maintain the integrity of the research.

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