

**NEGOTIATION ROLES IN CONFLICT RESOLUTION: A CASE STUDY OF
MUKONO MUNICIPAL COUNCIL**

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S23B12/070

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

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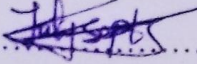


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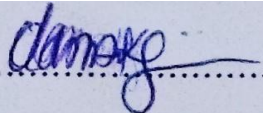
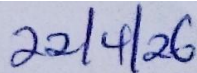
DECLARATION

I Alyai Nixon, hereby declare that this dissertation titled "*Negotiation roles in conflict Resolution "Case study of Mukono Municipal Council"*" is my original work and never been submitted to any academic institution for any award.

Sign:  Date: 8th - APRIL - 2026

APPROVAL

This dissertation titled “*Negotiation Roles in Conflict Resolution case study of Mukono Municipal Council*” has been submitted by Alyai Nixson Reg No S23B12/070 to the school of business in partial fulfillment of the requirement of the award of Bachelor Degree of Procurement and Logistics Management of Uganda Christian University with my approval as the supervisor

Sign.....  Date..... 

Mrs. Tumuhamy Comfort (Supervisor)

DEDICATION

I would like to dedicate this research report to my lovely sister Naume, my dear parents' who have greatly supported me physically, financially with great encouragement, love and care to complete this research. May God greatly reward their works abundantly? I also dedicate this work to my supervisor Mrs. Tumhamye Comfort who has been guiding me through the data collection and analysis & presentation of results which yielded these results. Thank you and May God reward your efforts.

ACKNOWLEDGEMENT

I thank the Almighty God for making it possible for me to complete this work, knowledge, wisdom and gift of life he has granted me. I would like therefore to acknowledge with much appreciation the crucial role of my academic supervisor Mrs. Tumuhanye Comfort who continuously guided us to ensure we were on the right track of what we were doing, her time and motivation. I would like also to acknowledge the management of Mukono Municipal Council for providing me access to vital documents and information that became a cornerstone for exploring about the research subject, and the respondents who dedicated their time to participate and helped me during data collection. Last but not least, I express my gratitude to Uganda Christian University management, all my lecturers who prepared us, guided us on report writing. I cannot forget my special brothers, Francis Ogua and Walter Emiru for moral support. May the good Lord reward you abundantly?

LIST OF ACRONYMS

MMC	Mukono Municipal Council
PPDA	Public Procurement and Disposal of Public Assets Authority
PO	Procurement Officer
TOR	Terms of Reference
EC	Evaluation Committee
CC	Contracts Committee
NOBEB	Notice of the Best Evaluated Bidders
PDE	Procuring and Disposing Entity
PDU	Procurement and Disposal Unit
MCD	Mukono Central Division
HOD	Head of department
CM	Contract Committee
LG	Local Government
GMP	General Management Plan
LPO	Local Purchase Order
PM	Procurement Manager
CFO	Chief Finance Officer
CMP	Conflict Management Plans

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ABSTRACT

This study explored the roles of negotiation in conflict resolution within Mukono Municipal Council. Effective conflict resolution is effective for government sector as it fosters community cohesion and development (Deutsch, 2014). This research investigated the negotiation strategies, causes of conflict and effectiveness of negotiation, roles played by stakeholders including technical staff and community leaders in resolving conflicts.

A mixed approach was used combining surveys and in-depth interviews with key informants. The study reveals that negotiation plays a vital role in resolving land disputes, resource allocation and community disagreement with collaborative negotiation approaches being more effective than competitive ones (Fisher & Ury, 2011). The findings highlight the need for capacity building and training in negotiation skills for municipal council stakeholders, contributing to more effective conflict resolution and improved community relation

The findings indicated that conflicts mainly cause from power struggles among leaders, lack of transparency, and differences in personal interest, while poor communication and resource distribution were less significant factors. It was also found that negotiation strategies such as active listening, dialogue, mediation, and adherence to clear procedures are mostly used. However, follow-up after negotiation is still weak. Negotiation was found to improve relationships, promote fairness and prevent conflict escalation although it does not always produce satisfaction outcomes to both parties.

The study concludes that negotiation is important tool for conflict resolution but requires improvement in implementation. It recommends strengthening transparency, enhancing follow-up mechanisms and providing continuous training in negotiation skills to improve effectiveness.

CHAPTER ONE

1.0 Introduction

This chapter presented the background of the study, statement of the problem, purpose of the Study, specific objectives, research questions, scope of the study and significance of the study.

1.1 Background to the Study

Conflict resolution is a pervasive challenge in many contexts like organization, community and governmental setting. Proper conflict resolution plans are crucial for enhancing coordination, Public trust and sustainable development. Negotiation is one of the conflict approaches that have gained significant attention because of its capacity to foster mutual beneficial results (kressel, 2019).

Globally, conflicts derive from diverse sources composed of cultural, economic and political differences. Research revealed that negotiation can be an effective tool to solve conflicts in different contexts like international relations (zartman, 2019), business (Lewicki et al., 2015) and community development (miall et al., 2019). Other research also highlights the effectiveness of conflict management strategies consisting of negotiation which can promote employee relations and organizational performance (Kotter, 2001).

Most developing countries probably public sectors frequently face conflicts deriving from bureaucratic inefficiencies, limited resources, unclear roles and political interference. Organizations have brought in place negotiation as a method for conflict management which improves institutional performance and reduces employee dissatisfaction (Tjosvold et al., 2014 & De Dreu., 2008), other disputes resolution tools like mediation, arbitration have been employed in various African Countries to resolve disputes and promote peace (Ubink & McInerney, 2023).

In Uganda, conflict can emerge from different perspectives like resource distribution, policy implementation and stakeholder needs. Proper conflict resolution plans are essential for enhancing good governance, service delivery and community development. Research shown that effective conflict management strategies can improve Organizational performance, employee relations, stakeholder confidents and sustainable development (Tumwine et al., 2020), negotiation can help a country to manage this conflict effectively (svara, 2019).

Mukono Municipal Council like other Local Government sectors face challenges in managing conflicts that affect service delivery, public trust and overall performance (smith, 2018). Despite use of negotiation as a tool to resolve conflict arising from overlapping responsibilities, political tension and poor performance and limited scope of work among suppliers, there is limited research on negotiation roles in solving conflict in local government level specifically in Uganda (Tumwine et al., 2015). This study seeks to investigate how best negotiation can resolve conflict at Mukono Municipal Council.

1.2 Statement of the Problem

Conflict resolution is effective in different setting like workplaces, communities and international relations. However the success of conflict resolution often relies on the specific roles individuals play during negotiation. Despite the increasing recognition of negotiation roles such as mediators, facilitators and direct negotiators in managing conflicts, there is still limited empirical evidence on how those distinct roles influence the results of conflict resolution efforts. The ambiguity in role, definition and execution has led to inconsistencies in resolving dispute effectively. As conflict become increasingly wide, understanding how effective negotiation can contribute on resolution processes is essential mostly in improving peace building and organizational harmony (Lewicki, Berry & Saunders, 2016). This study aims to examine how various negotiation roles influence the success and effectiveness of conflict resolution in different settings.

1.3 Purpose of the Study

The purpose of this study was to examine the roles of Negotiation in Conflict Resolution within Mukono Municipal Council

1.4 Objectives of the Study

1. To examine the causes of conflicts within Mukono Municipal Council.
2. To identify the negotiation strategies used to resolve conflicts within the Mukono Municipal Council.
3. To examine the effectiveness of negotiation in mitigating conflicts among stakeholders within Mukono Municipal Council.

1.5 Research Questions.

1. What are the causes of conflicts at Mukono Municipal Council?
2. What are negotiation strategies used in resolving conflicts at Mukono Municipal Council?
3. What is the effectiveness of negotiation in mitigating conflicts among stakeholders at Mukono Municipal Council?

1.6 Scope of the study

The scope of the study covered the following;

1.6.1 Time scope.

The research was carried out for the period of three (3) months starting from October, November, and December, 2025 this was appropriate enough for the researcher to compile the information required to complete this research.

1.6.2 Geographical scope.

The study was conducted at Mukono Municipal Council located in Mukono District, Central Region of Uganda. Its location near Kampala, Uganda's capital city, make it easily accessible for research purpose allowing for convenient data collection and potentially increasing the study feasibility.

1.6.3 Subject scope

The investigation was limited to the roles of negotiation in conflicts resolution. Specifically it focused on investigating causes of conflicts, Negotiation strategies used and effectiveness of negotiation in mitigating conflicts within Mukono Municipal Council.

1.7 Significance of the study

The study was significant to;

- The study may be useful to PPDA, Mayor because it will give clear decision making on conflict resolution and negotiation strategies. In addition, the study may provide new practical insights for developing policies and procedures that promote effective conflict resolution and negotiation.

- The findings may help the management of MMC to design relevant approaches for developing staff competences in negotiation professionalism.
- The study may be useful to the academics and researchers because it offers a foundation for further inquiry into Negotiation strategies and conflict resolution in similar settings thus extending knowledge on negotiation effectiveness in a real-world setting.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter presented reviews of existing literatures related to Negotiation roles and Conflict Resolution. It explores perspectives from different authors and examines relevant theories and empirical studies on the subject. The review is based around key research objectives, including causes of conflicts, negotiation strategies used and effectiveness of negotiation in mitigating conflicts. The researcher utilized books, articles journals and credible online sources to get appropriate and relevant literature for the study

2.1 Definition of key variables

This section defines and explains the major variables of the study, dependent variable is conflict resolution, and independent variable is negotiation. At MMC, negotiation practices such as dialogues, mediation and active listening influence how effectively conflicts among leaders, staff, and stakeholders are managed and resolved to promote harmony and improve organizational performance.

2.1.1 Negotiation.

Negotiation is a structured process through which two or more parties engage in dialogue to resolve differences, make decisions or reach mutually acceptable agreements. It is one of the core strategies in conflict management and involves aspects like communication where parties interchange proposals and concessions with the goal of reconciling competing interests (Lewicki, Barry, & Saunders, 2015). Several factors such as communication style, cultural background, power dynamic, emotional intelligence and how the parties view the situation in term of zero-sum or cooperative affect negotiation. In most organizational contexts, it is essential to use negotiation in managing allocation of resources, duties, interests and performance standards (Fisher, Ury & patton, 2011).

Negotiation is a discussion between two or more parties to resolve a point of difference, gain an advantage for an individual and get results to satisfy various interests (Lewicki et al., 2015). For negotiation to succeed, both parties should establish their own needs and wants, trust while also seeking to understand what other parties involved wants so as to increase their chances of closing

deals, avoiding potential conflicts, forming relationships with other parties and maximizing mutual outcomes (Faes et al., 2010)

Research has identified different negotiation strategies such as distributive and integrative negotiation (Thompson, 2012). Distributive negotiation involves win-lose approach where one party seeks to maximize their own gains at the expense of the other. Integrative negotiation involves a collaborative approach where both parties work together to find mutually beneficial solutions. Understanding these strategies is crucial for effective negotiation as they can influence the negotiation process and results

2.1.2 Conflict Resolution

Conflict resolution is the process of addressing disputes and disagreements in a way that is constructive and acceptable to both parties involved. Not like mere conflict suppression, conflict resolution aims to deal with the root causes of the disagreement fostering long-term understanding, benefits and cooperation (Rahim, 2017). Methods of conflict resolution range from informal dialogues to formal mechanisms which includes mediation, arbitration and judicial procedures. In organizational settings, conflict resolution is effective and efficient in maintaining productivity, morale, performance and collaborative work environment (Deutsch, Coleman, & Marcus, 2014). Proper conflict resolution depends on transparency, active listening, mutual respect and willingness from all parties to ensure proper problem solving rather than blame-shifting.

Conflict Resolution is the process of limiting the negative aspects of conflict while increasing the positive aspects in the various workplaces. It aims at improving learning, team outcomes and effective performance in an organization (Omisore & Abiodun, 2014).

Research has shown various roles of negotiation consisting of mediator, arbitrator and advocate (Bercovitch, 1992). The mediator roles involve facilitating communication and promoting settlement while the arbitrator role involves making binding decisions. The advocate role involves representing one's own interest and persuading others to accept one's position. Understanding these roles is crucial for effective conflict resolution as they can influence the negotiation process and outcomes.

2.2 Causes of conflict

Conflict within organization come from a variety of interrelated sources, among are structural, interpersonal or procedural. Structurally, when roles and responsibilities are not clearly defined, overloaded or ambiguity can lead to friction within units or individuals as people struggle over authority or expectations (Mitchell, 2018).

As stated by OpenStax (2019), limited or scarce resources like budget, materials, personnel and time can also create competition giving rise to resentment when one party perceives that another is favored or better resourced. In task interdependence where the completion of one person's task depends on another can amplify conflict when delay, misunderstanding and quality issues arise or when expectations, goals are mismatched. Competition for limited resources can lead to conflict as individual and group may be having different priority and interest. This completion can manifests in various ways including disputes over financial resources, territorial disputes or competition for the same market share (Kriesberg, 2003). For example in institutional settings, conflicts often arise when different departments compete for the same budget or resources resulting into tensions and limiting collaboration (Rahim, 2001)

Hofstede (2001) suggested the role of cultural differences in contributing to conflict. His research on cultural dimensions showed how different cultural norms and values can lead to conflict. For instance, in some cultures direct confrontation is seen as a sign of strength while in other others, it is viewed as inappropriate or disrespectful. These cultural differences can lead to misunderstandings mostly in multicultural environments where people may not fully understand or appreciate each other's cultural backgrounds (Ting-Toomey, 1999).

It is important to understand the contributors of interpersonal conflict which includes communication breakdowns, misunderstanding, lack of timely information ambiguous messages (Lewicki, 2015). Difference in values, beliefs, personality or interpersonal styles can also lead to misinterpretation of intentions or behavior (Mitchell, 2018). For example, what one person considers direct communication another may see as rudeness or confrontation. Similarly, leadership style plays a role. Authoritarian or very hierarchical styles may suppress discussion and breed passive frustration while lenient styles may foster lack of clarity (Omisore & Abiodun, 2013). Poor communication can lead to misunderstandings, mistrust and conflict and it always due to communication styles, lack of clarity or simply not paying attention to the needs and

concerns of the others (Hocker & Wilmot, 2018). In personal relationships, misunderstandings and unmet expectations can escalate into full-blown conflicts if not addressed properly and effectively (Gilliland & Manning, 2002).

According to Fisher and Patton (2014), if decision making processes are opaque or exclude relevant stakeholders then perception of unfairness or bias emerge. Moreover, conflicting or incompatible goals especially when different departments or employees have divergent objectives or performance targets that are not aligned often accidentally pit parties against each other. In addition, organizational structure such as matrix structures can itself generate conflict because individuals may report to more than one manager resulting into ambiguity in authority and conflicting demands (OpenStax, 2019). In the study by Bercovitch (2009) highlights power imbalances as the critical contributor to conflict. He argues that when one party aims to dominate or exploit the other, conflict is likely to ensue. Power imbalance can arise from different sources consisting of differences in authority, expertise or social status. In working place settings for instance conflict can arise when managers exert their authority over subordinates in ways that are perceived as unfair or oppressive (Folger et al., 2018).

Most studies in various contexts confirmed these as frequent contributors to conflicts. For instance, a study of an educational institution found that competition for resources, leadership style and unclear roles were primary sources of staff conflicts (Morrison & Sundong, 2014). In the studied carried out by Oladosu and Abiodun (2013), identified competition for supremacy, resource scarcity and leadership style among the top causes of conflict in organizations thus an investigation of conflict causes requires attention to structural, interpersonal dynamics and procedures.

According to Pruitt (1970), the causes of conflict should be clearly understood and not merely frame as a symptom. For instance, poor performance or low morale but a phenomenon rooted in system design, relational dynamics and policy, exploring various causes allows one to determine which of them are most salient in specific institutional settings so that negotiations can be tailored to address root causes rather than only surface manifestations.

2.3 Negotiation Strategies used in Conflict Resolution.

Negotiation strategies are the methods or approaches by which parties attempt to resolve conflict and different strategies yield different outcomes in terms of satisfaction, sustainability and relationship impact. Broadly negotiation strategies can be categorized into competitive and cooperative strategies. Competitive strategy typically involves positional bargaining approach where each party tries to maximize its own gain, often at the expense of the other party (fisher, Ury & patton, 2011). In contrast, cooperative or integrative strategies emphasize identifying mutual interests, joint problem-solving, and solutions that generate value for all parties (Susskind & Cruikshank, 1987). Integrative bargaining as discussed by Walton & McKersie (1965) deal with a collaborative approach to negotiation where parties do work together to find solutions that benefit both sides. This approach encourages open communication, trust and a problem solving mindset, for example integrative bargaining can lead to agreements that improve working conditions, productivity and job satisfaction.

Other strategies consist of compromise, accommodation, avoidance and collaboration. Compromise includes both parties giving up something to get or find an acceptable solution while not optimal in value creation, it can be pragmatic in situations where time or power constraints always exist. Accommodation deals with one party yielding to another, perhaps to enhance and maintain harmony or relationships, though it may lead to resentments if not use well. Collaboration, sometimes overlapping with integrative strategies, seeks to work jointly to satisfy both parties and strategies are widely discussed in organization behavior literature (openstax, 2019). In the study carried out by Hocker & Wilmot (2018) highlighted active listening as a critical strategy in negotiation. It involves paying attention to the other party's concerns, needs, ideas and emotions. This can help build trust, reduce tensions and facilitate more productive negotiations.

Empirical studies show that the choice of strategy depend on several factors which includes power balance between parties, urgency of solution, nature of relationship, the perceived interdependence among parties and the stakes involved (Mitchell, 2018). For example, when parties are interdependent and foresee future interactions, collaborative strategies are more likely to be used; whereas in one-off conflict or when power asymmetries are large, competitive

strategies may be dominated (openstax, 2019). Teams with better communication, emotional intelligence and preparation tend to use more integrative and value-creating strategies (Perez-Yus et al., 2020). Proper negotiation approach emphasizes the importance of focusing on interests rather than positions. Through this approach, negotiators will understand how they can effectively analyze needs and interest of the other party which can lead to creative solutions that meet the needs of both parties (Fisher & Ury, 1981). For instance in a business negotiation, understanding the other party's interests might reveal opportunities for mutually beneficial agreement if the parties had only focused on their initial positions.

Negotiation strategies are not applied in isolation as many conflicts involve mixed strategies and change between strategies depends on phases within the negotiation for example, starting with positional bargaining then moving toward collaboration. Moreover other external factors like institutional norms or cultural expectations may constrain or facilitate specific strategies. Assessing which strategies are used in a particular setting helps to understand not only what happens but why those strategies are chosen and whether they are working.

2.4 Effectiveness of negotiation in resolving conflicts.

The success of negotiation in resolving any potential disputes within an organizational setting is mostly influenced by a range of factors which consists of political wills, institutional capacity, and stakeholder commitment. Other factors include collaboration, arbitration which significantly promotes trust, morale and coordination among employees when properly deployed. When employee relations improves due to clarity of roles, less influence of politics in technical decision and transparency in resource allocation indicates improvements in organizational performance, fewer breakdown in service delivery and potentially more sustainable conflict resolution over time (Biryomumaisho, 2024).

Research by Bercovitch and Jackson (2009) indicates that negotiation increases the likelihood of reaching long-lasting agreements most especially when most strategies are grounded in mutual respect and shared interests. Negotiation has been used in most organization to manage conflicts over land use planning, local taxation and employment disputes which produce favorable outcomes especially when it is applied transparency and inclusively. Negotiation can resolve conflict which can arise from escalating and promote peaceful resolution. By addressing

conflicts early through negotiation, parties can prevent misunderstandings and miscommunications from escalating into full-blown conflicts.

Najjemba (2019) asserts that negotiation play crucial roles in cost reduction, reducing case backlog and promoting social reconciliation mostly in Uganda's justice system. Negotiation is not only seen as mechanism for resolving individual conflict but as most effective tool in restoring and maintaining social relationship. In addition, the study of negotiation in procurement setting in most public entities indicates that negotiation increase procurement performance, reduce wastage and build better supplier-buyer relationships (Tayebwa, 2022). Study has shown that negotiation can be an effective way to resolve conflicts in different contexts including business, politics, and personal relationships (Lax & Sebenius, 1986). By understanding the principles of effective negotiation, parties can develop strategies that meet their needs and interests while also building strong relationships and achieving mutual beneficial outcomes.

According to Galtung (2004) stated that the effectiveness of negotiation can be measure by key indicators which includes hostility reduction, communication improvement, and durability of outcomes. Agreements that are co-created through negotiation are more likely to be implemented and manage over time. It helps to build trust between teams reducing risk of escalation and promoting a culture of dialogue. For example, if a negotiated settlement on garbage collection responsibilities between different departments is honored and followed up with adequate funding, the conflict is less likely to recur.

However, the study by (Zartman et al., 2008) point out the limits of negotiation which consists of power imbalance that can undermine the process especially when some departments dominate discussions or have access to more resources and information. According to Biryomumaisho, (2024) suggests that when agreements are made but enforcement or follow-up is weak or there is lack of transparency and accountability, negotiated solution may not be durable. In most entities, avoidance and competition have negligible or even harmful effects especially when trying to manage conflict among teams and staff. Despite these challenges negotiation remains a critical tool in conflict resolution and its effectiveness depends on how well it is integrated into institutional frameworks, the quality of facilitation and the degree of stakeholder ownership

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This part discussed the methodology to be used in conducting this study. The chapter specifies the research design, population to be studied, sample size, sample population and sampling procedure, data source, data collection instrument, validity and reliability, limitations.

3.1 Research design

This study applied a descriptive cross-sectional research design which involves the use of both qualitative and quantitative research methods to gather data from the respondents. However quantitative research design is adopted for the sake of facilitating the data hypotheses, model building and generalization of results. The reason for which the quantitative study design has been selected for statistical procedures is that it encompasses reliability, higher accuracy, generalization and objectivity in nature.

3.2 Study population

The study population was comprised of 70 individuals drawn from MMC consisting of procurement Unit Staff, Finance Officers, Engineering department and physical planning.

3.3 Sample Size Determination

Yamane (1967) formula was used to estimate the population size. The formula and calculation was presented below:

$$n = \frac{N}{1+N(e)^2}$$

Where:

- n = sample size
- N = population size (70)
- e = margin of error (0.05)

$$n = \frac{70}{1 + 70(0.05)^2}$$

$$n = \frac{70}{1 + 0.175}$$

$$n = 59.57 \cong 60$$

Thus, the sample size was 60 Respondents

3.4 Sampling Technique.

A stratified random sampling technique was used to ensure adequate representation from each department.

3.4.1 The Sample Size Selection

Category	Population	Sample Size
Procurement Unit	10	9
Finance	15	13
Engineering	20	17
Physical Planning	25	21
Total	70	60

3.5 Data Collection Sources

3.5.1 Primary Source

A primary source of data is original, first-hand information collected from the source. It's the raw, interpreted data that provides direct evidence of events, experiences or phenomena. Examples includes; Surveys, Questionnaires, Interview, Observation, etc.

Primary data were collected directly from respondents through structured questionnaires and semi-structured interview. These data provided firsthand information on the effectiveness of negotiation on conflict resolution.

3.5.2 Secondary Source

A secondary source of data is an interpretation, analysis or summary of primary data. It is second-hand information that provides an interpretation or analysis of original data. Examples

includes; literature review, research reports, academic journal, books and articles, websites and reference books and others

Secondary data were sourced from academic journals, Audit reports, procurement records and other relevant literature. This provided contextual background and supports primary data finding.

3.6 Data Collection Tools

3.6.1 Interviews

In-depth interviews were conducted with key informants consisting of senior management and procurement teams to get deeper insight on how negotiation can manage conflict in government sectors.

3.6.2 Questionnaires

Structured questionnaires were designed with both closed and open-ended questions to gather quantitative and qualitative data from respondents. The questionnaire covered areas such as current negotiation strategies, challenges faced, effectiveness of negotiation and suggestion for improvement.

3.6.3 Observations

This is a qualitative research method that involves directly watching and recording the behaviors, interactions and events that occur during negotiation strategies in a controlled setting allowing researcher to gain deeper understanding on the area of their needs and interests.

Data were collected through note-taking, audio or video recording on negotiation process, observational protocol like focusing on specific aspects such as communication patterns, power dynamic and negotiation strategies.

3.7 Data Collection Procedures

Data collection was conducted systematically to ensure accuracy and reliability of the information. The researcher obtained an introductory letter from Uganda Christian University and got permission from MMC to access respondents. After approval, the researcher identified and selected respondents using stratified random sampling from different departments.

Primary data were then collected using structured questionnaires and interviews. Questionnaires were distributed to respondents and later collected after completion, while interviews were conducted with key informants to gain deeper insights. A pilot test was carried out to refine the research instrument and ensure clarity.

During the process, the researcher ensured confidentiality and guided respondents where necessary to obtain accurate information. Completed questionnaires were checked for completeness, coded, and organized for analysis. Secondary data were also collected from documents such as journals, and procurement records to support the study findings

3.8 Reliability and Validity of Data

3.8.1 Reliability

The reliability was measured using cronbach's alpha of 0.81 indicating strong internal consistency (Taber, 2018). The instrument was adjusted based on pilot feedback to improve clarity and accuracy.

3.8.2 Validity

Content validity was ensured by submitting the research instrument to procurement and academic experts for review. The items shall align with research objectives and current procurement theory (Mugenda, 2003). Pilot testing will be conducted in a neighboring municipal council to refine ambiguous items.

3.9 Limitations

- Data collection can be time consuming requiring significant resources and efforts to collect and analyze data.
- Self-reporting by respondents may introduce bias due to over- or under-reporting of collaborative practices.
- Gaining access to different departments in Mukono Municipal Council may be challenging as parties may be hesitant to allow researcher due to confidential issues.
- However, the use of triangulated methods (quantitative and qualitative) enhances data credibility and compensates for methodological weaknesses.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the analysis, interpretation, and presentation of data obtained from 60 respondents at Mukono Municipal Council. The data was gathered using a questionnaire and focused on key demographic characteristics such as gender, age, level of education, and the positions to which the respondents belong. Additionally, the findings explore causes of conflict, strategies to resolve conflicts and effectiveness of negotiations in conflict resolution.

4.1 Findings on Demographic Characteristics of Respondents

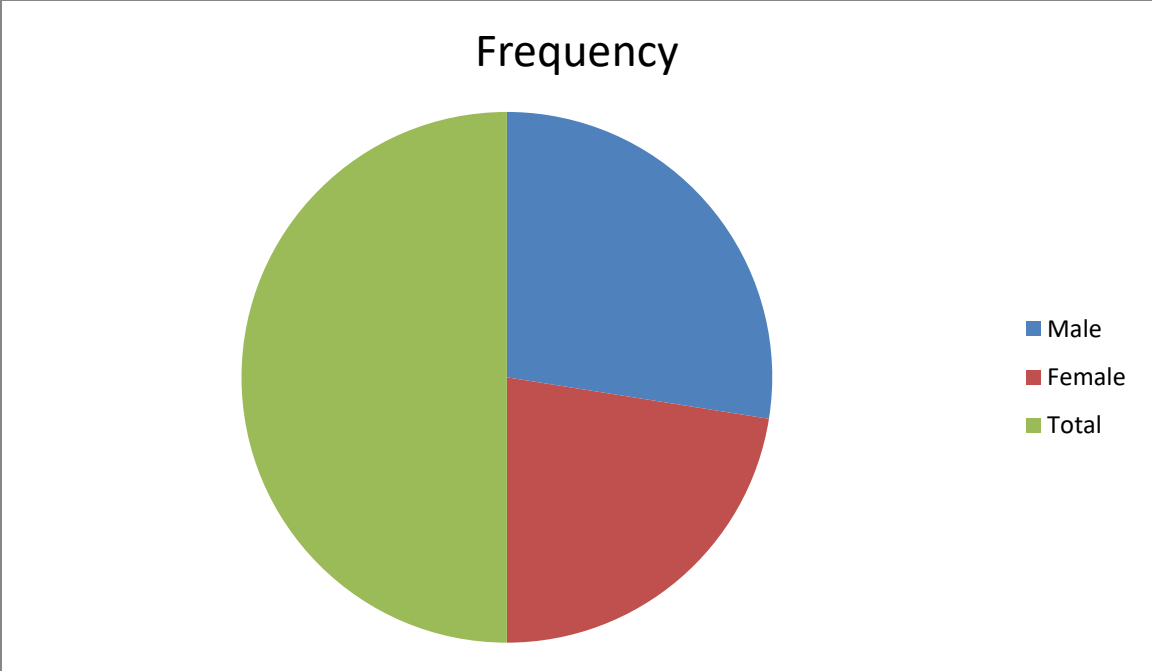
4.1.1 Gender Distribution

The table below illustrates the gender distribution of the respondents.

Gender	Frequency	Percentage (%)
Male	33	55
Female	27	45
Total	60	100

From the findings, it was revealed that the majority of respondents (33 or 55%) were Male, 27 (45%) were Female. This indicated that there is gender imbalance within Mukono Municipal Council, with a higher representation of Male employees. This could depend on the nature of the roles and responsibilities within the organization, which may favor Male candidates, possibly due to physical demands in some departments.

Figure 1: A pie-chart showing gender distribution of Respondents



The higher number of male respondents suggests that men dominate the workforce at Mukono Municipal Council which may influence decision-making dynamics and perspectives in conflict resolution processes.

4.1.2 Age Bracket.

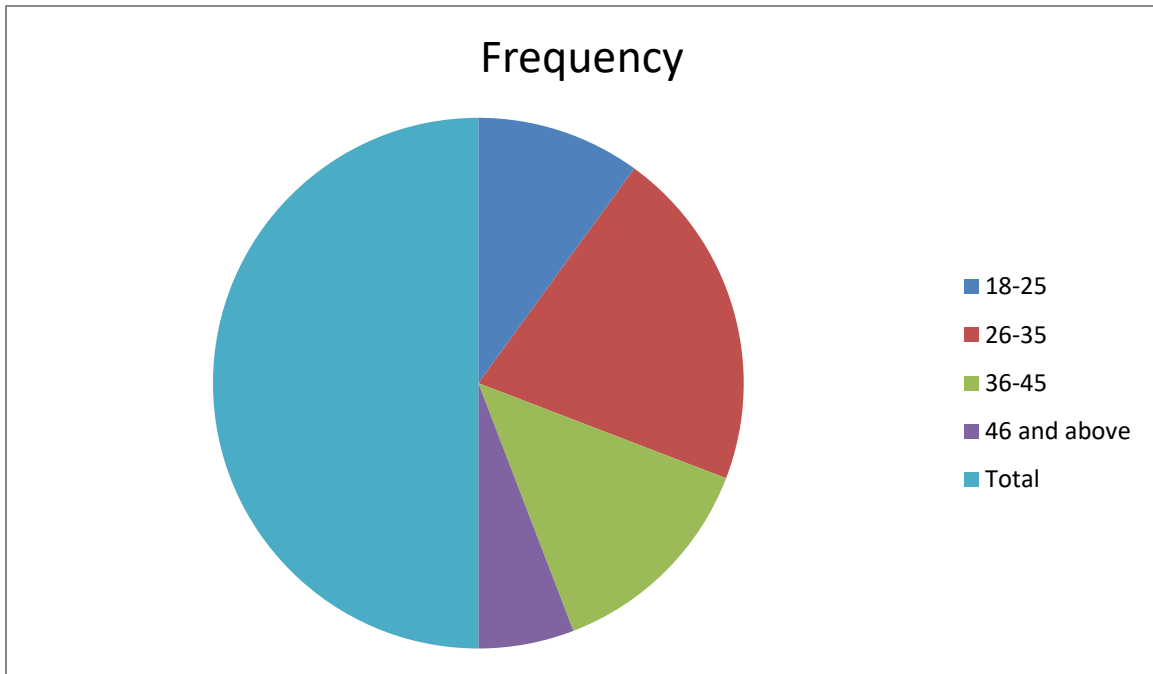
Table showing the age distribution of the Respondents:

Age Bracket	Frequency	Percentage (%)
18-25	12	20
26-35	25	42
36-45	16	27
46 and above	7	11
Total	60	100

The findings shows that the majority of respondents (25 or 42%) fall within 26-35 age bracket, followed by 16 (27%) within the 36-45 age bracket. This indicated workforce that is relatively experienced with a significant proportion of employees possessing a combination of maturity and expertise. The organization gained from the input of employees with a broad

range of work experience, especially in negotiation settings where strategic and experienced decision-making is crucial. Furthermore, 12 (20%) of respondents fall within 18-25 age bracket while 7 (11%) fall within age bracket of 46 and above.

Figure 2: Pie-Chart showing Age bracket distribution of Respondents.



The majority being in the 26-35 age group indicates a youthful and energetic workforce that is likely adaptable and open to negotiation, while still having some level of experience.

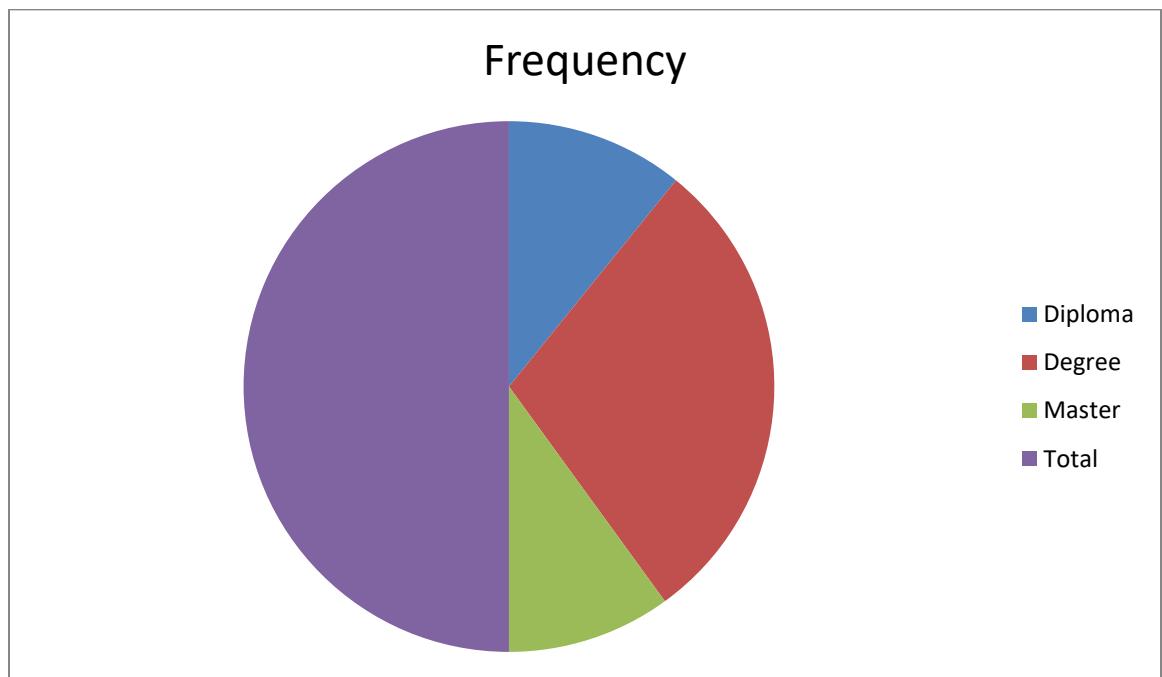
4.1.3 Level of Education

Table showing Educational Qualifications of Respondents

Level of Education	Frequency	Percentage %
Diploma	13	22
Degree	35	58
Master	12	20
Total	60	100

The findings showed that the majority of respondents (35 or 58%) hold a degree, followed by 13 (22%) with a diploma and 12 (20%) with a master's degree. This implied that Mukono Municipal Council employed highly educated workforce, which contributed to the organization's ability to implement strategic negotiation strategies hence reducing root causes of conflicts and enhancing overall organizational performance.

Figure 3: A pie-chart showing Level of Education of Respondents



The dominance of degree holders shows that most employees are well-educated, which can enhance rational decision making and effective use of negotiation strategies in resolving conflicts.

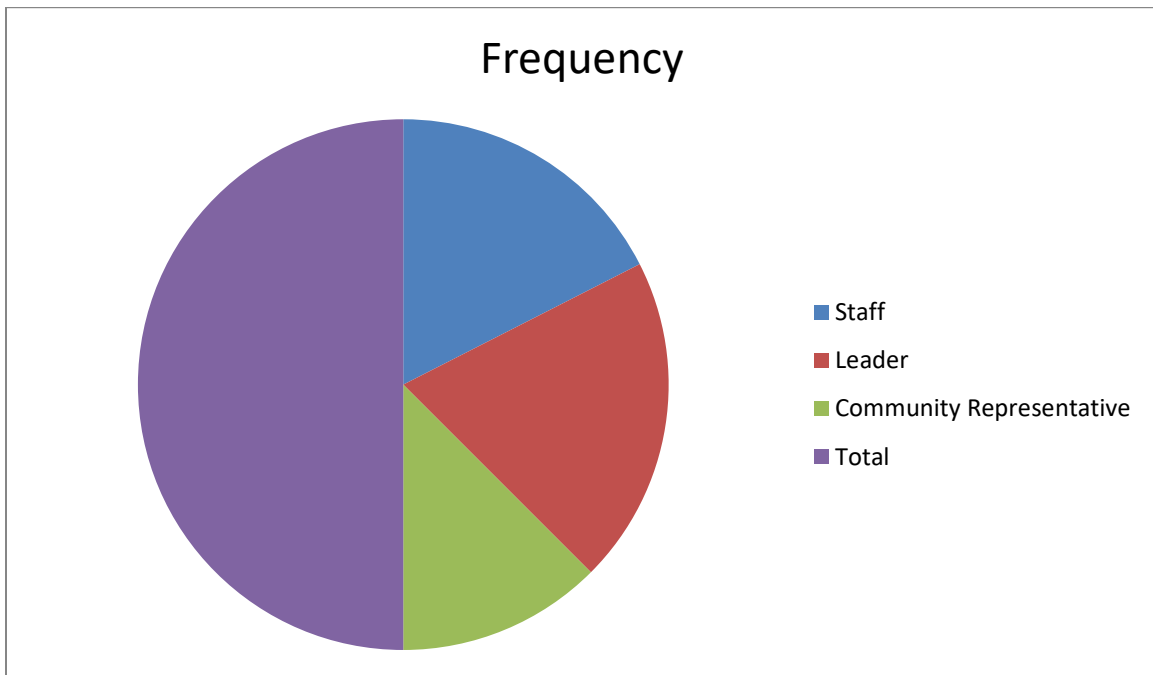
4.1.4 Position/Role of Respondents at Mukono Municipal Council.

Table showing the position of Respondents

Position	Frequency	Percentage %
Staff	21	35
Leader	24	40
Community Representative	15	25
Total	60	100

The findings revealed that Leaders dominated the highest number of respondents (24 or 40%), followed by Staff (21 or 35%) and Community Representative (15 or 25%). The distribution reflected how different groups participated towards resolving conflict by use of negotiation and working together in order to achieve the organizational goals and objectives.

Figure 4: A Pie-Chart showing the department of Respondents



The higher representation of leaders implies that decision makers were more involved in the study, meaning the findings may strongly reflect managerial perspectives on conflict resolution.

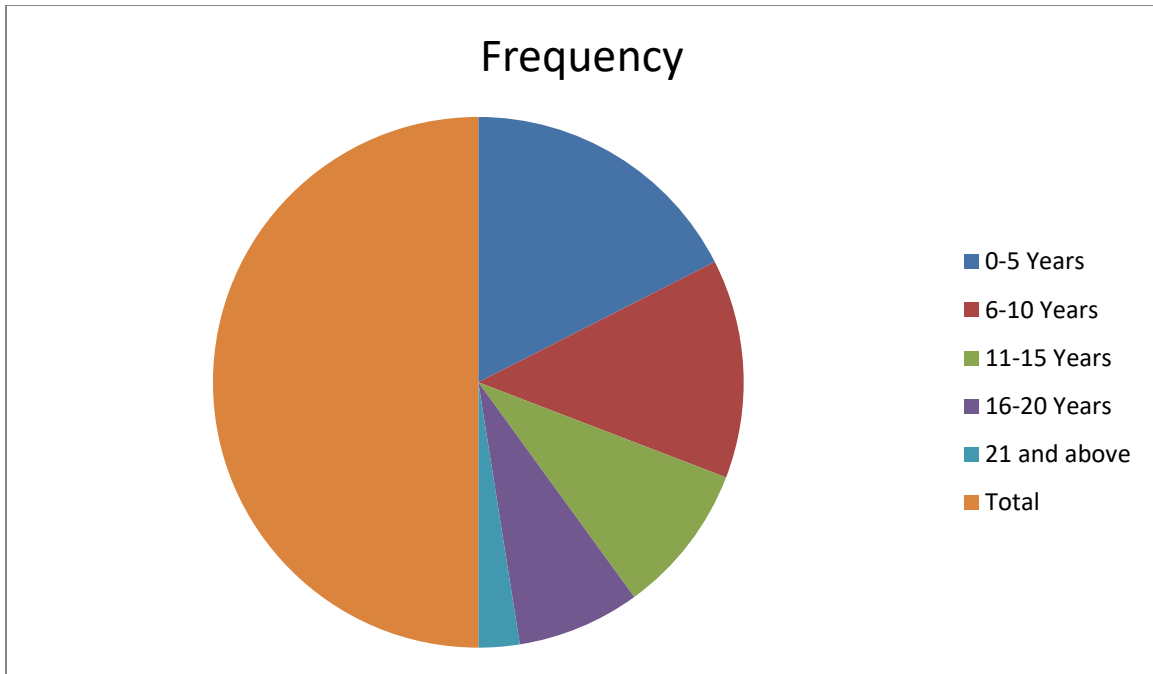
4.1.5 Length of Service

Table showing the Length of Service of Respondents

Length of the Service	Frequency	Percentage (%)
0-5 years	21	35
6-10 years	16	27
11-15 years	11	18
16-20 years	9	15
21 years and above	3	5
Total	60	100

The findings revealed that the majority of respondents (21 or 35%) have worked with the Council for 0-5 years, followed by 16 (27%) with 6-10 years of service. The distribution highlighted that Mukono Municipal Council has a mix of relatively new and experienced employees. The presence of long-serving employees provided wealth of institutional knowledge, which can properly influence the effectiveness of negotiation roles, while newer employees bring fresh perspectives to the process. In addition, 11 (18%) respondents has worked for 11-15 years, 9 (15%) has worked for 16-20 years, and 3 (5%) respondents has worked for 21 years and above.

Figure 5: A pie-Chart showing the Length of Service of Respondents.



The presence of both new and experienced employees suggests a balance between fresh ideas and institutional knowledge, which can positively influence negotiation outcomes and conflict management.

4.2 Findings on the causes of Conflicts at Mukono Municipal Council

Below are the responses from the respondents in relation to the causes of conflict in Mukono Municipal Council. The responses follow the same scale: A – Agree, SA – Strongly Agree, D – Disagree, SD – Strongly Disagree, NS- Not Sure.

SN	CAUSES OF NEGOTIATION	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	Poor communication is the major cause of conflict in Mukono Municipal Council	11	18%	7	12%	21	35%	16	27%	5	8%

(b)	Conflict often arise due to differences in personal interests among staff	27	45%	19	32%	9	15%	5	8%	0	0%
(c)	Lack of transparency in decision making leads to conflicts	17	28%	32	54%	5	8%	3	5%	3	5%
(d)	Unequal resource distribution causes conflict	9	15%	7	12%	18	30%	11	18%	15	25%
(e)	Power struggles among leaders lead to conflict.	35	58%	14	24%	8	13%	3	5%	0	0%
(f)	Cultural and Social differences cause misunderstandings and conflict.	24	40%	18	30%	6	10%	9	15%	3	5%

From the table above, the following causes of conflict were event:

The findings revealed that 35% of respondents disagreed, 27% strongly disagreed with 18% agreeing, 12% strongly agreeing and 5% unsure with the statement that poor communication is the major cause of conflict. This implies that disputes within the council might be more structural and leadership related rather than purely poor communication. Moreover, 45% of respondents agreed, 32% strongly agreed, 15% disagreed and 5% strongly disagreed with 8% uncertain about the statement that conflict arises due to difference in personal interest among staff. This

highlights that staff may prioritize their own goals over organizational objectives leading to disagreement and misunderstanding among employees and reducing teamwork.

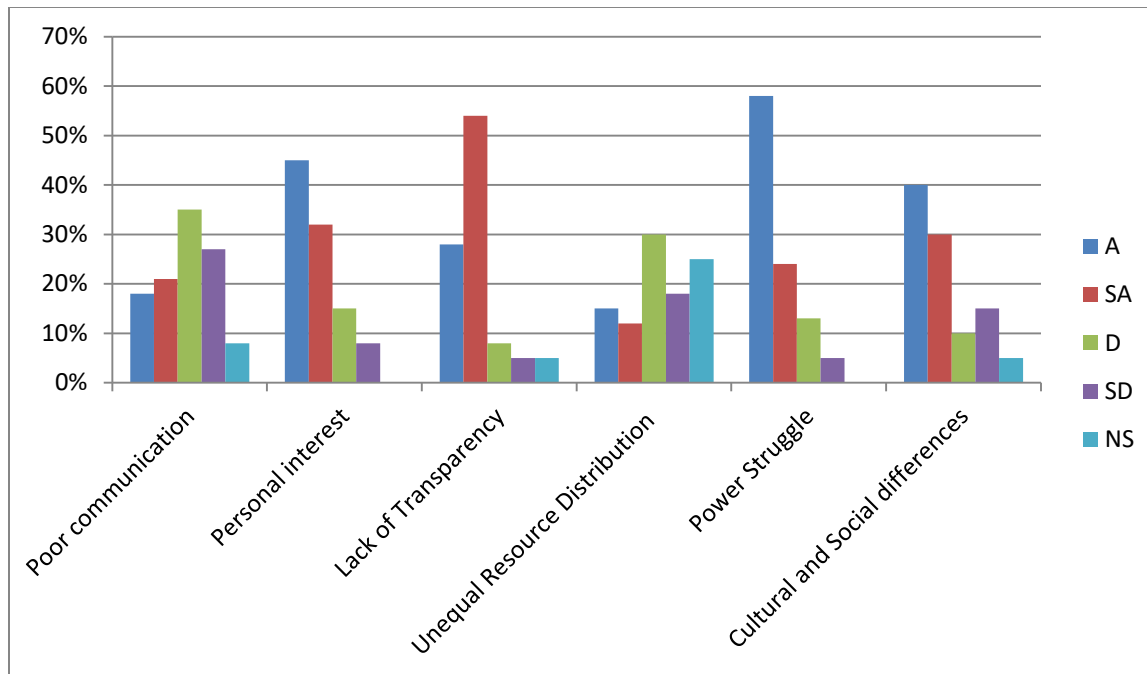
Furthermore the findings also highlights that 28% of respondents agreed, 54% strongly agreed while 8% disagreed, 5% strongly disagreed with 5% not sure with the statement lack of transparency in decision making lead to conflict. This implies that unclear decision making procedures and processes reduce trust among employees and stakeholders. In addition 30% of respondent disagreed, 18% strongly disagreed while 15% agreed and 12% strongly agreed with 25% uncertain about their views on unequal resource distribution contributing to conflict. This indicates that there can still be some issues concerning fairness in resource allocation that should be consider.

Moreover, the finding suggests that 24% of respondents agreed, 58% strongly agreed while portions of 13% disagreed and 5% strongly disagreed with the statement power struggle among leaders lead to conflict. This indicates that leadership competition and authority disputes significantly affect decision making and institutional harmony within the council. Furthermore, the findings also revealed that 40% of respondents agreed, 30% strongly agreed while 10% disagreed, 15% strongly disagreed with 5% not sure about the statement cultural and social difference lead to conflict. This implies that diversity management is necessary to avoid misunderstanding among different staff from different backgrounds.

Mukono municipal council needs to strengthen transparent leadership practices, collaborative decision making, and proper mechanisms or strategies for managing personal interests and leadership competition to reduce workplace disputes.

Figure 6: Causes of conflict in Mukono Municipal Council

Percentage distribution of Respondents



4.3 Finding on the negotiation strategies use to resolve conflicts at Mukono Municipal Council

Below are the responses from the respondents in relation to negotiation strategies use to resolve conflict in Mukono Municipal Council. The responses follow the scale: A –Agree, SA – Strongly Agree, D – Disagree, SD – Strongly Disagree, NS- Not Sure.

SN	NEGOTIATION STRATEGIES	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	Open dialogue is commonly used to resolve conflicts	31	52%	16	27%	9	15%	4	6%	0	0%
(b)	Compromise is often used to resolve conflicts.	14	24%	11	18%	17	28%	15	25%	3	5%
(c)	Active listening is practiced during	35	59%	21	35%	2	3%	0	0%	2	3%

	negotiation										
(e)	Mediators are used to assist negotiation processes	27	45%	19	32%	11	18%	2	3%	1	2%
(f)	Clear rules guide the negotiation process.	20	33%	34	57%	0	0%	6	10%	0	0%
(g)	Follow-up is done after negotiation to ensure agreements are implemented.	6	10%	11	18%	22	37%	13	22%	8	13%
(h)	Respect and professionalism are maintained during negotiations	18	30%	22	37%	7	12%	4	6%	9	15%
(i)	Training in negotiation skills improves conflicts management	38	63%	22	37%	0	0%	0	0%	0	0%

From the table above, the following negotiation strategies were evident:

The findings revealed that 52% of respondents agreed, 27% strongly agreed while 15% disagreed with 6% strongly disagreed about the use of open communication strategy. This implies that the council encourages discussion, sharing ideas and communication when conflict arises. Furthermore, 24% of respondents agreed, 18% strongly agreed while 28% disagreed and 25% strongly disagreed with 5% not sure about the use of compromise strategy during negotiation. This shows that the council slightly considers compromise for the success of negotiation outcomes

In addition, the findings revealed that 59% of respondents agreed, 35% strongly agreed while 3% expressed their disagreement with 3% uncertain about practicing the strategy of active listening during negotiation process. This implies that staff value communication and

understanding during negotiation which supports constructive conflict management. Moreover, 45% of respondents agreed, 32% strongly agreed while a moderate of 18% disagreed and 3% strongly disagreed with 2% uncertain about the use of mediator in resolving conflict. This highlights that the council appreciates the importance of neutral third parties in resolving complex disputes.

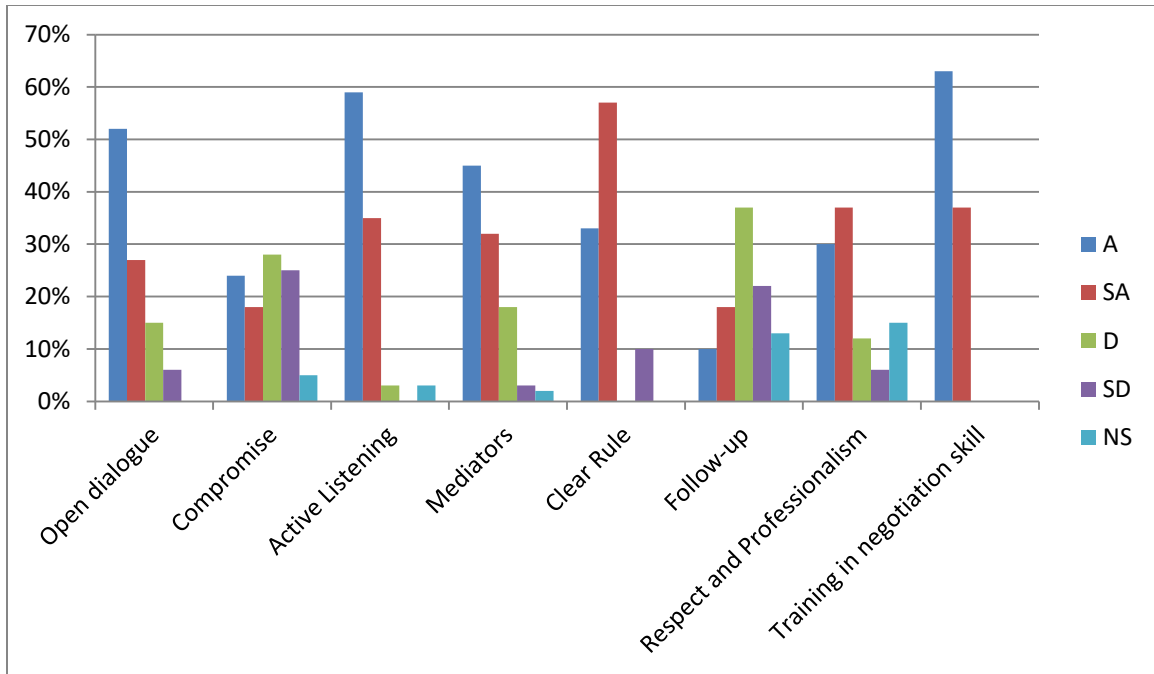
Furthermore, the finding indicates that 33% of respondents agreed, 57% strongly agreed while 10% strongly disagreed about scheduling clear rules to guide negotiation process. This implies that formal procedures exist to manage disputes fairly, effectively and consistently. In addition, 10% of respondents agreed, 18% strongly agreed while 37% disagreed and 22% strongly disagreed with 13% uncertain about following up after negotiation. Since follow-up is weak, it implies that many agreement may not be properly implemented which can lead to recurring difficult.

Moreover, the findings revealed that 30% of respondents agreed and 37% strong agreed while 12% disagreed and 6% strongly disagreed with 15% not sure on practicing respect and professionalism during negotiation period. This shows that respect for each other ideology, ideas are respected and consider during negotiation process. In addition, 63% of respondents agreed, 37% strongly agreed while no respondents disagreed about the use of training strategy when negotiation. This implies that capacity building is considered essential and crucial for improving disputes resolution.

Mukono Municipal Council has effective negotiation practices but the lack of consistent follow-up mechanisms may hinder long term success of negotiated agreements.

Figure 7: Negotiation strategies use to resolve conflicts at Mukono Municipal Council

Percentage distribution of Respondents



4.4 Finding on the Effectiveness of negotiation in conflict resolution at Mukono Municipal Council.

Below are the responses from the respondents in relation to the effectiveness of negotiation in conflict resolution at Mukono Municipal Council. The responses follow the scale: A – Agree, SA – Strongly Agree, D – Disagree, SD – Strongly Disagree, NS- Not Sure.

SN	EFFECTIVENESS OF NEGOTIATION	A		SA		D		SD		NS	
		F	%	F	%	F	%	F	%	F	%
(a)	Negotiation outcomes are usually acceptable to all parties.	11	18%	9	15%	22	37%	16	27%	2	3%
(b)	Negotiation improves relationships among conflicting parties.	22	37%	27	45%	8	13%	3	5%	0	0%
(c)	Negotiation leads to fair	31	52%	18	30%	0	0%	4	7%	7	12%

	solution for all parties involved.										
(d)	Negotiation reduces hostility and tension during conflicts.	9	15%	12	20%	22	37%	16	27%	1	1%
(e)	Negotiation helps prevent conflicts from escalating.	36	60%	17	29%	5	8%	2	3%	0	0%
(f)	Negotiation builds mutual understanding between conflicting parties.	37	62%	18	30%	0	0%	0	0%	5	8%
(g)	Most conflicts are successfully resolved through negotiation	11	18%	13	22%	15	25%	18	30%	3	5%

From the table above, the following effectiveness of negotiation were evident.

The findings revealed that 18% of respondents agreed, 15% strongly disagreed while 37% disagreed and 27% strongly disagreed with 3% not sure about the acceptance of negotiation outcomes to both parties. This implies that parties always dissatisfied with the negotiation outcomes. In addition, 37% of respondents agreed and 45% strongly agreed while 18% disagreed with the statement negotiation improves relationships among conflicting parties. This implies that negotiation is effective in strengthening cooperation and trust among staff.

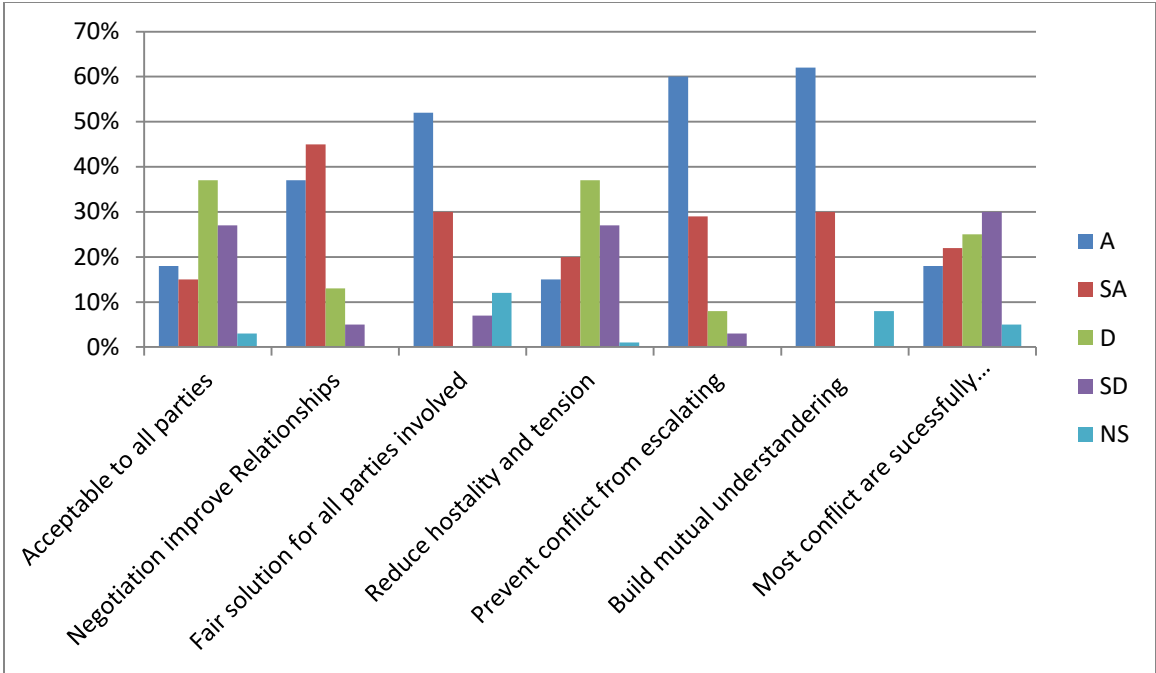
Furthermore, 52% of respondents agreed, 30% strongly agreed while 7% strongly disagreed and 12% uncertain with negotiation leading to fair solution for all parties involved. This implies that negotiation processes are perceived as relative equitable. Moreover, findings also revealed that 15% agreed, 20% strongly agreed while 37% disagreed and 27% strongly agreed with 1% uncertain about negotiation in reducing hostility and tension during conflicts. This implies that emotional aspects of conflict may not always be fully addressed. 60% of respondents agreed, 29% strongly agreed while 11% disagreed whether negotiation helps to prevent conflict from escalating. This implies that that negotiation plays an essential preventive role within the council.

Furthermore, the findings also revealed that 62% of respondents agreed, 30% strongly agreed while 8% uncertain with the negotiation effectiveness building mutual trust and understanding between conflicting parties. This implies that negotiation is crucial for better understanding among parties and managing sustainable conflict management. In addition, 18% of respondents agreed, 22% strongly agreed meanwhile 25% disagreed and 30% strongly disagreed with 5% uncertain on the statement of most conflicts are usually resolved through negotiation. This implies that negotiation alone may not be always sufficient and other mechanisms such as mediation, arbitration and formal disciplinary procedures may sometimes be required

Negotiation within Mukono Municipal Council is essential in building relationships, promoting fairness, and preventing conflict from escalating but improvements are needed in areas such as decision making, transparency in order to ensure satisfactory outcomes and conflict resolution mechanisms should be strengthen.

Figure 8: Effectiveness of negotiation in conflict resolution in Mukono Municipal Council

Percentage distribution of Respondents



CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSION, AND RECOMMENDATIONS OF THE FINDINGS

5.0 Introduction

This chapter presents discussion, summary, conclusion, and recommendations based on the findings of the study. The findings explore the role of negotiation in conflict resolution at Mukono Municipal Council (MMC), along with the causes, negotiation strategies and effectiveness of negotiation

5.1 Discussions of the Findings

5.1.1 Causes of conflict at Mukono Municipal Council.

The findings indicated that 82% of respondents agreed that power struggles between leaders is a major cause of disputes. This finding greatly supports Bercovitch (2009), who suggests that power imbalance and dominance behaviors often trigger conflict in an organization. In most of the public entities especially local government, leaders compete for authority, control in decision-making, recognition, influence and at the end leading to increase tension among them. 82% of the respondents agreed that lack of transparency leads to conflict. This strongly supports Fisher and Patton (2014), who argued that when decisions are made without clear communication or stakeholder involvement, perceptions of unfairness arise.

Moreover, the findings revealed that 77% of respondents agreed that a difference in personal interest contributes to conflict. This findings aligned with Mitchell (2018) who suggests that frequently arises when individual pursue goals that are incompatible with others. At Mukono Municipal Council, employees may prioritize promotion opportunities, departmental budgets, personal recognition and political alignment and when individual interest or goals override organizational goals, conflict becomes inevitable. The findings indicated that 70% of respondents agreed with cultural and social differences as it cause misunderstanding. This strongly aligned with Hofstede (2001), who suggests that cultural dimensions influence communication styles, authority perception, and conflict reactions. Mukono Municipal Council having diverse culture may experience communication approaches, attitudes towards authority and gender role perceptions.

In addition, the findings indicated that 62% of respondents disagreed with poor communication as the cause of conflict within the council. This partially contradicts Hocker & Wilmot (2018), who argued that communication breakdown is a primary cause of conflict in an organization. Furthermore, unequal resource distribution was not strongly identified as major a cause of conflict with 48% disagreeing. It also undermined OpenStax (2019), who stated that scarce resource and inappropriate allocation of resource creates conflict within the departments.

5.1.2 Negotiation Strategies used to resolves conflict at Mukono Municipal Council.

A total of 94% of respondents agreed that active listening is widely practiced. This matched with Fisher & Ury (1981), who argued that focusing on interests rather than positions requires listening carefully to other party's needs, which means that negotiation at public entities especially local government institution is not purely positional but interest-based. Moreover 90% of respondents expressed their agreement that clear rules guide negotiation. This strongly supports Walton & McKersie (1965), who stated that formal procedures enhance fairness and predictability in negotiation. Furthermore, 77% of respondents confirmed their agreement on the use of mediators. This aligned with Bercovitch (1992), who suggests that use of third-party intervention increases the probability of agreement.

Moreover, 59% of respondents expressed their disagreement on follow-up practices. This dismisses Galtung (2004), who emphasizes that negotiation effectiveness depends on implementation and monitoring. If follow-up is not made, agreement may not be enforced, conflicts may reoccur and trust may decline. In addition, 100% of respondents agreed that capacity building is highly recognized as essential. This strongly aligns with Perez-Yuz et al (2020) who suggests that skilled negotiators are more likely to use integrative strategies effectively.

Furthermore, 89% of respondents expressed their agreement on the use of dialogue during negotiation process. This aligned with Walton & McKersie (1965), who emphasized on collaborative approach and open communication when negotiating where parties communicate, do work together to find solutions that benefits both sides. This approach encourages open communication, trust and a problem solving mindset, for example integrative bargaining can lead to agreements that improve working conditions, productivity and job satisfaction. In addition, 53% of respondents disagreed that compromise is use during negotiation. This contradicts

(openstax, 2019), who suggests that compromise is one of the best strategy that can be used in minimizing potential conflict, satisfying other party needs and enhancing long term partnership and cooperation between parties.

5.1.3 Effectiveness of negotiation in conflict resolution at Mukono Municipal Council

According to the finding, 82% of respondents agreed that negotiation improves relationships. This strongly aligned with Rahim (2017), who suggests that effective conflict resolution enhances organizational harmony and teamwork. Moreover, 92% of respondents expressed their level of agreement that negotiation build mutual understanding which indicates that negotiation enhances communication clarity. This strongly support integrative negotiation theory Galtung (2004), who asserts that negotiation building clear communication and relationships hence promoting mutual understanding among parties.

Furthermore, 89% of respondents believed that negotiation prevents conflict from escalation. This aligned with Tayebwa (2022), who added that proper dialogue and information sharing between parties increase chance of acknowledging potential challenges early and find solution before it become a big problem to the organization. In addition, 64% of respondents disagreed that negotiation outcomes are always acceptable to all parties. This indicates that some negotiations may favor dominant leaders, power imbalance, and many respondents felt that most conflicts are not fully resolved through negotiation alone. This aligns with Zartman et al. (2008) who stated that negotiation has limits when structural or political factors dominated.

Moreover, 82% of respondents expressed their agreement that negotiation lead to fair solution for both parties. This aligns with (Biryomumaisho, 2024), who argued that collaborative negotiation give each party chance of giving their views and final conclusion which is appropriate to both parties is made. In addition, 55% of respondents rejected that most conflict are resolve through negotiation. This aligns with Zartman et al. (2008), who argued that negotiation has limits when resolving conflict. He stated that other disputes need other strategies apart from negotiation alone.

5.2 Summary of the findings.

From the findings of the research conducted at Mukono Municipal Council, it was revealed that conflicts within the council were driven by structural and leadership-related factors rather than

issues of communication and resources. The dominant factors that were identified consist of power struggles among leaders with 82%, lack of transparency in decision making with 82%, and differences in personal interest among staff with 77%. In addition, cultural and social differences (70%) were also identified as factors that contribute to conflicts. These findings align with Bercovitch (2009), and Fisher & Patton (2014) who argued that power dynamics and procedural injustices as key sources of Organizational conflict. However issues of poor communication and resources with 62% disagreement and unequal resource distribution with 48% disagreeing were not identified as factors that contribute to conflicts within the council.

In accordance to negotiation strategy, the Council has predominantly adopted collaborative and structured approach in addressing conflicts. This is evident from strong acknowledgement of active listening with 94%, clear rules and procedures with 90%, the use of mediators (77%), and training in negotiation skills with 100%. These findings align with Fisher & Ury (1981) and Walton & McKersie (1965), who emphasized for integrative and structured negotiation processes and procedures. However, a major drawback was identified which is lack of follow-up after negotiation with 59% disagreement which affects the overall implementation of the agreement made.

Regarding its effectiveness, the study revealed that negotiation is essential in enhancing relationships with 82%, mutual understanding with 92%, promoting fairness with 82% and prevention of conflict escalation with 89%. However, negotiation has some weaknesses in that it may not always yield desirable outcomes for all parties involved in conflict with 64% disagreeing, limited reduction of hostility among conflicting parties with 64% and whether most conflict are resolved through negotiation with 55% disagreement. This suggests that while negotiation is a useful and positive tool for the management of conflicts at the council, it is not entirely sufficient by itself to resolve all conflicts without the need for further enforcement.

5.3 Conclusion

In conclusion, the study has established that the main source of conflicts at Mukono Municipal Council lies in the power struggles of leaders, lack of transparency in decision making, and differences in individual interests, as opposed to communication and resource differences. The council primarily uses collaborative and structured negotiation methods that consist of active listening, mediation, clear rules of procedure and ongoing negotiation training, which have

significantly contributed to improvement of relationships, understanding, and fairness as well as resolving conflicts and preventing the escalation of conflict. Despite these advantages, the weaknesses in follow-up mechanisms and the persistence of power struggles among the leaders are some of the weaknesses in the effectiveness and acceptability of the negotiation process. It is however evident that negotiation is crucial and very useful tool in the management of conflicts within the council, but not entirely sufficient on its own.

5.4 Recommendations

Based on the findings, the following recommendations are proposed for Mukono Municipal Council to resolve potential conflict that may arise and enhance overall operational performance.

- Establish and develop a formal conflict management policy framework
- Strengthen transparency mechanisms in budgeting and decision making
- Introduce mandatory post-negotiation and follow-up reviews to ensure agreements are implemented and monitored.
- Provide leadership ethics and training to managers, departmental heads and encourage participatory leadership to minimize authority competition.
- Clearly define roles and reporting structures to reduce power struggles.

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APPENDIX 1:
QUESTIONNAIRES

INTRODUCTION

Dear Respondent,

My Name is Alyai Nixson Reg No S23B12/070 an undergraduate student pursuing Bachelor of Procurement and Logistics Management at Uganda Christian University Mukono. I am undertaking a study “Negotiation Roles in Conflict Resolution” a case of Mukono Municipal Council” in partial fulfillment for the award of Bachelor of Procurement and Logistics Management. You have been identified as a resourceful person to this study. Please take few minutes of your precious time to answer the following questions. Whatever response you give is purely for academic purposes and will be kept with utmost confidentiality.

INSTRUCTIONS

Tick and fill in where necessary

SECTION A: DEMOGRAPHIC INFORMATION

1. Age Range

- 18-25 years
- 26-35 years
- 36-45 years
- 46-55 years
- 56 years and above

2. Gender

- Male
- Female

3. Level of Education

- Diploma
- Degree
- Master

4. Position/Role in Mukono Municipal Council

- Staff
- Leader
- Community Representative

5. Length of Service

- 0-5 years
- 6-10 years
- 11-15 Years
- 16-20 Years
- 21 years and above

INSTRUCTIONS

In this part and other parts that follow, you are required to tick the most appropriate applicable to you.

SECTION B

6. CAUSES OF CONFLICT AT MUKONO MUNICIPAL COUNCIL

Please indicate your level of agreement about the causes of conflict by ticking A- Agree OR SA- Strongly Agree OR D- Disagree OR SD-Strongly Disagree OR NS- Not Sure.

SN	CAUSES	A	SA	D	SD	NS
(a)	Poor communication is the major cause of conflict in Mukono Municipal Council					

(b)	Conflict often arise due to differences in personal interests among staff					
(c)	Lack of transparency in decision making leads to conflicts					
(d)	Unequal resource distribution causes conflict					
(e)	Power struggles among leaders contribute to conflict.					
(f)	Cultural and Social differences cause misunderstandings and conflict.					

g. In case there is any other cause of conflict at Mukono Municipal council apart from those mentioned above please specify

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SECTION C

7. NEGOTIATION STRATEGIES USED TO RESOLVE CONFLICTS AT MUKONO MUNICIPAL COUNCIL

Please indicate your level of agreement about the negotiation strategies used to resolve conflict by ticking A- Agree OR SA- Strongly Agree OR D- Disagree OR SD-Strongly Disagree OR NS- Not Sure.

SN	NEGOTIATION STRATEGIES	A	SA	D	SD	NS
(a)	Open dialogue is commonly used to resolve conflicts.					
(b)	Compromise is often used to resolve conflicts.					
(c)	Active listening is practiced during negotiation					
(d)	Mediators are used to assist negotiation processes					
(e)	Clear rules guide the negotiation process.					
(f)	Follow-up is done after negotiation to ensure agreements are implemented.					
(g)	Respect and professionalism are maintained during negotiations					
(h)	Training in negotiation skills improves conflicts management					

(i). In case there is any other negotiation strategies used to resolve conflict at Mukono Municipal council apart from those mentioned above please specify

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SECTION D

8. EFFECTIVENESS OF NEGOTIATION IN CONFLICT RESOLUTION AT MUKONO MUNICIPAL COUNCIL

Please indicate your level of agreement about the effectiveness of negotiation in conflict resolution by ticking A- Agree OR SA- Strongly Agree OR D- Disagree OR SD-Strongly Disagree OR NS- Not Sure.

SN	EFFECTIVE OF NEGOTIATION	A	SA	D	SD	NS
(a)	Negotiation outcomes are usually acceptable to all parties.					
(b)	Negotiation improves relationships among conflicting parties.					
(c)	Negotiation leads to fair solution for all parties involved.					
(d)	Negotiation reduces hostility and tension during conflicts.					
(e)	Negotiation helps prevent conflicts from escalating.					
(f)	Negotiation builds mutual understanding between conflicting parties.					

(g)	Most conflicts are successfully resolved through negotiation					
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(h). In case there is any other effectiveness of negotiation in resolving conflict at Mukono Municipal council apart from those mentioned above please specify

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Thank you for taking the time to complete this questionnaire!