



MAKERERE UNIVERSITY BUSINESS SCHOOL

**EFFECTIVENESS OF CONFLICT MANAGEMENT PRACTICES AT
THE INTERNATIONAL REFUGEE RIGHTS INITIATIVE
(IRRI) – UGANDA**

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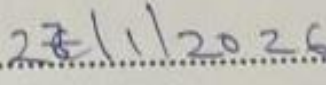
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DECLARATION

I, Sandra Akello, declare that this research report is my original work and has never been submitted to any institution for an academic award.

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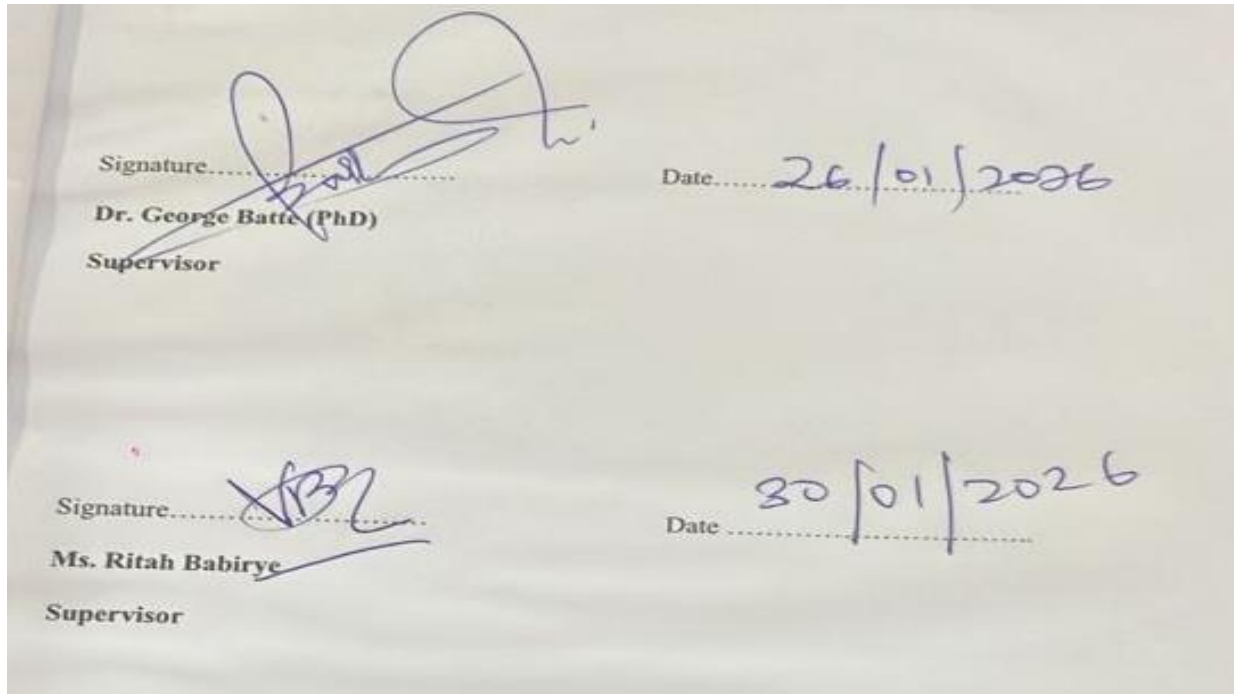
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APPROVAL

This research report has been conducted under our supervision and submitted for examination with our approval, which satisfied us.



The image shows two handwritten approval signatures and dates on a document. The first signature is for Dr. George Batta (PhD), Supervisor, dated 26/01/2026. The second signature is for Ms. Ritah Babirye, Supervisor, dated 30/01/2026.

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Ms. Ritah Babirye
Supervisor

DEDICATION

This research is dedicated with deepest love to my husband, my children, my parents and all my siblings for their love, sacrifice, support, wisdom and strength that they have inspired me to be the best I can be.

May GOD bless them always.

ACKNOWLEDGEMENT

I thank the Almighty God who enabled me throughout in this research process and in my entire academic journey.

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|------|---|
| ACF | Action Against Hunger |
| ADR | alternative dispute resolution |
| CVI | Content Validity Index |
| IRRI | International Refugee Rights Initiative |
| IT | Information Technology |
| OPM | Office of the Prime Minister |
| NGOs | Non-Governmental Organisations |
| SD | Standard Deviation |
| SPSS | Statistical Package for Social Sciences |
| URCS | Uganda Red Cross Society |

ABSTRACT

The study was carried out to evaluate the effectiveness of conflict management practices at the International Refugee Rights Initiative (IRRI) – Uganda. The study mainly concentrated on the conflict management practices at IRRI, the challenges faced in managing conflicts at IRRI and the appropriate strategies for the effective management of conflicts at IRRI. A cross-sectional design with a quantitative approach was adopted. Data was collected using questionnaires presented to 110 respondents and 95 were returned giving a response rate of 86.4%. Data was analyzed using the Statistical Package for Social Sciences Version 23. The study results indicated that IRRI endeavors to put in place conflict management practices such as avoiding, accommodating, competing, compromising, and collaborating. However, there are several challenges faced during the managing of conflicts like dealing with communities of different origins, people with a language gap, dictatorial techniques by the IRRI administration and inability to perform tasks assigned by employees. Several strategies were suggested like using dialogue to resolve conflicts, encouraging parties to collaborate and find mutually acceptable solutions to problems, creating a communication network among groups to reduce tension, encouraging employees to treat each other with respect in all circumstances and listening to each party's side of the story in an open and non-judgmental manner. The study recommends continuous strengthening of the existing conflict management practices at IRRI and more emphasis be given to competing/dominating. This can be achieved through using different incentives, such as awards and recognition, to encourage outstanding performance and stimulate healthy employee competition, clarify roles and responsibilities to prevent repetitive conflicts, define specific scenarios where a competing approach is appropriate, and empower managers to resolve urgent conflicts decisively. Future scholars should look at conflict management practices in other contexts like manufacturing firms, SMEs and government entities.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Managing conflicts in organizations involves promoting positive aspects rather than dwelling on the negative (Ahmad et al., 2021; Ejaz et al., 2012). Organizations must handle conflicts and coordinate resources to achieve their goals through effective planning and resolving disagreements (Ahmad et al., 2021). Conflict management practices can transform destructive situations into constructive ones, but conflict management approaches vary between institutions. Conflict management aims to mitigate negative outcomes and positively resolve misunderstandings between individuals or groups (Nicolaidis, 2018). In work environments, ineffective conflict resolution techniques can adversely affect employees' mental well-being, social behavior, attitude, ability to focus, productivity, and academic performance. Ineffectively managing conflict can lead to frustration, increased employee competition, heightened stress levels, decreased morale, ineffective collaboration, and communication breakdowns (Ozgan, 2016).

The International Refugee Rights Initiative (IRRI) – Uganda has implemented various conflict management strategies to oversee refugee camps effectively. These strategies encompass establishing a formal legal system, informal conflict resolution methods, and alternative dispute resolution (ADR). They also involve engaging refugees and host communities in decision-making processes to address conflicts, employing competitive and aggressive tactics to handle conflicts where individuals prioritize their personal gain, and promoting cooperative and collaborative attitudes to balance their own interests with others' (IRRI Report, 2020; Caputo et al., 2018).

However, the organization continues encountering difficulties in handling conflicts among its departments and refugee teams, occurring more frequently. The challenges arise due to growing

pressures resulting from the interconnection of resources and processes across departments and disparities in their immediate goals and their need for independence (IRRI Report, 2020; Zhu, 2013). Additionally, IRRI is experiencing conflicts arising from the growing utilization of a flexible team-based structure, enhancing interdepartmental interdependence and challenging traditional power dynamics within the organization (Zhu, 2013). Interpersonal disputes within IRRI are also on the rise, largely due to hostilities between insiders and outsiders in the refugee settlements. These conflicts have been fueled by inadequate resources for both communities, a shortage of specialized professional staff in refugee management and workforce diversification, and escalating conflicts between different sections (IRRI Report, 2020). In addition, other Local institutions in Uganda, such as Uganda Red Cross Society (URCS), Office of the Prime Minister (OPM) – Refugee Management Division, and Action Against Hunger (ACF) – Uganda Chapter face common conflict management challenges, including resource allocation disputes, interdepartmental miscommunication, power struggles, and workplace stress; hindering effective service delivery in refugee management (NGO Performance Review Report, 2020)

It is crucial to address these conflicts to support IRRI employees in excelling in their respective fields. Effectively managing conflicts will play a significant role in helping IRRI staff deal with their challenges constructively (Valente & Lourenco, 2020). Handling conflict and developing effective conflict resolution techniques promotes the advancement of values, attitudes, and knowledge among employees and organizations (Janet, 2015; Shahmohammadi, 2014). According to Janet (2015), effective communication is one of the primary strategies that can serve as a foundation for individuals to prevent and resolve conflicts in a friendly, straightforward, and informal manner.

IRRI needs to encourage effective service delivery among its refugee population by fostering positive relationships between supervisors and subordinates, employees and other stakeholders, and refugees and host communities. This is crucial because ineffective conflict resolution practices can harm employees' mental well-being, behavior, and performance. Conflicts between subordinates and their superiors are likely to occur, and new staff members may struggle to handle such conflicts (Ozgan, 2016). However, it is the organization's responsibility to implement and utilize various methods to address these conflicts. If the selected approach is inadequate for constructively handling these conflicts and disagreements, it could impede the organization from attaining its objectives and goals (Peterson, 2019), negatively impacting the organization's operations (Ozgan, 2016). Therefore, this study aimed to assess the conflict management practices at IRRI, the difficulties encountered in managing conflicts, and effective strategies for conflict management at IRRI.

1.2 Problem Statement

Effectively managed conflict fosters transparent communication, cooperative decision-making, regular input, and prompt resolution of disputes within an organization (Awan & Anjum, 2015). Despite IRRI–Uganda’s efforts, including formal legal frameworks, informal resolution methods, and alternative dispute resolution (ADR), conflicts continue to arise frequently within departments and refugee teams, driven by interdependent workflows, differing short-term goals, and a desire for autonomy (IRRI Report, 2020). Conflicts are further exacerbated by personal disparities, unclear job roles, incompatible responsibilities, high stress levels, limited resources, and job insecurity, affecting staff performance and collaboration. These challenges have tangible impacts, including reduced employee morale, decreased cooperation, inefficiencies in service delivery, compromised achievement of organizational objectives, and a negative reputation among clients.

Given the prevalence and operational impact of these conflicts, this study seeks to evaluate the effectiveness of IRRI's conflict management practices in order to identify strengths, gaps, and areas for improvement.

1.3 Purpose of the Study

The study aimed to evaluate the effectiveness of conflict management practices at the International Refugee Rights Initiative (IRRI) – Uganda.

1.4 Research Objectives

- i. To examine the conflict management practices at IRRI.
- ii. To examine the challenges faced in managing conflicts at IRRI.
- iii. To suggest appropriate strategies for the effective management of conflicts at IRRI.

1.5 Research Questions

- i. What is the nature of conflict management practices at IRRI–Uganda?
- ii. What challenges are faced in managing conflicts at IRRI?
- iii. What are the appropriate strategies for the effective management of conflicts at IRRI?

1.6 Scope of the Study

1.6.1 Subject Scope

This study evaluated the nature of conflict management practices at IRRI–Uganda, the challenges faced in managing conflicts at IRRI, and appropriate strategies for effectively managing conflicts at IRRI.

1.6.2 Geographical Scope

This research took place in the IRRI settlements in conjunction with the local communities, primarily in northern Uganda, in the districts of Arua, Koboko, Adjumani, Moyo, Yumbe, and Lamwo. These districts were selected because they contain about 92 percent of refugee settlements in Uganda. The study encompassed all IRRI staff in Uganda as they addressed conflicts within refugee camps nationwide. The IRRI headquarters was the appropriate location for identifying the target population of this study, as most IRRI employees can be reliably identified from there.

1.7 Significance of the Study

- i. The study may significantly impact International Refugee Rights Initiative (IRRI) management and stakeholders by providing insights into key aspects to consider when managing conflicts within their teams and achieving the organization's goals.
- ii. The study may enhance the NGO's ability to manage conflicts and effectively foster a conducive working environment.
- iii. The results of this study may aid policymakers in formulating policies that serve as guidelines for effective conflict management within NGO projects.
- iv. This study's findings may be utilized as sources for further research by scholars interested in this field, thereby enriching the existing literature on conflict management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by the conflict management theory which was developed by Thomas and Kilmann (1974). The foundation of conflict management theory is the notion that disagreements will inevitably arise in interpersonal relationships and work environments, and how they are resolved affects the level of harmony and productivity in both contexts (Rahim, 2023). In order to create effective conflict resolution techniques, the theory highlights how crucial it is to comprehend the nature, causes, and results of disputes (Coleman et al., 2014). It is predicated on the idea that, depending on how they are handled, disputes can be either dysfunctional (destructive) or functional (productive) (Zhyvko et al., 2024). Five main conflict management styles were identified by the major contributors to the theory of conflict management, including Thomas and Kilmann (1974): accommodating, avoiding, compromising, competing, and collaborating (Altmäe et al., 2013). The level of cooperation and aggressiveness displayed by the persons concerned determines these styles. Depending on the situation and type of conflict, the best approach must be chosen for effective conflict management (Elgoibar et al., 2017).

The Thomas-Kilmann Instrument (TKI) has been widely applied in organizational settings, including humanitarian and non-governmental organizations, to assess and improve conflict-handling behaviors (Kilmann Diagnostics, 2025; Walden University, 2017). In multicultural and high-stress environments like refugee aid agencies, the model helps leaders and staff recognize how cultural norms influence preferred styles and adapt accordingly for better team cohesion (Kilmann Diagnostics, 2025).

As a refugee management agency, IRRI deals with a variety of intricate disputes involving both internal and external teams. This study is in line with the Conflict Management Theory since it offers a methodical way to identify and address these problems (Rahim, 2023). Competition for resources, cultural variety, role ambiguity, or interpersonal differences between refugee teams and staff can all lead to conflicts at IRRI. Finding these causes is the first step toward resolution, according to conflict management theory (Rahim, 2011). The idea emphasizes how crucial it is to comprehend the dynamics of conflicts, including disparities in power, obstacles to communication, and emotional elements. Conflicts may intensify at IRRI as a result of cultural misinterpretations or perceived unfair resource distribution, especially in a high-stress environment like a refugee camp. Effective dispute resolution techniques are offered by conflict management theory (Folberg et al., 2021). By encouraging a culture of open communication, trust, and cooperation, the application of conflict management theory at IRRI can increase organizational effectiveness (Voola et al., 2021). IRRI can maximize service delivery to refugees and improve team cohesion by comprehending and resolving the underlying causes of conflicts.

2.2.1 Definition and Types of Conflict

Conflict management is an integral component of project management, which is defined as the structured application of planning, coordination, implementation, monitoring, and control processes to achieve project objectives; within this broader framework, effective conflict management is increasingly recognized as a critical managerial competency that influences project performance and success. Research on project management competencies shows that soft skills such as communication, emotional intelligence, and the ability to manage interpersonal differences—including conflict—are strongly linked to positive project outcomes and are essential for project managers to successfully lead teams and deliver results. For example, systematic

reviews and empirical studies on project management competencies highlight the centrality of people-focused skills, including conflict management and stakeholder relations, as key determinants of project success (Ochoa Pacheco et al., 2023; Koi-Akrofi et al., 2024).

Moreover, conflict is inherent in complex project environments because team members and stakeholders often hold divergent priorities, values, and expectations; managing these conflicts constructively enables project managers to foster collaboration, maintain team cohesion, and prevent disputes from derailing project delivery (Tewari, 2025). In humanitarian and development settings—where uncertainty, diverse actors, and high stakes are common—the capacity to manage conflict not only supports operational effectiveness but also enhances adaptive decision-making and stakeholder engagement, underscoring the importance of conflict management as a core competency in project management practice.

According to Saleh and Adulpakdee (2012) and Shahmohammadi (2014), "conflict" refers to disagreements between people or groups, stress, social disorder, devastation, and violence brought on by differences in personality and ideals. Every culture and society has a conflict because social, political, or economic pressures in the environment can change people's issues and interests or prevent them from being managed efficiently (Trudel & Reio, 2011).

Positive or negative conflict: Jokanovic, Tomic, and Dudak (2017) state that conflict is common in organizational contexts and can be either positive or negative, as well as functional or dysfunctional. Positive conflict can improve moods, spark creative problem-solving, and promote diversity, novelty, and improved communication. Additionally, it can shed light on the circumstances surrounding various groups and raise questions about settling disputes brought on by dynamic differences in opinions and ways of thinking in a social context (Hussein & Al-Mamary, 2019). Waithaka, Moor, and Gitimu (2015) assert that there are benefits to conflict as

well: it makes people more conscious of their own and other people's personality traits, helps them understand themselves better, and inspires them to find solutions to problems before they become bigger ones. Conflict arises when opposing ideas and viewpoints are unproductive (Goksoy & Argon, 2016). This is because ineffective communication and management of conflict result in emotional states and actions that need to be resolved.

Affective and cognitive conflict: Affective conflict depends on emotional states and can result from interpersonal conflicts and disagreements, whereas cognitive conflicts are task-focused and originate from differences in people's thoughts or perceptions (Greer & Dannals, 2017). On the other hand, people's ideal outcomes or desired end states that seem difficult to achieve are referred to as cognitive conflict (Feldman & Halali, 2019).

Interpersonal conflicts; this arise when People struggle with their own ideals and priorities (Rahim, 2015). Organizational structure, task division, responsibilities, and competing rules and decisions are the root causes of intra-personal conflict (Rahim, 2015; Riaz & Jamal, 2022). Some factors include goal incongruence, improper capacity demands, and improper responsibility assignments (Riaz & Jamal, 2022). Of the four levels of conflict, interpersonal conflict is the most discussed and studied (Lalegani et al., 2019; Rahim, 2015), making it important for organizational studies. This emphasizes the urgent need to look into the causes of interpersonal conflict (Olaniran, 2010). In multicultural settings such as refugee aid organizations, interpersonal conflicts are exacerbated by cultural differences, language barriers, and diverse perceptions of roles and priorities (Williams, 2020; Sele & Mukundu, 2022).

2.2.2 Conflict Management

Conflict management involves utilizing methods, tools, and techniques to address conflict by identifying and selecting the best possible alternative for specific situations (Maiti & Choi, 2021).

It is the practice of sensibly, fairly, and efficiently identifying and handling conflicts. According to the Management Study Guide (2021), conflict management encompasses timely and preventive measures to ensure a smooth and effective resolution of disagreements. Establishing conflict management procedures in workplaces is essential to lowering employee conflict. In order to avoid personal conflicts, conflict management is essential (Chand, 2020). Even though resolving every argument might be impossible, knowing how to handle them can lessen the chance of an unproductive escalation. By preventing confrontations, conflict management helps staff members concentrate on their jobs. Furthermore, conflicts can result from misunderstandings and unneeded tensions between people (MSG, 2021).

Conflict management is a proactive and ongoing approach aimed at preventing and constructively addressing workplace disagreements, whereas grievance handling is a reactive and formal process used to resolve specific complaints after a conflict has occurred. Effective conflict management involves skills such as dispute resolution, self-awareness of different conflict types, clear and empathetic communication, and establishing a structured framework for addressing conflicts within the organizational environment (Conybeare, 2008). Its primary goal is to identify constructive solutions and bring conflicting parties together in a mutually beneficial manner (Todd, 2021). The strategies and methods applied depend on the nature of the conflict and the entities involved, often requiring task-specific or research-oriented approaches that can be systematic or flexible, depending on the situation. This study specifically focused on the methods used by IRRI staff to manage ongoing or poorly handled workplace conflicts that could potentially impact the organization, its employees, and other stakeholders, including customers.

2.2.3 Conflict Management Practices

When managing conflict between individuals or organizations, Eko and Putranto (2021) propose that conflict management approaches should highlight the conflict's positive parts and minimize its negative aspects through various styles and techniques. Conflict management's main goal is to enhance organizations' performance and effectiveness (Rahim, 2015) rather than avoiding or eliminating all conflicts. This involves strategies to mitigate the detrimental elements of conflicts, improve positive aspects, and enhance organizational performance and effectiveness (Rahim, 2015).

To evaluate behavior under conflicting settings, prior researchers have suggested a five-strategy TKI approach by Kilmann and Thomas (1977), which includes avoiding, accommodating, contending, compromising, and collaborating (Qadir, 2020). These tactics relate to distributivism and integrity, cooperativeness versus assertiveness, action versus passivity, appropriateness and effectiveness, and intra-awareness versus inter-awareness (Rahim, 2015). Cooperativeness and assertiveness are two traits that can be used to characterize behavior in conflict situations. According to Rahim (2015), cooperativeness is attending to the concerns of others, whereas assertiveness is the pursuit of one's own goals. Conflict management styles are classified along these dimensions: integrating, dominating, compromising, avoiding, and obliging (M'mbwanga, 2021). Ciuladiene & Kairiene (2017) and Illescas & Perez (2020) also provide descriptions of these dispute resolution techniques:

Avoiding (Withdrawing): A non-aggressive strategy characterized by a lack of assertiveness and cooperation. This style involves postponing issues, avoiding unnecessary tension, withdrawing from controversial positions, and keeping disagreements private to prevent hard feelings (Rahim, 2015; Kilmann Diagnostics, 2025). In humanitarian organizations, excessive reliance on avoiding

can allow minor issues to escalate, particularly when staff feel uncomfortable addressing conflicts involving closely related colleagues or in high-stakes refugee settings (Walden University, 2017).

Accommodating (Smoothing, Obliging): Emphasizing agreement to preserve relationships while avoiding grounds of dispute. This includes emphasizing common ground, respecting others' feelings, accommodating wishes to maintain harmony, and valuing peace over personal goals (Rahim, 2015). In multicultural teams common in NGOs, accommodating helps preserve relationships across cultural divides but may lead to unaddressed grievances if overused (Sele & Mukundu, 2022).

Competing (Dominating): Using dominance, authority, and power to manage disagreements, which can incite animosity. Staff may pursue goals assertively, secure positions, emphasize leadership authority, and find conflicts invigorating when outcomes are non-negotiable (Rahim, 2015). In refugee organizations, competing styles linked to authoritarian leadership can exacerbate tensions and reduce trust (Holsinger, 2023).

Compromising (Sharing): Finding a compromise while maintaining a level of assertiveness and cooperation. This involves proposing middle-ground solutions, negotiating give-and-take, sacrificing wishes for others, and seeking fair combinations of gains and losses (Rahim, 2015). Compromising is particularly useful in resource-scarce environments like humanitarian NGOs, where quick resolutions are needed amid competing priorities (Mercy Corps, 2010).

Collaborating (Problem-Solving): This calls for a high degree of assertiveness and cooperation to satisfy the demands of all parties. It includes open discussion, sharing ideas, direct communication, prioritizing stakeholders' needs, and working together for mutually satisfying solutions (Rahim,

2015; BiteSize Learning, 2024). In refugee aid contexts, collaboration is ideal for addressing complex, multicultural disputes and fostering inclusive outcomes (Sterling et al., 2017).

In conclusion, IRRI has utilized these conflict management practices to address workplace conflicts, but challenges remain in managing conflicts effectively, as some conflicts have remained unresolved. The next section identified the challenges faced by IRRI in managing conflicts.

2.3 Challenges in Managing Conflicts

Conflict management, despite its importance, still presents several challenges. These challenges affect both individuals and organizations. Previous research has identified various obstacles and factors that hinder conflict management, impacting project delivery to varying degrees. These factors can be categorized into two groups: those directly hindering conflict management and those that could either enhance or hinder conflict management, depending on how they are addressed in stakeholder management (Abdu, 2016). Conflicting interests among stakeholders, lack of commitment, and inadequate leadership are the primary obstacles to stakeholder engagement (O'Rourke et al., 2016). Similarly, Boström, Dreyer, and Jönsson (2011) suggest that conflict management is challenging because most stakeholders lack commitment, leading to increased divisions. One significant challenge in conflict management is that certain conflict management styles can be time-consuming and costly for institutions. The challenges faced by IRRI in managing conflicts include the following:

Scarce resources - Ineffective conflict management in the workplace often leads to insufficient resources, which can eventually result in serious conflicts. Members of an organization may vie with one another for resources like supplies, budget allocation, and task completion time. Equipment, finances, and time are typically constrained and in short supply. It is common for employees to engage in competition for these resources, which frequently leads to conflict. This

unhealthy competition creates an unethical atmosphere in the office, ultimately reducing overall morale. As a result, teamwork is undermined, and individualism is promoted (Katz & Flynn, 2013). In humanitarian NGOs, particularly those in refugee-hosting countries like Uganda, resource scarcity intensifies conflicts over limited materials, supplies, equipment, and funding, straining service delivery (Amnesty International, 2017; Humanitarian Outcomes, 2025).

Inadequate communication poses a significant barrier to effective conflict management within NGOs, causing distrust and suspicion among partners, which can significantly impact NGOs. This can make it difficult for NGOs to oversee their staff and affect their programs' long-term success. Therefore, it is important for NGOs to consider communication as a strategic management function and to develop a cohesive approach to both internal and external communications. Well-established communication strategies are vital for effective communication within these organizations. A study by Aminah (2016) highlighted that participatory communication can influence the level of cooperation and dialogue among program stakeholders, affecting the exchange of information and knowledge necessary for decision-making in program implementation (Sackey, 2014; Altomare, 2017). Inadequate communication between construction partners is one type of inadequate communication, according to Tai et al. (2009). Oshodi and Rimaka (2013) ranked the lack of communication between parties from the contractor's perspective as the 11th and 12th most important factor for Nigeria and Iran, respectively, in comparative research on the causes and impacts of delays in building projects in those countries. Nevertheless, in the consultant's opinion, these criteria came in at number 20 for Nigeria and 13 for Iran. Gamil and Rahman (2017) asserted that unclear communication channels lead to project delays. Therefore, standardizing project communication channels is crucial to expedite and streamline communication. In humanitarian settings, communication barriers—such as lack of

proper channels, language gaps, and cultural misunderstandings—further complicate conflict resolution, especially when dealing with diverse refugee communities and multicultural staff (Zhao et al., 2011; CLEAR Global, 2023).

Differences in perception, dictatorial techniques by administration, and interpersonal conflicts within teams are amplified in multicultural environments. Authoritarian or competing leadership styles can breed resentment and reduce open dialogue, while cliques and poor relationships among employees erode team cohesion (Holsinger, 2023; Sele & Mukundu, 2022). Language gaps and dealing with people of different origins heighten misunderstandings and affective conflicts in refugee organizations (Open Cultural Center, 2021; PMC, 2021).

Poor physical working conditions and lack of administrative support contribute to stress and burnout among humanitarian workers, escalating conflicts through reduced morale and increased tension (ICRC, 2009; Connorton et al., 2019). Inability to perform assigned tasks, dealing with employees' lack of basic skills, laxity, and unawareness of policies further hinder effective management, often due to inadequate training and high turnover in NGOs (Antares Foundation, 2012). Pressure from shifting stakeholder priorities and financial interests or improper fund utilization create additional distrust and goal incongruence (Kaur & Lodhia, 2019).

The consensus among the aforementioned scholars is that these challenges are particularly acute in refugee-focused NGOs like IRRI, where multicultural teams, resource constraints, and high-stress environments intersect. Therefore, the current study aims to tackle this by assessing the suitability of these challenges in the context of IRRI. Conversely, Haddaway et al. (2017) stressed the significant threat posed by the inadequate representation of various stakeholders in projects. It was found that most projects fail to consider all stakeholders when forming committees to oversee projects, resulting in activities benefiting only those in charge rather than all stakeholders. This

contradicts Pedrini and Ferri (2019), who revealed that projects are careful when forming project committees and ensure that all key stakeholders have representatives to express their views during implementation. They also noted that involving all direct and indirect beneficiaries in the project is practically impossible. It could be argued that failing to identify key beneficiaries leads to inappropriate stakeholder representation. Additionally, Ayatah (2012) found that a lack of transparency in projects impacts conflict management, as project managers inefficiently provide project updates, making it difficult for stakeholders to monitor and evaluate. Inadequate transparency also leads to information asymmetry and hinders engagement. Kaur and Lodhia (2019) highlighted that some stakeholders do not see the importance of stakeholder management, resulting in low participation.

Despite this, Allen, Kruger, Leung, and Stephens (2013) point out that ineffective communication among various stakeholders influences conflict management. They explain that project managers struggle to recognize and standardize communication tailored to specific stakeholders in numerous projects, exacerbating awareness issues. This aligns with Wondirad, Tolkach, and King (2020), who propose that conflict management is ineffective in many projects due to the communication methods employed during project execution. Drawing from these perspectives, it can be inferred that communication is crucial in sustaining conflict management. In its absence, stakeholders will not be informed about the project, jeopardizing their participation. On the contrary, Zarewa (2019) emphasizes that resource deficiencies contribute to the deterioration of conflict management in numerous projects. Project managers need technological and financial resources to engage stakeholders effectively during project implementation, yet these resources constrain many projects.

In light of this, project managers must allocate the available resources to crucial areas. This is supported by Njenga (2014), who suggests that limited resource allocation to conflict management leads to insufficient feedback and information flow, eroding trust in the engagement process. However, Kaur and Lodhia (2019) present a different perspective by revealing that project managers can effectively manage stakeholders if they are dedicated amidst scarce resources. Instead, this study suggests that a lack of coordination often undermines any opportunity to engage the various stakeholders. Since numerous projects involve interdependent activities, coordinating the different tasks and responsibilities becomes challenging, resulting in stakeholder conflicts.

2.4 Strategies for Effective Management of Conflicts

As discussed below, various tactics and methods can be utilized to handle and settle disputes within companies or institutions, as suggested by different scholars.

Collective bargaining is a legal tool for resolving issues related to employment contracts between employees and management (Fajana & Shadare, 2012). It involves creating a platform for all affected parties involved in a dispute to freely express their opinions, regardless of their position in the system. Allowing everyone to voice their concerns and give their opinions equal consideration when resolving a conflict is important.

Strategic decision-making: Lipsky, Avgar, and Lamare (2017) propose that strategic decision-making in conflict management aims to improve organizational efficiency, promote sustainable dispute resolutions, and prevent litigation. They emphasize the need for further research in this area. Choices related to conflict management involve a clear strategic component, and different types of organizations may be more inclined to adopt a strategic approach to manage disputes (Nash & Hann, 2020). Strategic decision-making focuses on inter-employee conflict (conflict between two or more employees, distinct from conflict between employees and their employer) to

explore the connection between organizational strategy and decisions about workplace conflict management. Organizations that are high-performing or adopt an organizational strategy based on unitarism are likelier to implement measures to resolve employee conflicts (Nash & Hann, 2020).

Due to the involvement of several stakeholders and organizations, lengthy projects may result in heated arguments among project teams, which can cause unpleasant feelings like hostility, rage, and tension. In these circumstances, controlling and comprehending emotions might lessen unpleasant emotions and increase positive ones (Karimi et al., 2014). It is recommended that project teams communicate pertinent information promptly in order to complete challenging tasks successfully. In particular, project teams can concentrate on more significant tasks and obstacles by comprehending and controlling their emotions, eventually improving project performance and cohesiveness (Wu et al., 2017). According to several academics, Understanding and controlling emotions (e.g., Hopkins & Yonker, 2015; Karimi et al., 2014; Zhang et al., 2015; Ashkanasy & Dorris, 2017), also lessens relationship tension.

Collaborative conservation and governance: According to Vecetich et al. (2018), these approaches have proven to be useful in managing conflicts because they promote distributive and procedural justice as well as what Emerson and Nabatchi (2015) refer to as principled engagement, joint capacity, and shared motivation. Collaboration is crucial to the success of conservation, according to both theory and data (Sterling et al., 2017). However, practitioners may find it difficult to go from knowing which techniques and tools to use to manage conservation conflicts to actually putting those strategies into reality. The dynamic and distinct settings and goals of each cooperation may restrict the utility of the peer-reviewed, evidence-based literature that has provided some direction on implementing participatory approaches to conservation (Sterling et al., 2017).

Increasing Understanding of Conflict Causes: Barbolet et al. (2005) and the Conflict Sensitivity Consortium (2012) made Open-source resources for stakeholder mapping and conflict analysis available. Stakeholder mapping in conflict management entails the participation of multiple players and their positionalities to shed light on potential conflict drivers (Fisher et al., 2020). The NGO partners oversaw these procedures using a mixed-method methodology that includes desk studies, semi-structured interviews, focus groups, conflict mapping, and site visits.

Increasing the Ability of Stakeholders to Handle and Reduce Conflict: The first conflict analysis shows that teams' tensions around project conflicts are heightened by a lack of legal and technical expertise (Fisher et al., 2020). The materials for enhancing capacity were developed in collaboration with stakeholders and are accessible online (ACCA, 2016). The initiative took an optional and deliberate strategy to simulate a more thorough consultation procedure and a morally driven involvement in response to the inadequate community consultation procedures consistently found to be conflict triggers in previous conflict analyses. The project takes an elective and deliberative approach; training and capacity-building programs were co-designed with representatives of stakeholder groups and needs, and topics were derived from participatory engagement (Nel et al., 2016). Through training sessions, stakeholders are also equipped to conduct, expand, and reevaluate conflict analyses iteratively in order to be cognizant of changing future scenarios.

To resolve a conflict, the parties must acknowledge one another's presence, compromise to resolve their primary disagreements, and end violent acts. While conflict management can occur before, during, or after the disagreement, conflict resolution typically occurs "after" the confrontation. Increasing legitimacy was a common goal of conflict resolution techniques, which included increased involvement with pertinent stakeholders, negotiation, and mediation. This increased

participation and collaboration among stakeholders interested in project activities was called "collaborative management." In industrialized nations, initiatives for managing conflicts have centered around expanding the involvement of stakeholders, collaborating in the management of protected areas, and modifying conservation laws and policies (Soliku & Schraml, 2018). On the other hand, conflict resolution tactics in developing nations prioritize giving local communities financial rewards and increasing their involvement in managing protected areas (Harich et al., 2013).

Arbitration: In this method of resolving disputes, parties in dispute make their case in front of an impartial third party or private individual, like an arbitration panel, as defined by Makoyi (2018) and Nusura (2022). The arbitrators carefully examine all the evidence and make a binding decision, which is typically enforced. Unlike court-based adjudication, arbitrators' decisions cannot be appealed against. According to Fisher et al. (2020), presentations are made before the arbitrators to establish facts and prove one side right and the other wrong, leading the parties to work against each other rather than collaboratively. Even though arbitration is typically less formal than court proceedings, the rules might be somewhat modified to accommodate the interests of the parties. However, this approach has some loopholes, as it may not resolve a dispute and can deepen the conflict if one side feels unfairly arbitrated against. Ramsbotham et al. (2011) argue that arbitration should only be used when mediation fails, making it a voluntary process agreed upon by the conflicting parties to have a private independent party decide for them.

Negotiation: This is a crucial responsibility for managers in organizations, requiring close and objective interaction with subordinates, superiors, and all individuals. According to Munduate et al. (2022), negotiation is a delicate task that managers must handle. Smolinski and Xiong (2020) emphasized that communication is a key component of negotiation, highlighting the need for

specific communication and negotiation skills. Okoth (2021) observed that negotiation is a valuable technique for stimulating employee performance and resolving disputes in organizations such as Stima Sacco and other institutions in Kenya.

Confrontation is a method for managing conflict within organizations, as Kilag et al. (2024) argue. Decreased communication among conflicting groups can deepen conflicts, according to Kilag et al. Kilag et al. suggested bringing conflicting groups together to identify and solve problems jointly to address this. Silverman (2020) explored confrontation as a traditional value and a deeper analysis of interpersonal challenges. Wang and Wu (2020) proposed positive confrontation as a technique for resolving willful conflicts. Omene (2021) defined the necessary abilities for facilitating disputes through constructive confrontation and linked positive confrontation to reducing conflict and maximizing employee productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The study used a cross-sectional design and a quantitative methodology. This strategy entailed gathering data at a predetermined moment to facilitate an examination of the research topic. The quantitative data collection and analysis method allowed for a comprehensive grasp of the phenomenon under study, which will also validate the effectiveness of the research instruments (Amin, 2005).

3.2 Study Population

The research considered 152 staff from the International Refugee Rights Initiative (IRRI)—Uganda (Human Resource Manual, 2023), selected from various departments. This group was selected because it includes employees who are engaged in enhancing conflict management practices at the International Refugee Rights Initiative (IRRI) in Uganda.

3.3 Sample Size

According to Saunders et al. (2012), the sample size is the number of responses representing the population under study. Based on the table developed by Krejcie & Morgan (1970) to determine sample size, 110 out of 152 total employees were the sample size. An appendix containing the linked table is provided.

3.4 Sampling Techniques

The study used a random sampling technique to choose the respondents. Each respondent was given a number, and those responses were randomly chosen. According to Katebire (2007), this approach assured that each member has an equal probability of being chosen while minimizing

bias. 110 employees from various International Refugee Rights Initiative (IRRI) – Uganda departments were chosen randomly. This sampling method was used because it minimizes biases (Kombo & Tromp, 2010), provides an equal chance for each respondent in the sampling frame to be selected, and is the simplest sampling method (Saunders et al., 2019).

The International Refugee Rights Initiative (IRRI) - Uganda served as the unit of analysis. In contrast, individual staff members from every department involved in internal dispute resolution served as the unit of inquiry. As a result, the study focused on the opinions of specific staff members about the efficacy of the International Refugee Rights Initiative (IRRI) – Uganda's conflict management procedures as a whole.

3.5 Data Collection Sources and Instruments

The study used both primary and secondary data. To gather primary data, a 5-point Likert scale survey form was used. Secondary data sources included previously conducted research on profitability and published reports, journal articles, textbooks, and magazines.

A structured questionnaire that participants completed on their own was used to gather data. In order to collect data for this questionnaire, respondents must answer the researcher's questions in a preset order (Saunders et al., 2019). This approach was used since it reduces time, allows for easy data gathering from a large sample, and evaluates respondents' attitudes (Devault, 2020). This technology also enabled the researcher to pose insightful queries. Self-administering questionnaires can be done effectively, economically, and efficiently (Mugenda & Mugenda, 2013). The questionnaire's questions were closed-ended to guarantee that they are comprehensive and exclusive of one another concerning the research variables.

3.6 Validity and Reliability of Data

Validity can be defined as the ability to create results consistent with theoretical or conceptual values; in other words, the ability to measure what is supposed to be tested and yield correct results (Amin, 2005). When a research tool evaluates what it is intended to evaluate, it is considered legitimate. To assess validity, the questionnaire was reviewed by supervisors and pre-tested in the field to ensure it addresses the designed objectives. Each item's relevance to the research objectives was evaluated, with reviewers rating each item as relevant or irrelevant. Content Validity Index (C.V.I) was utilized to determine validity.

Reliability was evaluated using Cronbach's Alpha of the questionnaire instrument. When measuring characteristics or ideas from the same respondents, even by different researchers, an instrument is considered dependable if it consistently yields the same results. More assurance and scores closer to what would be received if the exam were administered again are associated with improved test reliability (Wade, 2015). Cronbach's Alpha, a reliability coefficient, demonstrates the positive correlation among the items in a set (Dalati & Al Hamwi, 2016). Cronbach's alpha is closer to 1, the better the internal consistency and reliability (Sekaran, 2003). The Cronbach's coefficient Alpha value was used to evaluate the research instrument's dependability. An instrument is deemed valid if its values exceed 0.7 (Nunnally, 1978).

Table 3.1: Reliability and Validity Results

| Details | Items | Cronbach Alpha | CVI |
|--|--------------|-----------------------|------------|
| Conflict management practices at IRRI | 47 | 0.883 | 0.840 |
| Challenges faced in managing conflicts at IRRI | 15 | 0.735 | 0.750 |
| Strategies for effective management of conflicts at IRRI | 15 | 0.720 | 0.769 |

Source: Primary data

3.7 Data processing and analysis

Regarding editing, coding, and answer presenting, the data gathered from the field was evaluated manually, using a computer, or in a combination of both ways (Creswell, 2003). At every level of the investigation, data analysis was ongoing. Statistical Package for Social Scientists (SPSS) Version 23 was used for quantitative data analysis, allowing for the usage of means, frequencies, and percentages.

3.8 Ethical Considerations

The researcher sought consent from the case study company and the respondents after clearly showing them a letter seeking permission from the Makerere University Business School. The researcher guaranteed the respondents that the data they submit will be treated with the utmost confidentiality to prevent any fear or anxiety about potential work-related repercussions, as the information will be handled with the utmost care and consideration. All ethical procedures were strictly followed.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter covers the presentation, analysis, and interpretation of the results according to the study's objectives specified in the first chapter. The objectives were to examine the conflict management practices at the International Refugee Rights Initiative (IRRI)—Uganda, explore the challenges faced in managing conflicts at IRRI, and suggest appropriate strategies for the effective management of conflicts at IRRI.

4.1 Response Rate

The study targeted a sample of 110 employees of the International Refugee Rights Initiative (IRRI) – Uganda. However, out of 110 questionnaires distributed, 95 were returned, giving a response rate of 86.4%, which is suitable for drawing valid and reliable conclusions. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% is good, and above 70% is rated very well. This also concurs with Kothari's (2004) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implies that, based on this assertion, the response rate in this case of 86.4% is very good.

Table 4.1: Response Rate

| Targeted respondents | Attained respondents | Response rate |
|----------------------|----------------------|---------------|
| 110 | 95 | 86.4% |

Source: Primary data

4.2 Background information of the respondents

Respondents included staff from upper to lower management across all departments. The background information collected for this study comprised gender, age, highest education attained,

duration of employment with the organization, and department affiliation. The results of this background information about the respondents are summarized in Table 4.1.

Table 4.2: Showing Background information of Respondents

| Variable N=95 | Description | Frequency | Percentage (%) |
|----------------------------|----------------------------|------------------|-----------------------|
| Gender | Male | 54 | 56.8 |
| | Female | 41 | 43.2 |
| | Total | 95 | 100.0 |
| Age | 20 - 25 years | 11 | 11.6 |
| | 25 - 30 years | 25 | 26.3 |
| | 30 - 35 years | 41 | 43.2 |
| | 35 years & above | 18 | 18.9 |
| | Total | 95 | 100.0 |
| Level of education | Diploma | 11 | 11.6 |
| | Degree | 64 | 67.4 |
| | Postgraduate | 20 | 21.1 |
| | Total | 95 | 100.0 |
| Period worked | Less than 5 years | 14 | 14.7 |
| | 6 - 10 years | 50 | 52.6 |
| | 11 - 15 years | 27 | 28.4 |
| | 16 years & above | 4 | 4.2 |
| | Total | 95 | 100.0 |
| Department attached | Finance and Administration | 18 | 18.9 |
| | Human Resource | 16 | 16.8 |
| | Marketing | 12 | 12.6 |
| | Project Team | 27 | 28.4 |
| | Technical | 8 | 8.4 |
| | Others | 14 | 14.7 |
| | Total | 95 | 100.0 |

Source: Primary data

Results in Table 4.2 indicate that the majority of respondents are male (54; 56.8%), while female respondents account for 41 (43.2%), showing a slightly higher male representation in the study. Both male and female staff actively participate in IRRi activities, with no significant gender imbalance affecting the findings.

The largest age group of respondents is 30–35 years (41; 43.2%), followed by 25–30 years (25; 26.3%), 35 years and above (18; 18.9%), and 20–25 years (11; 11.6%). This shows that most

respondents are in the middle age bracket, reflecting an experienced and active workforce capable of effectively engaging in and providing insights on conflict management practices.

Regarding educational qualifications, 64 respondents (67.4%) hold a bachelor's degree, 20 (21.1%) have postgraduate qualifications, and 11 (11.6%) hold diplomas. This indicates a well-educated workforce equipped to understand and apply complex conflict management practices.

In terms of tenure, 50 respondents (52.6%) have worked at IRRI for 6–10 years, 27 (28.4%) for 11–15 years, 14 (14.7%) for less than 5 years, and 4 (4.2%) for over 16 years, suggesting that most participants have sufficient experience to provide credible and informed feedback on conflict management.

Departmental representation was drawn from Project Team (27; 28.4%), Finance & Administration (18; 18.9%), Human Resource (16; 16.8%), Marketing (12; 12.6%), Technical (8; 8.4%), and Others (14; 14.7%). This balanced distribution across departments ensures comprehensive perspectives on conflict management practices, enhancing the credibility and relevance of the findings to IRRI's operational context.

4.3 Descriptive Statistics Results

The analysis includes the summary of descriptive statistics related to conflict management practices at IRRI, the challenges encountered in managing conflicts at IRRI, and suitable strategies for effectively managing conflicts at IRRI, as presented in Tables 4.3, 4.4, and 4.5. Descriptive statistics assess whether the calculated means accurately represent the observed data; that is, whether the mean reflects reality well (Field, 2009 & Saunders et al., 2007). The descriptive statistics for the variable include means, standard deviations, and minimum and maximum values to summarize the data presented in Table 4.3. Standard Deviation (SD) indicates the degree to

which respondents' views differ from the mean scores. A higher SD suggests that respondents had varied opinions about the given response (SD above 1). When the SD is below 1, closer to 0, it signifies uniformity in the opinions expressed in the study. A mean above 3 indicates that respondents agreed with the question posed.

4.3.1 Conflict Management Practices at IRRI

The first objective focused on conflict management practices at IRRI. Descriptive statistics were conducted in accordance with this objective, and the results are presented in Table 4.3, followed by interpretation and analysis. The findings are derived from a Likert scale where 1 represents strongly disagree, 2 represents disagree, 3 signifies not sure, 4 indicates agree, and 5 signifies strongly agree. The findings are summarized in Table 4.3:

Table 4.3: Conflict Management Practices at IRRI (N=95)

| | Min | Max | Mean | SD |
|--|-----|-----|-------------|--------------|
| <i>Avoiding (Withdrawing)</i> | | | | |
| IRRI staff allowed others to take responsibility for solving the problem. | 1 | 5 | 3.85 | 1.010 |
| Try to do what is necessary to avoid unnecessary tension. | 1 | 5 | 4.17 | 0.767 |
| We try to avoid creating unpleasantness for ourselves. | 2 | 5 | 4.22 | 0.717 |
| We try to postpone the issue until we have time to think it over. | 1 | 5 | 4.15 | 0.838 |
| We feel that the differences are not always worth worrying about. | 1 | 5 | 4.20 | 0.858 |
| We avoid taking positions that could create controversy. | 2 | 5 | 4.23 | 0.676 |
| We try to appease the other's feelings and preserve our relationship. | 2 | 5 | 4.23 | 0.764 |
| Say a little and leave as soon as the issues have been heard. | 1 | 5 | 4.08 | 0.834 |
| Feel uncomfortable and anxious when the persons involved are closely related to me. | 3 | 5 | 4.23 | 0.573 |
| Avoid hard feelings by keeping our disagreements with others to ourselves. | 1 | 5 | 3.92 | 0.834 |
| | | | 4.13 | 0.787 |
| <i>Accommodating (Smoothing, Obliging)</i> | | | | |
| We try to emphasize the things on which we both agree rather than dwell on the things on which we disagree | 1 | 5 | 3.97 | 0.939 |
| Aim to understand and respect each other's feelings to maintain our relationship | 2 | 5 | 4.07 | 0.623 |
| Be considerate of the other person's wishes and try to accommodate them | 2 | 5 | 4.28 | 0.679 |

| | | | | |
|--|---|---|-------------|--------------|
| If the other person's position is very important to them, consider meeting their wishes. | 2 | 5 | 4.15 | 0.652 |
| If it makes the other person happy, we may let them maintain their views | 3 | 5 | 4.26 | 0.639 |
| Try to meet the expectations of others | 1 | 5 | 4.13 | 0.718 |
| Accommodate the wishes of friends and family | 2 | 5 | 4.26 | 0.622 |
| Value peace within the community over getting what we want. | 1 | 5 | 4.26 | 0.732 |
| | | | 4.17 | 0.701 |
| <i>Competing (Dominating)</i> | | | | |
| Our employees are dedicated to pursuing their goals. | 1 | 5 | 4.17 | 0.794 |
| They strive to secure their position on matters | 2 | 5 | 4.34 | 0.646 |
| They make every effort to ensure things happen according to their judgment. | 2 | 5 | 4.25 | 0.668 |
| We recognize when the outcome is crucial and cannot be compromised. | 3 | 5 | 4.29 | 0.599 |
| We aim to clearly illustrate the logic and benefits of our position to our staff. | 2 | 5 | 4.17 | 0.663 |
| Employees aim to persuade others of the merits of their position. | 3 | 5 | 4.38 | 0.639 |
| We emphasize the authority of our leadership. | 3 | 5 | 4.28 | 0.595 |
| We advocate for our case and stress the merits of our perspective. | 3 | 5 | 4.38 | 0.568 |
| Our staff find conflicts challenging and invigorating. | 3 | 5 | 4.22 | 0.639 |
| They can discern what needs to be done and are usually correct. | 2 | 5 | 4.22 | 0.702 |
| | | | 4.27 | 0.651 |
| <i>Compromising (Sharing)</i> | | | | |
| We strive to find a compromise in case of any conflict | 2 | 5 | 4.19 | 0.719 |
| Sometimes, we sacrifice our own wishes for the other person's wishes. | 1 | 5 | 4.21 | 0.770 |
| We consistently seek the help of others to work out a solution. | 1 | 5 | 4.32 | 0.688 |
| We communicate clearly about our positions on the matter. | 1 | 5 | 4.19 | 0.789 |
| We propose a middle ground during conflicts | 2 | 5 | 4.16 | 0.624 |
| We try to find a fair combination of gains and losses for us. | 2 | 5 | 4.35 | 0.632 |
| We attempt to find a position that is intermediate between ourselves | 1 | 5 | 4.17 | 0.808 |
| We try to get both parties to settle for a compromised solution | 3 | 5 | 4.25 | 0.618 |
| We propose an opinion that is acceptable to both parties. | 3 | 5 | 4.33 | 0.591 |
| We would meet people halfway to break deadlocks | 3 | 5 | 4.24 | 0.648 |
| We negotiate and adopt a give-and-take approach to problem situations. | 1 | 5 | 4.20 | 0.723 |
| | | | 4.24 | 0.692 |
| <i>Collaborating (Problem-Solving)</i> | | | | |
| IRRI is committed to addressing all staff concerns | 2 | 5 | 4.08 | 0.794 |
| The organization openly discusses and resolves issues. | 1 | 5 | 4.27 | 0.609 |
| The organization shares its ideas with employees | 3 | 5 | 4.40 | 0.572 |
| IRRI seeks employees while resolving differences with stakeholders | 3 | 5 | 4.19 | 0.589 |
| We resolve issues through direct communication. | 2 | 5 | 4.18 | 0.812 |
| IRRI always prioritizes meeting stakeholders' needs | 3 | 5 | 4.26 | 0.569 |

| | | | | |
|--|--|---|-------------|-------------------|
| IRRI encourages staff to work together to find solutions that satisfy everyone. | 2 | 5 | 4.20 | 0.709 |
| Gathering information and maintaining open lines of communication are important. | 3 | 5 | 4.28 | 0.630 |
| | | | 4.23 | 0.661 |
| Valid N (listwise) | <i>Overall global mean & SD</i> | | | 4.21 0.700 |

Source: Primary data

The results presented in Table 4.3 indicate an overall grand mean of 4.21 (SD = 0.700), which is well above the neutral midpoint of 3.0 on the five-point Likert scale. This implies that, on average, respondents agreed with the statements describing conflict management practices at IRRI. The findings therefore suggest that IRRI applies a mix of conflict management practices, namely avoiding, accommodating, competing, compromising, and collaborating. Among these practices, competing/dominating recorded the highest mean score (M = 4.27), indicating that it is the most prominent conflict management approach at IRRI, although all other practices were also rated highly.

Competing (dominating), this practice recorded the highest overall mean of 4.27 (SD = 0.651), indicating strong agreement that assertive and goal-oriented conflict management behaviors are prevalent at IRRI. The most highly rated items were persuading others of the merits of one's position (M = 4.38) and advocating strongly for one's perspective (M = 4.38), suggesting confidence and assertiveness in conflict situations. Respondents also agreed that employees strive to secure their positions (M = 4.34), recognize when outcomes are non-negotiable (M = 4.29), and emphasize leadership authority (M = 4.28). High mean scores for making decisions based on personal judgment (M = 4.25), viewing conflict as challenging and invigorating (M = 4.22), and demonstrating sound judgment (M = 4.22) indicate that conflict is often approached as an opportunity to assert control and achieve critical objectives. These findings suggest that while

collaborative values exist, IRRI staff frequently rely on assertive strategies when important outcomes are at stake.

Under avoiding/withdrawing, the composite mean score was 4.13 (SD = 0.787), indicating general agreement that avoidance strategies are commonly practiced at IRRI. Respondents strongly agreed that employees avoid taking positions that could create controversy (M = 4.23, SD = 0.676) and try to appease others' feelings to preserve relationships (M = 4.23, SD = 0.764), suggesting an emphasis on non-confrontation and relationship maintenance. High agreement was also observed for feeling uncomfortable when conflicts involve closely related persons (M = 4.23, SD = 0.573), implying that personal relationships complicate conflict handling. Other highly rated items included avoiding unpleasantness (M = 4.22), downplaying differences (M = 4.20), avoiding unnecessary tension (M = 4.17), postponing issues to allow reflection (M = 4.15), and limiting engagement in disputes (M = 4.08). Although still above the midpoint, allowing others to take responsibility for solving conflicts recorded the lowest mean (M = 3.85), indicating a moderate tendency to defer responsibility. Overall, these results suggest that IRRI staff frequently use avoidance to maintain harmony and reduce interpersonal strain.

For accommodating (smoothing/obliging), the overall mean score of 4.17 (SD = 0.701) indicates strong agreement that accommodating behaviors are practiced at IRRI. The highest-rated item was being considerate of others' wishes and trying to accommodate them (M = 4.28), implying that staff prioritize others' needs to sustain relationships. Respondents also agreed that employees allow others to maintain their views if it makes them happy (M = 4.26), accommodate the wishes of friends and family (M = 4.26), and value peace within the community over personal interests (M = 4.26), reflecting a strong orientation toward harmony. Other items such as meeting others' expectations (M = 4.13), respecting others' feelings (M = 4.07), and emphasizing areas of

agreement rather than disagreement ($M = 3.97$) further confirm that IRRI staff tend to smooth conflicts to preserve social cohesion.

Under compromising (sharing), the overall mean score was 4.24 ($SD = 0.692$), indicating agreement that compromise is widely used in resolving conflicts. The highest mean was recorded for finding a fair balance of gains and losses ($M = 4.35$), implying that equity is central to conflict resolution. Respondents also strongly agreed that staff propose mutually acceptable opinions ($M = 4.33$), seek help from others to reach solutions ($M = 4.32$), and encourage both parties to settle for a middle-ground outcome ($M = 4.25$). Other items such as meeting halfway to break deadlocks ($M = 4.24$), sacrificing personal wishes ($M = 4.21$), adopting a give-and-take approach ($M = 4.20$), and communicating positions clearly ($M = 4.19$) further indicate a pragmatic and balanced approach to conflict management at IRRI.

Finally, collaborating (problem-solving) recorded an overall mean score of 4.23 ($SD = 0.661$), demonstrating agreement that collaborative strategies are practiced. The highest-rated item was sharing organizational ideas with employees ($M = 4.40$), reflecting openness and transparency. Respondents also agreed that IRRI values open communication ($M = 4.28$), openly discusses and resolves issues ($M = 4.27$), prioritizes stakeholders' needs ($M = 4.26$), and encourages teamwork to find solutions that satisfy all parties ($M = 4.20$). Resolving issues through direct communication ($M = 4.18$) and addressing staff concerns ($M = 4.08$) further reinforce IRRI's commitment to inclusive and participatory conflict resolution.

In summary, since all five conflict management practices recorded mean scores well above the neutral midpoint of 3.0, the findings confirm that all conflict management practices are applied at IRRI. However, the higher mean scores for competing, compromising, and collaborating indicate

a stronger inclination toward assertive and solution-oriented strategies, complemented by accommodating and avoiding approaches where harmony and relationships are prioritized.

4.3.2 The challenges faced in managing conflicts at IRRI

The second objective concerned the challenges faced in managing conflicts at IRRI. Table 4.4 shows the presentation of descriptive statistics for this objective, followed by interpretation and analysis.

Table 4.4: Challenges faced in managing conflicts at IRRI (N=95)

| Challenges | Min | Max | Mean | SD |
|---|------------|------------|-------------|--------------|
| Lack of proper communication channels to employees and stakeholders | 2.00 | 5.00 | 4.15 | .875 |
| Differences in perception of managing certain issues | 3.00 | 5.00 | 4.31 | .620 |
| Dictatorial techniques by the IRRI administration | 2.00 | 5.00 | 4.36 | .600 |
| Poor physical working conditions | 1.00 | 5.00 | 4.32 | .789 |
| Lack of administrative support in providing working facilities. | 2.00 | 5.00 | 4.31 | .620 |
| Inability to perform tasks assigned by employees | 2.00 | 5.00 | 4.34 | .629 |
| Dealing with employee's lack of basic skills | 2.00 | 5.00 | 4.27 | .659 |
| Managing people with a language gap. | 3.00 | 5.00 | 4.37 | .620 |
| Limited resources such as time, money, space, materials, supplies, and equipment are all valuable. | 2.00 | 5.00 | 4.16 | .589 |
| Dealing with children, parents, and communities of different origins | 2.00 | 5.00 | 4.49 | .599 |
| Interpersonal conflicts within the team arise between individual employees and cliques with poor relationships. | 2.00 | 5.00 | 4.22 | .568 |
| Dealing with pressure and shifting priorities from different stakeholders | 1.00 | 5.00 | 4.31 | .730 |
| Laxity among employees | 2.00 | 5.00 | 4.20 | .723 |
| Employee unawareness of the existing policies | 3.00 | 5.00 | 4.32 | .570 |
| Financial interests of an individual and improper utilization of fund | 1.00 | 5.00 | 4.19 | .704 |
| Valid N (listwise) | | | 4.29 | 0.660 |

Source: Primary data

The results in Table 4.4 show that respondents agreed with the stated challenges, indicated by a grand mean of 4.29 and a standard deviation of 0.660. The most significant challenge the IRRI faces is dealing with children, parents, and communities of diverse origins (Mean=4.49,

SD=0.599), implying that cultural diversity at IRRI presents considerable challenges in communication and interaction with various stakeholders. Following this challenge is Managing people with a language gap (Mean=4.37, SD=0.620), demonstrating that language barriers complicate effective communication and understanding within the organization. Another notable challenge is the dictatorial techniques employed by the IRRI administration (Mean=4.36, SD=0.600), which suggests that authoritarian leadership practices foster resistance and obstruct collaboration. Additionally, the challenge of the Inability to perform tasks assigned to employees (Mean=4.34, SD=0.629) indicates that staff struggle to meet expectations, pointing to potential issues with resources or skills.

The respondents also concurred on other challenges, such as Poor physical working conditions (Mean=4.32, SD=0.789), implying that unfavorable working environments adversely impact employee performance and well-being. The unawareness of existing policies among employees (Mean=4.32, SD=0.70) suggests that a lack of awareness surrounding policies creates confusion and undermines organizational effectiveness. Differences in the perception of managing specific issues (Mean=4.31, SD=0.620) indicate that varied perspectives on issue management lead to friction and inefficiencies in decision-making. A lack of administrative support in providing adequate working facilities (Mean=4.314, SD=0.620) implies that insufficient administrative support hinders the availability of necessary working resources. Managing pressure and shifting priorities from different stakeholders (Mean=4.31, SD=0.730) indicates that constant changes in priorities result in stress and difficulties in handling competing demands. Addressing employees' lack of basic skills (Mean=4.34, SD=0.629) implies that skill gaps among employees obstruct performance and necessitate additional training efforts.

Interpersonal conflicts within the team arise between individuals and cliques due to poor relationships (Mean=4.22, SD=0.568), suggesting that internal team conflicts and strained relationships impede collaboration and productivity. Employee laxity (Mean=4.20, SD=0.723) indicates that a lack of motivation and effort among employees leads to decreased overall performance. The financial interests of individuals and improper utilization of funds (Mean=4.19, SD=0.704) suggest that mismanagement of financial resources jeopardizes organizational stability and efficiency. Limited resources such as time, money, space, materials, supplies, and equipment are all valuable (Mean=4.16, SD=0.589), indicating that scarcity of essential resources, including time and materials, affects work quality. Furthermore, a lack of proper communication channels to employees and stakeholders (Mean=4.15, SD=0.875) implies that poor communication channels obstruct information flow and influence decision-making processes.

In conclusion, respondents consistently agreed on all the challenges included in this study, as evidenced by their mean scores and the uniformity in the opinions expressed, indicated by a standard deviation below 1. Given these results, it is evident that all the challenges at IRRI persist, as most have a mean above 3.0 on a scale of 1-5 and a standard deviation not far from one.

4.3.3 Appropriate strategies for the effective management of conflicts at IRRI

The third objective was to suggest appropriate strategies for managing conflicts at IRRI. Table 4.5 summarizes the results from the respondents, followed by interpretation and analysis.

Table 4.5: Appropriate strategies for effective management of conflicts at IRRI (N=95)

| Strategies | Min | Max | Mean | SD |
|--|------------|------------|-------------|--------------|
| Use IRRI's communication channels thoughtfully to encourage constructive conflict among employees. | 3.00 | 5.00 | 4.22 | .732 |
| Use different incentives, such as awards and recognition, to encourage outstanding performance and stimulate healthy employee competition. | 3.00 | 5.00 | 4.27 | .573 |
| Use dialogue to resolve conflicts. | 3.00 | 5.00 | 4.41 | .627 |
| Encourage parties to collaborate and find mutually acceptable solutions to problems. | 3.00 | 5.00 | 4.40 | .534 |
| Create a communication network among groups to reduce tension. | 3.00 | 5.00 | 4.38 | .639 |
| Promote negotiation among influential subgroup leaders in settlements. | 3.00 | 5.00 | 4.33 | .573 |
| Implement a roundtable conference strategy. | 2.00 | 5.00 | 4.33 | .675 |
| Encourage employees to treat each other with respect in all circumstances. | 3.00 | 5.00 | 4.35 | .615 |
| Consult with conflicting groups individually. | 3.00 | 5.00 | 4.23 | .592 |
| Involve stakeholders in the conflict resolution process. | 2.00 | 5.00 | 4.29 | .666 |
| Encourage conflicting parties to agree on the procedure for resolving the identified conflict. | 2.00 | 5.00 | 4.12 | .697 |
| Listening to each party's side of the story in an open and non-judgmental manner | 2.00 | 5.00 | 4.34 | .612 |
| Set goals that are compatible with the values and beliefs of all stakeholders | 1.00 | 5.00 | 4.31 | .685 |
| Establish a supportive climate where people can openly discuss and understand each other's ideas and concerns. | 2.00 | 5.00 | 4.23 | .643 |
| Provide staff with support, training, and other needed resources | 3.00 | 5.00 | 4.17 | .577 |
| Valid N (listwise) | | | 4.29 | 0.629 |

Source: Primary data

Table 4. 5 presents results, and the findings indicate that all respondents agreed with the strategies for the effective management of conflicts at IRRI, given the grand mean of 4. 29 and SD of 0. 629. The most prominent strategy that most respondents favored was to use dialogue to resolve conflicts (Mean = 4. 41, SD = 0. 627). This was followed by encouraging parties to collaborate and find mutually acceptable solutions to problems (Mean = 4. 40, SD = 0. 534), creating a communication network among groups to reduce tension (Mean = 4. 38, SD = 0. 639), and encouraging employees to treat each other with respect in all circumstances (Mean = 4. 35, SD = 0. 615). Additionally, listening to each party' s side of the story in an open and non- judgmental manner (Mean = 4. 34, SD = 0. 612) was also agreed upon.

Moreover, respondents supported promoting negotiation among influential subgroup leaders in settlements (Mean = 4.33, SD = 0.573), Implementing a roundtable conference strategy (Mean = 4.33, SD = 0.675), and setting goals that are compatible with the values and beliefs of all stakeholders (Mean = 4.31, SD = 0.685). Involving stakeholders in the conflict resolution process (Mean = 4.29, SD = 0.666), Using different incentives, such as awards and recognition, to encourage outstanding performance and stimulate healthy employee competition (Mean = 4.27, SD = 0.573), and consulting with conflicting groups individually (Mean = 4.23, SD = 0.592) were also recognized as effective strategies. Establishing a supportive climate where people can openly discuss and understand each other's ideas and concerns (Mean = 4.23, SD = 0.643), Using IRRI communication channels thoughtfully to encourage constructive conflict among employees (Mean = 4.22, SD = 0.732), providing staff with support, training, and other needed resources (Mean = 4.17, SD = 0.577), and encouraging conflicting parties to agree on the procedure for resolving the identified conflict (Mean = 4.12, SD = 0.697) were similarly identified as effective strategies for conflict management at IRRI.

All of these items had a mean score above 3.0 and SD below 1, as shown in Table 4.4.4, indicating that most respondents agreed with the strategies. There was also uniformity in the opinions provided. In conclusion, all the strategies mentioned above were agreed upon by the respondents for effective conflict management at IRRI, as they all have a mean above 3.3.0 on a scale of 1-5 and a standard deviation not far from one.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings, conclusions, and recommendations drawn from the study findings in the previous chapter. It is organized into three sections. The first section addresses the research findings related to the research objectives, while the second section outlines the conclusions. The third section focuses on recommendations, and the fourth section presents areas for further research.

5.1 Discussion of Findings

5.1.1 Conflict Management Practices at IRRI

The findings indicate that IRRI implements a range of conflict management practices, including avoiding, accommodating, competing, compromising, and collaborating. Respondents strongly supported the existence and use of these practices, as reflected in the high grand mean of 4.21, suggesting that conflict management is a well-recognized and actively applied aspect of organizational life at IRRI. The relatively high mean scores across all styles imply that IRRI does not rely on a single approach but instead adopts a situational strategy, tailoring conflict management techniques to the nature of the conflict and the parties involved.

Competing/dominating emerged as the most prominent practice ($M = 4.27$), indicating that employees often assert their positions, advocate for their perspectives, and emphasize the merits of their viewpoints in conflict situations. This likely reflects the task-oriented and decision-critical context of IRRI, where assertiveness is necessary to achieve project objectives under tight deadlines and limited resources. However, this finding must be interpreted alongside the identification of dictatorial administrative techniques as a major challenge ($M = 4.36$). The apparent contradiction—where authoritarian approaches are both widely practiced and perceived as problematic—suggests that while competitiveness is used to

drive performance, it may simultaneously strain interpersonal relationships. This tension explains the strong respondent preference for collaborative strategies such as dialogue, respect, and cooperation, highlighting the importance of balancing assertiveness with inclusivity and relationship management.

Employees were also observed to practice avoiding and accommodating strategies, particularly in situations involving sensitive issues or close relationships. High agreement with items such as avoiding controversy, prioritizing community peace, and discomfort in conflicts involving close associates reflects an awareness of relational harmony and social cohesion, which is especially important in humanitarian and community-focused organizations like IRRI.

Compromising and collaborating were similarly practiced, with respondents indicating efforts to balance gains and losses, propose mutually acceptable solutions, encourage open communication, and resolve issues collectively. These practices reflect a culture that values fairness, dialogue, and long-term cooperation. Overall, the findings suggest that IRRI employs a balanced and context-sensitive mix of conflict management approaches, with competing behaviors tempered by accommodating, compromising, and collaborative strategies to support operational performance while maintaining workplace harmony.

The results align with the literature, where effective conflict management is described as emphasizing the positive potential of conflicts while mitigating negative effects through diverse strategies (Eko & Putranto, 2021; Kilmann & Thomas, 1977; Qadir, 2020; M'mbwanga, 2021). The strong agreement among respondents confirms that IRRI's practices are consistent with established theoretical and empirical perspectives.

5.1.2 Challenges Faced in Managing Conflicts at IRRI

The study revealed several challenges in conflict management at IRRI, as evidenced by a high grand mean of 4.29. These included managing stakeholders of diverse backgrounds (children, parents, and communities), language barriers, dictatorial administrative techniques, and employees' inability to perform assigned tasks. Other challenges were poor working conditions, limited awareness of policies, differing

issue perceptions, inadequate administrative support, stakeholder pressures, skill gaps, personal financial interests, improper fund utilization, and resource limitations such as time, finances, materials, and communication constraints. These findings indicate that conflicts at IRRI are both interpersonal and systemic, reflecting the complexity of a multi-stakeholder operational environment.

The results are consistent with prior studies emphasizing stakeholder diversity, weak leadership, inadequate communication, and resource constraints as major impediments to effective conflict management (O'Rourke et al., 2016; Boström et al., 2011; Ayatah, 2012; Allen et al., 2013; Wondirad et al., 2020; Zarewa, 2019). The coexistence of assertive (competing) practices and dictatorial administrative challenges further underscores the nuanced reality that commonly used strategies may simultaneously create friction, reinforcing the need for complementary collaborative approaches.

5.1.3 Appropriate Strategies for the Effective Management of Conflicts at IRRI

Respondents strongly agreed with proposed strategies for effective conflict management at IRRI ($M = 4.29$), indicating recognition of practical and feasible approaches. Emphasis was placed on dialogue, collaboration, open communication, respect, and non-judgmental listening as essential mechanisms. Strategies such as negotiation among subgroup leaders, stakeholder involvement, goal alignment with shared values, structured discussions, resource provision, and agreed conflict resolution procedures were also highly endorsed.

These findings are supported by literature emphasizing collective bargaining, emotional regulation, stakeholder participation, and effective communication as central to conflict resolution (Fajana & Shadare, 2012; Karimi et al., 2014; Vecetich et al., 2018; Fisher et al., 2020; Smolinski & Xiong, 2020; Okoth, 2021; Omene, 2021). Importantly, the study highlights that while competitive approaches are prominent, employees prefer collaborative and participatory strategies to mitigate the negative effects of authoritarian practices, providing an actionable insight for IRRI to enhance conflict management outcomes.

5.2 Conclusions

The study was carried out to examine the conflict management practices at the International Refugee Rights Initiative (IRRI)—Uganda, the challenges faced in managing conflicts there, and to suggest appropriate strategies for effective conflict management at IRRI.

IRRI endeavors to implement conflict management practices such as avoiding, accommodating, competing, compromising, and collaborating. These efforts are reflected in the responses from the survey findings, which are also supported by past studies on conflict management. The most prominent practice agreed upon was competing/dominating, which received a mean score of 4.27. Thus, greater emphasis should be placed on competing/dominating at IRRI.

Despite IRRI's efforts, several challenges arose in managing conflicts. The most significant challenges included dealing with children, parents, and communities of diverse origins, managing individuals with language barriers, dictatorial techniques employed by the IRRI administration, and the inability of employees to fulfill assigned tasks, as identified in the study.

Several strategies for effective conflict management at IRRI were suggested and supported by the majority of respondents. The most endorsed strategies included using dialogue to resolve conflicts, encouraging parties to collaborate and find mutually acceptable solutions to problems, creating a communication network among groups to reduce tension, promoting respectful treatment among employees in all circumstances, and listening to each party's perspective in an open and non-judgmental manner. Based on this, the study presents several recommendations in the following section.

5.3 Recommendations

- i. IRRI should strengthen conflict management by guiding managers and staff on the situational use of competing, compromising, and collaborating styles. Competing/dominating should be applied only in urgent or task-critical decisions, while collaborating and compromising should be prioritized to maintain harmony and positive relationships.
- ii. To address language and cultural challenges, IRRI should provide orientation and sensitization sessions on cultural diversity, inclusive communication, and basic conflict resolution strategies to minimize misunderstandings.
- iii. IRRI should improve awareness and consistent application of conflict management policies through regular staff briefings, accessible guidelines, and internal communication to reduce ambiguity and disputes.
- iv. Management should promote early reporting and open dialogue by encouraging staff to raise concerns promptly before they escalate into formal grievances, supported by non-judgmental discussion forums.
- v. IRRI should enhance internal communication through regular team meetings and feedback sessions to clarify roles, responsibilities, and expectations, thereby reducing task-related conflicts.

5.4 Limitations of the Study

- i. There was concern that some respondents might hesitate to share information due to apprehension about company policies and confidentiality, potentially limiting questionnaire responses. However, the researcher addressed this by clearly explaining the research's significance to all selected study participants.

- ii. ii. The study is solely based on the employees' opinions; therefore, a comprehensive understanding of the customers' viewpoints and opinions may not be fully explored.
- iii. iii. The study used primary data, which resulted in some respondents disclosing information and being unwilling to complete questionnaires, potentially introducing bias into the findings.
- iv. iv. Because this research was cross-sectional, changes in peoples' perceptions over time may not be captured. It doesn't address changes in behavior over time. Additionally, while the results provide important insights, they should be generalized with caution.

5.5 Areas for further study

The researcher recommends that future scholars examine conflict management practices in other contexts, such as manufacturing firms, SMEs, government entities, and other private entities. This study utilized a cross-sectional research design and quantitative approach, which has limitations in that what is present on the ground may not accurately represent what has been occurring there for some time. Future researchers should conduct longitudinal and mixed studies to incorporate a longer time frame, as this might provide a different and even broader perspective on the results.

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Questionnaire

**Makerere University
Makerere University Business School
Effectiveness of Conflict Management Practices at The International Refugee Rights
Initiative (IRRI) – Uganda**

Dear Respondent,

I am Sandra Akello. Your input is crucial for my Master's Degree in Business Administration from Makerere University. Please take a few minutes to complete this survey. Your honest and genuine responses are greatly appreciated and will be kept confidential.

Section A: Background Information

Please select the appropriate response.

- 1) **Gender:** Male Female
- 2) **Age:** 20 - 25 years 25 - 30 years 30 - 35 years 35 & above
- 3) **Highest level of education:**
secondary Diploma Degree Postgraduate
- 4) **Period worked with the organization**
0-5years 6-10years 11-15years 16years and above
- 5) **The department you belong to**
Finance and Administration Human Resource Marketing
Project Team Technical Others

SECTIONS: B - D

The table below displays alternative responses and their corresponding numbers. Please evaluate the statement in sections B – D by marking the box with the number that best suits your response.

| | | | | |
|-------------------|----------|----------|-------|----------------|
| Strongly Disagree | Disagree | Not Sure | Agree | Strongly Agree |
| 1 | 2 | 3 | 4 | 5 |

SECTION B: Conflict Management Practices at IRRI

| No. | Conflict Management Practices at IRRI | 1 | 2 | 3 | 4 | 5 |
|------------|---|----------|----------|----------|----------|----------|
| <i>Avo</i> | <i>Avoiding (Withdrawing)</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
| 1 | IRRI staff allowed others to take responsibility for solving the problem. | | | | | |
| 2 | Try to do what is necessary to avoid unnecessary tension. | | | | | |
| 3 | We try to avoid creating unpleasantness our myself. | | | | | |
| 4 | We try to postpone the issue until we have time to think it over. | | | | | |
| 5 | We feel that the differences are not always worth worrying about. | | | | | |
| 6 | We avoid taking positions that could create controversy. | | | | | |
| 7 | We try to appease the other's feelings and preserve our relationship. | | | | | |

| | | | | | | |
|------------|--|----------|----------|----------|----------|----------|
| 8 | Say a little and leave as soon as the issues have been heard. | | | | | |
| 9 | Feel uncomfortable and anxious when the persons involved are closely related to me. | | | | | |
| 10 | Avoid hard feelings by keeping our disagreements with others to ourselves. | | | | | |
| Acc | Accommodating (Smoothing, Obliging) | 1 | 2 | 3 | 4 | 5 |
| 1 | We try to emphasize the things on which we both agree rather than dwell on the things on which we disagree | | | | | |
| 2 | Aim to understand and respect each other's feelings to maintain our relationship | | | | | |
| 3 | Be considerate of the other person's wishes and try to accommodate them | | | | | |
| 4 | If the other person's position is very important to them, consider meeting their wishes. | | | | | |
| 5 | If it makes the other person happy, we may let them maintain their views | | | | | |
| 6 | Try to meet the expectations of others | | | | | |
| 7 | Accommodate the wishes of friends and family | | | | | |
| 8 | Value peace within the community over getting what we want. | | | | | |
| Cpe | Competing (Dominating) | 1 | 2 | 3 | 4 | 5 |
| 1 | Our employees are dedicated to pursuing their goals. | | | | | |
| 2 | They strive to secure their position on matters | | | | | |
| 3 | They make every effort to ensure things happen according to their judgment. | | | | | |
| 4 | We recognize when the outcome is crucial and cannot be compromised. | | | | | |
| 5 | We aim to clearly illustrate the logic and benefits of our position to our staff. | | | | | |
| 6 | Employees aim to persuade others of the merits of their position. | | | | | |
| 7 | We emphasize the authority of our leadership. | | | | | |
| 8 | We advocate for our case and stress the merits of our perspective. | | | | | |
| 9 | Our staff find conflicts challenging and invigorating. | | | | | |
| 10 | They can discern what needs to be done and are usually correct. | | | | | |
| Cpr | Compromising (Sharing) | 1 | 2 | 3 | 4 | 5 |
| 1 | We strive to find a compromise in case of any conflict | | | | | |
| 2 | Sometimes, we sacrifice our own wishes for the other person's wishes. | | | | | |
| 3 | We consistently seek the help of others to work out a solution. | | | | | |
| 4 | We communicate clearly about our positions on the matter. | | | | | |
| 5 | We propose a middle ground during conflicts | | | | | |
| 6 | We try to find a fair combination of gains and losses for us. | | | | | |
| 7 | We attempt to find a position that is intermediate between ourselves | | | | | |
| 8 | We try to get both parties to settle for a compromised solution | | | | | |
| 9 | We propose an opinion that is acceptable to both parties. | | | | | |
| 10 | We would meet people halfway to break deadlocks | | | | | |
| 11 | We negotiate and adopt a give-and-take approach to problem situations. | | | | | |
| Col | Collaborating (Problem-Solving) | 1 | 2 | 3 | 4 | 5 |
| 1 | IRRI is committed to addressing all staff concerns | | | | | |
| 2 | The organization openly discusses and resolves issues. | | | | | |
| 3 | The organization shares its ideas with employees | | | | | |
| 4 | IRRI seeks employees while resolving differences with stakeholders | | | | | |
| 5 | We resolve issues through direct communication. | | | | | |
| 6 | IRRI always prioritizes meeting stakeholders' needs | | | | | |
| 7 | IRRI encourages staff to work together to find solutions that satisfy everyone. | | | | | |
| 8 | Gathering information and maintaining open lines of communication are important. | | | | | |

SECTION C: Challenges Faced in Managing Conflicts at IRRI

| <i>No.</i> | <i>Challenges Faced in Managing Conflicts</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
|------------|---|----------|----------|----------|----------|----------|
| 1 | Lack of proper communication channels to employees and stakeholders | | | | | |
| 2 | Differences in perception of managing certain issues | | | | | |
| 3 | Dictatorial techniques by the IRRI administration | | | | | |
| 4 | Poor physical working conditions | | | | | |
| 5 | Lack of administrative support in providing working facilities. | | | | | |
| 6 | Inability to perform tasks assigned by employees | | | | | |
| 7 | Dealing with employee's lack of basic skills | | | | | |
| 8 | Managing people with a language gap. | | | | | |
| 9 | Limited resources such as time, money, space, materials, supplies, and equipment are all valuable. | | | | | |
| 10 | Dealing with children, parents, and communities of different origins | | | | | |
| 11 | Interpersonal conflicts within the team arise between individual employees and cliques with poor relationships. | | | | | |
| 12 | Dealing with pressure and shifting priorities from different stakeholders | | | | | |
| 13 | Laxity among employees | | | | | |
| 14 | Employee unawareness of the existing policies | | | | | |
| 15 | Financial interests of an individual and improper utilization of fund | | | | | |

SECTION D: Appropriate Strategies for Effective Management of Conflicts at IRRI

| <i>No.</i> | <i>Appropriate strategies for effective management of conflicts</i> | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
|------------|--|----------|----------|----------|----------|----------|
| 1 | Use IRRI's communication channels thoughtfully to encourage constructive conflict among employees. | | | | | |
| 2 | Use different incentives, such as awards and recognition, to encourage outstanding performance and stimulate healthy employee competition. | | | | | |
| 3 | Use dialogue to resolve conflicts. | | | | | |
| 4 | Encourage parties to collaborate and find mutually acceptable solutions to problems. | | | | | |
| 5 | Create a communication network among groups to reduce tension. | | | | | |
| 6 | Promote negotiation among influential subgroup leaders in settlements. | | | | | |
| 7 | Implement a roundtable conference strategy. | | | | | |
| 8 | Encourage employees to treat each other with respect in all circumstances. | | | | | |
| 9 | Consult with conflicting groups individually. | | | | | |
| 10 | Involve stakeholders in the conflict resolution process. | | | | | |
| 11 | Encourage conflicting parties to agree on the procedure for resolving the identified conflict. | | | | | |
| 12 | Listening to each party's side of the story in an open and non-judgmental manner | | | | | |
| 13 | Set goals that are compatible with the values and beliefs of all stakeholders | | | | | |
| 14 | Establish a supportive climate where people can openly discuss and understand each other's ideas and concerns. | | | | | |
| 15 | Provide staff with support, training, and other needed resources | | | | | |

Thank You for Your Corporation

Krejcie and Morgan Table

| Populati on size | Sampl e size | Populatio n size | Sampl e size | Populatio n size | Sampl e size | Populatio n size | Sampl e size | Populatio n size | Sampl e size |
|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|---------------------|-----------------|
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 180 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 190 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 200 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 210 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 220 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 230 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 240 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 250 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 260 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 270 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

*Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",
Educational and Psychological Measurement*

Plagiarism Report

AKELLO SANDRAH

Akello

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- Makerere University Business School

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