CONFLICT MANAGEMENT AND ORGANISATIONAL PERFORMANCE OF NONGOVERNMENTAL ORGANIZATIONS: A CASE STUDY OF COMPASSION INTERNATIONAL IN GREATER KABALE DISTRICT

BY

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A RESEARCH DISSERTATION SUBMITTED TO THE DIRECTORATE OF POST GRADUATE TRAINING IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF DEGREE OF BUSINESS ADMINISTRATION OF KABALE UNIVERSITY

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DECLARATION

I Laban Biryomumeisho hereby declare that this is research titled "Conflict management and organizational performance of nongovernmental organizations; evidenced from compassion international in greater Kabale" is my own original work and has never been presented for a degree or any academic award at any university or institution of learning.

Signature: .... DATE 25th 05/2022
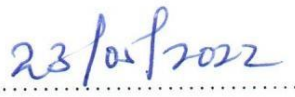
BIRYOMUMESHO LABAN (Researcher)

APPROVAL

This is to certify that this work titled "Conflict management and organizational performance of nongovernmental organizations; evidenced from compassion international in greater Kabale" has been done under our supervision and has been submitted for examination with our approval.

Supervisors:

Signature of supervisor............................. Date..23 - 5 - 2022

PROF. KAAYA SIRAJE

Signature of Supervisor............................. Date..23/05/2022

DR. NUWE JOHN BOSCO

DEDICATION

I dedicate this work to my family especially my wife Dianah Uwimana, children Elizabeth and Eliane for being for me during my studies.

My academic supervisors Prof Kaaya, Dr Nuwe for their academic and moral support granted to me during this study.

My friends, Yadibeth, Glenn, Jamie, Elizabeth and Tommy for their encouragement and motivation while pursuing this course.

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LISTS OF ABBREVIATIONS

NGO   -Non Governmental Organization

KICK-U-Kick corruption out of Uganda

Fr -Father

CDO- Community Development Officers

FIA- Financial Intelligence Authority

FOWEODE- Forum for Women in Democracy

NARICT- National research Institute for Chemical Technology

USAID- United States Agency for International Development.

PD- Project Director

ABSTRACT

This study was about conflict management and organizational performance of NGOs, with a case study of compassion international in greater Kabale district (Kabale, Rukiga, Rubanda). Today, nearly all successful organizations, at local and national level spend most of their time in resolving conflicts among their employees and other stakeholder such as customers, suppliers, legislative bodies, the government and its regulatory agencies, the community in which it does business, opinion leaders and other interest based-organizations and parties in negotiation on how to improve organizational performance and efficiency socially, ethically, economically and ecologically. It is was against this background that the researcher thought to investigate why non-governmental organization staff/directors form similar organizations and the relationship continues to deteriorate in reference to conflict management and organizational performance of NGOs in greater Kabale district with a view of investigating causes of conflict, establish the constructive outcomes, best conflict management practices and effects of conflict management to promote non-governmental organizations performance with an emphasis on compassion international in greater Kabale district.

The study comprised 19 child development centres in Diocese of Kigezi out of which the staff were investigated. A sample size of 110 was selected from a population of 110 people.

 Basing on 88 respondents, this study found out that Compassion international in Kabale district has a significant knowledge on the causes of conflict in non-governmental organizations.

The study identified the best practices of being aware of the conflict, evaluating how things are going, deciding on how to tackle the conflict, identifying options and agreeing on the way forward, taking a considerate and rational approach, investigating the situation, letting everyone have his or her say and implementing on what has been agreed were strongly recommended in this research study and stakeholders need to be at the frontline of innovations and creativity.

Nongovernmental organizations should take keen interest in the repercussions of conflict since there is a strong significant tie between the negative effects of managing a conflict in an organization. Orgainisations survival is the stakeholders dream; however, the foundation owners lay for their dream business remains an important factor in conflict management. Proper conflict management as a component of organizations stability and sustainability remains critical and must therefore be put into consideration by nongovernmental organizations that want to achieve their set objectives.

The study recommends that Christian values be extended to other nongovernmental organizations so as to develop faithful and trustworthy employees since its been discovered to be a newly best practice in compassion to help minimize conflicts in management.

Some employees seem to be using a multi-styled system of conflict management, there is need to come up with procedure of how to solve conflict and a special unit for conflict management be put in place. It was revealed that inconstancy in the focusing on the best practices of conflict management continue to affect management decisions and recommends continuous training of managers and employees on how possible this can be solved.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter describes the background to the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, theoretical framework and conceptual framework.

1.1 Background to the Study

1.1.1 Historical Perspective;

Conflict management involves implementing certain strategies to eliminate the negative aspects of conflict, increase the positive aspects of conflict and to enhance performance and effectiveness in an organized setting (Edwin, 2013).

Conflict is difficult to define, because it occurs in many different settings. The essence of conflict seems to be disagreement, contradiction, or incompatibility. Thus, conflict refers to any situation in which there are incompatible Goals, Cognitions, or Emotions within or between individuals or groups that lead to opposition or antagonistic interaction(Robins, et al, 2003). Putnam and Poole (1987) offered a thorough coverage of conflict that they organized in terms of three levels of analysis: interpersonal, intergroup and inter-organizational.

Conflict among workers in non-governmental organization is inevitable. United by a commitment to improving conditions around the world, NGOs otherwise represent a great diversity of objectives, functions, and organizational structures. The numbers of NGOs have increased dramatically in recent years, bringing more resources to more areas afflicted with crisis. Their activities fall into two broad categories: direct operations, or "operational" NGOs (including humanitarian relief and conflict resolution NGOs), and advocacy NGOs.

There are various perceptions regarding conflicts. Conflict is a reality in everyone's life and should be considered a natural process that occurs daily. As a group performs its assigned tasks, conflict inevitably arises (Robins, et al, 2003). Conflict is viewed as natural due to life's uncertainty.

Organisational performance is defined as the result of an activity which has been achieved by anorganisation related to its authority and responsibility in achieving the goal legally, not againstthe law, and conformingto the morale and ethics of the organisation (Almajali, Alamro & Al-Soub, 2012). Organisational performance can either be measured financially (earningspershare,returnonequity,returnonassetornonfinancially(marketshare,customersatisfactio n,employeemorale).The appropriatemeasures electedtoassessorganisationalperformance(financial or non-financial) is considered to depend on the type of organisation to be evaluated, and the objectives to be achieved through that evaluation.

However,improvedorganisationalperformanceisdependentontheappropriateconflictmanagementte chniques (s)suchas,collaboration techniques , compromise techniques and avoidance techniques adopted by the organisationin managing conflict. Applying the appropriate techniques will improve employees' performance resulting to improved organisational performance. On the other hand, the inability of theorganisation to apply the appropriate conflict management techniques (s) will lead to a decline inemployees" performance which in turn will result in a decline in organisational performance.

Kabale District has different types of nongovernmental organizations according to their functions such as Charity Organizations, Environmental Conservation, women and youth Organizations,

1.1.2 Theoretical background

The theory underpinning this study is the human relations management theory by Mayo (Scott Cooler 2016). It focuses on worker satisfaction, informal workplace organizations and means of influencing employee productivity which has three main components; the theory places an emphasis on the importance of the individual. A worker is not simply a cog in a machine but an idiosyncratic individual who responds to his or her environment. Maximizing the productivity of workers requires taking these individual characteristics into account. Second, human relations theory takes into account the informal organizations in the workplace. What is important to a worker – and what influences her productivity level may not be the official organizational chart but her or his associations with other workers.

It can be summarized as an "it all depends" approach. The appropriate management actions and approaches depend on the situation. Managers with a contingency view use a flexible approach, draw on a variety of theories and experiences, and evaluate many options as they solve problems. In the contingency perspective, managers are faced with the task of determining which managerial approach is likely to be most effective in a given situation. It is a recognition of the extreme importance of individual manager performance in any given situation and the contingency approach is highly dependent on the experience and judgment of the manager in a given organisational environment.

Contingency theory is however made of six independent constructs (techniques, task, technology, organisational size, structure and culture) and two dependent constructs (efficiency and organisational performance).

The study looked at the aspect of styles being the independent variables and organisational performance being the dependent variable. The decision to base the study on this theory was informed by the fact that there was no one best styles/techniques in resolving organisational conflict. A technique is considered appropriate for a conflict situation if its use leads to effective formulation and/or solution to a problem (Rahim, 2011).

The theory relates to the independent variables in the sense that collaboration techniques , compromise techniques and avoidance techniques represent the organisational strategies which the management of Compassion International , Kabale District can adopt for the management of their conflict; while the dependent variable relates to organisational performance which is the outcome of the conflict management technique (s) adopted. Collaboration techniques , compromise techniques and avoidance techniques which are the independent variables considered for this study, can be best suitable depending on the parties to a conflict, the timeframe and the situation the organisation finds itself. Thus, there is a need for managers to identify and understand the situation before choosing the appropriate style of conflict management.

The adoption of collaboration techniques, compromise techniques, and avoidance techniques has the ability to improve or decrease the performance of a firm and their outcomes will determine the level of performance the organisation will find itself. In other words, if the right conflict management technique is adopted, organisational performance will improve, otherwise, organisational performance will decline.

Scientific Management Theory; Taylor's philosophy emphasized the fact that forcing people to work hard wasnot the best way to optimize results. Instead, Taylor recommended simplifying tasks so as to increase productivity (1967).

The study was also anchored on the Structural-Functionalism Theory propounded by Persons (1960) in Alade (1998) reviewed by Roberta T. Garner 2019. The theory postulates that individuals normally adjust to a given structure in an organisation but any change in the structure of the organisation causes conflict and destabilizes the organisation. Conflict should be minimised by minimizing structural changes in order to maintain stability with both the individuals as well as the institutions. Although criticized from many perspectives, its concepts of social structure, institutions, and the overall patterning of societies remain central to the discipline, specifically in neo-functionalism and more generally as a framework for understanding societies (Donald A. Nielsen 2007)

1.1.3 Conceptual Perspective

1.1.3.1 Conceptual framework

The conceptual framework adopts the managerial teams' conflict management strategies as the independent variables, and organizational performance as the dependent variable since the current study investigated conflict management and organizational performance.

INDEPENDENT VARIABLES   DEPENDENT VARIABLES

Conflict management	**Organizational performance**
• Avoidance Strategy Accommodative Strategy • Collaborative Strategy • Compromise Strategy • Competition Strategy	• Workforce engagement • Teamwork • Employee productivity • The organizational climate • Customer satisfaction
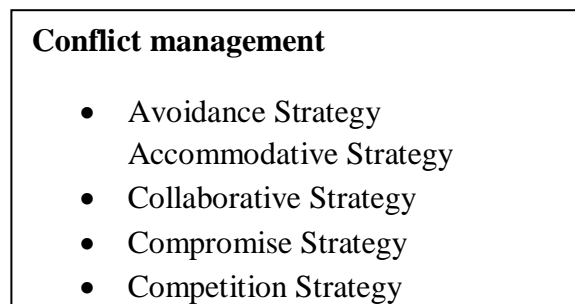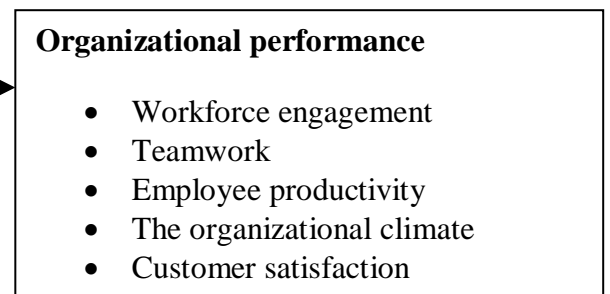
Figure 1.1: Conceptual Framework

Source: Adopted and modified basing on information from Boyle (2014);Foster, et al. (2012)

The dependent variable of this study was organizational performance. The performance of any organization depends in large part on the level of skill its leaders possess when it comes to implementing strategies. Silva (2014) describes the essence of leadership as a conditional relationship that exists between a manager and his or her followers.

1.1.3.2 Definition of key terms

Organizational performance according to Cho and Dansereau (2010), refers to the performance of a company as compared to its goals and objectives. Tomaland Jones (**2015**) defines organizational performance as the actual results or output of an organization as measured against that organization's intended outputs.

Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. (Patricia Elgoibar, Martin Euwema and Lourdes Munduate2017)

Muddaseraltaf (2018) noted that if there are more than one human being at one place, there will be Conflict. Conflict Management/resolution comes in handy because life is too short to keep grudges in the heart.

Conflict is a component of interpersonal interactions; it is neither inevitable nor intrinsically bad, but it is commonplace (Coleman, Deutsch, & Marcus, 2014)

Competition/forcing, one party aims to achieve his or her goal by imposing a solution onto the other party. Concern for one's own interests and own vision is what matters. There is little attention and care for the interests and needs of the other party, or the relationship with the other (Euwema&Giebels, 2017). Forcing decisions can seriously damage a relationship and contribute to bullying in the workplace (Baillien, Bollen, Euwema, & De Witte, 2014);

Avoiding: With avoiding, one party aims to stay out of any confrontation with the other. The conflict issue receives little attention, usually because the avoiding party thinks he or she won't gain from entering into the conflict (Euwema&Giebels, 2017)

Accommodating is giving in or going along with the ideas, wishes, and needs of the other party. Accommodating is less appropriate when the issue is of great concern, when accommodation creates frustration, or when accommodation reinforces dynamics of exploitation (Spaho, 2013).

Compromising involves searching for a middle ground, with an eye on both one's own interest and the interest of the other. However, it may prevent arriving at a creative solution to the problem and a limited effort to increase resources before distributing them (Spaho, 2013).

1.1.4 Contextual Perspective

Process and structural analyses appear to be fundamentally different methods of perceiving and understanding phenomena. Thomas' (1978) synthesis of dyadic conflict theory under scored the distinction, assembling much of that literature into two separate process and structural models of conflict behavior. Process models of behavior place the parties in a temporal sequence of events. Behavior is assumed to be directly influenced by preceding events and anticipation of subsequent events. Structural models focus upon conditions, relationships between those conditions, and their influence upon behavior. At a given moment, those conditions are viewed as exerting forces upon behavior. Whereas a process model places parties in a sequence of events, a structural model places them in a web of forces.

A series of verbal threats acts of physical aggression and an exchange of evaluative remarks are events. When these events, or a party's anticipation of them, are seen as influencing that party's behavior, the behavior is being explained in process terms. Conflict of interest, norms, beliefs, attitudes, and skills are conditions things which exist over a period of time. As such, they are structural constructs for explaining behavior.

Internal in comparison to External Sources of Influence.

This distinction means that two different logics for the origins of behavior. Internal models emphasise on events and conditions within a party which influence behavior. Parties are seen as decision making entities that are confronted with alternatives and choice points. A change in behavior is assumed to be an outcome of differences in the processes and structures of decision making. However, external models focus upon events and conditions outside the party which shape behavior. As Bugental (2015) notes, the implicit assumption is that parties are fairly interchangeable in their reactions to processes and conditions in their environment that these processes and conditions are sufficient to explain behavior. Assumptions, perceptions, motives, insights, decision making styles, and anticipating the other party's responses are phenomena which occur within a party, and are therefore internal constructs for explaining behavior. Although this scheme was developed in dependently, it bears a strong resemblance to the scheme

used by Clark and Krone (2018) to classify their organizational development interventions. Continuous discussion of each perspective focused on diagnosis and on intervention strategies. However, the four perspectives help to explain the divergence in definitions of conflict in the literature as behavioral interference, threats, or competition.

The External Process Perspective

This perspective emphasizes the causal effects of events which impinge upon a party from outside. A party's behavior is seen as a reaction to the behavior of other parties, in "stimulus-response" fashion, and this behavior in turn evokes a behavioral response from them.

The External Structural Perspective

The external structural perspective places the causes of behavior in conditions outside the parties. Conditions in the environment are seen as motivating, constraining, or channeling behavior

The Internal Process Perspective

This perspective seeks the source of behavior in the sequence of events which occurs within a party. In the case of individuals, behavior is seen as an outcome of the logic or psychology of perceptions, ideas, and emotions. Whereas the internal structural perspective emphasizes consistencies and personal fixities, this perspective emphasizes the moment-to-moment changes in the individual's phenomenology and the choices which are made at any given moment. The individual is an ongoing process, rather than an object with stable characteristics, a view emphasized in humanistic psychology. When the conflict party is a larger social unit, this focus expands to include the ongoing interpersonal decision processes within the unit which shape its behavior toward other units

1.2   Statement of the Problem

Today, nearly all successful organizations, in local and national level spend most of their time in resolving conflicts among its employees and other stakeholder such as customers, suppliers, legislative bodies, the government and its regulatory agencies, the community in which it does business, opinion leaders and other interest based organizations and parties in negotiation on how to improve organizational performance and efficiency socially, ethically, economically and ecologically (Ogbor and Orishede, 2013).

In other cases, organizations are believed to have a shorter life cycle today because of various changes in the operation of organizations as NARICT states. According to NARICT, organizational changes may cause turbulence and uncertainties that in turn that creates conflict. The National Research Institute for Chemical Technology Zaria, over the years, has been facing conflict in various dimensions that have reduced its performance. Conflict in any organization may not enable the organization to achieve its set objectives if not properly managed. Hart (2000) asserted that, successful organization in the future must create the capability to absorb conflict during the organization's life cycle. The capability here refers to conflict management mechanism in order to minimize the rate of conflict and improve performance. The Centre for Effective Dispute Resolution (2005) supports the perception of an increase in organizational conflicts with some hard facts. According to Rivers (2005), the hidden costs of unresolved conflict in organizations are enormous and finding effective ways to manage and resolve organizational conflicts can have a significant impact on productivity and therefore, may enhance performance. Healthy differences of opinion are however vital in an organization in order for it not to stagnate, but when individuals are not able to work through their differences constructively and agree on a way forward, the conflict becomes destructive and damaging to individual, teams and ultimately to the organization (Rivers, 2005).

The Ugandan government in 2020 ordered the suspension with "immediate effect" of 54 NGOs, including the main civil liberties organization Chapter Four, in a move seen as meant to tighten its grip on civil society.

The 54 associations, which operate in the political, societal, religious and environmental fields, were accused of "non-compliance" with the law, the NGO Bureau, which is part of the Ministry of Internal Affairs Jerry Fisayo-Bambi 2020

U.S. Agency for International Development was forced to terminate a nearly $10 million direct cash assistance program run through Give Directly the largest nonprofit providing cash transfers globally.

In 2020 Patrick Onen Ezaga, communications officer for the bureau, said it was indefinitely suspending Give Directly's operations until the NGO Board finalized its investigations, threatening "sanctions" if the organization continued to operate. In the study finding of a study carried out in masaka Compassion cluster, it was revealed that there is insufficient funding,

beneficiaries leaving the problem, demotivated staff and remote controlled policies, iignorance of beneficiaries (Jolly T 2006)

Scott, (2013) notes that it is imperative that we know how organizations manage conflicts which arise from disparate and conflicting interest and demands from its various employees.

It's against this background that the researcher sought to investigate why non-governmental organization staff/directors form similar organizations and also the relationship continues to deteriorate in reference to conflict management and organizational performance of NGOs in greater Kabale district with a view of investigating causes of conflict, establish the constructive outcomes, best conflict management practices and effects of conflict management to promote non-governmental organizations performance with an emphasis on Compassion International in greater Kabale district.

1.3 Objectives of the study

1.3.1 General objective

The main objective of this study is to investigate the effects of conflict management on organizational performance in relation to non-governmental organizations in Kabale district.

1.4.1 Specific objectives

  i.   To examine the causes of conflict in non-governmental organizations specifically compassion international in Kabale district

 ii.   To establish the constructive outcomes of conflict management on organizations performance in reference to compassion international in Kabale district

iii.   To establish the best conflict management practices to promote organizational performance with specific emphasis on compassion international in Kabale district

1.5 Research questions

  i.   What are the causes of conflict in compassion international Kabale district?

 ii.   What are the constructive outcomes of conflict management on organizations performance with specific emphasis on compassion international in Kabale district?

iii.   What are the best conflict management practices to promote non-governmental organizations performance with a view on compassion international in Kabale district?

1.6 Scope of the study

1.6.1   Geographic scope

This study was limited to Compassion 1nternational in greater Kabale district. Kabale district was divided into three districts namely Kabale, Rubanda and Rukiga district respectively. The scope of the study is conflict management and organizational performance in nongovernmental organizations in Kabale district. These organizations were chosen because of ease in accessibility and also being organizations with diverse goals, conflicts situation will always be manifesting in the life of the organizations.

1.6.2   Literature scope

Literature was reviewed within the borders of key research objectives. The review was confined to the following topics that is; the causes of conflict in an organisation in Kabale district, constructive outcomes of conflict management on organizational performance in Kabale district and the best conflict management practices to promote organizational performance in Kabale district

1.6.3 Time scope

The study was carried out in a period of one year (2021 to 2022). The researcher utilized some information that was previously available from 2012-2019. This period provided ample time for the researcher to carefully collect, analyze, interpret, document and present findings

1.7 Significance of the study

This study was of value to non-governmental organizations, public and private companies in order for them to identify some silent causes of conflicts and to be able to manage the situation judiciously using some of the conflict management strategies. The study aroused stakeholders interest to see the need in providing adequate resources to organizations in order to minimize the rate of conflict in these organizations specifically compassion in Kabale district. The study provided a plat form for management of organizations to direct resources appropriately in order to minimize conflicts situations in the workplace. The study should be of great value to academicians and practitioners in the field of conflict management, public relations and public administration. The study can also be useful to researchers for further studies.

This study will add to the body of knowledge by enlightening the students on how they can cope with conflict, so as to enable them perform as expected in their studies.

Furthermore, this study would also help to further research and add to knowledge build-up in the university. Again, from this study, students would be able to device exemplary means of ensuring excellent performance even with the occurrence of an industrial action.

The study is also important to me as one of the requirements in fulfillment for the award of masters' degree in business administration.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

Conflict is natural and normal phenomenon in all spheres of life. It is an unavoidable component of human activity (Messman& Mikesell,2000; Brahnam et al., 2005 ; Gerami,2009) that may be viewed as a situation in which the concerns of two or more individuals appear to be incompatible (Darling & Fogliasso,1999; Pruitt dan Rubia,1986; Putman dan Poole,1987; Rhoades,1999; Thomas,1976), and which tends to occur when individuals or groups perceive that others are preventing them attaining their goals (Antonioni,1998). More broadly, conflict is an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities i.e. individual, group, organization etc. (Rahim, 2002; Sander, 2009; Thomas,1992).Within organizations conflicts are inevitable, and arise in case of disagreements over workloads, problems in communication, individual differences in needs, wants, goals, values, opinions, preferences or behavior, as well as in case of conflict between employees and employers (Augustine,2000 ; Bisno,1998). Explicitly, as human beings interact in organizations, differing values and situations create tension and conflict (Darling & Walker, 2001; Stimec&Poitras, 2009).

Today, every successful management depends heavily on ability to handle conflict effectively, as Mintzberg (1975) observed over 35 years ago, when he said that every manager must spend a good part of his time responding to high-pressure disturbances and called that managerial role the disturbance handler, and McShulskis (1996) reaffirmed with his findings that executives spend 18 percent of their time resolving employee personality clashes, while ten years before the time spent on employee mediation was half of that amount. Thus, the foremost managerial task now-a-days became to create a climate where conflict is managed; not avoided (Bagshaw, 1998; Jarrett, 2009), and to permit conflict to serve a productive function (Phillips &Cheston, 1979). In other words, contemporary managers are called upon to resolve differences in priorities and preferences, and use conflict in a way that benefits their organization (Friedman, Tidd, Currall& Tsai, 2000).

One important task of management is to create an environment in which individuals and groups of people can cooperate with one another to achieve their goals and the goals of the organization as a whole. Yet one persistent problem in organizations is that individuals and work groups compete for limited resources, power, status, etc. to the extent that their competition leads to disruption (or even enhancement) of cooperative endeavours. These competitions (bad or good) are generally referred to as conflicts.

Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. According to Fajana (1995), conflict can be defined as a disagreement between two or more parties who perceive that they have incompatible concerns. It exists whenever an action by one party is perceived as preventing or interfering with the goals, needs or actions of another party. Conflict can be regarded as a reality of management and organizational behaviour and can be related to power and politics. Mullins (2005) sees conflict as behaviour intended to obstruct the achievement of some other person's goals. According to this author, conflict is based on the incompatibility of goals and arises from opposing behaviours. It can be viewed at the individual, group or organisational level.

Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party. Conflict can arise over a multiple of organisational experiences, such as incompatible goals, differences in the interpretation of facts, negative feelings, differences of values and philosophies, or disputes over shared resources. As defined above conflict tends to be associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences. But in some cases, it can actually stimulate creative problem solving and improve the situation for all parties involved. In this article, we simply view organisational conflict as competition by the individuals and groups for organisational resources and organisational rewards. Since industrial relations basically aims at the relationship among various actors in the workplace, it then becomes necessary to examine the causes and effects of conflict and to provide insights into how such relationship could be adequately performed.

NGOs are defined as institutions that work to improve conditions of people with a nonprofit orientation, are formalized, and are not government owned (Anheier et al. 2007). Nongovernmental organizations (NGOs) both local and international such as World Vision, Save the Children, Action Aid, and Action Against Hunger Africa, among very many others, have made an enormous contribution toward well-being improvement through providing humanitarian, relief, and development needs of poor and vulnerable people in Uganda over the years. Most of these NGOs started to carry out relief and development work operations in Uganda after 1986 at the time when the country was recovering from repeated political conflicts and socioeconomic upheavals mainly to support education of orphans and rebuild social infrastructure (schools, health centers, water sources, and homesteads for people in the country. NGOs have developed a wide range of conflict prevention and resolution activities including monitoring conflict and providing early warning of new violence; opening dialogue between adversarial parties; playing a direct mediating role; strengthening local institutions for conflict resolution; and helping to strengthen the rule of law and democratic processes in countries affected by violent conflict(Anheier et al. 2007)

2.1. Causes of Organisational Conflict

For conflict to be effectively managed, organisations should try as much as possible to look intoits root causes. Many organisations in trying to resolve conflict resort to conflict managementtechniques without first determining the causes of conflict, which is a key prerequisite fordeveloping an appropriate conflict resolution. The individual factors that result in conflicts within the organization are the beliefs, personality orientation, attitudes, and other such human frailties that exist within the individuals working in an organization (Moore, 2014). The organizational managers should concentrate more on the causes of the conflict rather than the effects of the same in order to assess the conflicts in a proper manner. Graham (2014) noted that active participation of all the members involved in the conflict should be demanded in order to counter the situation that may result from the situation of the conflict.

Mayer as cited in Tonder, Havenga and Visagie(2008) argued that if the causes of conflict are known and understood, a conflict map can bedeveloped, which could guide conflict management processes.

According to the authors, conflictcould arise because of the employer's quest to maximise profit while employees are out to ensurecontinuous improved condition of living. It could also arise as a result of failure to honour agreeditems on joint decision made and also due to differences about interpretation of facts or issuesinvolved. As a result, rigid opposition due to incompatibility of organisational goals characterisesit. However, Robbins et al.(2008) identify that there are many sources of conflict as follows:

Roles and Expectations; A role is a behaviour that is expected from an employee. Every employee has one or more roles in the organization. These roles include such elements as job title, description of duties, and agreement between the employee and the organization. Manager–subordinate conflict can result when the subordinates' role is not clearly determined and each party has a different understanding of that role (Whitlam & Cameron, 2012).

Lack of clarity of responsibility: Conflict arises in a situation where the responsibility of the employees is not clearly mentioned. In order to avoid these situations, the responsibilities and roles of each member must be stated clearly in advance in order to avoid such discrepancies. These discrepancies lead to conflicts within the concern in the future (Prause&Mujtaba, 2015).

2.2.0 Best conflict management practices

Collective Bargaining: This strategy is used as a legal instrument where issues relating to contracts of employment between workers and management are being settled (Fajana&Shadare, 2012). It is a process of providing a platform for all aggrieved members that are involved in a dispute matter, equal opportunity to express their mind irrespective of cadre or position in the system without fear or favor. Therefore, it is not only for managers to permit everyone to speak; it is also required that their agreements should be given an equal weight when mediating a conflict.

Evaluate how things are going and decide preventative strategies for the future

Never presume that the issue is resolute. Effective communication ought to dominate in the business. So, ask yourself, "What is the second step of effective communication?" Knowing this will help you ensure that the employees are working together to meet the organizational goals.

So, continue keeping an eye on the issue and assess if the solution is effective. If the issue resurfaces, take necessary action as Allen Cranston (2012)points out.

Take a considerate and rational approach to conflict; use phrases like, we cannot change the past, we can act to help make the situation better now and in the future through shared agreements, we can use conflict constructively as a source of different ideas and perspectives. Use Respectful Communication so that each person will continue to participate and not leave, go silent, raise their voice or be defensive. Listen intently for the other's perspective. Active Listening skills are especially useful in conflict conversations as pointed by Andrea J. Kaitlin Cannava& Susanne M.Jones (2015).

Clarify what is the source of conflict. Defining the cause of the conflict will enables management to understand how the issue came to grow in the first place. Additionally, they will be able to get both parties to consent to what the disagreement is. And to do so, they need to discuss the needs which are not being met on both sides of the issues. Also, you need to warranty mutual understanding. Ensure you obtain as much information as possible on each side's outlook. Continue asking questions until you are confident that all the conflicting parties understand the issue as demonstrated by certified management institute (2020)

Find a safe and private place to talk: Many people often wonder and ask, "What is an approach to solving problems peacefully?" To have a constructive conversation, you need to find an environment that is safe for you to talk to. Such a place also enables you to take the necessary risks for honest communication regarding the issues at hand.

So, before trying to resolve any issue, find a safe and private place to talk. Do not choose the office of either party or a location near them. And while at this place, ensure that each party gets enough time to air out Investigate the situation; their views regarding the matter.

Audrey Thurston (2015) notes that after listening to the concerns of both parties, takes time, and investigates the case. Do not prejudge or come up with a final verdict on the basis of what you have. Dig deeper and find out more about the happenings, involved parties, the issues, and how people are feeling. Have an individual and confident conversation with those involved and listen

in a keen manner to ensure you comprehend their viewpoints. You can do so by summarizing their statements and replicating them back to them. Also, try finding any underlying conflict sources which may not be evident or noticeable at fast.

Determine ways to meet the common goal: when managing conflict processes, you need to have a common objective, which is resolving the issue and ensuring it does not resurface. And to solve any problem, you need to be aware of the different stages of conflict. This will enable you to look for the ideal ways to meet the common goal. After clarifying the source of conflict, talking to both parties, and investigating the situation, you need to sit down with both parties and discuss the common ways you can execute to meet the common goal, which is managing and resolving the matter at hand. Listen, communicate and brainstorm together until you exhaust all options. According to the team lead of Edu Jungles writing company Kevin Smith 2019, find the source of conflict is the main step to solve any problem.

Agree on the best solution and determine the responsibilities each party has in the resolution Natalie Semczuk (2019) believes in managing and resolving conflict that leaps model of communication. Employees will find it easy to interact with another as they understand that they have one goal, which is meeting the company's objectives. So, after investigating the situation and determine ways through which you can resolve the issue, both parties need to develop a conclusion on the best solution for the problem. Dan Davidson (2021) noted that we need to agree on the best, you need to identify the solutions which each party can live with. Find common ground. Afterward, determine the responsibilities each party has in resolving the conflict. Also, it is crucial to use this chance to identify the root cause and ensure this issue will not come about again.

Evaluate how things are going and decide preventative strategies for the future. Never presume that the issue is resolute. Allan Cranston (2012)& EricDommers 2017 noted that Effective communication ought to dominate in the business. So, ask yourself, "What is the second step of effective communication?" Knowing this will help you ensure that the employees are working together to meet the organizational goals. So, continue keeping an eye on the issue and assess if

the solution is effective. If the issue resurfaces, take necessary action. Take a better way to communicate, engage, recognize and reward remote workers.

Listen actively and let everyone have their say; After getting both parties to meet in a secure and private place, let each of them have the opportunity to air out their views and perceptions regarding the issue at hand. Give each party equal time to express their thoughts and concerns without favoring the other. Embrace a positive and assertive approach while in the meeting. If necessary, set ground rules. Taking this approach will encourage both these parties to articulate their thoughts in an open and honest manner as well as comprehend the causes of the conflict and identify solutions.

2.3. Constructive outcomes of conflict management on organizations performance

According to Mughal &kahn (2013), the aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. And it implies integration of all factors which can contribute to conflict resolution or its prevention. Those factors are improvement communication and practicing disciplines in the organization, as well as having in mind the life parts of parties included. For managers it is necessary to create the skills that are important to effectively manage the conflicts arising in an organization since performance of an organization is highly related to the conflict occurring in an organization (Chetty,2012).

Conflict management is positive when it enhances creativity, clarification of point's ofview, and the development of human capabilities to handle interpersonal divergences. There is noanomaly in organizational conflict because it produces or presents an opportunity for modificationand settlement between the aggrieved parties for the well being of both the employees and theorganization (Osad & Osas, 2013).

Organizational behavior consultants advocate that managing conflict is better strategy than conflict resolution. Conflict do not need to be squelched, but managers need to get handle on it so it does not get out of hand.'' Conflict is what prevents all forms of stagnation and vulnerability from being overtaken by your competitions. Unless an organization tolerates

conflicting ideas being ventilated and debated, there is no developmental push for refining products, methodology, service capabilities and the like,'' e-tal DrSteven Berglas,(2001& 2013) a management consultant and clinical psychologist at the Harvard medical School in Cambridge, Mass.

Positive Perspective: The truth is that conflict, even though commonly perceived in a negative light, can be constructive, particularly when it's managed effectively. For example, conflict challenges complacency and so it can enhance the performance of individuals, improve the cohesiveness of groups, and facilitate organizational change. Conflict can be an asset to any corporation provided it is well managed. It most assists the firms to learn from its shortcomings, errors, and lacuna and identify areas of needed improvement. Equally, the coming together of people can lead to solution for resolving both internal and external issues.

Effective communication; one of the most important skills you can have for conflict management is the communication skills to resolve conflict effectively. It also means speaking clearly and precisely in an attempt to avoid any miscommunication. Effective communication means you take notice of who you're speaking to and adjust the language you use and body language you exhibit to communicate better with them. Refrain from using language that's hurtful or inappropriate.

Positive attitude; Maintaining a positive attitude can help you process and work through conflict so that the result is a more cohesive workplace. Positivity helps you realize that mistakes happen and, therefore, you can figure out how to avoid conflict over it and move on.

Practicing empathy; Empathy means you understand how another person feels because you consciously take the time to see their perspective. With empathy you can also understand more what your counterpart's needs, wants, motivations and goals are, but you're also able to consider their pain points.

While empathy may come naturally to some, it's also a skill you can develop by asking for and providing feedback, asking questions to understand a different viewpoint, being open to differences of opinion and building trust with your coworkers and managers.

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The overall result of such negative effects is to reduce employees' commitment to organizational goals and organizational efficiency (Kirchhoff and Adams, 1982)

Unscheduled absences drive up employer's costs through benefit outlays, the use of replacements, higher stress levels among employees and decrease in overall employee's performance (Alexandria 2020)

When employees mistrust management or perceive the organization as acting unfairly. This can lead to recruiting and training expenses for new hires and the cost attributable to a slip page of performance until new employees become fully proficient in their jobs.

An employee who cannot achieve a resolution of a workplace conflict may seek outside legal help which can cause an organization to mount a costly defense or agree to an expensive settlement.

Increase group cohesions and performance; this results into Formation of competing affiliations with in the organizations as Kirchoff and Adams (1982) points out and reviewed by Tobin (2021).

Lamb as cited in Tabitha and Florence (2019), referred to individual conflict as "man against self"conflict, in which such individual state of mind is largely dictated by circumstances within or around him/her. Such as anger, addiction, depression, frustration, confusion, this could result in aggression.

Conflict management can be negative when it creates resistance to change,establishes uproar, interpersonal relations distrust, low productivity, organizational ineffectiveness(Hotepo, Asokere, Abdul-Azeez, & Ajemunigbohun, 2010)

Many people automatically assume that conflict is related to lower group and organisationalperformance. This assumption is frequently incorrect (Robbinsetal., 2008). Conflict management can eitherbe constructive or destructive to the functioning of a group or unit. The levels of conflict caneither be too high or too low. Either extreme hinders

performance. An optimal level is one atwhich there is enough conflict to prevent stagnation, stimulate creativity, allows tensions to bereleased and initiate the seeds for change, yet not so much as to be disruptive or to detercoordination of activities. Inadequate or excessive levels of conflict management can hinder the effectivenessof a group or an organisation, resulting to reduced satisfaction of group members, increasedabsence and turnover rates, and, eventually, lower productivity. However, when conflict is at anoptimal level, complacency and apathy should be minimized, motivation should be enhancedthrough the creation of a challenging and questioning environment with a vitality that makeswork interesting, and there should be the amount of turnover needed to rid the organisation ofmisfits and poor performers.Managing conflict to increase organisational performance is to ensure that the level of conflict isnot too high or too low but rather, it should be encouraged at the optimal level.

Brown as cited inIravo (2011) posits that the role of conflict management in organisational performance dependson a circumstance that is, contingency. Thus, Contingency Theory recognizes the influence of agiven solution on organisational behaviour patterns. Several studies have discussed various aspects of Organizational Conflictand Employee Performance,Simons & Peterson (2000) argue that task conflict promotes teammembers' ability and perceptions about decision-making effectiveness. But thereis no perfect relation between task conflict and performance; however taskconflict tends to reduce members' satisfaction and commitment.

Conflicts help in analytical thinking which may induce challenges to suchviews, opinions, rules, policies, goals and plans which would require criticalanalysis in order to justify these as they are or make such changes that mayrequired. As Carlis (1976) puts it "no situation is more detrimental to anorganization than letting poor decisions go challenged.

Procedural conflict exists when group members disagree about theprocedures to be followed in accomplishing the group goal. New procedures maybe formulated and a new agenda suggested even the group goal may bemodified. Procedural conflict, like task conflict, may be productive (Barker ,1987).

Robert (2009) in his study Conflict resolution and management the typesof conflicts that employees agreed are very common in many organizations areinterpersonal conflict and intergroup conflict which accounts to 55%may bebecause of individual interests at the expense of the organizational interests.

Research has also found that task related conflict is beneficial to the organizationsince it allows the exchange of ideas and assist better performance amongst thegroup members (Jehn, 1995) but high level of task conflict leads to reduction inteam commitment and team member's satisfaction (e.g., Amason, 1996; Amasonand Sapienza, 1997; Jehn, 1997: Jehn and Mannix, 2001; Simons at al., 2000).Parker (1974) argued that if conflicts arise and they are not managedproperly will lead to delays of work, disinterest and lack of action and in extremecases it might lead to complete breakdown of the group.

The state of health of an organization lies along a continuum that ranges from a conflict - free organization to a conflict ridden organization. Most of the organizations are not immune from conflict (Olaleye&Arogundade, 2013). Therefore, conflict behaviour is an individual's reaction to the perception that one's own and another party's current aspirations cannot be achieved simultaneously (Vliert, Huismans&Euwema, 1995). Robbins & Judge (2007) define conflict as processes that begin when one party perceives that another party has negatively affected or is about to negatively affect something that the first cares about.

Organizational conflict crops up when there is disagreement on how a job or task should beexecuted; this could be disagreement between individual, inter-personal or intergroup; how thisconflict is managed will determine its outcome. According to Riaz and Junaid (2011), ineffectivemanaged organizational conflict leads to reduced confidence levels, stress, and frustration as well asproduces anxiety which could cause humiliation, disengagement. It also produces more conflict anddestructively affects the entire organization. Effective conflict management enhances organizationaldevelopmentthroughemployeededication,enthusiasm,absorptionitalsoboostsmorale, andstimulates individuals which will in turn lead to organizational effectiveness.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology the researcher used to carry out the study. It also presents the research design, study area, study population, sample size, sample selection, sampling procedure, data collection, instruments of data collection, methods and procedure of data collection, data management and analysis among others such as, ethical considerations and limitations to the study.

3.1 Research design

This study adopted descriptive research design. It was used to gain an understanding of underlying reasons, opinions, and motivations for conflict management. The study utilised a descriptive design to accurately and systematically describe the phenomenon of conflict management. The cross-sectional category of qualitative research design was used to describe conflict management that exists in NGOs in Kabale district. It helped the researcher to compare data from different population groups such as project directors, project workers community development officers (CDOs) and overseers at a single point in time. The design helped the researcher to get insights into the research problem. It also helped the researcher to uncover some trends in thought and opinions

3.2 Area of the study

The study was conducted in 19 units/ child development centers of compassion. These helped me to perform relatively certain tasks in this research. These centres are; Kacerere, Kinyamari, Rubaya, Rugarama, Bugongi, Nyaruhanga, Kisasa, All Saints Kabale, Murambo,Kabahesi, Kihanga,Kamuronko, Kantare, Muhanga, Kizinga, Mwisi, Buranga,Hamurwa, Kamuganguzi and at least four members of staff were interviewed or asked questions to give information. All these arefound in greater Kabale district, which comprises three districts namely; Rubanda, Kabale and Rukiga. The Greater Kabale has seventeen Sub counties i.e. Bubare, Bufundi, Buhara,

Hamurwa, Ikumba, Kabale central, Kabale northern, Kabale southern division, Kaharo, Kamuganguzi, Kamwezi, Kashambya, Kitumba, Kyanamira, Maziba, Muko.

Greater Kabale is found in south western region of Uganda and cwas divided into three, that is Rukiga, Rubanda and Kabale. This area is suitable for the study because it has some report cases of conflict management and organisational   performance and a sizeable number of professionals working with nongovernmental organisations.   As mentioned by MK news agency GranTAhumuza (2020) reports that Sydney Asubo, the executive director of FIA, without providing the specifics confirmed the freezing, but declined to offer further details.

Now according to Juliet Tushemereirwe, Programs Officer Kick Corruption out of Uganda (KICK-U), the stated allegations are false, baseless and have negatively affected their work as the plat form for citizen engagement and democracy.

 Dorothy Kesime FOWEDE Kabale field officer says that the decision of freezing the NGOs accounts was unfair because those funds have been used for intervention running especially in this Covid 19 era ,fight for women's rights and gender balance in Uganda adding that some Ugandans who has been saved will suffer hunger and poverty.

Rev. Fr. Gaetano Batanyenda, Vice Chairperson Kick Corruption out of Uganda also lashed out at the government that they don't value vulnerable Ugandans because these NGOs have been supporting them in order to come out of poverty.

He adds that the affected NGOs have license to operate in Uganda and wondered why they were frozen during this election season without any proof of scandal committed in government by them.

He added that they have been engaging the authorities to come out and clarify the matter but all in vain.
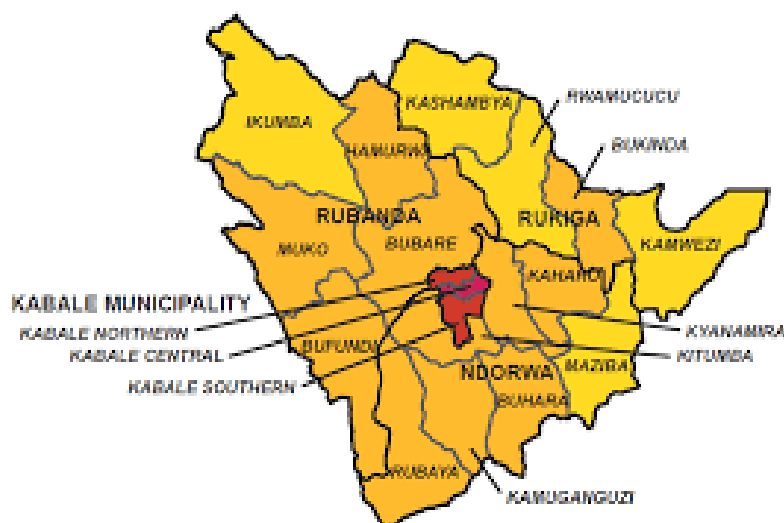
Figure 2.1: one showing a Map of Greater Kabale district

3.3 Study population

The study population comprised project directors, project staff and overseers, centre guides, trainers from grassroots levels, government officials in greater Kabale district. The researcher selected people who are in charge of project or had a great deal of experience working with non-governmental organizations to participate in the study.

The are several categories of NGOs in Kabale such as

1) Charity Organizations that include) Community Services including compassion international, the shepherd centre, African Christian international ministries, Juna Amagara ministries, trades of new hope Uganda, hope Uganda, child Africa international, Rukundo international, Alongside Africa, Grace villa. Kick corruption out of Uganda, TPO-Uganda, USAID,

2) Environmental Conservation such as nature Uganda, Bwindi Conservation Trust.

3.4.0 Sampling

The research   used non-probability sampling to obtain research participants. Non-probability sampling is defined as a sampling technique in which the researcher selects samples based on the subjective judgment of the researcher rather than random selection. The researcher used this technique in the study because it will be impossible to draw random probability sampling due to time or cost considerations. On-probability sampling helped the researcher to select respondents from the population that he was interested in studying. This technique was

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utilized through a non-random process. Non-probability technique of sampling targeted members of the population that the researcher intentionally sampled from specific sub-counties of greater Kabale district.

3.4.1 Sample size:

Sample size is a term used in research for defining the number of respondents or observations included in a sample size (Kumar, 2019). In this study, the sample size is represented by n. The study population (N) is a group of individuals selected on the basis of inclusion and exclusion criteria which related to the variables being studied (Hennink, 2020). To get a good sample, the researcher determined a recruitment strategy, specified a plan to identify and enroll study participants. The researcher respected and responded to the advice of local experts and leaders. The population of the study was 110. (N=110) while the sample size was 88. Sample size was determined based on the formula by (Yamane, 1967);

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

n = sample size

N = Population of the study

e = Margin error in the calculation

n = 110 / (1+110(0.05)2

n = 110 / (1+110) 0.0025

n = 110/ (1+0.25)

n = 110/1.25

n = 88

n = 88

However the researcher took all the population, since the sample size was less than 100.

3.4.2 Sampling techniques:

Purposive sampling:

Purposive sampling is intentional selection of informants based on their ability to elucidate a specific theme, concept, or phenomenon. The researcher used purposive sampling to select all

research participants in the study. This was used it to obtain a sample of 19project directors, and 71 project workers, 20(Police & Local Leaders, church leaders) The researched selected the above samples purely basing on the researcher's knowledge and credibility. The researcher selected people he deemed fit to participate in this study. Purposive sampling was cost-effective and time-effective sampling technique. It was also an appropriate technique available to the researcher because there was limited number of primary data sources who could contribute to the study.

Table3. 1: showing categories and number of research respondents in the study.

Category	Population	Sample size (n)	Method	Sampling Technique
Project directors	19	19	Interview, questionnaires	Purposive
Project workers	71	71	FGD	Purposive,
Group B(Police & Local Leaders, church leaders)	20	20	Interviews, questionnaires	Purposive
TOTAL	110	110		

3.7 PRIMARY DATA

Data was collected from primary sources (in-depth interviews, focus group discussions and field observations) and secondary sources namely; text books, journal articles, news papers, government records and police reports. Secondary data provided important context for this study.

3.8 Data collection tools

3.8.1 In-depth interview

An in-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviews offered the researcher an opportunity to capture rich, descriptive data about how conflict management thought and behaved.

This method (in-depth interview) was used to collect data from 19 participants (project directors and overseers).These interviews were carried out face to face so that a rapport could be created with respondents. Body language was also used to add a high level of understanding to the answers.

3.8.2 Questionnaires.

The researcher used questionnaires to collect data from the respondents. Respondents were given questions on papers to fill in. This method was preferred for this study because it was be convenient for the participants and offered utmost confidentiality.

3.10 Data analysis:

Data Analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. Data from various sources was gathered, reviewed, and then analyzed using ssps, interpreted to form findings and conclusions as well as recommendation were made. Data was analyzed using a qualitative and quantitative research approach. Data analysis involved use of SPSS thus the presentation of data in form of text or words, tables, pie charts, graphs, quotations, opinions or statements.

3.11Research procedure

The researcher obtained a research introductory letter from the Department of Postgraduate studies at department. He presented the research proposal to a research panel and obtain approval to proceed with the research. He subsequently collected data, analyzed and interpreted it. All participants consented to participate in this study. The researcher used the focus group discussion guide to obtain data from twenty (19) respondents distributed in three discussion groups of 57 respondents. This was done to help the responds get enough time to with related characteristics. The researcher subsequently used an in-depth interview to collect data from 12 respondents that is 12 overseers

3.12 Validity and reliability of research instruments

Blaikie (2019) wrote that reliability and validity are concepts used to evaluate the quality of research. Validity and reliability of research instruments indicate how well a method, technique or test measures something (Byrd, 2020). Validity of research instruments refers to how accurately a method measures what it is intended to measure (Dawson, 2019). Constable (2016) asserts that reliability is about the consistency of a measure and validity is about the

accuracy of a measure. A pilot study was conducted to help establish validity of the instruments. The in-depth interview guide and focus discussion group guide was constructed using valid wordings with logical sequencing of the questions that ensured logical flow of information and thought process of research participants. Research instruments was reviewed and amended by experts in research instrument preparation and administration.

3.13 Ethical considerations

The researcher got permission and a research introductory letter to conduct the study from the Department of Post-graduate studies at Kabale University. Permission to carry out research in compassion in Kabale district was obtained from the overseers. Research respondents   were assured of confidentiality of all information they disclose. All the information provided by respondents was kept confidential. Research questions were asked in line with objectives of study and respondents. Particulars and the identification characteristics of respondents, such as names, were not included in the data sets in order to protect their identities and conform to confidentiality of information and opinions.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction.

This chapter presents the background of the study, descriptive statistics of the research problem and hypotheses.

4.2 Back ground characteristics of study respondents.

Table4. 1: Gender of respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	58	52.7	52.7	52.7
	female	52	47.3	47.3	100.0
	Total	110	100.0	100.0	

The findings in table4.1 indicate that majority of the participants (52) were female making 47.3% compared to male (58) representing 52.7%. This implies that the researcher was not gender biased and therefore findings can be relied on.

4.2.2 Respondent's Academic qualifications.

Table4. 2: showing Academic levels of respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	primary	1	.9	.9	.9
	secondary	6	5.5	5.5	6.4
	tertiary	102	92.7	93.6	100.0
	Total	109	99.1	100.0	
Missing	System	1	.9		
Total		110	100.0		

According to the results in Table4.2, the greatest number of educated respondents fell in tertiary with 92.7%. This shows that compassion recruits high qualified staff with highest level of education with skills to do the tasks that helps them to perform very well.

Table4. 3: showing age brackets of respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-35	81	73.6	73.6	73.6
	36-45	22	20.0	20.0	93.6
	46-55	7	6.4	6.4	100.0
	Total	110	100.0	100.0	

From table4.3, in terms of age, mostly respondents' were found to be employing persons of age between 23-35 years (73.6%) followed by 36-45 (20%). This implies that compassion international in greater Kabale employs mostly youth who are between ages 23-35 years.

Table4. 4: Showing marital status by respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	29	26.4	26.4	26.4
	married	81	73.6	73.6	100.0
	Total	110	100.0	100.0	

According to table 4.4, in terms of marital status, 73.6% of the respondents were found to be married compared to 26.4% of single staff. This shows that married employees are preferred or encouraged to marry in Kabale Compassion clusters.

Table4. 5: showing period spent at the work place by respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1	11	10.0	10.0	10.0
	1-3	53	48.2	48.2	58.2
	4-6	35	31.8	31.8	90.0
	7-9	11	10.0	10.0	100.0
	Total	110	100.0	100.0	

From table4.5, It was also discovered that most of the employees had spent 1-3 years (48.2%) followed by 4-6years (31.8%) at their working station. This means most of them were still new at the work place and a sizeable number also had spent some good time there.

4.3 Descriptive analysis.

This type of analysis allowed the researcher to summarize the attributes and nature of conflict management and organizational performance of NGOs in reference to compassion international. The technique revolved around frequency and percentages. The researcher used percentages to measure the extent to which participant's responses on conflict management and organizational performance depended.

4.3.1 Conflict management was measured in terms of implementation using certain strategies/styles, causes of conflict, negative effects, best practices and best outcomes of conflict management in order to eliminate the negative aspects using a two and five likert scale respectively. The researcher used SPSS to determine the frequency and percentages of the respondents for each item on the questionnaire.

Table 4:3:1. Conflict management styles.

The researcher investigated the commonly used conflict management styles in compassion in order to determine the best style. The results are shown below in the tables below.

Table4. 6: how respondents reacted on the use of accommodative conflict management style in compassion.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	85	77.3	77.3	77.3
	agree	22	20.0	20.0	97.3
	neutral	2	1.8	1.8	99.1
	Strongly disagree	1	.9	.9	100.0
	Total	110	100.0	100.0	

According to results table4.6 above, 77.3% respondents strongly agreed and 20 agree that accommodative style is used in conflict management while 1.8% neutral and 0.9 strongly

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disagree. This implies accommodative styles are commonly used in settling conflicts in non-government organizations.

Table4. 7: How respondents reacted on the use of competitive conflict management style in nongovernmental organizations in reference to Compassion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	22	20.0	20.0	20.0
	agree	86	0.9	78.2	98.2
	neutral	1	.9	.9	99.1
	disagree	1	78.2	.9	100.0
	Total	110	100.0	100.0	

According to results Table4.7 above, 20% strongly agree, 0.9% respondents agreed that competitive style is used in conflict management while 78.2% disagreed. This implies that a competitive style is not commonly used in settling conflicts in non-government organizations.

Table4. 8: **How respondents reacted on the use of collaborative conflict management style in Compassion**

Collaborative style				Cumulative
	Frequency	Percent	Valid Percent	Percent
Agree	74	84.1	84.1	84.1
Disagree	14	15.9	15.9	100.0
Total	88	100.0	100.0	

According to the Table4.8, it was discovered that 84.1% respondents use collaborative style while 15.9% have never or do not used collaborative style in conflict management. This means organizational management should embrace this style in managing conflicts in an organization since it has worked for compassion international in greater Kabale district.

Table4. 9: how respondents reacted on the use of avoidance conflict management style in Compassion

Avoidance style	Frequency	Percent	Cumulative

			Percent
Agree	23	20.9	26.1
Disagree	65	79.1	100.0
Total	110	100.0	

According to Table4.9, it was discovered that 20.9% respondents use avoidance style while 79.1% have never or do not used avoidance style in conflict management, there were not respondents who strongly agreed, neutral or strongly agreed. This means compassion international don't embrace this style in managing conflicts in greater Kabale district. Other organization should use carefully when handling conflicts since it seem not to yield higher results.

Table4. 10: Showing how respondents reacted on the use of compromise conflict management style in compassion.

Compromise style	Frequency	Valid Percent	Cumulative Percent
Strongly agree	1	0.9	
Agree	14	12.7	38.6
Disagree	54	49.1	100.0
Strongly disagree	41	37.3	
Total	110	100.0	

According to Table4.10, 13.6% respondents use collaborative style while 86.4% have never or do not use compromise style in conflict management. This means organizational management should watchful of this style in managing conflicts in an organization since it has worked for compassion international in greater Kabale district.

Conclusion on this objective, generally given five styles of conflict management, this study established that accommodative style of conflict management with 97.3% followed by collaborative 84.1% are mostly used by compassion international in greater Kabale while compromise is used least with 13.6%. This implies that other organizations in greater Kabale district should be encouraged to embrace these styles in order to perform very well.

4.3.2 The tables below summarize the causes of conflict in nongovernmental organizations

Table4. 11: Showing how respondents gave their stand on Poor communication as causes of conflict.

	Frequency	Valid Percent	Cumulative Percent
True	85	77.3	77.3
False	25	22.7	100.0
Total	110	100.0	

From the Table 4.11 above, 77.3% respondents agreed that poor communication causes conflict while 22.7% do not agree. This implies that poor communication causes conflict in non government organizations.

Table4. 12: Showing responses in percentages on Personality clashes as causes conflict

	Frequency	Valid Percent	Cumulative Percent
True	83	76.1	76.1
False	27	23.9	100.0
Total	110	100.0	

According to Table4.12 above, it was also discovered that personality clashes causes conflict with 76.1% compared to those who did not agree were 23.9%.

Table4. 13: Responses in percentages on Different work styles and values causes conflict

	Frequency	Valid Percent	Cumulative Percent
True	83	75.0	75.0
False	27	25.0	100.0
Total	110	100.0	

From Table4.13 above, 75% of the respondents agreed that its true different work styles and values cause conflict in an organization while25% of the respondents disagreed.

Table4. 14: Showing responses in percentages on Unhealthy workplace competition.

	Frequency	Valid Percent	Cumulative Percent
True	54	48.9	48.9

	Frequency		Cumulative Percent
False	56	51.1	100.0
Total	11	100.0	

Unhealthy workplace competition was discovered to be 51.1% true and 48.9 % false.

Table4. 15: Responses in percentages on Culture and gender.

	Frequency	Valid Percent	Cumulative Percent
True	55	50.0	50.0
False	55	50.0	100.0
Total	110	100.0	

According to Table4.15 above, 50% of the respondents do agree and 50% disagreed with Culture and gender differences as the cause conflict in organization with reference to Compassion.

Table4. 16: responses in percentages on Sharing resources causes conflict

	Frequency	Valid Percent	Cumulative Percent
True	80	72.7	72.7
False	30	27.3	100.0
Total	11	100.0	

According to Table4.16, 72.7% of the respondents say its true that sharing resources causes conflicts in organization with reference to Compassion compared to 27.3% say its false.

4.3.3. The best conflict management practices Compassion International have used in conflict resolution

Table4. 17: Showing responses in percentages on be aware of conflict

	Frequency	Valid Percent	Cumulative Percent
Agree	72	65.5	65.9
Disagree	38	34.5	100.0
Total	110	100.0	

The researcher discovered that 65.5% respondents agreed, none strongly agreed, neutral, and strongly disagreed while 34.5% disagreed. This means organizational management should keep an eye opener on the causes of conflict and be in position to control them in case they arise.

Table4. 18: Responses in percentages on Evaluate how things are going

	Frequency	Valid Percent	Cumulative Percent
Agree	104	94.3	94.3
Disagree	6	5.7	100.0
Total	11	100.0	

Furthermore, according to table 4.18, 94.3% of the respondents agreed that evaluating how things are going in an organization is the best practice organizations should adopt for better performance while 5.7 disagreed. There were no respondents who were neutral, strongly agreed and strongly disagreed with the statement.

Table 4. 19: Showing responses in percentages on Implementation of what has been agreed

	Frequency	Valid Percent	Cumulative Percent
Agree	101	92.0	92.0
Disagree	9	8.0	100.0
Total	110	100.0	

The researcher discovered that 92% of the respondents were in agreement with the decision to implement what has been agreed while 8% disagreed according to table 4.19.

Table4. 20: Showing responses in percentages on Decide how to tackle the conflict

	Frequency	Valid Percent	Cumulative Percent
Agree	64	58.0	58.0
Disagree	46	42.0	100.0
Total	11	100.0	

According to results in Table 4.20 above; 58% of the respondents were aware of how to tackle the conflict in decision making while 48% disagreed. There were no responses on strongly agree, neutral, strongly disagree.

Table4. 21: Showing responses in percentages on Identify options and agree on the way forward

	Frequency	Valid Percent	Cumulative Percent
Agree	79	71.6	71.6
Disagree	31	28.4	100.0
Total	110	100.0	

According to results in Table4.21 above, 71.6% of the respondents study agreed with identifying options and agreeing on the way forward as one of the best practices conflict management team should adopt in nongovernmental organizations in conflict resolution compared to 28.4% that disagreed with the statement.

Table 4. 22: Showing responses in percentages on Take a considered and rational approach to conflict

		Frequency	Valid Percent	Cumulative Percent
Valid	Agree	75	68.2	68.2
	Disagree	35	31.8	100.0
	Total	11	100.0	

According to Table4.22 above, most participants pointed out that organizations should take considerable and rational approach as the best conflict management practices. This is evidenced by 60 (68.2%) respondents in the table above.

Table4. 23: below showing responses in percentages on investigating the situation

	Frequency	Percent	Cumulative Percent
Agree	82	75.0	75.0
Disagree	28	25.0	100.0
Total	110	100.0	

According to results in table4.23, 75% respondents strongly agreed and pointed out investigating the situation in the organization as also another best conflict management practice while 25% respondents disagreed with the statement.

	Frequency	Valid Percent	Cumulative Percent
Agree	78	70.5	70.5
Disagree	32	29.5	100.0
Total	110	100.0	

According to Table4.24 above, letting everyone have their say in managing a conflict was considered to be a good practice with 62 respondents (70.5%). This gives strong evidence that organizations should adopt this management practices when solving conflicts.

Table 4. 25: Showing responses in percentages on embracing Christian values.

	Frequency	Valid Percent	Cumulative Percent
Agree	84	96.6	96.6
Disagree	3	3.4	100.0
Total	110	100	

In Table 4.25 above, respondents were asked if there any other conflict management practice used and 84 (96.6%) respondents pointed out embracing Christian values as the best practice which so many organizations have not been using while 3 (3.4%) were in disagreement and 1 (1.1%) did not respond on it.

4.3.5 Constructive outcomes of conflict management on organizational performance.

Table4. 26: Responses in percentages on Positive conflict management sets a stage on which individuals differences are appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9	.9
	Neutral	8	7.3	7.3	8.3
	Agree	78	70.9	71.6	79.8
	Strongly agree	22	20.0	20.2	100.0
	Total	109	99.1	100.0	
	Strongly	1	.9		

			Cumulative
disagree			
Total	110	100.0	

According to results in Table 4.26 above, 70.9% agreed, 20% strongly agreed, 7.3% were neutral and 0.9% strongly disagreed. In general 90.9% of the responded positively while 9 % responded negatively. The positive response of 90.9% is good for it sets a stage on which individuals differences are appreciated in conflict management in an organization.

Table4. 27: Showing responses in percentages on employees being unified by the knowledge that everyone is expected to do the right thing.

	Frequency	Percent	Cumulative Percent
Disagree	2	1.8	1.8
Neutral	10	9.1	10.9
Agree	70	63.6	74.5
Strongly agree	28	25.5	100.0
Total	110	100.0	

From Table4.27 above, 63.6% agreed, 25.5% strongly agreed, 9.1% were neutral and 1.8% strongly disagreed. In general 89.1% of the responded positively while 10.9 % responded negatively. The positive responses as employees are unified by the knowledge that everyone is expected to do the right thing in an organization.

Table4. 28: Responses in percentages on Conflict management encourages employee retention in an organization

		Frequency	Percent	Cumulative Percent
Valid	Agree	51	46.4	46.4
	Neutral	4	3.6	49.9
	Strongly agree	55	50	100.0
	Total	110	100.0	

From Table4.28 above, 46.6% agreed, 50% strongly agreed, 3.6% were neutral. In general 97.7% responded positively while 2.3 % were neutral. Hence the positive response indicates conflict management if done well encourages employee retention in an organization.

Table4. 29: Showing responses in percentages on Promotion of good working environment to employees.

		Frequency	Percent	Cumulative Percent
Valid	Disagree	6	5.5	5.5
	Neutral	10	9.1	14.6
	Agree	37	33.6	48.2
	Strongly agree	57	51.8	100
	Total	110	100.0	

According to results in Table4.29 above, 33.6% agreed, 51.8% strongly agreed, 9.1% were neutral and 5.5% disagreed. In general 85.4% of the responded positively while 14.6% responded negatively. There was not one who could strongly disagree. The positive response shows that conflict management if done well promotes good working environment to employees in an organization.

Table4. 30: Showing responses in percentages that conflict management leads to profit maximization if the best style is used.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	4.5	4.5	4.5
	Agree	54	50.0	50.0	54.5
	Strongly agree	50	45.5	45.5	100.0
	Total	110	100.0	100.0	

According to results in Table4.30 above, 50% agreed, 45.5% strongly agreed, 4.5% were neutral. In general 95.5% of the responses were positively while 4.5 % were neutral. Therefore positive

responses of 95.5% show that conflict management leads to profit maximization if the best styles are used in an organization.

4.4 Chapter summary

This chapter has presented the findings on the extent of conflict management and organizational performance of non-government organizations in reference to compassion in greater Kabale district.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introductions

This chapter presents discussions of findings, the researcher cross checked findings with the previous studies.

5.1 Conflict management style do you normally use in handling conflicts

The study revealed that accommodative style of conflict management is best used by compassion international in kabala district as evidenced by 97.3% respondents who agreed compared to 2.7% who did not agree. This implies that accommodative styles are commonly used in settling conflicts in non government organizations. Nongovernmental organizations should take interest in embracing the use of accommodative style of conflict management so as to a void or control the rate of conflicts arising from employees and other stake holders.

The study established that compromise styles are not commonly used in managing conflicts in Compassion International centres in greater Kabale districts. This is evidenced by a significant number of respondents' 86.4% who generally disagreed compared to 13.6% that agreed. This implies that other nongovernmental organizations should not put emphasis on using this style of conflict management since its has less or not impact in solving organizational conflict.

This implies that a competitive style is not commonly used in settling conflicts in non government organizations.

The researcher discovered that accommodative style is also preferred by compassion international in Kabale district. This was not revealed by 97.3% of the respondents that agreed to have used it in solving conflict compared to 2.7% that have never nor do not used accommodative style in conflict management. This means other organizational management should embrace this style in managing conflicts in solving conflict since it has worked for compassion international in greater Kabale district.

The study further established that compromise style is the least used in conflict management by Compassion International with 86.4% who disagree or have never used this style in conflict management. This means organizational management should be watchful of this style in managing conflicts in an organization since it's not commonly used by Compassion International in greater Kabale district and its really performing very well compared to other organisations. This also suggests while it can be used, there are some cases one can use it and on the other side, it can't work. It's from this background that nongovernmental organizations in Kabale could use it carefully in order not to be biased.

The study also established that a limited number of respondents use avoidance style in solving conflicts as demonstrated 20.9% who agrees to have used it while 79.1% have never or do not used avoidance style in conflict management. This means Compassion International partially or occasionally uses this style in managing conflicts given on the prevailing conditions or the matter arising among the parties involved. Other organization should use carefully study the issue of conflict at hand and first deal with it by studying if the style is applicable or not. Otherwise using it where it's not appropriate may lead to widening of the situation as it's not basically used by many respondents in child development centres of compassion international in Kabale districts.

Conclusion on the above findings, generally given five styles of conflict management, this study established that accommodative style of conflict management with 97.3% followed by collaborative 84.1% are mostly used by Compassion International in greater Kabale while

avoidance is used least. This implies that other organizations in greater Kabale district should be encouraged to embrace these styles in order to perform very well.

5.2. Causes of conflict in nongovernmental organizations in greater Kabale in reference to Compassion International.

The study established that poor communication causes conflicts in nongovernmental organizations in greater Kabale district. This is shown by a significant number of respondents' 77.3% who generally agreed. In addition to this, managers of organizations should improvise means of reducing it.

Personality clashes; differences in personalities among employees is another cause of workplace conflicts as it was generally reflected with 76.1% of respondents who generally agreed and is inseparable from organizations operations. However, managers need to devise means possible to make sure that personality differences become minimal as they could cause liability to the organizations performance.

Different work styles cause conflicts as portrayed with 75% of the respondents. It is important for nongovernmental organizations to take keen interest and attention to the working styles of employees so as not to affect other employees and may result to low production.

The study also revealed that un healthy workplace competition generally causes conflict in nongovernmental organizations with a significant number of 51.1% of the respondents. Nongovernmental organizations should take a considerable interest in knowing the working conditions of employees so as to contain the calm situation at the workplace.

A significant proportion of the respondents 50% generally agree that culture and gender differences cause conflict in nongovernmental organizations and can influence how people get along in a work environment.

The biggest portions (72.7%) of the respondents are aware that sharing resources at the work place results into conflict. Sharing cramped offices or having to wait to use annoys one

individual and could end up conflicting with a fellow work. Managers of nongovernmental organizations are encouraged to ensure that this cause is given due attention and where necessary provide enough resources to the employees for better working and production output.

5.3 The best conflict management practices used by nongovernmental organizations in reference to Compassion International greater Kabale.

The study respondents 65.9% generally agreed that being aware of the conflict by management is the best practices of conflict management. Other nongovernmental organizations in greater Kabale should adopt this practice in order to avoid disintegration and loss of good employees. Though with the challenges in conflict management in nongovernmental organizations, 94.3% of the respondents generally agreed that nongovernmental organizations always evaluate how things are done be escalations go beyond control. This is done by reaching on a consensus with everyone at the panel to avoid cohesions when solving a conflict.

Decide how to tackle the conflict; 58% of the respondents positively agreed with that management should always decide on how to tackle the conflict, this can be done by listening carefully to all parties involved and identifying points of agreement and disagreement in the conflict and where possible managers of the conflict be the calm agents.

Implementation of what has been agreed by the conflict management team is also one of the best practices as 92% of the respondents came in agreement during the study. This can have a direct influence on the performance of nongovernmental organizations in greater Kabale district.

Furthermore, 71.6% of the respondents positively agreed that conflict managers should always Identify options and agree on the way forward. This indicates that identifying options and agreeing on the way forward when solving conflict should always be practiced knowing that its part and partial of the conflict management.

The study also revealed that taking a considerable and rational approach to conflict is another best conflict practice that managers should always consider in conflict management. This is evidenced by68.2% of the respondents who positively responded.

A large proportion of respondents (75%) positively agreed that investigating the situation in conflict management is another practice stakeholders should take interest in. this helps them to understand the cause of conflict and how best they can control it.

The researcher discovered that letting everyone have their say was considered to be another best practice in solving managing conflict. Nongovernmental organizations in Greater Kabale district are encouraged to always practice this so as to minimize the level of conflicts and cohesions when handling conflicts.
A large portion of respondents (96.6%) further discovered that Embracing Christian values are one of the best practices conflict managers should embrace when handling conflicts.

5.4. Constructive outcomes of conflict management on organizational performance.

The study established positive conflict management sets a stage on which individuals differences are appreciated. This is magnified by the 90.9% of respondents who positively agreed that its affects organizational performance positively and 9 % responded negatively. This tells the researcher that using the appropriate styles and its application yields on the performance of nongovernmental organizations in Kabale district.

Employee unification due to the knowledge expected by everyone in the sense of doing the right was found to be the best constructive outcome of proper handling of conflict in nongovernmental organization in Kabale District. This is evidenced by a significant large number of respondents (88.6%). This tells that the struggling nongovernmental organizations in Kabale District seek to adopt the best ways of solving conflict so that the best outcomes are met in the due course of operations.

The study tells the researcher that conflict management leads to employee retention in compassion international in Kabale district. This is witnessed by the 97.7% of the respondents

who strongly agreed that conflict management results into employee retention. Therefore stakeholders of nongovernmental organisations in Kabale district should devise the best alternative means of managing conflict in order to retain their employees.

Conflict management promotes good working environment to employees. This is positively acknowledged by 84% of the respondents. This is a positive and significant number that other nongovernmental organizations should adopt conflict management and can be relied on.

According to this study, Conflict management leads to profit maximization in nongovernmental organizations. This may be as a result of management satisfying all stakeholders involved in the conflict. The study is proofed by 95.5% of the respondents whom agreed that conflict management leads to profit maximization in nongovernmental organizations in reference to compassion international in Kabale District.

CHAPTER SIX

DATA PRESENTATION AND ANALYSIS

6.0 Introduction

This chapter presents the summary of findings, conclusions and recommendations. It also outlines the areas for future study.

6.1 Summary of findings

Nongovernmental organizations have conflicts which are caused by poor communication, personality clashes, sharing of resources. This lends a hand to what Kristen Brownstone and Barbara Fagan Smith **(2021)** put forwards and can lead to lack of team work among supervisers, low cadres and management. Furthermore, Prause and Mujtaba **(2015)** talks of lack of clarity especially in stating clearly the roles of each party in order to avoid discrepancies in an organization.

Nongovernment organizations encounter with personality clashes as it may be seen indifferences in personalities among employees. This is in support to what Robbins et-al 2018.

Individual personality orientation, attitudes, briefs also significantly cause conflicts in an organization, and this is in line with the findings where most of the respondents admitted the causes of conflict in nongovernmental organizations. This is in agreement with Moore (2014),Oseremen and Osemeke (2015) who contends that in situations individual factors such as attitudes and briefs exist in organizations.

From the study findings, Increase in group cohesions and performance was strongly emphasized leading to Formation of competing affiliations with in the organizations this is in line with what Kirchoff and Adams 2018 who mentions that poor management of conflict leads to formation of affiliates in the organization.

Constructive outcomes of conflict management on non-governmental organizations performance in greater Kabale District.

From the study findings; there is a strong significant response that Positive conflict resolution sets a stage on which individual differences are appreciated; this is in line with Etim and okay (2013) in his studies where he noted that in organizations where members moderates belligerent and assertive behavior into minor disagreements, which minimizes the likelihood of major fights. Increase in group cohesions and performance is likely to improve, in a conflict situation an opponent's position is evaluated negatively and group allegiance is reinforced leading to group effort and cohesion.

Employees are unified by the knowledge that everyone is expected to do the right thing. This s connection with Mughal & Kahn (2013), who noted that the aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. It also implies integration of all factors which can contribute to conflict resolution or its prevention. Those factors are improvement communication and practicing disciplines in the organization, as well as having in mind the life parts of parties included. For managers it is necessary to create the skills that are important to effectively manage the conflicts arising in an organization since performance of an organization is highly related to the conflict occurring in an organization (Chetty,2012).

From the study findings, Conflict management is positive when it enhances creativity, clarification of point's ofview, and the development of human capabilities to handle interpersonal divergencesthis is in agreement with Awan and Saed 2(015) said that if conflict is managed well, it can be a catalyst for change and lead to employee satisfaction.

The study also revealed that conflict management Promotes good working environment; this is in agreement with Osad and Osas, (2013) who contends that there is noanomaly in organizational conflict because it produces or presents an opportunity for modificationand settlement between the aggrieved parties for the well being of both the employees and theorganization.

Best practices in conflict management on non-governmental organizations performance in reference to Compassion International in greater Kabale District.

From the study findings, Collective Bargaining (let everyone have their say) has a strong significant as the best practice. This is in agreement with (Fajana and Shadare, 2012) who note that the strategy is used as a legal instrument where issues relating to contracts of employment between workers and management are being settled, in other words it is a process of providing a platform for all aggrieved members that are involved in a dispute matter, equal opportunity to express their mind irrespective of cadre or position in the system without fear or favor. Therefore, it is not only for managers to permit everyone to speak; it is also required that their agreements should be given an equal weight when mediating a conflict.

The study found that evaluate how things are going and decide preventative strategies for the future as a best practice in solving conflicts. This in line with what Allen Cranston (2012) contends that never presume that the issue is resolute. Effective communication ought to dominate in the business. So, ask yourself, "What is the second step of effective communication?" Knowing this will help you ensure that the employees are working together to meet the organizational goals. So, continue keeping an eye on the issue and assess if the solution is effective.

A strong and significant finding revealed that taking a considerate and rational approach to conflict was one of the best conflict management practices, this is also in agreement with D Jones (2015) where he pointed out use phrases like, we cannot change the past, we can act to help make the situation better now and in the future through shared agreements, we can use conflict constructively as a source of different ideas and perspectives. Use Respectful Communication so that each person will continue to participate and not leave, go silent, raise their voice or be defensive. Listen intently for the other's perspective. Active Listening skills are especially useful in conflict conversations.

Clarify what is the source of conflict. Defining the cause of the conflict will enables management to understand how the issue came to grow in the first place. Additionally, they will be able to get both parties to consent to what the disagreement is. And to do so, they need to discuss the needs which are not being met on both sides of the issues. Also, you need to warranty mutual understanding. Ensure you obtain as much information as possible on each side's outlook. Continue asking questions until you are confident that all the conflicting parties understand the issue as demonstrated by Certified Management Institute (2020)

From the findings, Investigation of the situation is a significant best practice nongovernmental organizations use in conflict management in Kabale district. This is in connection with Audrey Thurston (2015) who notes that after listening to the concerns of both parties, takes time, and investigates the case. Do not prejudge or come up with a final verdict on the basis of what you have. Dig deeper and find out more about the happenings, involved parties, the issues, and how people are feeling.

Most centers of Compassion International in greater Kabale district were found to be aware of the conflict (Determine ways to meet the common goal) with a significant number of respondents; this implies that being aware of the conflict is one of the best practices management of non-governmental organizations in greater Kabale District need to consider in solving conflicts. This is in agreement with Kevin Smith (2019) who argues that when managing conflict processes, you need to have a common objective, which is resolving the issue and ensuring it does not resurface. And to solve any problem, one needs to be aware of the different stages of conflict. This will enable one to look for the ideal ways to meet the common goal. After clarifying the source of conflict, talking to both parties, and investigating the situation, you need to sit down with both parties and discuss the common ways you can execute to meet the common goal, which is managing and resolving the matter at hand. Listen, communicate and brainstorm together until you exhaust all options. According to the team lead of Edu Jungles writing company Kevin Smith (2019), find the source of conflict is the main step to solve any problem. From the study findings, Investigation of the situation; that's agree on the best solution and determine the responsibilities each party has in the resolution was significantly strong, this adds concrete connection on what Natalie Semczuk (2019) noting that she believes in managing and resolving conflict that leaps model of communication in a sense that employees will find it easy to interact with another as they understand that they have one goal, which is meeting the company's objectives. So, after investigating the situation and determine ways through which one can resolve the issue, both parties need to develop a conclusion on the best solution for the problem. Dan Davidson (2021) also noted that we need to agree on the best to identify the solutions which each party can live with. Find common ground. Afterward, determine the responsibilities each party has in resolving the conflict. He continued to mention that it is crucial to use this chance to identify the root cause and ensure the issue will not come about again.

Evaluate how things are going and decide preventative strategies for the future was revealed to be also one of the best practices compassion international uses in conflict management as one may not presume that the issue is resolute. This is related to as what Allen Cranston (2012) noted that Effective communication ought to dominate in the business. So, ask yourself, "What is the second step of effective communication?" Knowing this will help one ensure that the employees are working together to meet the organizational goals. So, continue keeping an eye on the issue and assess if the solution is effective. If the issue resurfaces, take necessary action. Take a better way to communicate, engage, recognize and reward remote workers.

The study also found out that significant number of respondents were in agreement with conflict managers to Listen actively and let everyone have their say; After getting both parties to meet in a secure and private place, let each of them have the opportunity to air out their views and perceptions regarding the issue at hand. Give each party equal time to express their thoughts and concerns without favoring the other. Embrace a positive and assertive approach while in the meeting. If necessary, set ground rules.

Embracing Christian values, during the study, a significant number of respondents pointed out that Embracing Christian values was one of the best conflict management practices in compassion international. Therefore, nongovernmental organizations need to embrace this kind of practice in their organization conflict for good performance.

The project director "K" said that the Christian values helping compassion management to select valued and competent staff. Some other directors mentioned that the causes of conflict are many but they try to solve them.

6.2 Conclusion of the study

The study was about conflict management and organizational performance of nongovernmental organizations in Greater Kabale district basing on compassion international, Kabale. Basing on 88 respondents, this study has found out that conflict management and organizational performance go hand in hand with a strong significant in Greater Kabale district.

Compassion international in Kabale district has a significant knowledge on the causes of conflict in non-governmental organizations. They have not stopped only on that but have moved ahead to ensure that organisational conflict is managed properly for their best performance. In general, organizations that take keen interest in understanding the causes of conflict have continued to perform very well.

Furthermore, organizations that are aiming at ensuring the success of its operations and drive away conflict in management, the best practices of being aware of the conflict, evaluating how things are going, deciding on how to tackle the conflict, identifying options and agreeing on the way forward, taking a considerate and rational approach, investigating the situation, letting everyone have his or her say and implementing on what has been agreed were strongly recommended in this research study and stakeholders need to be at the frontline of innovations and creativity.

Nongovernmental organizations should take keen interest in the repercussions of conflict since there is a strong significant tie between the negative effects of managing a conflict in an organization. Orgainisations survival is the stakeholders dream; however, the foundation owners lay for their dream business remains an important factor in conflict management. Proper conflict management as a component of organizations stability and sustainability remains critical and must be therefore be put into consideration by nongovernmental organizations that want to achieve their set objectives.

6.3 Recommendations

The study recommends that Christian values be extended to other nongovernmental organizations so as to develop faithful and trustworthy employees since its been discovered to be a newly best practice in compassion to help minimize conflicts in management.

Some employees seem to be using a multi-styled system of conflict management, there is need to come up with procedure of how to solve conflict and a special unit for conflict management be put in place.

The study has established that inconstancy in the focusing on the best practices of conflict management continue to affect management decisions and recommends continuous training of managers and employees on how possible this can be solved.

The study established that a significant unification or team work as everyone is expected to do the right thing with 88.6% of the respondents. However, it's recommended that management should take kin interest in elevating the remaining 11.4% who seem not know and provide possible mechanisms of improving on them to be at par with others.

While there is a strong significance on work force engagement in which individual differences are appreciated in conflict management as construct outcomes of conflict management, it's recommended that this small number of employees who disagreed should be given attention so that t ascertains the reasons behind their disagreement so that other nongovernmental organizations copy from them.

The study further established that employee retention is a significant positive effective in compassion international in greater Kabale. It's my recommendations that stakeholders involved in conflict management consider the relationship that exists between employee retention and employee productivity as a way of meeting organizations goals.

The study established that conflict management leads a significant good working environment in compassion international in greater Kabale with a few individual who disagreed. This means organizations in kabala need to consider undertaking conflict management seriously if they want to have a good working environment and also increase on their productivity and service delivery. the study established that conflict management leads to profit maximizations, this can be attributed to the use of the best style in management and I recommend that the stakeholders take interest in knowing the responses of customers if they are satisfied with the services given to them.

6.4 Areas for future research
This study leaves a gap on the sustainability of nongovernmental organizations in Kabale district.

Establishment of the impact of nongovernmental organizations in comparison to households income in Kabale district.

There is a need to look out on how different organizations respond to different styles of conflict management and performance.

We need to know to what extent Christian values in compassion international-Kabale impacts its performance.

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APPENDIX I: DATA EXTRACTION TOOL

Dear respondent, I am Biryomumeisho Laban, a Graduate student of Kabale University pursuing a Master's Degree in Business Administration. I am conducting an academic research entitled **"conflict management and organizational performance of non-governmental organizations: a case study of compassion international Kabale district".** To enable me achieve my objectives, I kindly request the information pertaining the conflict management and organizational performance in your organization. This research is purely intended for academic reasons only and all the information provided to me will be treated with utmost confidentiality.

SECTION A: DEMOGRAPHIC CHARACTERISTICS (Please tick as appropriate)

Kindly indicate your gender

Male	Female

What is your highest Academic qualification?

None	Primary	Secondary	Tertiary

Kindly indicate your age range

Below 10-22 years	23 – 35 years	36 – 45 years	46 – 55 years	Above 55 years

What is your marital status?

Single	Married	Divorced/separated	Widowed

How long have you been at this centre?

Less than 1 year	1– 3 Years	4 – 6 Years	7– 9 Years	10 and Above

What type of Conflict management style do you normally use in handling conflicts?

Conflict management styles	Strongly agree	neutral	Strongly disagree	disagree
accommodative				
competitive				
avoidance				
Collaborative				
Compromise				

What are the current causes of conflict in your organization? (apply true or false)

Current causes of conflict in organisations	False/ true	
Conflict Stems From Poor Communication		
Personality Clashes; difference in personalities among employees is another cause of workplace conflict		
Different Work Styles and Values		
Unhealthy Workplace Competition		
Cultural And Gender Differences; Cultural differences can influence how people get along in a work environment.		
Sharing Resources; Limited resources can cause conflict in the workplace, especially in small businesses that operate on shoestring budgets. Sharing cramped offices or having to wait to use the only office copier or printer can		

cause friction		
Others (Specify)		

What best conflict management practices have your organisation ever used for conflict resolution? (apply agree or disagree)

Conflict management practices	Agree/disagree	
Be aware of conflict.		
Evaluate how things are going.		
Decide how to tackle the conflict.		
Implement what has been agreed.		
Identify options and agree on a way forward.		
Take a considered and rational approach to conflict.		
Investigate the situation.		
Let everyone have their say.		
Others (Specify)		

Constructive outcomes of conflict management on organizations performance

statements	Strongly disagree	disagree	neutral	agree	Strongly agree
Productivity. Positive conflict resolution sets a stage on which					

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individual differences are appreciated.					
Employees are unified by the knowledge that everyone is expected to do the "right" thing					
Conflict management encourages employee retention in an organization.					
Promotes good working environment to employees.					
Conflict management leads to profit maximisation.					

THANK YOU FOR YOUR TIME

APPENDIX II: key informant interview guide for compassion staffs

Dear respondent, I am Laban Biryomumeisho, a Graduate student of Kabale University pursuing a Master's Degree in Business Administration. I am conducting an academic research entitled **"conflict management and organizational performance, a case study of compassion international in greater Kabale".** This research is done in partial fulfillment of the requirements for the award of Master's Degree in Business Administration of Kabale University. You have been selected to participate in this study because you are knowledgeable about the revenue collection dynamics of this organization. You are kindly requested to spare about 10 to 20 minutes of your time to assist and provide your honest feedback to the questions.

Please note that the responses given will be treated with utmost confidentiality and will only be used for academic purpose only. Anonymity of the respondent is also guaranteed.

Thank you in advance

Demographic characteristics

Gender

Male

Female

Age…………………………

Education level

High school

Diploma

Bachelor's degree

Master's degree

Doctorate

Others………………………………

Experience

1 – 3 years

4 – 6 years

7 – 10 years

Over 10 years

Department

Project workers(specify)

Project directors

Church leaders

Local government officials

Community development officer

Local community.

Police

others (specify)

What type of Conflict management style do you normally use in handling conflicts?

What are the current causes of conflict in your organization?

What best conflict management practices have your organisation ever used for conflict resolution?

What are the Constructive outcomes of conflict management on organizations performance

Thank you for your time and responses.

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DIRECTORATE OF POSTGRADUATE TRAINING

January 28th, 2022

To whom it may concern

This is to certify that *Mr. Biryomumeisho Laban Reg. No. 2019/A/MBA/057/W* is a postgraduate student of Kabale University studying for a *Masters of Business Management* in the department of *Management Science, Procurement and Business Studies.*

He has successfully defended his Research Proposal for a study entitled,

"Conflict Management and Organisational performance of Non - Governmental Organizations: A Case Study of Compassion International Greater Kabale District."

The student is now ready for field work to collect data for him study. Please give the student any assistance you can to enable him accomplish the task.

Thanking you for your assistance,

Yours sincerely

Dr.Sekiwu Denis
DIRECTOR, POSTGRADUATE TRAINING