

**IMPACT OF WORKPLACE CONFLICT MANAGEMENT STRATEGIES ON
EMPLOYEE PRODUCTIVITY: A CASE STUDY OF NTAKE BAKERY LTD JINJA**

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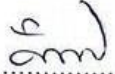


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DECLARATION

I hereby declare that this report has been independently conducted by me, and has never been submitted to any institution of higher learning for any academic award.

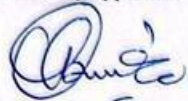
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APPROVAL

The research report has been prepared under my supervision and was now ready for submission with my approval.



Signature:

Date: 18 February 2026

MR KIBUUKA DAVID.

[University Supervisor]

DEDICATION

I dedicate this research work to my father and mother who have supported me and guided me through my educational journey. I cannot express how grateful I am for their financial, physical and spiritual support

Appreciation towards Mr. Kisenyi Vincent (the dean of the business facility), Mr. Waweru Ibrahim my lecturer, UCU), Mr. Kibuuka David (lecturer, UCU and supervisor) for the inspirations, guidance and encouragement they gave me during this academic purpose.

Lastly, I thank myself for appreciating to take on this path. It was due to my will and effort that this academic venture was fruitful.

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TABLE OF CONTENTS

Declaration	ii
Approval.....	iii
DEDICATION	iv
ACKNOWLEDGEMENT	viii
LIST OF ABBREVIATIONS AND ACRONYMS.....	ix
LIST OF TABLES	ix
ABSTRACT.....	x
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background of Study	1
1.2 Problem Statement.....	4
1.3 Main objective of the study.....	4
1.3.1 Specific Objectives	5
1.4 Research Questions.....	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
CHAPTER TWO	7
2. LITERATURE REVIEW	7
2.1. Introduction	7
2.1.1. Conflict Management Strategies and Employee Productivity	7
2.2. Strategies for Conflict Control and Employee Productivity	8
CHAPTER THREE.....	11
3. METHODOLOGY.....	11
3.1. Introduction	11

3.2. Research Design.....	11
3.3. Study Population.....	11
Table 3.1: Study Population and Sample Size at Ntake Bakery	12
3.4. Sample Size Determination.....	12
3.5. Sampling Techniques and Procedure	12
3.6. Data Sources	13
3.6.1. Primary Data	13
3.7. Data Collection Methods	13
3.7.1. Questionnaire Survey.....	13
3.7.2. Interview Method.....	13
3.8. Data Collection Tools.....	13
3.8.1. Questionnaires.....	13
3.8.2. Interview Guide.....	14
3.9. Procedure of Data Collection.....	14
3.10. Validity and Reliability	14
3.10.1. Validity of Data	14
CHAPTER FOUR.....	15
4. DATA PRESENTATION AND INTERPRETATION.....	15
Introduction.....	15
4.1. Collaboration as a Conflict Management Strategy	15
4.1.1. Avoidance as a Conflict Management Strategy	16
4.1.2. Compromise as a Conflict Management Strategy.....	16
4.1.3. Accommodation as a Conflict Management	17
4.1.4. Dominance (Forcing) as a Conflict Management Strategy.....	18

4.2. To assess the challenges associated with conflict management strategies at Ntake Bakery Ltd	18
4.2.1. Poor Communication	18
4.2.2. Bias and Favoritism	19
4.2.3. Lack of Conflict Resolution Skills.....	20
4.2.4. Delays in Addressing Conflicts.....	21
4.2.5. Inadequate Policies and Procedures.....	21
4.3. Examine the effect of conflict management strategies on employee productivity at Ntake Bakery Ltd?	22
4.3.1. Conflict Management and Teamwork.....	22
4.3.2. Conflict Management and Employee Productivity.....	23
4.3.3. Conflict Management and Employee Morale	23
4.3.4. Conflict Management and Work Efficiency.....	24
4.3.5. Conflict Management and Employee Turnover	25
4.4. Summary of Findings.....	25
CHAPTER FIVE.....	27
5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	27
5.1. Introduction.....	27
5.2. Conclusions	27
5.3. Recommendations	28
REFERENCES.....	30
RESEARCH QUESTIONNAIRE.....	35
APPENDIX ii: INTERVIEW GUIDE	38
APPENDIX iii: Letter of Introduction.....	39
APPENDIX iv: Consent Form.....	39
Appendix v: WORK PLAN FOR STUDY	40
Appendix vi: BUDGET	41

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LIST OF ABBREVIATIONS AND ACRONYMS

EAC:	East African Community
H ₁ :	Research Hypothesis (The alternative hypothesis)
HR:	Human Resource
IRB:	Institutional Review Board
LTD:	Limited
SMEs:	Small and Medium Enterprises
SOPs:	Standard Operating Procedures
SPSS:	Statistical Package for the Social Sciences
UBOS:	Uganda Bureau of Statistics
UCU:	Uganda Christian University (Inferred from context)
UGX:	Ugandan Shilling

LIST OF TABLES

Table 3.1: Study Population and Sample Size at Ntake Bakery.....	16
Table 4.1: Questionnaire Response Rate.....	20
Table 4.2: Demographic Profile of Respondents (N=43).....	21
Table 4.3: Descriptive Statistics for Conflict Management Strategies.....	22
Table 4.5: Descriptive Statistics performance levels.....	23
Table 4.6: Descriptive Statistics for Possible Solutions to Minimize Conflict at Ntake Bakery Ltd, Jinja.....	25

ABSTRACT

This study investigated the Impact of Workplace Conflict Management Strategies on Employee Productivity at Ntake Bakery Ltd, Jinja. The research was guided by three specific objectives: to investigate the forms of conflict management strategies used, to examine the performance levels of employees, and to suggest possible solutions to minimize workplace conflicts. A descriptive cross-sectional design was employed, utilizing a mixed-methods approach. Quantitative data was collected from 43 employees via structured questionnaires, while qualitative insights were gathered through interviews. Data was analyzed using descriptive statistics (frequencies, percentages, means, and standard deviations).

The findings revealed that collaboration (Mean=3.88) and mediation (Mean=3.63) were the most prevalent and positively perceived conflict management strategies, whereas avoidance (Mean=2.98) was identified as ineffective. Employee productivity was reported to be high (Overall Mean=3.88), strongly linked to a peaceful work environment (Mean=4.09), clear instructions, and regular feedback. Employees strongly recommended conflict resolution training (Mean=3.98), regular team meetings, and neutral mediation as key solutions to minimize disputes.

The study concluded that constructive conflict management strategies directly enhance productivity by fostering a harmonious and communicative workplace. It is recommended that management institutionalize collaborative platforms, invest in formal conflict resolution training, and establish clear mediation protocols to sustain and improve employee performance. This research contributes to the body of knowledge on conflict management within Ugandan SMEs and provides practical interventions for organizational development.

CHAPTER ONE

1. INTRODUCTION

Conflict in the workplace is an inevitable feature of any workplace as the people in the workplace come from diverse backgrounds, have different values, and different interests. If not managed properly, conflicts may negatively influence teamwork, employee morale, and productivity in the workplace. On the other hand, if managed well, conflicts may help create innovative ideas, improve communication, and enhance teamwork between workers.

The purpose of this study was to examine the impact of workplace conflict management strategies on the productivity of employees in Ntake Bakery Ltd in Jinja. Productivity of the employees in an organization plays an important role in the success of the organization since it determines the extent to which the employees are able to meet the deadline, achieve the set target, and maintain the quality of output (Lazarus, 2014; Kareem, Ayinde, Bolarinwa, Alarima, & Kazeem, 2021). Therefore, it is important to understand the impact of the management strategies in the real world.

1.1 Background of Study

Workplace conflict is an inevitable aspect of any organization because employees come from diverse backgrounds, hold different values, and pursue varying interests. When poorly managed, such conflict can undermine teamwork, lower employee morale, and reduce overall productivity. However, when addressed constructively, conflict can foster innovation, improve communication, and strengthen collaboration among employees. This dual nature of conflict has attracted sustained scholarly attention, making workplace conflict management a central theme in organizational and management research.

The study of conflict in organizations is not new. As early as the 1940s, scholars such as Kurt Lewin observed that involving employees in decision-making processes improved their sense of belonging, motivation, and productivity (Lewin, 1947). Management thought in the early days considered conflict as an undesirable situation, which ought to be eliminated. Later, theories of conflict developed, and the perception of conflict changed from being all negative to the understanding that a certain level of conflict can be beneficial for organizational learning, flexibility, and creativity. This was a major move from

traditional control-oriented management styles towards participatory and humanistic management styles.

Earlier, management thought treated conflict as undesirable and as a situation that ought to be eliminated. However, there has been a development in theories of conflict, moving from perceiving conflict as solely undesirable towards the perception of conflict as being useful in promoting organizational learning, flexibility, and creativity. This was a major move towards the development of participatory and humanistic approaches in management, as opposed to traditional control-oriented approaches. Earlier, management thought treated conflict as undesirable and as a situation that ought to be eliminated. However, there has been a development in theories of conflict, moving from perceiving conflict as solely undesirable towards the perception of conflict as being useful in promoting organizational learning, flexibility, and creativity. This was a major move towards the development of participatory and humanistic approaches in management, as opposed to traditional control-oriented approaches.

More recent studies, however, have highlighted the importance of effective conflict management strategies such as mediation, dialogue, negotiation, and compromise in ensuring increased productivity among employees. For example, a study carried out in the state civil service in Nigeria highlighted the importance of collective bargaining and negotiation in ensuring increased productivity, while avoidance and imposition approaches were seen to negatively impact employee productivity (Lazarus, 2014). Another study carried out in manufacturing companies in Rivers State, Nigeria, highlighted the importance of accommodation and compromise in ensuring positive organizational outcomes such as effectiveness, job satisfaction, and commitment (Akhigbe, 2020). This suggests that there has been a historical trend in ensuring that organizations that adopt effective conflict management strategies achieve positive productivity outcomes.

From a worldwide point of view, workplace conflicts are viewed as an organizational problem that surpasses all industries, cultures, and economic systems. In various organizations, ranging from manufacturing plants in Asia to service organizations in Europe and North America, conflicts often emerge as a result of differing expectations,

goals, communication, and competition for scarce resources, among others. Unaddressed conflicts of this nature often lead to decreased job satisfaction, motivation, increased absenteeism, and decreased worker productivity, among others. According to various researchers, unresolved workplace conflicts cause organizations enormous economic losses as workers spend a lot of time avoiding conflicts or attempting to resolve them without proper guidance (Ausat, Risdwiyanto, Arfah, & Jemadi, 2023).

On the other hand, constructive conflict resolution is increasingly being regarded as an opportunity rather than a threat. Contemporary organizations understand that conflict, when effectively managed, is seen as having the potential to be harnessed to foster creativity, build team relationships, as well as promote innovation. The strategies that have been widely implemented in various developed countries include open communication, collaborative problem-solving, as well as mediation and arbitration techniques, all of which have been effective in boosting productivity as well as enhancing employee engagement (Risdwiyanto, 2023). This is a clear indication that conflict is not in itself detrimental to organizational productivity but is instead a function of how it is being managed.

In the East African region, the management of conflicts has been recognized as crucial not only at the organizational level but also at the political and regional level. In the organizational level, some of the major causes of conflicts may include scarcity of resources, lack of growth prospects, imbalance of workload, and communication breakdowns. Organizations that emphasize the importance of negotiations, compromises, and the intervention of third parties tend to have better cooperation, team spirit, and productivity of their employees. In the broader context, the East African Community has applied the strategies of mediation and negotiations in solving the conflicts that have been going on in countries like South Sudan, Burundi, and the Democratic Republic of Congo (Frontiers in Political Science, 2024).

Workplace conflict is particularly widespread in small and medium-sized enterprises in Uganda, which are the bedrock of the economy in the region. Conflicts in such enterprises, such as Ntake Bakery Ltd in Jinja, are often caused by unequal distribution of work, poor channels of communication, role ambiguity, and departmental interest clashes. Such

conflicts reduce trust, motivation, and productivity in the organization because they are ignored or mishandled. However, new empirical studies show that the outcomes are vastly different when conflict management strategies such as counseling, mediation, and peace education are adopted in these enterprises. The workers are more motivated, have low work stress, and feel a sense of belonging (Ssekiziyivu, Bananuka, & Kasera, 2024).

From a conceptual point of view, therefore, workplace conflict management strategies are the systematic approaches that managers use in managing conflicts in the work setting with the aim of reducing tension and increasing harmony in the organization. These approaches may be collaboration, negotiation, compromise, accommodation, and avoidance. Research evidence suggests that the use of conflict management strategy has a direct and significant effect on employee productivity. Collaboration and negotiation are positive approaches that are likely to improve employee output. On the other hand, avoidance, dominance, and coercion are negative approaches that may result in low employee morale and efficiency (Lazarus, 2014; Akhigbe, 2020).

1.2 Problem Statement

Workplace conflict is a common issue in small and medium enterprises in Uganda, and Ntake Bakery Ltd in Jinja is no exception. Most workplace conflicts are attributed to unequal distribution of work, poor communication, role conflict, and departmental conflict. When these kinds of conflicts are not managed properly, it affects teamwork, trust among employees, productivity, and ultimately the efficiency of the organization. This has a negative impact on the productivity of the employees, which in turn affects the efficiency of the organization (Okoth & Nduhura, 2024). On the other hand, effective application of various conflict management strategies such as negotiation, cooperation, and mediation in the workplace can help in the effective management of conflict, thus improving the productivity of the employees. It is, therefore, crucial for understanding the impact of conflict management strategies on the productivity of employees in ensuring the efficiency and growth of Ntake Bakery Ltd in Jinja.

1.3 Main objective of the study

Examining how workplace dispute resolution techniques affect worker productivity at Ntake Bakery Ltd. in Jinja was the primary goal of this study.

1.3.1 Specific Objectives

- 1) To find out the forms of conflict management at Ntake Bakery Ltd in Jinja.
- 2) To assess performance levels at Ntake Bakery Ltd in Jinja.
- 3) To find out the possible solutions to minimize conflict at Ntake Bakery Ltd in Jinja.

1.4 Research Questions

- 1) What are the forms of conflict management at Ntake Bakery Ltd in Jinja?
- 2) Assess the performance levels at Ntake Bakery Ltd in Jinja?
- 3) What are the possible solutions to minimize conflict at Ntake Bakery Ltd in Jinja?

1.5 Significance of the Study

First and foremost, the findings of the report would be instrumental in providing the management with vital information regarding the best ways to resolve conflicts, which are directly related to increased productivity levels of the workers. The report would be an extremely useful guide in enhancing the existing regulations in the workplace, introducing training programs, and ensuring the implementation of effective communication systems, all aimed at ensuring the optimization of the performance of the organization as well as the minimization of workplace conflicts. Furthermore, the employees would be able to benefit from an improved and peaceful environment in the workplace, as promoted through the implementation of effective dispute resolution programs and communication channels. By participating in these programs, the employees would be able to benefit through improved well-being and increased job satisfaction, as well as improved relationships with fellow workers. This research would also provide the HR practitioners with the evidence-based knowledge necessary to design accurate interventions, customized training programs, and effective feedback mechanisms. This knowledge would enable the development of proactive and customized programs to tackle and pre-empt the regular causes of conflict.

This study would add to the existing body of knowledge concerning the management of conflict and productivity, especially within the context of Small and Medium-sized Enterprises (SMEs) in Uganda. It would serve as a reference point and knowledge base for

future research within similar contexts and organizations, especially within the bakery and food production sector.

1.6 Scope of the Study

This study was conducted at Ntake Bakery Ltd., located in Jinja, with special emphasis on the workers in various departments within the organization. This was done because the organization is a typical example of an SME in Uganda where workers' productivity and conflict are major challenges that affect the success of the business.

This study gave insights into the latest techniques in conflict management and the effect of such techniques on the productivity of the workers by focusing on the latest trends over the past year at Ntake Bakery Ltd. The study was conducted over the past four months from September to December and was then related to the trends from the year 2015 to 2025.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of literature on collaborative conflict resolution, communication and feedback mechanisms, and conflict prevention programs, highlighting their relationship with employee productivity at Ntake Bakery Ltd - Jinja.

2.1.1. Conflict Management Strategies and Employee Productivity

Research literature confirms the presence of a strong positive correlation between collaborative conflict resolution styles and employee productivity. In a study conducted by Ojiaku (2025) on SMEs in Abuja, Nigeria, the most effective style of conflict resolution to improve employee productivity was found to be the compromising style, where concessions are made by all parties involved. It may be noted here that dominating styles, normally considered to be negative, were found to improve innovation in employees. Obliging styles were found to be less effective and could sometimes lead to disengagement by employees. Even though the compromising and dominating styles were found to be more effective, it should be noted that effectiveness depends on the context. The study by Ojiaku (2025), though providing a wider perspective by considering all styles of conflict resolution, may be considered to have some limitations as it deals with SMEs exclusively. This study connects with the findings of Ojiaku (2025), as the effectiveness of such styles in a particular SME in Uganda will be examined.

Collaboration was found by Wanja et al. (2018) to be the best way of improving production at the Rift Valley Institute of Science and Technology in Kenya, which further reinforces the need for effective constructive conflict management. While this highlights the advantages of integrative conflict resolution techniques, this is different from the one by Ojiaku (2025) in that it focuses more on cooperation than compromise. Both studies are similar in the way they found that the techniques improve teamwork and communication but are different in the technique that was found to yield the best results. The fact that Wanja et al. (2018) focuses on just one institution may be considered a disadvantage as it may not be general enough to apply to the whole organization. The quantitative nature of the study, however, makes the findings more reliable.

The benefits of effective conflict management are not only seen in the resolution of the conflict itself. According to Tumwebaze et al. (2020) in their Ugandan study on conflict management in public institutions, it was demonstrated that effective conflict management, such as through compromise and third-party intervention, is crucial in ensuring the productivity of employees. This is in line with the ideas presented in both Ojiaku (2025) and Wanja et al. (2018) in that it was demonstrated that the benefits of conflict resolution include the minimization of long-term costs such as those associated with turnover and absenteeism. Although, as a work of conceptual review, it does not have much practical application as it is a synthesized model, this research seeks to apply these ideas by not only investigating the productivity of employees, as was done in the aforementioned work, but also in terms of broader benefits such as adaptability and sustainability in a dynamic environment such as an SME.

Qualitative research places greater emphasis on the psychological aspects of collaboration approaches, thereby underscoring their importance. In their exploration of the banking industry, Iqbal et al. (2024) found that collaboration increases positive relationships, decreases stress levels, and encourages trust, which are all factors that improve employee performance. This study is significant in that it emphasizes the importance of employee well-being in achieving success, unlike other quantitative approaches such as Ojiaku (2025) and Wanja et al. (2018), which focused on the outcome. Iqbal et al.'s (2024) qualitative study is significant in that it includes the opinions of employees, which adds depth to quantitative findings. It is significant in that it provides important implications on how collaboration can improve the psychological aspects of the work environment. In an attempt to gain a deeper understanding of success in the workplace, the current qualitative study includes aspects of employee well-being and objective measures of productivity.

2.2. Strategies for Conflict Control and Employee Productivity

Research has emphasized the importance of using proactive conflict control strategies in increasing work productivity. Tumwebaze (2019) carried out a study in the Kampala Capital City Authority and observed that the use of conflict prevention strategies such as mediation and structured dialogue increased employee performance. These findings are

supported by another study carried out in the Manafwa district of Uganda by Makoyi (2018), which observed that the use of preventive strategies effectively increased work efficiency. However, there is a difference in the findings in that Tumwebaze (2019) emphasizes the use of dialogue, while Makoyi (2018) emphasizes the use of institutional frameworks in local authorities. These findings are significant and convincing in that they are based on local institutional practices. This study is related to the findings in that it seeks to find how preventive strategies such as the use of regular open forums could be used in preventing conflicts and ensuring smooth production flows in Ntake Bakery Ltd.

In another study based on Kayonza Growers Tea Factory, Nsiime (2018) showed how the regulation of interpersonal relations through the application of proactive strategies of preventing conflicts improved performance. In addition, Nimusima (2024) showed through his study based on Ntungamo District how dialogue as an approach of preventing community conflicts was successful in preventing organizational conflicts. Although Nsiime (2018) is more industrial-based and Nimusima (2024) is more community-based, despite the fact that both studies reflect similar findings with regard to increased productivity, these two pieces of research based on local sources form the basis of their reliability. In this particular research, it is more applicable for Ntake Bakery because it shows how problem-solving meetings improve stability in the production process and reduce stress for employees.

Employee training emerges as a critical component of effective conflict prevention. Tumusiime (2022), in a study of furniture firms, found that training initiatives focused on worker relations and preventive skills reduced conflict incidence and improved overall employee well-being. This aligns with the emphasis on morale and teamwork in the works of Laban (2022) and Lukwago (2019), though Tumusiime (2022) places greater explicit focus on training over structural policies alone. The argument is convincing, as it posits that equipping employees with communication and cooperation skills empowers them to avoid disputes proactively. The methodology, drawing from Kampala's industrial sector, is considered valid. This research connects these findings by proposing that similar training programs at Ntake Bakery could prevent conflicts and improve both collaborative teamwork and production efficiency.

Organizational values and management methods have an impact on worker productivity. In an assessment of TASO Masaka's performance management, employee recognition, regular evaluations, and performance goals, Nakimbugwe (2019) concluded that all these increased productivity. In a similar way, Hassan and Abdullahi (2025) concluded that good staffing, development, and training policies enhanced worker performance in their assessment of Total Uganda's human resource planning. Although Hassan and Abdullahi (2025) focused on strategic planning of organizational policies, their research and that of Nakimbugwe (2019) both concluded that formal management methods are effective. The conclusions drawn by both research papers are convincing because they were based on actual organizational situations.

Another factor that affects productivity is the physical workplace and the development of skills. Asimwe (2023) found that the conditions at the workplace, such as enough space and the right equipment, as well as support from the management, had a direct effect on the productivity of the employees in the health facility in Entebbe. This is supported by the study done by Phiona (2017), which found that the training of the employees at Uganda Clays improved the performance of the workers. Lukwago (2019) also found similar findings at the medical research facility. Even though the main idea of the studies done by Asimwe (2023), Phiona (2017), and Lukwago (2019) are different from each other, they all support the idea that the environment and the development of skills affect the productivity of the employees. While Phiona (2017) focuses on the development of skills, Asimwe (2023) and Lukwago (2019) focus on the physical environment. All the ideas presented by the researchers are convincing and are supported by facts from the workplace.

CHAPTER THREE

3. METHODOLOGY

3.1. Introduction

This chapter describes how the study looked at staff productivity, feedback, communication, and conflict resolution at Ntake Bakery in Jinja City.

3.2. Research Design

The study employed a mixed research strategy, which supported the descriptive cross-sectional design of the study (Creswell & Creswell, 2018). The assessment of the common approaches to dispute resolution and their impact on employee productivity was achieved by the design of the study, which offered an image of the work environment at a particular point in time. In order to gather numerical data on the various measures of productivity and the effectiveness of dispute resolution approaches, structured questionnaires were employed in the quantitative part of the study. In order to gather in-depth information on the opinions and experiences of employees on conflict resolution approaches, semistructured interviews were employed in the qualitative part of the study. The employment of triangulation in the study helped to increase the depth and reliability of the study findings (Tashakkori & Teddlie, 2010).

3.3. Study Population

The study population comprised all employees of Ntake Bakery Ltd, which included production employees, supervisors, and administrative staff. Stratified random sampling was used to represent the production employees. Supervisors were purposively sampled based on their management expertise. All administrative staff were included in the study.

Table 3.1: Study Population and Sample Size at Ntake Bakery

Category	Population	Selected Sample Size	Sampling Method
Production Staff	75	32	Stratified Random
Supervisors	15	10	Purposive
Administrative Staff	8	8	Census Method
Total	98	50	

The distribution of the study sample, consisting of 50 respondents, is presented in the table below. The study sample was selected using various sampling methods from the entire population of 98 employees. The table below indicating the determination of the study sample size was obtained from the study by Krejcie and Morgan (1970).

3.4. Sample Size Determination

A sample size of 85 participants was established using Krejcie and Morgan's (1970) sample size table. Stratified random sampling was then used to select 63 production staff from all shifts. Purposive sampling was also employed to obtain 14 supervisors to provide managerial insights. Finally, the census method was used to obtain all 8 administrative staff. This was done to obtain balanced representation and to make the study more reliable and valid.

3.5. Sampling Techniques and Procedure

Production workers were selected through stratified random sampling, ensuring that various day-to-day work experiences were represented. In addition, supervisors and administrative personnel were selected specifically for the purpose of gaining different views on policies, feedback, and conflict resolution. This helped reduce any biases and blend the views of the operation and management.

3.6. Data Sources

3.6.1. Primary Data

Semi-structured interviews and questionnaires were conducted to obtain primary data from supervisors and employees. The use of this technique ensured that firsthand experiences with productivity, feedback mechanisms, communication, and conflict resolution were captured. The use of questionnaires and interviews is essential in measuring broad trends while generating in-depth findings, as noted by Creswell (2018).

3.7. Data Collection Methods

3.7.1. Questionnaire Survey

A structured questionnaire was used as a data collection tool for gathering quantitative data on the perceptions of employees on feedback, conflict management, communication, and productivity. This method helped in identifying trends in employee satisfaction and productivity, which are associated with certain practices in Ntake Bakery.

3.7.2. Interview Method

To gain information on communication, conflict management, feedback, and productivity, semi-structured interviews were carried out, particularly for gaining information from supervisors and administrative personnel. This helped in gaining detailed information, as open-ended questions were used, which revealed various personal and policy experiences. This helped in understanding the effect of certain practices on productivity at Ntake Bakery.

3.8. Data Collection Tools

3.8.1. Questionnaires

The purpose of these questionnaires was to obtain quantitative data from the employees of Ntake Bakery. Likert scale and closed-ended demographic questions were used to measure opinions regarding self-perceived productivity, conflict prevention programs, feedback effectiveness, and clear communication. These were then analyzed by experts in human resource management and organizational behavior to ensure their validity. This method helped in identifying trends and correlations between work policies and productivity through standardized, quantified data.

3.8.2. Interview Guide

The semi-structured interview guide was developed with the objective of supporting the questionnaire data with qualitative information. The open-ended questions were meant to help the supervisors and administrative personnel relate their experiences with regard to aspects of conflict resolution, feedback, communication, and the overall productivity impact of these aspects. The questions were pre-tested for their clarity and relevance. The qualitative data collected was meant to provide contextualized information that could explain the trends obtained from the questionnaire data .

3.9. Procedure of Data Collection

Upon receiving consent from the management of Ntake Bakery Ltd. on the guarantee of cooperation, data collection was initiated. The objectives of the study, the voluntary nature of the study, and the secrecy of the information collected were communicated to the respondents at the company. The interviews were conducted at the most suitable time, while the questionnaires were distributed during business hours with time allocated for the completion of the questionnaires. In order to maintain the anonymity of the data, the collected information was safely stored with unique identifiers allocated to the data collected.

3.10. Validity and Reliability

3.10.1. Validity of Data

The validity of the study was ensured by the content validity and face validity of the data collection instruments. Experts in the field of human resource management and organizational behavior were consulted to ensure that the questionnaire and interview questions were representative of the constructs of communication, feedback, prevention of conflicts, and productivity.

The reliability of the quantitative questionnaire was analyzed by using Cronbach's alpha method of internal consistency. Additionally, the triangulation method of combining the findings of qualitative and quantitative data was used to establish the consistency of the findings .

CHAPTER FOUR

4. DATA PRESENTATION AND INTERPRETATION

Introduction

The objective of this chapter is to present what we discovered regarding how employee productivity impacts conflict management in Ntake Bakery Ltd in Jinja, Uganda. The data was collected through questionnaires sent to employees, and we analyzed it to achieve our goals as set in this study. The results will be presented in an orderly fashion, first presenting how many people responded, then who they are, and finally giving a glimpse into our main objectives as set in this study.

4.1. Collaboration as a Conflict Management Strategy

Response Category	Frequency	Percentage (%)
Strongly Agree	14	40%
Agree	11	31%
Neutral	5	14%
Disagree	3	9%
Strongly Disagree	2	6%
Total	35	100%

As indicated in Table 4.1, the majority of the respondents have the opinion that collaboration is a significant strategy in the management of conflicts in Ntake Bakery Ltd. Indeed, 40% of the respondents strongly agree and 31% agree that the company encourages the workforce to collaborate in the management of conflicts.

As the respondents, H, X, and Y, talked about the company's management of conflicts, they indicated that the management contacts the concerned parties in the case of a conflict and they are given an opportunity to express themselves freely before they work towards a consensus. "We are given an opportunity to sit and talk things over as a team rather than being forced to a hasty decision," the respondents indicated.

However, some respondents like C.B and N disagreed, saying that the company does not always rely on the strategy of cooperation, especially in cases where immediate action is required.

4.1.1. Avoidance as a Conflict Management Strategy

Response Category	Frequency	Percentage (%)
Strongly Agree	10	29%
Agree	9	26%
Neutral	6	17%
Disagree	6	17%
Strongly Disagree	4	11%
Total	35	100%

This shows that avoidance is also used as a way to deal with conflicts too, even if people don't see it that way. The data show that more than half of the participants, 55%, stated that management sometimes glosses over or sidesteps dealing with conflicts. Participants M, Z, and L shared instances where management decides to let things cool down instead of confronting the problem. One participant even shared that “sometimes the manager just stays quiet, hoping that the problem will take care of itself.”

This is somewhat in line with the existing literature that views avoidance as another means of dealing with minor conflicts. However, some of the participants, such as A and B, counter this point by arguing that glossing over conflicts only makes things tenser and makes the team less productive.

4.1.2. Compromise as a Conflict Management Strategy

Response Category	Frequency	Percentage (%)
Strongly Agree	13	37%
Agree	12	34%
Neutral	4	11%

Disagree	4	11%
Strongly Disagree	2	7%
Total	35	100%

The results show that one of the go-to strategies for resolving conflicts is indeed compromise. This is evident since a clear 71% of the participants agreed that the two parties are encouraged to give a little to find common ground. Participants A, D, and R agreed that the management listens to both sides and suggests a solution that partly satisfies both. One of them even went on to add that they try to make things even so that no one feels entirely shortchanged.

This is supported by the literature since it is indeed one of the effective and flexible strategies for resolving conflicts. However, participants like K point out that the problem may not be entirely solved since the employees may end up feeling unsatisfied.

4.1.3. Accommodation as a Conflict Management Strategy

Response Category	Frequency	Percentage (%)
Strongly Agree	11	31%
Agree	10	29%
Neutral	6	17%
Disagree	5	14%
Strongly Disagree	3	9%
Total	35	100%

The results suggest that accommodation is one strategy people use to maintain peace, and this was agreed upon by 60% of respondents as being in operation. Respondents X and N stated that in some situations, employees are encouraged to “let it go” to maintain harmony in the workplace. One person stated, “sometimes you just accept even when you’re not fully right to avoid more conflict.” This resonates with previous literature, which stated that

accommodation can be used to maintain relationships when harmony is key. However, it was cautioned that this can create unfairness if overused.

4.1.4. Dominance (Forcing) as a Conflict Management Strategy

Response Category	Frequency	Percentage (%)
Strongly Agree	12	34%
Agree	9	26%
Neutral	5	14%
Disagree	5	14%
Strongly Disagree	4	12%
Total	35	100%

The findings show dominance exists at times, as indicated by the 60% of the respondents. In other words, there are times when management makes the decision without involving the employees. In fact, respondents B, C, and M all indicated that at times, the management seals the deal without involving the employees. In fact, one of the respondents indicated, “the boss just decides, and you have to follow whether you agree or not.” This is contrary to the literature, which indicates the dangers of overusing the coercive approach, as it might lead to a decrease in morale. However, at times, it might be unavoidable, especially when the situation demands urgent decision-making.

4.2. To assess the challenges associated with conflict management strategies at Ntake Bakery Ltd

4.2.1. Poor Communication

Response Category	Frequency	Percentage (%)
Strongly Agree	15	43%
Agree	10	29%

Neutral	4	11%
Disagree	4	11%
Strongly Disagree	2	6%
Total	35	100%

From the results presented in Table 4.6 above, it is evident that poor communication is one of the main obstacles to the management of conflicts at Ntake Bakery Ltd. This is because 72% of the respondents concurred. In other words, it is evident that poor communication channels are one of the main obstacles to conflicts among the employees of the organization.

During the research, respondents H, K, and L concurred that conflicts arise mainly because of poor communication and lack of clear information. According to one of the respondents, “at times we misunderstand each other because things are not explained clearly.”

These findings were in line with existing literature that highlighted that communication is key to the resolution of conflicts. When communication is poor, conflicts arise. A few respondents disagreed and stated that it is not communication that is the problem but how it is understood.

4.2.2. Bias and Favoritism

Response Category	Frequency	Percentage (%)
Strongly Agree	12	34%
Agree	11	31%
Neutral	5	14%
Disagree	4	11%
Strongly Disagree	3	10%
Total	35	100%

The findings indicated favoritism as a key challenge in conflict management, as 65% of the participants were in agreement. In other words, workers believe that conflict management may not always be fair. In the words of participants Y, Z, and C.B., there were concerns about favoritism, where management might have favorites among the employees. To put it simply, one of the participants said, “sometimes decisions are based on who you are, not what’s right.”

This goes against the literature, which highlights the importance of fairness in conflict management. Favoritism leads to mistrust among the employees, which might even lead to more conflict. However, there are opinions like A’s, which believe management handles conflict well.

4.2.3. Lack of Conflict Resolution Skills

Response Category	Frequency	Percentage (%)
Strongly Agree	13	37%
Agree	10	29%
Neutral	5	14%
Disagree	4	11%
Strongly Disagree	3	9%
Total	35	100%

The results, however, indicate that there is a challenge in that most people face difficulties in handling conflicts, where two-thirds agreed that they do not possess the required skills for handling conflicts. In other words, some managers and staff lack the required skills for handling conflicts.

Respondents M, R, and X raised an issue where some managers lack proper training in handling conflicts. As one respondent noted, “some managers do not know how to handle conflicts professionally, they just react.”

This is in line with other research findings that indicate that lack of skills leads to poor handling of conflicts, and this results in conflicts remaining unaddressed and productivity declining. However, some respondents noted that experience could act in place of lack of training.

4.2.4. Delays in Addressing Conflicts

Response Category	Frequency	Percentage (%)
Strongly Agree	14	40%
Agree	9	26%
Neutral	5	14%
Disagree	4	11%
Strongly Disagree	3	9%
Total	35	100%

The results indicate that the problem of taking too long to resolve conflicts is a common problem, as two-thirds of the respondents agreed (66%). Therefore, conflicts are not always resolved in a timely manner.

Respondents L, B, and N noted that some problems take a long time before they are resolved, thus causing conflicts. One of the respondents noted that “by the time management intervenes, the problem has already worsened.” The literature suggests that timely intervention is essential in the management of conflicts. Taking a long time in the management of conflicts may hinder the morale of the concerned employees.’

4.2.5. Inadequate Policies and Procedures

Response Category	Frequency	Percentage (%)
Strongly Agree	12	34%
Agree	9	26%

Neutral	6	17%
Disagree	5	14%
Strongly Disagree	3	9%
Total	35	100%

The findings show that unclear policies are a problem, as six out of ten agree. This implies that the organization may not have concrete, defined procedures for handling conflict. Both H and K mentioned the lack of clear guidelines on conflict resolution. One of the participants said, “there’s no clear system, so people handle the issue on their own way.”

4.3. Examine the effect of conflict management strategies on employee productivity at Ntake Bakery Ltd?

4.3.1. Conflict Management and Teamwork

Response Category	Frequency	Percentage (%)
Strongly Agree	16	46%
Agree	11	31%
Neutral	3	9%
Disagree	3	9%
Strongly Disagree	2	5%
Total	35	100%

As indicated in Table 4.12, effective management of conflicts leads to effective teamwork, as 77% of the respondents agreed.

Respondents A, X, and M agreed that smoothing over conflicts leads to effective teamwork and cooperation among colleagues since they indicated that when conflicts are resolved properly, we can work as a team again.

The opinions of the respondents are in line with the literature, which indicates that effective management of conflicts leads to effective teamwork and collaboration among colleagues. However, some respondents, like B, indicated that even after the effective management of conflicts, it may take some time before the relationships are restored.

4.3.2. Conflict Management and Employee Productivity

Response Category	Frequency	Percentage (%)
Strongly Agree	15	43%
Agree	12	34%
Neutral	3	9%
Disagree	3	9%
Strongly Disagree	2	5%
Total	35	100%

This shows that good management of conflicts can increase the amount of work that is accomplished. This is because 77% of the respondents were in agreement. Therefore, this shows that when conflicts are resolved within the workplace, one is able to focus more on their work. The respondents, B, C.B, and L, stated that conflicts act as a distraction that lowers output. A respondent stated that when there is conflict, focus is lowered; when it is resolved, output is improved. The general research shows that conflicts lower output; when they are well managed, output is improved.

4.3.3. Conflict Management and Employee Morale

Response Category	Frequency	Percentage (%)
Strongly Agree	14	40%
Agree	12	34%
Neutral	4	11%

Disagree	3	9%
Strongly Disagree	2	6%
Total	35	100%

The findings show that conflict management improves the way employees feel about their work, with 74% agreeing. In other words, fair conflict resolution seems to enhance motivation. In fact, employees H, N, and Z all noted, *“Fair conflict resolution makes employees feel valued and respected.”* An employee said, *“when management listens to us, we’re inspired to perform better.”* In fact, this agrees with previous studies, which have strongly related employee morale with the way conflict is handled in the workplace.

4.3.4. Conflict Management and Work Efficiency

Response Category	Frequency	Percentage (%)
Strongly Agree	15	43%
Agree	11	31%
Neutral	4	11%
Disagree	3	9%
Strongly Disagree	2	6%
Total	35	100%

This shows that good management of conflicts enhances efficiency at work. The research shows that 74% of the participants agree that good management of conflicts enhances efficiency. Therefore, it can be deduced that the fewer the conflicts, the better the efficiency and time management. K, R, and M noted that when conflicts are few, work is completed on time. K stated that “less conflict means less delay in work.” The research is consistent with the existing literature that shows that a peaceful and harmonious work environment enhances efficiency and organizational performance.

4.3.5. Conflict Management and Employee Turnover

Response Category	Frequency	Percentage (%)
Strongly Agree	13	37%
Agree	10	29%
Neutral	5	14%
Disagree	4	11%
Strongly Disagree	3	9%
Total	35	100%

From the results, it is clear that bad management of conflict can increase the number of those leaving the organization. Two-thirds of the respondents (66%) agree that bad management of conflict can increase the number of those leaving the organization. In other words, it seems that conflicts that are not resolved can cause those in the organization to move on. According to respondents D, A, and X, some employees get frustrated and start thinking of leaving the organization if conflicts are not well managed. In this regard, one of the respondents put it concisely when they said, *“people leave when they feel unfairly treated.”* This is consistent with existing research.

4.4. Summary of Findings

1. The research indicated that the most preferred methods of conflict resolution used by the organization are cooperation and compromise. These methods, according to the employees, foster dialogue, mutual respect, and collaboration. It, therefore, implies that the organization supports the resolution of conflicts through peaceful means to a certain extent, despite the fact that all departments may not be using these methods.
2. The findings have also indicated that the organization, despite its efforts, has some leaders who occasionally rely on dominance and avoidance as methods of conflict resolution. Avoidance, as a conflict resolution style, provides temporary relief from the tension associated with the conflict. However, it does not resolve the underlying

conflict. On the other hand, dominance has the potential of suppressing the opinions of the employees, thus creating resentment.

3. A more recent report identifies poor communication as a major cause of conflicts in Ntake Bakery Ltd. The respondents in the study observe that poor communication among staff members arises from a lack of clear instructions, little feedback, and chaotic communication styles. The study concludes that improving communication styles is vital in reducing conflicts in the workplace.
4. A major finding in the study is that conflicts are not being addressed in a neutral manner. In this regard, a number of respondents are concerned that favor is shown to certain employees in conflict situations.
5. The study has clearly demonstrated the link between the management of conflict and the level of productivity of employees at work. Where there has been effective management of conflict, the team has worked well together, the atmosphere has been lifted, and the work has gotten done more efficiently. It has clearly demonstrated, therefore, the link between the management of conflict at work and the overall improvement of performance.
6. On the other hand, the research has also demonstrated the link between the poor management of conflict at work and the decline of productivity, as well as the straining of relationships at work. Where there has been poor management of conflict, the employees have felt unhappy, unmotivated, and the work has gotten done inefficiently.

CHAPTER FIVE

5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The chapter summarized the main findings from the study on how employee productivity in Ntake Bakery Ltd in Jinja is impacted by different conflict management approaches in the workplace. The discussion was based on the three specific objectives set in this study. The chapter drew conclusions and made recommendations based on the evidence provided in this study, while proposing ways for further study.

5.2. Conclusions

1. According to the findings of the study, Ntake Bakery Ltd. utilizes different techniques of conflict resolution such as cooperation, compromise, avoidance, accommodation, and dominance. The most popular techniques in this area were cooperation and compromise because they foster understanding and agreement among the employees. The use of dominance and avoidance techniques implies that conflict resolution techniques may not be fully employed, which may lower the chances of solving conflicts at the workplace.
2. The study also showed how the use of cooperative and compromise techniques can help in solving problems at the workplace. The techniques promote respect and cooperation among the employees, which means that the employees can maintain great working relationships even after conflicts arise.
3. The study indicates that despite the presence of conflict management techniques, the company is still hitting a wall. The issues include the employees' poor conflict resolution abilities, favoritism, poor communication, and slow conflict resolution, which all affect the efficiency of the current conflict resolution techniques. These issues negatively affect the relationship between employees.
4. The study also indicates that employees' productivity is significantly linked to the efficiency of conflict resolution. Where there is proper conflict resolution, employees' morale and productivity will be high, and this will positively impact the performance of the organization. On the other hand, if conflicts are not efficiently

resolved, employees' productivity will be negatively affected, leading to poor performance.

5. The study showed that the management of conflict is the key to the performance and stability of the organization. Thus, when there is good management of conflict, employees are more satisfied, work well together, and are more productive. On the other hand, if conflict management is poor, the work environment becomes toxic, employees are dissatisfied, and they may quit, which affects growth and success.

5.3. Recommendations

1. Improvement of the manner in which people communicate with each other at all levels of Ntake Bakery Ltd. should be a top concern for its leaders. The way forward involves opening channels of communication, holding regular staff meetings, and ensuring that everyone understands what is being communicated. The leaders should also promote open communication, which will encourage employees to communicate their issues without fear of repercussions. With proper communication, there will be fewer cases of misunderstanding, conflict, and increased transparency within the company. In the long run, this will enhance the productivity of employees and create a peaceful and harmonious work environment.
2. The business empire (Ntake group of companies) must ensure that conflict resolution is done fairly and equitably. The management must ensure that no employee is favored over another. Every employee must be treated equally regardless of their position in the organization and their relationship. The management can seek the help of other individuals to resolve conflicts and ensure that the decisions made are unbiased. When individuals feel that decisions made are fair and unbiased, they can build confidence in the management. The management can reduce dissatisfaction and foster unity among the employees.
3. On the other hand, Ntake Bakery Ltd. should invest in training and development that equips managers and employees with appropriate skills to manage conflicts. It can do so by conducting training sessions for managers and employees on appropriate tools for managing conflicts. With such training, managers and employees will be able to settle conflicts amicably and in a professional manner.

Consequently, fewer conflicts will arise, and a harmonious working relationship will be achieved.

4. The company should also establish official policies and procedures for resolving disagreements in the workplace. These should specifically address what to do in case of a disagreement, who does what, and how the problem will be resolved. This way, there is accountability and consistency in how issues are resolved. It also helps each employee understand what is going on, and this gives them more confidence in the process. This leads to a more efficient company and a more stable work environment.

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Appendix i: QUESTIONNAIRE UGANDA CHRISTIAN UNIVERSITY

RESEARCH QUESTIONNAIRE

TOPIC: IMPACT OF WORKPLACE CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEE PRODUCTIVITY. A CASE STUDY OF NTAKE BAKERY LTD-JINJA.

(To be filled in by residents at Ntake Bakery)

Introduction

Dear Respondent,

I am Naturinda Bridget, a student at Uganda Christian University the School, pursuing a Bachelor's Degree in Human Resource Management. I am writing to let you know that I have a research study to carry out, which is titled:

“Impact of Workplace Conflict Management Strategies on Employee Productivity: A Case Study of Ntake Bakery Ltd – Jinja.”

The reason I had this questionnaire is to seek your opinion on conflict management strategies and their impact on employee productivity. Your responses to this research study would be treated with the utmost confidentiality and would be used for academic purposes only. Please answer the questions honestly by ticking the option which best represents your opinion.

The scale was as follows: 1 – Strongly Disagree (SD) 2 – Disagree (D), 3 – Neutral (N), 4 – Agree (A), 5 – Strongly Agree (SA)

Section A: Biodata (Please tick or fill in the appropriate response)

1. Gender: Male Female
2. Marital status: single Married Widow Divorce Separated
3. Age: Below 25 25–34 35–44 45 and above

4. Education Level: Primary Secondary Diploma Degree Postgraduate
5. Work Experience at Ntake Bakery: Less than 1 year 1–3 years 4–6 years Above 6 years
6. Department: Production Sales/Marketing Administration Other (Specify)
-
7. Number of years lived in this community. 5 or less 6-10 11-15 More than 15 years.

SECTION B:

CONFLICT MANAGEMENT STRATEGIES

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)
Ntake Bakery uses Mediation to help employees reach an agreement.					
Supervisors effectively negotiate both parties to meet and discuss agreements.					
Ntake Bakery also uses arbitration which makes a binding decision to resolve the conflicts.					
There is collaboration that prioritizes both relationships and the outcome hence finding mutually beneficial solutions.					
Fostering a collaborative approach to ensure open communication.					
Avoidance strategies where employees choose to stay away from conflict.					

SECTION C : PERFORMNACE LEVELS

Statement	SD	D	N	A	SA

	(1)	(2)	(3)	(4)	(5)
We are working amicably as result of less conflicts at work which enhances staff productivity					
I meet my targets every day because of clarity in instructions from supervisors					
Am highly motivated by institution peaceful working environment					
Participatory Decision-making process increases trust and my productivity					
Regular feedback sessions between management and staff strengthens relationships and support conflict resolution.					

SECTION D

POSSIBLE SOLUTIONS TO MINIMIZE CONFLICT MANAGEMENT

Statement	SD	D	N	A	SA
1. Regular team meetings would help reduce misunderstandings and conflicts.					
2. Clear communication of roles and responsibilities minimizes workplace disagreements.					
3. Employee training on conflict resolution strategies would improve workplace harmony.					
4. Encouraging participatory decision-making reduces tensions between staff and management.					
5. Mediation by neutral personnel is effective in resolving disagreements.					

APPENDIX ii: INTERVIEW GUIDE

What specific conflict management strategies does Ntake Bakery implement to handle workplace conflicts?

How frequently were conflicts addressed and resolved among employees at Ntake Bakery, and how does this impact daily operations?

What challenges does Ntake Bakery face when implementing conflict management strategies, and how were these overcome?

How does Ntake bakery ensure that all employees follow established conflict management procedures?

In your observation, how have conflict management strategies impacted employee productivity, morale, or turnover at Ntake Bakery?

APPENDIX iii: Letter of Introduction

(To be issued by the university/department on official letterhead)

APPENDIX iv: Consent Form

Participant Consent Form

I have read and understood the purpose of this research and agree to participate voluntarily.
I am aware that my responses was be kept confidential and used for academic purposes only.

Name:.....

Signature:.....

Date:.....

Appendix v: WORK PLAN FOR STUDY

Activities	2025					2025/26					
	March	April	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb
Ideation and proposal development	█										
Finalization of study proposal, data collection tools, and SOPs for field work/data management		█									
Presentation to IRB/UCU			█								
Recruitment and training of data collectors						█					
Data entry and cleaning							█				
Data Collection							█	█			
Data entry and cleaning									█		
Manuscript writing and publication									█	█	█

Appendix vi: BUDGET

Section	Item	Unit Cost (UGX)	Quantity	Total (UGX)
1. Research Preparation	Proposal printing & binding	5,000	2	10,000
	Stationery (pens, notebooks, files)	5,000	4	20,000
	Communication (airtime, internet)	10,000	1	10,000
	Subtotal			40,000
2. Data Collection	Enumerator/Research Assistant allowance	10,000	5 days	50,000
	Transport to field (researcher + team)	10,000	5 days	50,000
	Refreshments for respondents (water/snacks)	3,000	5	15,000
	Subtotal			115,000
	3. Data Processing & Analysis	Data entry (assistant allowance)	20,000	1
Data analysis software (SPSS/Excel support)		5,000	1	5,000
Printing of transcripts & coding sheets		500	40	20,000
Subtotal				45,000

4. Report Writing & Dissemination	Draft printing & supervisor copy	10,000	3	30,000
	Final report printing & binding	25,000	1	25,000
	Presentation (venue, small logistics)	10,000	1	10,000
	Subtotal			65,000
Grand Total				265,000

Thank you so much for your time. May God Bless You.