

ORGANIZATION CONFLICTS AND EMPLOYEE PERFORMANCE

A CASE STUDY OF KAKIRA SUGAR

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DEDICATION

This work is dedicated to my beloved parents, Mr. Walungama Vincent and MrsNalusiba Jane Walungama who have sacrificed to make sure that I and my siblings get the best education

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ABSTRACT

The research paper presents the relationship between organization conflicts and employee performance in Kakira Sugar Ltd, the main objective of this research was: To investigate the relationship between organizational conflicts and employee performance in Kakira Sugar Ltd.

To meet objectives of this research, a lot of information was required, this was obtained through questionnaires and observations as presented in chapter three, literature related to the topic also presented in chapter two. The findings of this research were carefully analyzed and interpreted which gave way to fair criticisms, recommendations and conclusions.

CHAPTER ONE

1.0 Introduction

Conflict affects quality performance and profits of an organization. Conflict is essential and dynamic for team performance. (Medina et al 2005). If managers ignore clashes between coworkers, these clashes convert into personal and emotional conflicts between them in the long run. These clashes damage the organizational culture, workers' moral and overall reduction in the organizational performance. In some situations because of conflicts among employees, they think about alternatives (Chwenk, 1990). It is management's major responsibility to device the strategies in bringing down conflicts as to succeed. (Robbins and Sangai 2006).

This chapter highlighted the background of the study, problem statement, broad objective, specific objective, scope of the study, justification of the study, key definitions, significance of the study and conceptual framework.

1.1 Background

Conflict is a state in which two or more parties have incompatible objectives and in which their perception and behavior commensurate with that incompatibility. (Mack 1965).

Conflict has been studied over centuries by many great minds. But a more systematic study has been possible only since the twentieth century (Schellenberg 1996). With the emergence of political anthropology as a special branch of social anthropology, marked by the publication of "African Political Systems" (1940), edited by Fortes and Evans-Pritchard, that the study of conflict resolution became prominent. However, theoretical controversies over the subject of conflict and its resolution have survived a long history of the study. From the very outset, scholars do not agree upon whether conflict is a disjunctive process or sociation.

Some scholars have contended that conflict has a divisive effect. For instance, Durkheim (cited in Sipova, 1989) considered conflict as an abnormal phenomenon. He used the term anomie or pathology to describe it. Similarly, Wilson and Kolb (1949, cited in Colser, 1964) believed that conflict has a disjunctive effect. Many other scholars have repudiated this view. Park and Burgess (1921) and Simmel (1955), cited in Colser (1964) argue that every interaction among men is a sociation, so is conflict. Conflict is a means to solve and avert complete fission, thereby preserve some kind of unity. Similarly, Bohannan (1967: XI - XIV) characterizes conflict to be as basic as culture is in society, which possibly controlled and utilized profitably for better cultural development and maintenance of social order. Schellenberg (1996) states that conflict is neither bad nor good, but one of the essentials in human social life. Gluckman (1956), Gulliver (1963) and Nanda (1994) agree with the view that conflict is a part of social life and society is impossible without it. Further, Marxian view conflict not only as built into the social system but also as the primary stimulus for social change (Seymour-Smith, 1986: 51). Robbins (2005) has defined as —a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about. This is a very apt definition emphasizing that conflict is about perception not necessarily real hard facts. It points to the emotional nature of conflict, by referring to a word like —care. It states that more than one party is involved and that there may be future component attached to it.

According to this definitions that conflict, conflict *and Conflict Management* www.iosrjournals.org 8 | Page always exists between people, groups of people, members of an organization and between organizations which are related in one way or another. Organizational conflict is defined as the behavior intended to obstruct the achievement of some other person's goals. Conflict is therefore a product of incompatibility of goals and it arises from opposing behaviors. According to Lewis, French and Steane (1997), conflict

within an organization is inevitable. This is a consequence of boundaries arising within any organization.

Structure, creating separate groups that need to compete for scarce resources. Rivers (2005) published research that suggested that the mere fact of categorization (between us and them) is enough to cause conflict. They term this the social identity theory. This categorization is exactly what happens when groups are formed; representing different functions within an organization and it support the notion that is inevitable. (Lewis, 1997). Appelbaum, Abdallah and Shapiro (1999) further builds on this by stating that conflict is a process of social interaction. It involves a struggle over claims to resources, power and status, beliefs, preferences and desires. Darling and Walker (2001) link this idea to the organization by stating that, even when conflict is a natural phenomenon in social relations, it can nevertheless be managed within companies.

1.2 Background of Kakira Sugar Ltd

Kakira Sugar Ltd started in 1985 as a Joint Venture between the Madhvani Group and the Government of Uganda to take over the assets of Madhvani Sugar Works Ltd., which was the Group's flagship prior to 1972. At the time of take-over in 1985, owing to the economic turmoil in the intervening years as well as inadequate management whilst under Government control, the factory was no longer in production and most of the nucleus estate had reverted to bush.

The sugar factory has been expanded steadily and is currently operating at a crushing capacity of 6,000 Tons Cane per Day ("TCD") during a 10.5 month crushing season. A confectionery factory within the complex also produces a variety of sweets and toffees and other confectionery items.

The Company employs over 7,500 people and has been responsible for the socio-economic development of this rural area.

1.3 Statement of the problem

Conflict is a state in which two or more parties have incompatible objectives and in which their perception and behavior commensurate with that incompatibility. (Mack 1965).

Some of the authors discussing various types of conflict (Van De Vliert, 1997; and Nicole, 2003). Nicole (2003) explained three basic types of conflicts including: task conflict, interpersonal conflict, and procedural conflict. (Van De Vliert, 1997) describe types of conflict such as interpersonal, intergroup, and intragroup and inter organization conflicts.

Conflict emerges in an organization when an individual perceives that his goals are threatened or hindered by the activities of another person. Most conflicts arises from misunderstandings, poor communication, personality differences, power struggles within employees resulting in employees embarking on industrial action which may be work-to-rule or total strike. Employees' industrial action usually results in loss of man-hours, machine-hours, output, skilled personnel, employees' morale and organizational reputation.

Organizational conflicts can also be caused by factors out of the organization like domestic violence, relationships, frustration and stress. As stated before, for most of the 1980s up to the mid-1990s during the economic Reconstruction, labour relations in the sugar and tea estates were extremely conflictual. Rather than settle grievances and disputes by peaceful means under the existing Institutional framework, workers resorted to violent strikes, including damage to property and the burning of sugar and tea farms. The response of employers and the public authorities was equally uncompromising, occasionally involving intervention from law enforcement authorities. This era has, fortunately, passed and today

workers and their union have understood the need to follow agreed institutionalized procedures for resolving grievances and disputes with employers.

In the Kakira Sugar Works, where industrial violence marked the mid-1990s, labour relations have stabilized considerably, and at present, labour-management cooperation prevails. In fact, the last strike that took place in Kakira in 1996 was the turning point in the labour-management relationship. Today, both sides have cultivated the habit of solving their grievances through joint approaches to labour and work-related issues. Issues such as discipline, job evaluation, and the quality of meals are dealt with in a joint manner. Industrial courts were introduced in Kakira Sugar Ltd to solve the problem of conflicts in Kakira sugar. Whoever conflicts is first taken to the industrial court in Kakira sugar and then disciplined. Fashoyin, T., Herbert, A. and Pinoargote, P., 2003. Therefore this research was carried out to investigate organization conflicts and employee performance in Kakira Sugar Ltd.

1.4 Broad objective

To investigate the relationship between organizational conflicts and employ performance in Kakira Sugar Ltd.

1.5 Specific objectives

The study was aimed to achieve the following specific objectives.

1. To determine the relationship between organizational culture and employee performance.
2. To determine the relationship between organizational communication and employee performance in Kakira Sugar Ltd.

3. To determine relationship between working environment and employee performance in Kakira Sugar Ltd.

1.6 Research questions

1. What is the relationship between organizational culture and employee performance in Kakira Sugar Ltd?
2. What is the relationship between breakdown in communication and employee performance in Kakira Sugar Ltd?
3. What is the relationship between the working environment and employee performance in Kakira Sugar Ltd?

1.7 The scope of the study

1.7.1 Content scope

Under the content scope, the study investigated the relationship between organizational conflicts and employee performance in Kakira Sugar Ltd.

1.7.2 Time scope

The study took about three years which is from 2014 to 2017, from November 2014 to April 2017. The research is a cross sectional research which analyses data collected from a population at a specified point in time.

1.7.3 Geographical scope

This research was conducted in Kakira Sugar Ltd in Jinja district, Eastern Uganda. the location implies approximately 16 kilometers (9.9 mi) by road, northeast of Jinja, the nearest

large town to Kampala approximately 100 kilometers (62mi) by road east of Kampala the capital city of Uganda.

1.8 Justification of the study

Several studies on organizational conflicts demonstrated that its existence has implications that cannot be ignored. For example it has been established that managers spend between 18% and 42% of their time managing work place conflicts. (Thomas, n.d; Aura and Siira, 2010)

Conflict is seen as dysfunctional outcome and can be explained by poor, personality clashes or work agitators. (Laurine J. Maullins: Management Organizational Behavior 2005 seventh edition)

1.9 Significance of the study

This study is going to help bridge this gap in order to facilitate choice of conflict management approaches in Kakira Sugar Ltd.

Information generated will be useful to managers to mitigate the negative outcomes of conflict among employees in Kakira Sugar Ltd.

This study is going to help managers from Kakira Sugar Ltd to understand that employees in Uganda have a diversity of individuals of varying cultural and professional background whose interactions are bound to culminate into conflicts.

This study is going to help the future researchers to add on current information on the relationship between conflicts and employee performance.

1.10 Operational definitions

Conflict

Conflict is a state in which two or more parties have incompatible objectives and in which their perception and behavior commensurate with that incompatibility. (Mack 1965).

Organizational culture

Organizational culture is the sum of dominant values, visions, perspectives, standards and modes of behavior that typify an organization (Kwantes&Boglarsky, 2007).

Communication

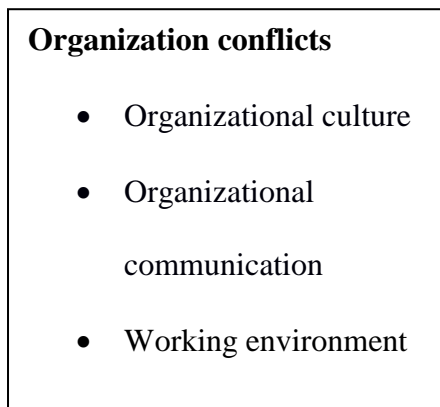
Communication is a course of action in which information is being shared from one person or group to another by using common symbols.

Employee performance

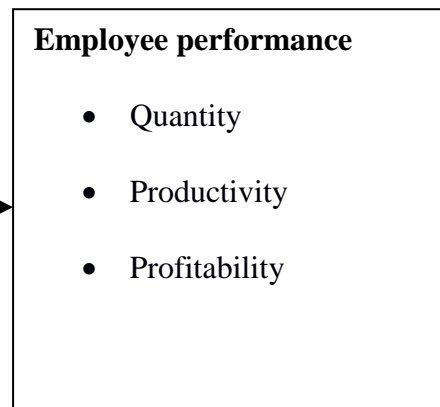
Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000)

1.11 Conceptual framework

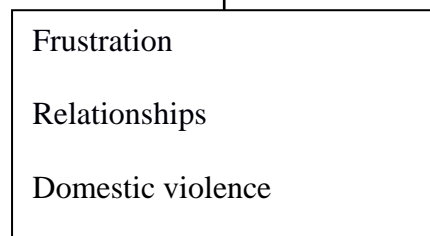
Independent variables



Dependent variables



Intervening variables



The conceptual framework was constructed based on the literature got from Maullins(2005), Thomas and Kilman(2008) as well as the literature and theories from other studies and scholars. Conflict is expected to be part of everyday life in any organization. Conflict emerges in an organization when an individual perceives that his goals are threatened or hindered by the activities of another person. Most conflicts arise from misunderstandings, poor communication, and personality differences, power struggles within employees resulting in employees embarking on industrial action which may be work-to-rule or total strike. Employees' industrial action usually results in loss of man-hours, machine-hours, output, skilled personnel, employees' morale and organizational reputation. It has been established that established that managers spend between 18% and 42% of their time managing work place conflicts (Thomas, n.d; Aura and Siira, 2010).

1.12 Conclusion

In conclusion chapter one highlighted the background of the study, problem statement, broad objective, specific objective, scope of the study, justification of the study, key definitions, significance of the study and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focused on the theoretical review of organizational conflicts, the relationship between organizational culture and employee performance, organization communication and employee performance and working environment and employee performance.

2.1 Theoretical review of organizational conflicts

When people work together and interact together, things do not always turn the way people want it to be. There are always misunderstandings and things do not always go smoothly, indeed conflict is an inevitable element of relationships in organizations. Conflict is a natural occurrence in all businesses, may it be small organization or big corporation, what makes them different is how management views and addresses conflicts in their respective organization.

Mullins(2005), defines conflicts as behaviors intended to obstruct the achievement of some other person's goal. He adds that conflict is based on the compatibility of goals and arises from opposing behaviors. It can be viewed of the individual, group or organizational level.

Schramm Nelsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties.

Robbins and Judge (2009) define conflicts as “a process that begins where one party perceives that another party has negatively affected or is about to negatively affect something that the first party cares about.”

Shapiro (2006) in relation to the above states that, “conflict is a process of social interaction. It involves a struggle over claims of resources, power, status, beliefs, preferences and desires

Conflict is a state in which two or more parties have incompatible objectives and in which their perception and behavior commensurate with that incompatibility. (Mack 1965).

If managers ignore clashes between coworkers, these clashes convert into personal and emotional conflicts between them in the long run. These clashes damage the organizational culture, workers’ moral and overall reduction in organizational performance. In some situations because of conflicts among employees, they think about alternatives (Schwenk, 1990).

Organizational conflict Theory by Eric Feigenbaum says that people don’t stop being people at work. Conflict unfortunately is inevitable, but organizational conflict theory says that there are several varieties of conflicts within an organization, interpersonal being only one type. Departments have conflicts with one another, senior managements have power struggles and organizations even have conflicts with other organizations, but there isn’t consensus on what it all means. Some theorists say conflicts must be resolved, others say that it drives success.

The Maturity Immaturity Theory by Maslow, Argyris, Mc Gregor, Rogers and other writers of the Growth schools held that people in their career lives want to grow and mature with the increasing levels of responsibility and opportunity just as they do in their personal lives. However many hierarchical organizations for the sake of efficiency break jobs into specialties giving employees narrow scopes and duties, which they were, expected to perform well. As a result, employees do not get to use all their talents and abilities and feel constrained and unable to develop. The result is conflict between the employees and the organization itself. On an individual level, employees may develop resentment and apathy. In some

circumstances, sentiments can take on larger dimensions and employees begin to formally or informally organize, sometimes forming unions. Organizations that promote a high degree of specialization and little mobility may find themselves with higher turnover as a result of the conflict stemming from maturity immaturity theory.

The process of managing conflicts to achieve constructive results is complex situation which becomes more pronounce for the organization. (Heinkin, Cistone, Dee, 2000).

Conflict is foreseeable authenticity, it may not fade away nor be ignored (Michael and Wayne, 2001).

Conflict is seen as a dysfunction outcome and can be explained by poor communication, personality clashes or work agitators. (Laurine J. Maullins: Management Organizational behavior 2005 seventh edition).

Conflict is either good or bad and sinful or immoral, it assumes significance once it is handled intelligently. When conflict is handled morally and creatively, it ceases to be frightening and crippling and results in growth, maturity and empowerment to an individual, group or organization. Conflicts occur due to different perceptions, difference in ideas, difference of behavior, difference in interests, difference in attitudes, and unfair distribution of resources. Conflict (Kigali 2006).

The General System's Theory was developed by the Austrian Biologist Ludwig Von Bertalanffy observing the need to consider the whole when studying all the parts because in short (and in plain language), all things interfere in everything, just so what happens in the human body; each cell affects the entire body and is affected by it. Each of the cluster of cells with specific functions affecting the other group. (Bertalanffy, 2008).

According to this theory, in a system, (understood as a set of interdependent elements or an organization as a whole), a) the whole has qualities that none of its parts have. B) The qualities of the whole are reflected in each of the parts. C) What happens to the whole influences each part. D) What happens with each part affects the whole other parts.

In other words of Morgan (2009), “the organization contains individuals (who are systems themselves) who belong to the groups or sections that also belong to a larger organizational division. It is important therefore to analyze organizations as integrated social systems, as organisms open to its environment and which it must interact if they want to survive”.(Morgan 2009).

As explains Morgan (2009), from the moment you identify which organizations and individuals have specific needs independently that they must be met, the attention is turning to the fact that “it depends on a wider environment to ensure various forms of survival.

One knowledge and skills that need to be owned by leaders, managers, and administrators is conflict management. Several studies on organizational conflicts demonstrate that its existence has implications that cannot be ignored. For example it has been established that managers spend between 18% and 42% of their time managing work place conflicts (Thomas, n.d; Aura and Siira, 2010).

Conflict is perceived as disruptive and un natural and represents a form of deviant behavior which should be controlled and changed, clearly, extreme cases of conflicts in an organization can have very upsetting or even tragic consequences for some people and have adverse effects on employee performance. On the other hand studies also reveal that if understood well-handled and managed, conflict can be beneficial since it can lead to emergency of creative ideas thus promoting innovation and creativity. (RNAO, 2012).

As explains Morgan (2009), from the moment you identify which organizations and individuals have specific needs independently that they must be met, the attention is turning to the fact that “it depends on a wider environment to ensure various forms of survival.

2.2 Overview of literature

2.2.1 Relationship between organizational culture and employee performance

Organizational culture is the sum of dominant values, visions, perspectives, standards and modes of behaviour that typify an organization (Kwantes&Boglarsky, 2007). It represents the dominant culture that affects the stakeholders of the organization as it affects the way things are conducted in the organization. Dasanayake and Mahakalanda, (2008) argues that organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment. Internal integration entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization.

Besides that, the organizational culture has important role in relation with the employee performance because the company culture as tool to reach goal by asking the values as needed by company to always conductive and competitive.Wawan and Nugroho (2001) explained that a healthy company but does not has good culture, then the company does not has long life. Someday there will be demonstration, strike or the like that make the organization not healthy or bankrupt.So it is clear that the company goals will not be reached without approach through organizational culture. Gibson et al (1997). Furthermore, Moeljono (2003) stated, to improve the organizational performance, it needs professional human resources and strong culture. More than two decades, many researchers done and accumulate

the nature and scope of organizational culture. Scholars working on the employee's participation in the organizational success agree on that, there is a significant influence of employee's organizational success. The implementation of good reward system and continuous motivation encourage the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies (Juetchter, Fisher, and Alford, (1998). According to Schein (1990), organizational culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organizational goals. According to Hofstede (1991), organizational culture is the mindset of people that distinguishes them from each other, within the organization or outside the organization. This includes values, beliefs, and behaviors of the employee's different from the other organization. Organizational culture means stable arrangements of beliefs and norms, which are held commonly by a society or department in the organization (Kotter and Heskett, 1992). According to Greenberg and Robert, B (1995), organizational culture is a framework of values, beliefs, consisting of attitudes, norms; behavior of employees, and their expectations, which are shared within the organization by it is the members. Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increases the overall performance of the organization (Deal and Kennedy, 1982). Employee's performance means the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively (Daft, 2000). Sometime the term performance mixed with productivity. Ricardo (2001) said that performance and productivity were two different things. Productivity means the ratio represents the volume of work done within the due to the period while performance is an indicator of productivity, consistency, and quality of work. He suggested that result oriented culture needed high level of education, concepts, instruments, training and management as well as leadership skills. According to the Stewart (2010), norms and values of organizational

culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. He also suggests that norms and values are the first thing to look in the organizational culture. In the today business, it is confirm by the studies that organizations, which have less focus in the area of managerial components, stakeholders, employees; customers and leadership, outperform, not have the strong cultural.

2.2.2 Relationship between communication and employee performance

Communication plays a vital role in the working of any business. Organizations have to communicate to carry out their business activities. Researches indicate that organizations cannot meet their goals unless they have effective communication. In the triumph of any organization, the relationship between manager and his subordinates plays the significant role. In any business activity manager is a key player. Communication is a ribbon, which binds the management and its official together, and is very obligatory for the success and excellent performance of any organization.

Communication helps the organizational members to make both personal and organizational goals. And also help them to co-ordinate on the internal activities of the organization. To the extent the less effective communication of any organization is, the less effective its performance will be. e.g. the new employee orientation program is the first and most essential step for any organization towards efficient communication. New employees feel a great sense of confidence with orientation program. And this thing leaves a positive impact on their performance. In this respect the job of a manager cannot be ignored, because problems occur when directions are not clear. Every manager should be a good communicator. Because he is one who communicates the message to one or a group. (Ivancevich& Matteson, 2002)

Effective communication increases the efficiency and productivity of any business. And also make the employees more satisfied. Researches illustrate that effectual and well-organized communication positively relates to the job satisfaction, performance and positive attitudes of employees.

A study by University of East London shows that the concept of communication is immeasurable in modern management, and it seeks to meet clear understanding between manager and all the employees. It explains that employee communication is; infect exchange and clear provision of information, commands and directions between management and employees. And it makes the organization to work properly and employees to be well aware about their responsibilities and duties. (University of East London, 2009)

Communication is a course of action in which information is being shared from one person or group to another by using common symbols. Though science and information technology become advance now even yet the human element of communication cannot be ignored, because communication within the organization is preferred for any business. It is necessary for the healthy environment of any establishment. Communication is a pervasive activity through which people become able to know each other and they combine their efforts.

Today employees want to know what is happening in their surroundings, what their co-workers are doing and how they are participating in the organization, and how the daily functions of the organization are carried out? Today the manager requires more effective and logical communication in all the directions i.e. upward, downward; lateral etc. when there is effective communication in the organization it provides a bridge of understanding to people. In this way they can better understand each other. And this bridge of understanding helps them to cross the river of misinterpretation. Communication is not what the sender says; it is to what degree the receiver understands the message. Organizations cannot survive without

communication. When there is no communication, workers were not clear with their everyday jobs, management cannot get the information, group leaders and executives cannot lead and direct their employees. (Newstrom, 2007)

Through communication we can better understand each other's feelings, opinion, beliefs and principles. Communication makes it possible for the organizations to perform their daily management functions e.g. organizing, planning, controlling and leading. Co-ordination is an essential element to carry out the business actions. When there is no effective internal communication, co-ordination of work also becomes impossible. And organizations have to suffer a lot in this situation. Co-operation also becomes impossible because people will not discuss their ideas and feelings with others. This will lead to low productivity and low performance in the organization. Innovation also stumps in this way.

According to Balondi, companies that are very good at communication are effective listeners to their employees, and also they plan effectively. He explains that effective internal communication keeps the employees on track and it increase the financial performance of the companies. The results of the study confirm that companies with effective communication, their market value increases by 20 percent. (Balondi, 2006)

Communication is the stream of information, material, knowledge and insight between different people and various departments of any organization. It influences each and every action of the organization. In fact, it is a chain of perceptions which moves the organizations towards their goals. Organizations cannot meet their goals and challenges until they communicate well. Good communication leads to good results, and toward more satisfied, motivated and dedicated employees. And boost their morale as well. Communication is possibly the most imperative thing for the continued existence of any business. The purpose to have good communication in any organization is to have employee involvement in the

organization. There should be good communication between management and their officials, because internal communication plays a fundamental role in the performance of any organization.

Trust is an important element in getting the effective and efficient result. Researchers further make this point more clear and understandable. Goris, Pettit, & Vaught (2000) examine the relationship between trust in and influence of superiors and job satisfaction and job performance. They propose that trust and influence are two vast concepts in the organizational context. And this permits the supervisors and managers to attain desired results and enhance positive working conditions. Trust in supervisors is related with job satisfaction and innovation. Whereas influence of supervisors leads to employees satisfaction. They found a positive relationship between trust in supervisors, influence of supervisors and job performance and satisfaction.

Denton (1993) defines the relation between communication and productivity. He found that 88% of the engineers strongly believe that least productivity is the result of poor coordination and lack of communication between different business units. CEOs also on the view that good communication with employees directs the job satisfaction. General Electric, is a well-known organization, experiencing the open communication to make employee relations more effective and to increase productivity. This helps them to eradicate the communication problems because CEOs and leaders of their 14 business units are in direct communication with each other. This results as effective and quick decision making.

He further explains that Cypress Semiconductor Corporation, California uses the open communication and gets the drastic change in their productivity. When employees feel that they are listened and they are important for the organization, this increases their motivational level. Open communication is simply sharing and trusting each other in the work setting. The

corporations use open communication, gets the employees satisfaction, motivation and cooperation. The improvement in the employee relations leads to the increased productivity.

Role of communication cannot be ignored in any establishment. Communication between management and employees keep them up to date about what is happening in their surroundings. Dinsbach, Feij, & de Vries (2007) founds that there is a positive and strong relation between communication, job satisfaction a CEOs and leaders of their 14 business units are in direct communication with each other and organizational identification. They talked about in the terms of discrimination between employees and found that those employees who are treated unequally leads to negative outcomes. Whereas those employees who are treated equally are more satisfied and committed to their management. They examined a positive relation between communication and job attitudes and outcomes. The study demonstrates that communication is the best way to know about the attitudes of employees. They explain that communication among people is essential in all type of organization, because when there is good public relations, this results as increase productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification.

2.2.3 Relationship between working environmental and employee performance

Working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes (Chandrasekar2001).In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Dorgan, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of

office will boost the employees and ultimately improve their productivity. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Carnevale 1992, Clements-Croome 1997). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004).

An attractive and supportive working environment provides conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Physical working environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper &Dewe, 2004).

Furthermore, McCoy and Evans (2005) stated that the elements of working environment need to be proper so that the employees would not be stressed while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace. Result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992).

Further, Amir (2010) mentions elements that related to the working environment. There are two main elements which are the office layout plan and also the office comfort. Amir (2010)

also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

2.3 Employee performance

is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks.

Measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans and Stajkovic, 1999; Pfeffer, 1994).

In addition, a commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngö 2011). Macky and R, Johnson pointed that improved individual employee performance could improve organizational performance as well. From Deadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an

employee's pattern of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

2.4 Conclusion

In conclusion chapter two focused on the theoretical review of organizational conflicts, the relationship between organizational culture and employee performance, breakdown of communication and employee performance and managerial expectations and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Based on the review of literature in the preceding chapter, this chapter described the research design, study area, study population, sample size, sampling techniques, data sources, data collection instruments/ tools, quality control of research tools, measurement of variables, ethical values and the study limitation.

3.1 Research design

A research design is a logical and systematic plan prepared for directing a research study. It involves organizing the collection of data and analysis of the data to provide information which is sought. (Kothari, 2005). This research was conducted using a case study of Kakira Sugar Ltd. Descriptive research design was also used. Both qualitative and quantitative approaches of data collection were used. Qualitative approach was used in order to obtain information for discovering facts, opinions, views and feelings about the study population. Quantitative approach was used because of its flexibility and to test how variables influence each other.

3.2 Study Area

This study took place Kakira Sugar Works Ltd in Jinja district in the Eastern part Uganda, about 79 kilometers from Kampala, main branch in Kakira. This is because the Company employs over 7,500 people and has been responsible for the socio-economic development of Jinja area.

3.3 Study population

The study population was carried out in Kakira Sugar Ltd in Jinja district and it involved 75 employees of the company on different levels. The levels include; the strategic level with top management of Kakira Sugar Ltd, the operational level with middle level managers like department managers and the tactical level which includes the supervisors. The employees with no positions will also be part of the population. This is because conflict occurs at all levels of the organization and a bigger population gives reliable results.

3.4 Sample size

The sample size deduced from study population of 75 respondents with the help of stratified random sampling consisted of 63 respondents whose structures were the employees of Kakira Sugar Ltd.

Table 3.1: Sample size

Category	POPULATION (N)	SAMPLE (n)
Top managers	17	15
Middle managers	23	21
Tactical managers	10	10
other employees	20	19
Total	75	63

Source: Krejcie & Morgan

This research used the simple random sampling technique which involved all respondents having equal chance of being selected. It is a non-biased sampling technique and hence efficient, reliable and flexible. To achieve this, the respondents from each level have equal chance of being selected to get successive results.

3.5 Data sources

The researcher used two kinds of data sources which include; the primary sources of data and the secondary sources of data. The primary sources of data include; emails, reports, conference proceedings, organization reports and government publications. Secondary sources of data include; books, journals, newspapers and government publications.

3.6 Data collection instruments

Data was collected using; Questionnaires.

This a set of printed questions with choice of answers devised for survey or study. Questionnaires will be sent to the population so as to get their views on the subject in question. They will be self-administered and structured questionnaires. The results will be used to compare and make conclusions with the findings from other research tools like interviews.

3.7 Quality control tools

The researcher used quality control by the use of two methods;

3.7.1 Reliability

To ensure the research tools of data collection like questionnaires were measured by pre testing them whether they give the same responses for three sessions of data collection. If they were the same, then the research tool was deemed as reliable.

3.7.2 Validity

To ensure validity, the data collected was analyzed and interpreted. The researcher had a supervisor who approved the questionnaires that were given to respondents.

3.8 Measurement of variables

To measure the variables of the study, the Likert scale was used to measure each dimension of 1 to 5 where 1 is strongly agree, 2 is agree, 3 is not sure, 4 is disagree and then 5 is strongly disagree.

3.9 Ethical values

The researcher got permission to do research from the Faculty of Business Administration and management of Uganda Martyrs University. Permission will be granted through the faculty giving an introductory letter to the researcher.

The researcher got permission from the respondents before carrying out the research.

No respondent was allowed to indicate their names on the questionnaires so as to ensure confidentiality.

The researcher shared the findings of the research with the parties involved in the organization.

3.10 Study limitations

Since the researcher used self-designed questionnaires, this meant the researcher designed the questionnaires by copying from the previous researchers, hence the weakness they had were found in the researcher's questionnaires.

The research based on one case study while doing the research, this case study was used to analyze other organizations yet different organizations have different findings.

The research is a cross sectional research which is done once at a time and data is collected once at a time yet people face different problems every time.

3.11 Conclusion

In conclusion chapter three described the research design, study area, study population, sample size, sampling techniques, data sources, data collection instruments/ tools, quality control of research tools, measurement of variables, ethical values and the study limitation.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF THE FINDINGS OF THE STUDY

4.0 Introduction

This chapter presents the findings of the study, the analysis, presentation and discussion as revealed by the field data collected by the researcher. These findings were analyzed using SPSS, Microsoft Excel and presented on tables, pie charts and percentages as it gave a clear understanding of the study findings. The discussions of the study findings were done in line with the study specific objectives and relevant literature from other scholars.

4.1 The response rate

This study had a sample size of 63, when questionnaires were issued to the respondents out of which 56 questionnaires were returned which represents a response rate of 88.8%. The table below shows the detailed information of the questionnaires distributed and returned.

4.2 General background information of the study respondents

This part shows the general background information about the respondents of the study. This includes; gender, Age, time spent in Kakira Sugar Ltd and the level of education achieved by the respondents.

4.2.1 Background information respondents

As stated in the study population and the study sample, the researcher used managers of different levels and other employees as the respondents of the study. The background information relating to the employees who work in Kakira Sugar Ltd is discussed in the succeeding sections below.

4.2.2 Gender distribution of the clients

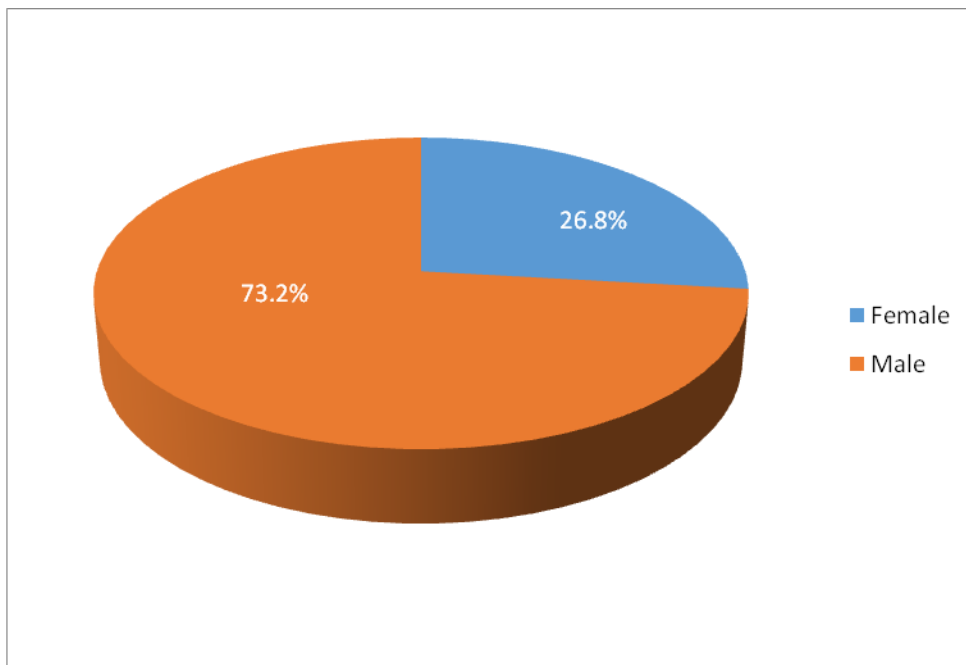
The study established the gender of the respondents to find out the proportion of male and female employees who worked in Kakira Sugar Ltd. The table below shows the results relating to the gender of the employees in Kakira Sugar Ltd.

Table 4.1: Frequency distribution for the gender of the respondents

Gender	Frequency	Percentage
Female	15	26.8%
Male	41	73.2%
Total	56	100.0%

Source: Primary Data, 2017

Figure 4.1: Pie chart for the gender of the respondents



Source: Primary Data, 2017

From the above table 26.8% of the respondents who were involved in organization conflicts in Kakira Sugar were female and 73.2% of the respondents who were involved in organization conflicts in Kakira Sugar Ltd were male. This therefore implies that, most of the employees in the study area who were involved in organization conflicts were male. This could be because the men are more egoistic than the women, they always want to please their ego, they just cannot let go of some issues.

4.2.3 Age Bracket of the employees of Kakira Sugar Ltd

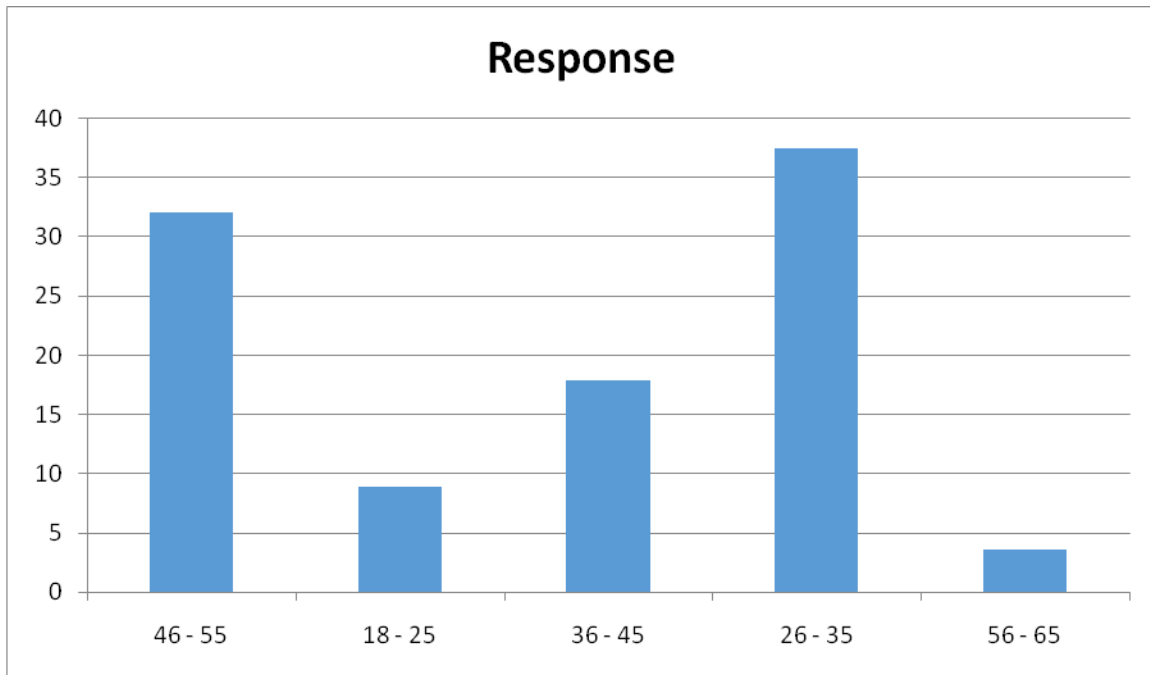
The study also established the different age bracket of the employees in Kakira Sugar Ltd. This was specifically to establish the age bracket of the employees who were involved in organization conflicts in Kakira Sugar Ltd and their performance in Kakira Sugar Ltd. The findings relating to the age bracket of employees involved in organization conflicts is presented in the table below

Table 4.2: Frequency distribution for age bracket of the respondents

Age	Frequency	Percent
18-25	5	8.9%
26-35	21	37.5%
36-45	10	17.9%
46-55	18	32.1%
56-65	2	3.6%
Total	56	100.0%

Source: Primary Data, 2017

Figure 4.2: Bar graph for age bracket of the respondents



Source: Primary Data, 2017

The above results reveals that, 8.9% of the employees in Kakira Sugar Ltd involved in organization conflicts fall under the age bracket of(18-25) years, 37.5% of the respondents were under the age bracket of (26-35) years, 17.9% of the employees were under the age between (36-45) years and 32.1% are in the age bracket of (46-45),3.6% of the employees were in the age group of (56-65), this therefore implies that employees in the age bracket of (26-35), were mostly involved in organization conflicts. This is because this age group thinks it is more energetic, they have understood the organization well and that they have new ideas in place that the ones older than them do not have. This age bracket is followed by those of (46-55), these employees conflict because, they do work according to experience yet the younger age have new ideas and they believe they are being minimized. The age bracket of (56-65) conflict less because they have passed through all the stages and certain issues do not move them.

4.2.4 Education level attained by the employees of Kakira Sugar Ltd

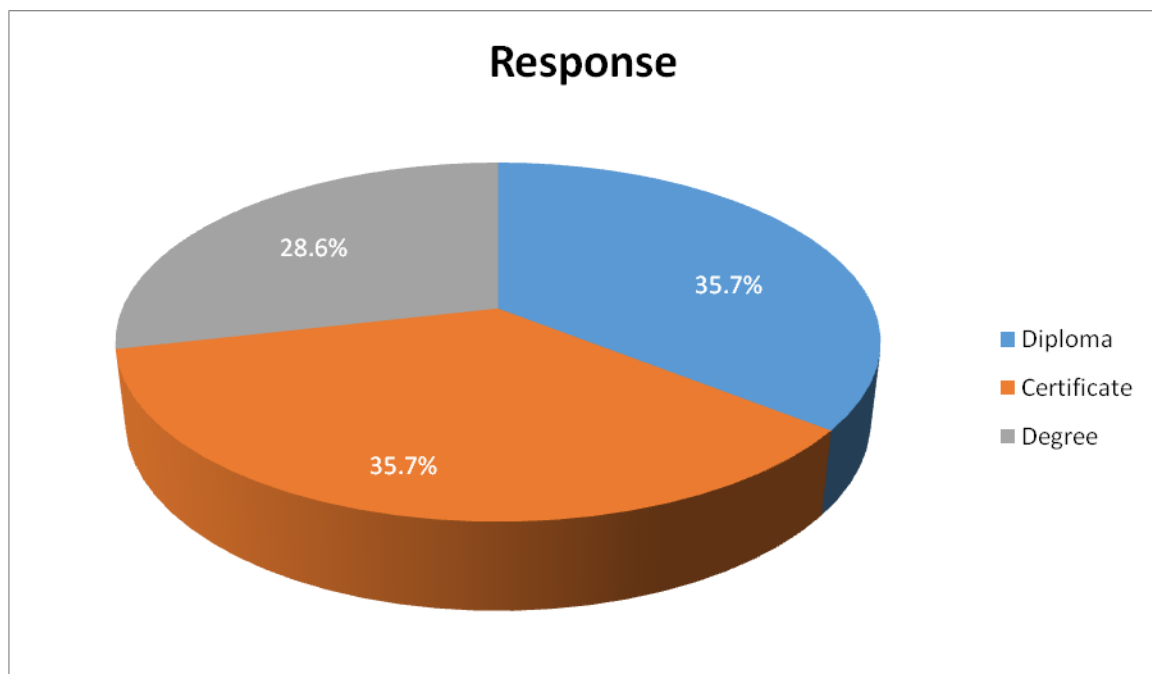
The study also established to know the education level of the employees in Kakira Sugar Ltd.

Table 4.3: Frequency Distribution for Education level of the employees

Education level	Frequency	Percent
Certificate	20	35.7%
Diploma	20	35.7%
Degree	16	28.6%
Total	56	100.0

Source: Primary Data, 2017

Figure 4.3: Pie chart for Education level of the employees



Source: Primary Data, 2017

From the research conducted the above table shows that 35.7% of the employees in Kakira Sugar had gone through tertiary institutions and attained certificates, 35.75% of employees attained diplomas from institutions and universities, 28.6% attained degrees from

universities. This shows that the biggest number of employees in Kakira Sugar limited attained certificates and diplomas.

4.2.5 Time spent in Kakira Sugar Ltd

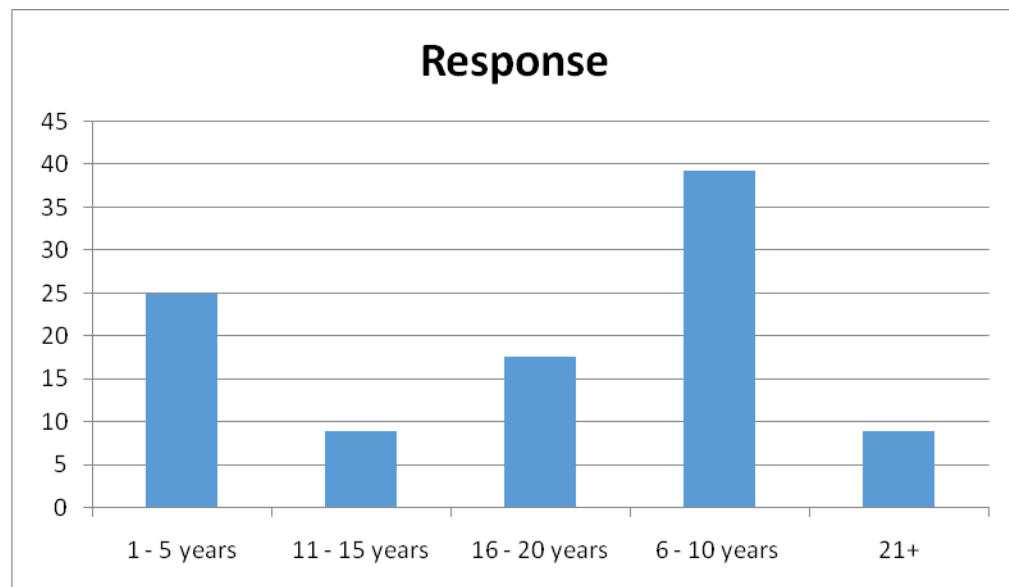
The study also established time spent in Kakira Sugar of the employees in Kakira Sugar Ltd.

Table 4.4: Frequency Distribution for time spent in Kakira Sugar Ltd

Time spent in Kakira Sugar Ltd	Frequency	Percent
1-5 years	14	25.0%
6-10years	22	39.3%
11-15years	5	8.9%
16-20years	10	17.9%
21+	5	8.9%
Total	56	100.0

Source: Primary Data, 2017

Figure 4.4: Bar graph for time spent in Kakira Sugar Ltd



Source: Primary Data, 2017

From the research conducted the table above show that 25.0% of the employees had spent (1-5) years in the organization, 39.3% had spent (6-10) years in KakiraSugar Ltd, 8.9% had spent (11-15) years in Kakira Sugar Ltd,(17.9%) of the employees had spent (16-20) years in Kakira Sugar Ltd and 8.9% had spent (21+) years in Kakira Sugar Ltd. According to the findings it shows that most employees had spent (6-10) years in Kakira Sugar Ltd. This is because most employees are promoted to different positions in those years.

4.3 Descriptive Analysis and the presentation of the study objectives

The objectives of the study were analyzed using the descriptive statistics and also frequencies and percentages. The mean, standard deviation, the maximum values and the minimum values were actually used to analyze the responses provided by the respondents. The mean for this study was derived on the basis of Likert Scale and therefore, the average mean in this case is 3.00. Therefore, any mean that is below the average indicates that, the respondents are in agreement with the statement indicated and the mean above that average mean implies that the respondents are in disagreement with the statement stated.

4.3.1 Organization culture and employee performance

The researcher wanted to find out the effect of organization culture on employee performance in Kakira Sugar Ltd. Therefore the researcher gave out questionnaires to respondents and the results below were got in Kakira Sugar Ltd.

Table 4.5: Descriptive Statistics for organization culture and employee performance

Statements for employees	N	Minimum	Maximum	Mean	Std. Deviation
Organization culture is the mindset of employees and behavior directed towards achieving organization goals.	55	1.00	5.00	2.2727	1.02658
Employees in Kakira Sugar Ltd feel good about becoming friends with other employers	56	1.00	5.00	2.2500	1.01354
Kakira Sugar Ltd works on team building and career development which reduces conflicts.	56	1.00	5.00	2.0536	.88255
Kakira Sugar ltd gives its employees a sense of self identity and determines rituals, beliefs, style and language	56	1.00	32.00	3.0357	4.09418
The culture affects stake holders in the organization and the way things are done.	56	1.00	5.00	2.5179	1.00889

Source: Primary Data, 2017

Table 4.5 shows that majority employees agree that Organization culture is the mindset of employees and behavior directed towards achieving organization goals which is indicated by the mean of 2.2727 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.02658 which shows variation in responses. This finding is

supported by Schein (1990), organizational culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organizational goal.

Table 4.5 shows that majority employees agree that employees feel good about becoming friends with other employees which is indicated by the mean of 2.2500 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of. These findings are in support with that of 1.01354 which shows a variation in response, this finding is in support by: Dasanayake and Mahakalanda, (2008) who stated that culture helps in Internal integration which entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization.

Table 4.5 above shows that majority employees agree that working on team building and career development helps employees reduce conflicts which is indicated by the mean of 2.0536 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .88255 which shows variation in responses. This is supported by Dasanayake and Mahakalanda, (2008) who stated that culture helps in Internal integration which entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization.

Table 4.5 above shows that majority employees disagree that that organization gives the employees a sense of self identity and determines rituals, beliefs, style and language which is indicated by the mean of 3.0357 is above the average 3.000 which means majority of the clients are in disagreement. However some employees agreed with this statement which is

shown by the standard deviation of 4.09418 which shows variation in responses. This is supported by Dasanayake and Mahakalanda, (2008) who stated that culture helps in Internal integration which entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization.

Table 4.5 above shows that majority employees agree that the culture affects stake holders in the organization and the way things are done which is indicated by the mean of 2.5179 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.00889 which shows variation in responses. This is supported by (Kwantes & Boglarsky, 2007). It represents the dominant culture that affects the stakeholders of the organization as it affects the way things are conducted in the organization.

4.4 Organization communication and employee performance

The researcher wanted to find out the effect of organization communication on employee performance in Kakira Sugar Ltd. Therefore the researcher gave out questionnaires to respondents and the results below were got in Kakira Sugar Ltd.

Table 4.6: Descriptive Statistics for organization communication and employee performance

Statements for employees	N	Minimum	Maximum	Mean	Std. Deviation
Employees in Kakira Sugar Ltd are able to communicate freely with other employees	55	1.00	5.00	1.8727	.92405
There is good communication in Kakira Sugar Ltd between managers and subordinates	56	1.00	5.00	2.2857	1.00389
Roles are clearly communicated in Kakira Sugar Ltd	56	1.00	5.00	1.9821	1.01786
In Kakira Sugar Ltd goals and objectives are clearly communicated in Kakira Sugar Ltd	56	1.00	5.00	2.5893	1.23254
Most information provided by management to employees is confidential	56	1.00	5.00	1.8929	.94731

Source: Primary Data, 2017

The table 4.6 shows that majority employees strongly agree that employees they are able to communicate freely with other employees, which is indicated by the mean of 1.8727. This is below the average 3.000 which means majority of the clients are in agreement. However

some employees disagreed with this statement which is shown by the standard deviation of .92405 which shows variation in responses. This is supported by Dinsbach, Feij, & de Vries (2007) who explained that communication among people is essential in all type of organization, because when there is good public relations this results as increase productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification.

The table 4.6 shows that there is good communication between managers and subordinates which is indicated by the mean of 2.2857 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .92405. This finding is in support with the statement that every manager should be a good communicator. Because he is one who communicates the message to one or a group. (Ivancevich& Matteson, 2002)

Table 4.6 shows that majority employees strongly agree that Goals and objectives are clearly communicated which is indicated by the mean of 1.9821 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of. 1.01786 which shows variation in responses. This is supported by the statement that, Communication helps the organizational members to make both personal and organizational goals. (Ivancevich& Matteson, 2002)

Table 4.6 shows that majority employees agree that Roles are clearly communicated in Kakira Sugar Ltd which is indicated by the mean of 2.5893 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.23254 which shows variation in responses. This is supported by this statement: Organizations cannot survive

without communication. When there is no communication, workers were not clear with their everyday jobs and roles, management cannot get the information, group leaders and executives cannot lead and direct their employees. (Newstrom, 2007)

Table 4.6 above shows that most information provided by management to employees is confidential majority which is indicated by the mean of 1.8929 which is below the average 3.000 which means majority of the employees are in strong agreement. However some employees disagreed with this statement which is shown by the standard deviation of .94731 which shows variation in responses. This is supported by Denton (1993) who explains that CEOs and leaders of their 14 business units are in direct communication with each other.

4.5 Working environment and employee performance

The researcher wanted to find out the effect of working environment on employee performance in Kakira Sugar Ltd. Therefore the researcher gave out questionnaires to respondents and the results below were got in Kakira Sugar Ltd.

Table 4.7: Descriptive Statistics for working environment and employee performance

Statements for employees	N	Minimum	Maximum	Mean	Std. Deviation
The employees in Kakira Sugar Ltd have access to proper work equipment	56	1.00	5.00	2.0536	1.08577
The efforts of employees in Kakira Sugar Ltd are recognized in tangible ways	56	1.00	5.00	2.6429	1.08592
The employees in Kakira Sugar Ltd have access to proper work space	56	1.00	5.00	2.1786	1.04633
The employees in Kakira Sugar Ltd have a conducive environment while working	56	1.00	5.00	2.3750	.98281
precautions are provided to avoid accidents in the organization	56	1.00	11.00	1.8571	1.41971

Source: Primary Data, 2017

Table 4.7 above shows that majority employees agree that the employees in Kakira Sugar Ltd have access to proper work equipment which is indicated by the mean of 2.0536 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.08577 which shows deviation in responses.

Table 4.7 shows that majority employees agree that the efforts of employees in Kakira Sugar Ltd are recognized in tangible ways which is indicated by the mean of 2.6429. This is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.08592 which shows variation in response.

Table 4.7 shows that majority employees agree that the employees in Kakira Sugar Ltd have access to proper work space which is indicated by the mean of 2.1786 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.04633 which shows variation in findings. This finding is in support with this statement that Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004).

Table 4.7 shows that majority employees agree that the employees in Kakira Sugar Ltd have a conducive environment while working which is indicated by the mean of 2.3750 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .98281 which shows variation in responses. This finding is in support with the statement that: When employees' are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles et al.2004).

Table 4.7 shows that majority employees strongly agree that Precautions are provided to avoid accidents in the organization which is indicated by the mean of 1.8571. This is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.41971 which shows variation in responses. This is supported by the statement that: Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004).

4.6 Performance

Table 4.8: Descriptive Statistics for employee performance

Statements on employees	N	Minimum	Maximum	Mean	Std. Deviation
Cooperation with other employees of the team has helped me perform in Kakira Sugar Ltd	56	1.00	2.00	1.5357	.50324
I have taken meaningful action to resolve conflicts in Kakira Sugar Ltd	56	1.00	5.00	2.3571	.96160
I have been able to cope up with strict deadlines and demands in Kakira Sugar Ltd which has helped me to perform	56	1.00	5.00	2.0714	.89152
I have worked under unsettled and rapid changing circumstances in Kakira Sugar Ltd	55	1.00	5.00	2.6182	1.25449
Working under a conflict free environment has helped me to perform in Kakira Sugar Ltd	56	1.00	5.00	2.4643	.91382

Source: Primary Data, 2017

Table 4.8 shows that majority employees strongly agree that Cooperation with other employees of the team has helped me perform in the organization which is indicated by the mean of 1.5357 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .50324 which shows variation in responses.

Table 4.8 shows that majority employees they have taken meaningful action to resolve conflicts in Kakira Sugar Ltd which is indicated by the mean of 2.3571 which is below the

average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .5032 which shows variation in responses.

Table 4.8 shows that employees were able to cope up with strict deadlines and demands in the organization which has helped them to perform, which is indicated by the mean of 2.0714 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .89152 which shows variations in responses.

Table 4.8 above shows that majority employees agree that working under unsettled circumstances in the organization has helped them perform which is indicated by the mean of 2.6182 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of 1.25449 which shows variation in responses.

Table 4.8 shows that majority employees agree that working under a conflict free environment has helped them to perform in the organization which is indicated by the mean of 2.4643 which is below the average 3.000 which means majority of the clients are in agreement. However some employees disagreed with this statement which is shown by the standard deviation of .91382 which shows variation in response.

4.7 Correlation Analysis

4.7.1 Organizational Culture and employee performance

Table 4.9: Correlation between organizational culture and employee performance

		Organizational Culture	Employee Performance
Organizational Culture	Pearson Correlation	1	-.269*
	Sig. (2-tailed)		.047
	N	55	55
Employee Performance	Pearson Correlation	-.269*	1
	Sig. (2-tailed)	.047	
	N	55	56

*. Correlation is significant at the 0.05 level (2-tailed)

Source: Primary Data, 2017

The finding shows that, there was a negative significant correlation between organizational culture and employee performance as shown by ($r=-0.269$, $p<0.05$). The correlation is significant at 0.05 which shows 95% confidence level. This implies that, an improvement in the organizational culture leads -0.269 or -26.9% unit change in the performance of the employee. This means that organization culture is just the way employees do their activities. This is supported by Greenberg and Robert, B (1995), organizational culture is a framework of values, beliefs, consisting of attitudes, norms; behavior of employees, and their expectations, which are shared within the organization by it is the members.

4.7.2 Organization Communication and employee performance

Table 4.10: Correlation between organizational communication and employee performance

		Organization Communication	Employee Performance
Organization Communication	Pearson Correlation	1	.332*
	Sig. (2-tailed)		.013
	N	56	56
Employee Performance	Pearson Correlation	.332*	1
	Sig. (2-tailed)	.013	
	N	56	56

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2017

This finding shows that there was a positive correlation between organization communication and employee performance as shown by $(r=0.332, p>0.05)$ this correlation is significant at 0.05 which is 95% confidence level. This implies that, an improvement in the organization communication leads to 0.332 or 33.2% unit change in the performance of the employee. This implies that organization communication improves employee performance because employees work through communication in all the activities of the organization. This is supported by Balondi, companies that are very good at communication are effective listeners to their employees, and also they plan effectively. He explains that effective internal communication keeps the employees on track and it increase the financial performance of the companies.

4.7.3 Working environment and employee performance

Table 4.11: Correlation between organizational culture and employee performance

		Working Environment	Employee Performance
Working Environment	Pearson Correlation	1	.322*
	Sig. (2-tailed)		.016
	N	56	56
Employee Performance	Pearson Correlation	.322*	1
	Sig. (2-tailed)	.016	
	N	56	56

*. Correlation is significant at the 0.05 level (2-tailed)

Source: Primary Data, 2017

This finding shows that there was positive correlation between working environment and employee performance as shown by ($R=0.322$, $P>0.05$). This correlation is significant at 0.05 which is 95% confidence level. This implies that, an improvement in the working environment leads to 0.322 or 32.2% unit change in the performance of the employee. This implies that if the working environment of employees is good then there is improvement in performance. And if there is no improvement then the performance can be poor. This is supported by (Chandrasekar 2001) who commented that working environment plays an important role towards the employees' performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes.

4.8 Conclusion

In conclusion chapter four presents the findings of the study, the analysis, presentation and discussion as revealed by the field data collected by the researcher. These findings were analyzed using SPSS, Microsoft Excel and presented on tables and percentages as it gave a clear understanding of the study findings. The discussions of the study findings were done in line with the study specific objectives and relevant literature from other scholars.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS OF THE FINDINGS

5.0 Introduction

This chapter presents the summary recommendations and conclusions.

5.1 Summary of the findings

5.1.1 Organization conflict and employee performance

The researcher found out that 26.8% of the respondents who were involved in organization conflicts in Kakira Sugar were female and 73.2% of the respondents who were involved in organization conflicts in Kakira Sugar Ltd were male. 8.9% of the employees in Kakira Sugar Ltd involved in organization conflicts fall under the age bracket of (18-25) years, 37.5% of the respondents were under the age bracket of (26-35) years, 17.9% of the employees were under the age between (36-45) years and 32.1% are in the age bracket of (46-45), 3.6% of the employees were in the age group of (56-65), 35.7% of the employees in Kakira Sugar had gone through tertiary institutions and attained certificates, 35.75% of employees attained diplomas from institutions and universities, 28.6% attained degrees from universities. This shows that the biggest number of employees in Kakira Sugar limited attained certificates and diplomas. 25.0% of the employees had spent (1-5) years in the organization, 39.3% had spent (6-10) years in Kakira Sugar Ltd, 8.9% had spent (11-15) years in Kakira Sugar Ltd, (17.9%) of the employees had spent (16-20) years in Kakira Sugar Ltd and 8.9% had spent (21+) years in Kakira Sugar Ltd. According to the findings it shows that most employees had spent (6-10) years in Kakira Sugar Ltd.

5.1.2 Objective one: organization culture and employee performance

Majority of the employees agreed that organization culture is the mindset of employees and behavior directed towards achieving organization goals which is indicated by the mean of 2.2727 which is below the average 3.000 which means majority of the clients are in agreement. Also majority employees agree that employees feel good about becoming friends with other employees which is indicated by the mean of 2.2500 which is below the average 3.000 which means majority of the employees are in agreement, that majority employees agree that working on team building and career development helps employees reduce conflicts which is indicated by the mean of 2.0536 which is below the average 3.000, Furthermore, and also majority employees agree that the culture affects stake holders in the organization and the way things are done. This is indicated by the mean of 2.5179 which is below the average 3.000 which means majority of the clients are in agreement. Majority disagreed that organization gives the employees a sense of self identity of the employees also and determines rituals, beliefs, style and language which is indicated by the mean of 3.0357 is above the average 3.000 which means majority of the clients are in disagreement.

5.1.3 Objective two: organization communication and employee performance

The study shows that majority employees agree that employees are able to communicate freely with other employee which is indicated by the mean of 1.8727 which is below the average 3.000 which means majority of the clients are in agreement. Majority also agree that there is good communication between managers and subordinates which is indicated by the mean of 2.2857 which is below the average 3.000 which means majority of the employees are in agreement, majority employees agree that Goals and objectives are clearly communicated which is indicated by the mean of 1.9821 which is below the average 3.000 which means majority of the clients are in agreement. Furthermore majority employees agree that most

information provided by management to employees is confidential which is indicated by the mean of 2.5893 which is below the average 3.000 which means majority of the clients are in agreement. And also that most information provided by management to employees is confidential majority which is indicated by the mean of 1.8929 which is below the average 3.000 which means majority of the clients are in agreement.

5.1.4 Objective three: working environment and employee performance

The study shows that majority employees agree that the employees in Kakira Sugar Ltd have access to proper work equipment which is indicated by the mean of 2.0536 which is below the average 3.000. Majority employees agree that the employees in Kakira Sugar Ltd have access to proper work equipment, which is indicated by the mean of 2.6429 which is below the average 3.000. Majority also employees agree that the employees in Kakira Sugar Ltd have access to proper work space which is indicated by the mean of 2.1786 which is below the average 3.000. Furthermore majority employees agree that the employees in Kakira Sugar Ltd have access to proper work space which is indicated by the mean of 2.1786 which is below the average 3.000. And also majority employees agree that precautions are provided to avoid accidents in the organization which is indicated by the mean of 1.8571 which is below the average 3.000.

5.1.5 Performance

The study shows that majority employees agree that cooperation with other employees of the team has helped me perform in the organization which is indicated by the mean of 1.5357 which is below the average 3.000, majority employees also agree that their efforts are recognized in tangible ways in the organization which is indicated by the mean of 2.3571 which is below the average 3.000, that employees were able to cope up with strict deadlines and demands in the organization which has helped them to perform, which is indicated by the

mean of 2.0714 which is below the average 3.000 which means majority of the clients are in agreement. Furthermore, majority employees agree that working under unsettled circumstances in the organization has helped them perform which is indicated by the mean of 2.6182 which is below the average 3.000 majority employees also agree that Working under a conflict free environment has helped them to perform in the organization which is indicated by the mean of 2.4643 which is below the average 3.000.

5.2 Conclusions

In conclusion, most of the employees in the study area who were involved in organization conflicts were male, the employees in the age bracket of (26-35), were mostly involved in organization conflicts, the biggest number of employees in Kakira Sugar Limited attained certificates and diplomas. According to the findings it shows that most employees had spent (6- 10) years in Kakira Sugar Ltd.

Majority employees agree that: Organization culture is the mindset of employees and behavior directed towards achieving organization goals, employees feel good about becoming friends with other employees, working on team building and career development helps employees reduce conflicts, the culture affects stake holders in the organization and the way things are done. Majority disagreed that organization gives the employees a sense of self identity of the employees also and determines rituals, beliefs, style and language.

Majority employees agreed that employees are able to communicate freely with other employees, Majority also agree that there is good communication between managers and, majority employees agree that Goals and objectives are clearly communicated. Furthermore majority employees agree that most information provided by management to employees is confidential.

The study showed that majority employees agreed that the employees in Kakira Sugar Ltd have access to proper work equipment, the efforts of employees in Kakira Sugar Ltd are recognized in tangible ways, majority also employees agree that the employees in Kakira Sugar Ltd have access to proper work space Furthermore majority employees agree that the employees in Kakira Sugar Ltd have access to proper work space And also majority employees agree that Precautions are provided to avoid accidents in the organization.

The study showed that majority employees agreed that cooperation with other employees of the team has helped me perform in the organization, employees have taken meaningful action to resolve conflicts in Kakira Sugar Ltd, and that employees were able to cope up with strict deadlines and demands in the organization. Furthermore, majority employees agree that working under unsettled circumstances in the organization has helped them perform majority employees also agree that Working under a conflict free environment has helped them to perform in the organization.

5.3 Recommendation

The organization should encourage an organizational culture where employees are considered an integral part of the growth process of the organization; this fosters employee commitment towards the organization. They align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction.

The manager should have more effective and logical communication in all the directions; upward, downward; lateral etc. when there is effective communication in the organization it provides a bridge of understanding to people.

The organization should provide more protective gears and also precautions put in place so that employees do not get many accidents.

5.4 Areas of further study

Work life conflicts and employee performance.

Organization politics and employee performance.

Managerial expectations and performance.

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Appendix I: Questionnaire

Dear Respondents, This questionnaire is purely for academic purpose, designed for obtaining information about the relationship between organizational conflicts and employee performance in Kakira Sugar Ltd in Jinja district. This is one of the requirements for the attainment of a bachelor's degree in Accounting and finance in Uganda Martyrs University. Therefore I request you to spare some of your time to answer the questionnaire, the information got will be treated with confidentiality and will be important in my research.

Section A

Personal Data

1. Gender (Tick where appropriate)

Female	Male

2. Age

18-25	26-35	36-45	46-55	56-65	66+

3. Education level

Certificate	Diploma	Degree	Other

4. Time spent in Kakira Sugar Ltd

1-5 years	6-10 years	11 -15 years	16-20 years	21+ years

Section B

Objective one; organizational culture and employee performance.

No	Statements for employees	1 Strongly agree	2 Agree	3 Not sure	4 Disagree	5 Strongly disagree
1.	Organization culture is the mindset of employees and behavior directed towards achieving organization goals.					
2.	Different departments in Kakira Sugar Ltd collaborate.					
3.	Kakira Sugar Ltd works on team building and career development.					
4.	Kakira Sugar Ltd gives its employees a sense of self identity and determines rituals, beliefs, style and language.					
5.	The culture affects stake holders in the organization and the way things are done.					

Objective two; organizational communication and employee performance

No	Question	1 Strongly agree	2 Agree	3 Not sure	4 Disagree	5 Strongly disagree
1.	Employees in Kakira Sugar Ltd are able to communicate freely with other employees.					
2.	There is good communication in Kakira Sugar Ltd between managers and subordinates.					
3.	Goals and objectives are clearly communicated in Kakira Sugar Ltd.					
4.	In Kakira Sugar Ltd, important communication is a scarce resource					
5.	Most information in Kakira Sugar Ltd received on a daily basis by employees is accurate and detailed.					

Objective three; working environment and employee performance

No	Question	1 Strongly agree	2 Agree	3 Not sure	4 Disagree	5 Strongly disagree
1.	The employees in Kakira Sugar Ltd have access to proper work equipment.					
2.	The employees in Kakira Sugar Ltd have access to proper work space.					
3.	The efforts of employees in Kakira Sugar are recognized in tangible ways.					
4.	The employees in Kakira Sugar Ltd have access to a good atmosphere while working.					
5.	Workers in Kakira Sugar Ltd have protective gears while working in dangerous areas.					

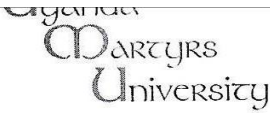
Employee performance

No	Statements for employees	1 Strongly Agree	2 Agree	3 Not sure	4 Disagree	5 Strongly disagree
1.	Cooperation with other employees of the team has helped me perform in Kakira Sugar Ltd					
2.	I have taken meaningful action to resolve conflicts in Kakira Sugar Ltd					
3.	I have been able to cope up with strict deadlines and demands in Kakira Sugar Ltd which has helped me to perform					
4.	I have worked under unsettled and rapid changing circumstances in Kakira Sugar Ltd					
5.	Working under a conflict free environment has helped me to perform in Kakira Sugar Ltd					

Appendix II: Krejcie and Morgan table

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
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	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Appendix III: Introductory letter



making a difference

**Office of the Dean
Faculty of Business Administration and Management**

Your ref.:

Our ref.:

Nkozi, 21st February, 2017

To Whom it may Concern

Dear Sir/Madam,

Re: Assistance for Research:

Greetings and best wishes from Uganda Martyrs University.

This is to introduce to you NAKAMYA CAROLINE who is a student of Uganda Martyrs University. As part of the requirements for the award of the Degree of Bachelor of Science Accounting & Finance of the University, the student is required to submit a dissertation which involves a field research on a selected case study such as a firm, governmental or non governmental organization, financial or other institutions.

The purpose of this letter is to request you permit and facilitate the student in this survey. Your support will be greatly appreciated.

Thank you in advance.

Yours Sincerely,

Mr. Segawa Edward
Associate Dean

