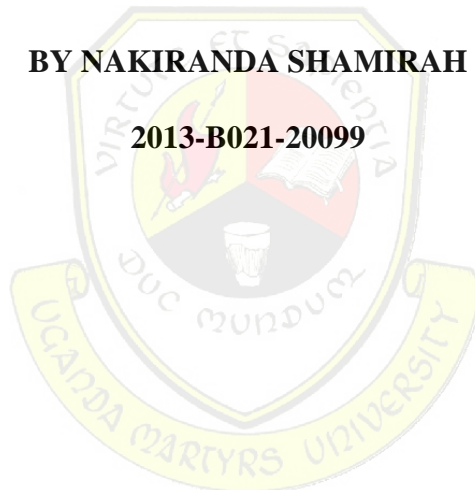


**THE ROLE OF HUMAN RESOURCE MANAGEMENT IN CONFLICT  
RESOLUTION**

**A CASE STUDY OF MUKWANO GROUP OF COMPANIES BASICALLY BRANCH  
OF DETERGENTS**

**BY NAKIRANDA SHAMIRAH**

**2013-B021-20099**



**SUPERVISED BY**

**MR. ALOYSIUS L MUBIRU**

**UNIVERSITY UGANDA MARTYRS**

**APRIL 2016**

**THE ROLE OF HUMAN RESOURCE MANAGEMENT IN CONFLICT  
RESOLUTION  
CASE STUDY OF MUKWANO GROUP OF COMPANIES (BRANCH OF  
DETERGENTS)**

**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS  
ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT FOR  
THE AWARD OF A DEGREE IN BACHELOR OF BUSINESS ADMINISTRATION  
AND MANAGEMENT**

**NAKIRANDA SHAMIRAH**

**2013-B021-20099**

**APRIL 2016**

## **ACKNOWLEDGEMENT**

Firstly I am most grateful to the almighty GOD for the gift of life he has given me and also enabling me go through and completing of my studies. Also grateful thanks go to My Mother and My Brother for all the support they have given me throughout my life.

Also thanks goes to my supervisor Mubiru Aloysius of Uganda Martyrs University for his invaluable guidance, advice, patience and tutorials and all the time he has put in to ensure that this report is completed and in time.

Additionally I wish to convey my gratitude to my fellow students for their sacrifice and supports in diverse ways towards making this work a reality.

## TABLE OF CONTENTS

APPROVAL.....	i
DECLARATION .....	ii
ACKNOWLEDGEMENT .....	iii
LIST OF FIGURES.....	viii
LIST OF TABLES .....	ix
ABSTRACT.....	x
LIST OF ACRONYMS\ ABBREVIATIONS .....	xi
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>1.0 INTRODUCTION.....</b>	<b>1</b>
1.1 Back ground of the study .....	3
1.2 Statement of problem. ....	4
1.3 Purpose of the study. ....	5
1.3.1 Major objectives.....	5
1.3.2 Specific objectives.....	5
1.4 Research questions .....	5
1.5 Scope of study .....	6
1.5.1 Content scope .....	6
1.5.2 Geographical Scope.....	6
1.5.3 Time scope. ....	6
1.6 Significance of the study. ....	6
1.7 Justifications.....	7
1.8 Conceptual frame work .....	8
1.9 Key terms .....	9
<b>CHAPTER TWO.....</b>	<b>10</b>
<b>LITERATURE REVIEW.....</b>	<b>10</b>
2.0. Introduction. ....	10

2.1 Conflict Resolution .....	11
2.2 How human resource recruitment and selection process help in conflict resolution .....	11
2.2.1 The recruitment process. ....	12
2.2.2 Sources of recruitment .....	12
2.2.3 External source. ....	13
2.3 Selection method standards and conflicts resolution. ....	13
2.3.1 Types of selection methods. ....	14
2.3.2 Interviews .....	14
2.3.2 How interviews impact on conflict resolution. ....	15
Table 1: Showing personality measures / traits.....	15
2.3.3 References, Biographical data and application Blanks. ....	15
2.3.4 Orientation.....	16
2.4 Employee retention and conflict resolution. ....	16
2.4.1 Employee retention theory; .....	16
2.4.2 Training and development.....	17
2.4.3 Importance of training and development in conflict resolution an organization. ....	18
2.5 Performance appraisal .....	19
2.5.1 How to prepare for performance appraisal;.....	19
2.5. 2 Relevance of Performance appraisal .....	21
2.5.3 Factors to consider when carrying out performance appraisal.....	21
2.6 Career development and conflict resolution.....	22
2.6.1 The components of career development programs. ....	22
2.6.2 Career development program .....	23
2.6.3 Career specialty training.....	24
2.7 Employee exit from the organization. ....	24
2.7.1 Employee Termination.....	24
2.7.2 Termination-at-will .....	24

2.7.3 Termination-at Will.....	25
2.7.4 Termination for Behavior.....	26
2.7.5 Steps in a Behavior-Related Termination .....	27
2.7.6 Reductions in Force (RIF).....	29
<b>CHAPTER THREE .....</b>	<b>31</b>
<b>METHODOLOGY.....</b>	<b>31</b>
3.0 Introduction .....	31
3.1 Research Design.....	31
3.2 Area of the study .....	31
3.3 Study Population. ....	32
3.4 Sample procedures .....	32
3.4.1 Sampling Method. ....	32
3.5 Sample Size .....	32
3.6 Source of Data.....	33
3.7 Data collection methods and instruments.....	33
3.7.1 Questionnaires .....	33
3.7.2 Interviews, .....	33
3.8 Data Processing and Analysis. ....	33
3.8.1 Data Processing .....	33
3.8.2 Data analysis .....	34
3.8.3 Reliability and Validity. ....	34
3.9 Ethical consideration .....	34
3.10 Limitation of the study .....	34
<b>CHAPTER FOUR.....</b>	<b>35</b>
<b>PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS.....</b>	<b>35</b>
4.0 Introduction .....	35
4.1 Respondent demographics.....	35

4.1.1 Respondents gender.....	35
4.1.2 Agebrackets of respondents .....	36
4.1.3 Level of Education of the respondents .....	37
4.1.4 Respondents marital status .....	37
4.1.5 Respondents Religious Affiliation .....	38
4.1.6 Respondent’s terms of employment.....	39
4.2 Employee Recruitment and Conflict Resolution in Mukwano Group of Companies....	39
4.2.2 Correlation of Employee Recruitment on Conflict Resolution.....	42
4.3Effectiveness of Employee retention through training and Conflict resolution.....	43
4.3.2 Correlation of Employee Training and Conflict Resolution. ....	45
4.4 Employees exit from the organization .....	46
4.4.2 Correlation of Employee Exit on Conflict resolution. ....	48
<b>CHAPTER FIVE.....</b>	<b>49</b>
<b>SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>49</b>
5.0 INTRODUCTION.....	49
5.1 Summary of the findings. ....	49
5.1.1 Employee Recruitment andConflict Resolution in Mukwano Group of Companies..	49
5.1.2Effectiveness of Employee retention and Conflict resolution.....	49
5.1.3Employees exit from the organization .....	50
5.2 Study Conclusion .....	50
5.3 Recommendation.....	50
5.4 Suggestions for further research.....	51
REFERENCES.....	52
JOURNAL ARTICLES: .....	56

## LIST OF FIGURES

Figure 1: Gender composition of the respondents. ....	35
Figure 4.1.2 Agebrackets of the respondents. ....	36
Figure 3 : Level of the Education of the respondents .....	37
Figure 4.1.4: Marital Status of the respondents .....	38
Figure 4.1.5: Religious affiliation of the respondents.....	38
Figure 6 :Employee recruitment helps in reducing conflicts. ....	40
Figure 7 Training and conflict resolution .....	43
Figure 8 Employee exit is executed for exemplary purposes to others.....	46



## LIST OF TABLES

Table 1: showing respondent's terms of employment .....	39
Table 4.2.1 Employee Recruitment and Conflict Resolution in Mukwano industries.....	41
Table 4.2.2 Correlation of Employee Recruitment on Conflict Resolution.....	42
Table 4.3.1 Rewards are given to employees who achieve their set objectives.....	44
Table 4.3.2 Correlation of Employee Training on Conflict Resolution.....	45
Table 4.4.1 Employee exit from Organization and conflict resolution.....	47
Table 4.4.2 Correlation of Employee Exit on conflict resolution.....	48

## ABSTRACT

This research report intended to determine the role of human resource management on conflicts resolution with the case study of Mukwano Group of Companies (branch of detergents), the study was based on three objectives which included, to establish the impact of employee recruitment and selection on conflicts resolution in an organization to assess the effect of employee exit from the organization impact on conflict resolution. The literature review on this report regards secondary data sources which included text books that is for subjects such as human resources management, principles of management, industrial relations, research methodology among others. The researcher used both qualitative and quantitative research design and also the data collection instruments included interviews which were conducted, questionnaires were also distributed to the respondents.

Under presentation, analysis and discussion of the findings it illustrated that employee recruitment and selection impacts on conflict resolution since it gives a positive relationship basing on the correlation of (0.702). Employee retention through training and development performance appraisal, is also effective in conflict resolution. It illustrated a strong positive relationship and a correlation of (0.633) which meant that training impacts on conflict resolution. Employee exit affects on conflict resolution and the findings illustrated that employee turnover is not a bad practice as it helps the management to attain better performance. Also a correlation of (0.647) was obtained thus employee exit helps in conflict resolution. The researcher made recommendations such as motivation, collective decision making in order for the organization to have a conflict free environment and thus improvement in performance.

## **LIST OF ACRONYMS\ ABBREVIATIONS**

HRM Human Resource Management

HR Human resource

RIF Reduction in force

## CHAPTER ONE

### 1.0 INTRODUCTION.

According to Raymond (2012) defines Human Resource Management (HRM) as the policies, practices and systems that influence employee's behavior, attitudes and performance. Many companies refer to HRM as involving "people practices".

The strategy underlying these practices needs to be considered to maximize their influence on company performance. Armstrong (2009) explains HRM practices and these include analyzing and designing work, determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for future (training and development), rewarding employees (compensation), evaluating their performance (performance management) and creating a positive work environment (employee relations). These practices show how effective HRM practices support business goals and objectives.

Effective HRM has been shown to enhance company performance by contributing to employee and customer satisfaction, innovation, productivity and development of favorable reputation in the firms' community as according to Dessler (2003)

Boxall et al (2007), defines HRM as the management of work and people towards desired ends. Armstrong (2010), describes HRM as a strategic, integrated and coherent approach to the employment, development and well being of the people working in an organization. It has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relation theories. Mullins (2007) remarked that HRM covers a vast array of activities and shows a huge range of variation across occupations, organizational levels, business units, firms, industries and societies. HRM involves policies as identified by Caldwell (2001), and these included managing people as assets which are fundamental to the competitive advantage of the organization, aligning HRM policies with business policies and corporate strategy, and developing a close fit of HR policies and procedures and systems with one another.

Maicibi (2007) defines conflicts as an active disagreement between people with opposing opinions or principles. Armstrong (2009) states that conflict is inevitable in organizations because the goal needs and values of groups and individuals do not always coincide. Conflicts may be assigned of a healthy organization. Bland agreement on

everything would be unnatural and enervating. There should be dashes of ideas about tasks and projects, and disagreements should not be suppressed. Managing conflicts is a matter of resolving the issues that create disagreement, whether it arises between groups ( inter-group conflicts ) or between individual Schuler (2008) identified methods of resolving conflicts and among these are; withdrawal, smooth out differences, bargaining, preventing interaction, structuring interaction, personal counseling and constructive confrontation .

According to Maicibi (2007) Grievance is something that is unfair, injurious and even hurting that yields to complaints and probable protest from one party to another. Organizational grievance arises out of an action or inaction especially on part of management that is potentially detriment (or injurious) to the interest of the workers of the organization. Rose (2004), explains that grievance may be genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures. Ivancevich (2007) identified the main sources of conflict in an organization and these include, from the job environment and circumstances, Non implementation of collective agreements and also personal problems.

Torrington (2005) points out that HRM involves employee voice (concerning their dissatisfactions) signifies the involvement of employees in organizational decision making and this aims at achieving co-operate goals through management harmony. Since HRM involves policies such as managing people as assets as stated by Caldwell (2001) it is still the responsibility of HRM increase an employee –employers relationship and this can only be achieved through coming up with approaches to resolution of conflicts and procedures of solving employee grievances in an organization .

Brown and Heywood (2002-P.105) argues that conflicts and grievances affects employees perception of ideas thus affecting organization performance .Therefore HRM has a role of enhancing job satisfaction and hence enhancing organizational productivity . So far an organization to achieve its desired goals and objectives,

it should also engage in management of employees ( managing their complaints about the working environment ) which may result into conflicts or grievances.

## **1.1 Back ground of the study**

The term Human Resource was first used by an economist John R. Commons in 1893 in his book "The distribution of wealth" but did not further build upon it. The term HRM was used in 1910s and 1920s as was the notion that workers could be seen as a kind of capital asset. The term began to become more developed in the 19<sup>th</sup> Century due to misunderstandings between employers and employees.

According to Leigh Richards (USA) Business model, conflicts while often avoided, is not necessarily bad. Conflicts and grievance can be good for organizations because it encourages open-minded and helps avoid the tendency towards group think that organization fall. The key is leaning how to manage conflicts and grievances effectively by HRM so that it can serve as a catalyst, rather than the hindrance to organizational improvement.

Thompson (2004) argues that an efficiently run human resource department can provide your organization with structure and ability to meet business needs through managing your company's most valuable resources, and its employees through managing conflicts and grievances.

The conflicts may be between supervisor and subordinates, between co-workers and between employees and customers. Managers and organization can choose to see conflicts as inherently negative, acting to suppress it at every opportunity or as inherently positive, leveraging conflict to affect positive change.

According to Kreimer (2007) conflicts situations could arise when within a work team, personality's clash or there is disagreement about a certain core values. Conflicts when compared to work place disputes are usually more of long-term situation. Office conflicts and grievances can lead to lower employee productivity

(Where gossip and tension becomes a waste of valuable time and energy), poor work attendance, low employee morale and non-co-operation within the work team.

It may even lead to resignations and costly re-appointment so due to all the associated problems, the Human Resources Management designs various ways of preventing conflicts and grievances. Some of these include, making wise appointments, open communication, be fair to everyone, involve employees in conflicts and grievance resolution training, set strategies in place, ensure clear guidelines, set common goals among others. These ways are mostly used in South Africa.

According to the Daily monitor 2<sup>nd</sup> October 2013, in Uganda organizations are faced by employee conflicts and grievances which are a result of employee dissatisfaction. These arise from poor making conditions described by poor working environment, pay payment of salary which is low.

Mukwano group of companies had conflicts according to the international labor force in Uganda. These problems rose from long working hours without allowances. This called for the trade unions to intervene the situation though it failed.

## **1.2 Statement of problem.**

Human resource department plays a big role in an organization however the weakness of this department to solve conflicts contributes much towards the failure of an organization (as according to Arthur Diane 2001).Discontentment in the organization where one employee makes it to the high rank in the organization after receiving several training for the position .This breeds a lot of discontentment and dissatisfaction in the minds of the deselected employee thus the deselected member stop functioning to the fullest of their capacities this leads to conflicts and grievances. It is the discontentment and dissatisfaction that leads to conflicts in the organization. Most human resource departments struggle to make their organizations known as employer of choice organizations but in doing so policies and strategies are formulated to solve conflicts in the organization.

The nature of the socio-technical system has itself resulted t in an increased formal use of the grievance process by employees. This has arisen from simple employee dissatisfaction in respect of the nature of their work but also from structural factors associated with the relationship of the employee to their work and management. The failure by human resource to solve the conflicts in the organization has reduced employee morale thus leading to low productivity and employee turnover. (Micheal 2002).Also poor working conditions associated with delayed salary payments have increased employee grievances and conflicts since it's the role of human resource to create a conducive working environment for employees. Therefore this leads to organizational failure. However the human resource department has tried to come up with various procedures to solve conflicts since they lower team work and reduce employee turnover. . Therefore the researcher aimed at knowing the role of human resource management in solving employee conflicts and grievances.

### **1.3 Purpose of the study.**

The researcher intended to find out the causes of conflicts and grievances with in Mukwano Group of Companies basically the branch of detergents and how the Human Resource Department resolves or reacts on these resolutions about these problems. The study subsequently provides the procedures to follow when handling conflicts and also the approaches to conflict resolution.

The researcher intended to find out the impact of conflicts on employee performance. Organization's productivity level and also the reputation of the Mukwano Group of companies.

Researcher intended to assess the role of Human Resource department in formulation of strategies that curb the occurrence of conflicts in Mukwano Group of Companies.

#### **1.3.1 Major objectives**

To examine the role of human resource department in solving employee conflicts and grievances in Mukwano Group of Companies basically branch of detergent.

#### **1.3.2 Specific objectives**

- i. To identify the importance of employee recruitment and selection in solving conflicts in Mukwano Group of Companies (branch of detergents).
- ii. To examine role of employee retention in solving conflicts in Mukwano Group of Companies (branch of detergents).
- iii. To establish the procedures employees and organization follow when existing from the organization in Mukwano Group of Companies (branch of detergents).

### **1.4 Research questions**

- i. What is the importance recruitment and selection of employee in solving conflicts in Mukwano Group of Companies (branch of detergent)?
- ii. What is the role employee retention in solving conflicts in Mukwano Group of Companies (branch of detergent)?
- iii. What are the procedures that employees should follow when leaving their jobs in Mukwano Group of Companies (branch of detergent)



## **1.5 Scope of study**

### **1.5.1 Content scope**

The research scope was being limited primarily to Human resource Management, Organizational Behavior, Principles of Management, industrial relations among others. All these provided the relevant information about the research topic however other sources like news papers, articles from particular journals also provided some relevant information.

### **1.5.2 Geographical Scope.**

This research was conducted on Mukwano Group of Companies located in 30 Mukwano Road, industrial Area, Kampala, 2671 Uganda and they are the manufacturers and distributors of plastics, cosmetics, soap, detergents, cooking oil among others. It is also under the business of industrial conglomerates. However the research was basically conducted on Mukwano house of plastics a branch of Mukwano group of companies which is also located in industrial area.

### **1.5.3 Time scope.**

This research was conducted for the period of three years that is from 2013 to 2016 in Mukwano Group of Companies (branch of detergent)

## **1.6 Significance of the study.**

The study findings are to help the organization in planning and making decision. Through solving conflicts and grievances, the management gets to know the different traits of personalities. The organization gets to know employees who are good at leading other. This information is used by human resource department in recruitment and selection of employees.

The study findings will also be useful to future researchers as it contains the various procedures to handling employee grievances and the approaches to managing conflicts within an organization. This is important in widening people's perception about the roles of Human resource management.

The findings clearly showed the importance of job description, job evaluation, managing employee relations, performance appraisal. All these help in preventing conflicts which rise due to interference of employees in different departments where they are not supposed to be which brings in disagreements among themselves.

Findings clearly show the information regarding human resource management thus people (employees and employers) can appreciate the different roles and responsibilities of the Human Resource department as well as other departments in managing employee grievances and conflicts.

Basing on the system approach, the study findings will help the organization with information regarding employee retention and labor turnover and this will help in solving conflicts in the organization. Since the system approach is all about the input (the recruitment process), the processing (the retention of employees) and output (the exit) from the organization.

### **1.7 Justifications**

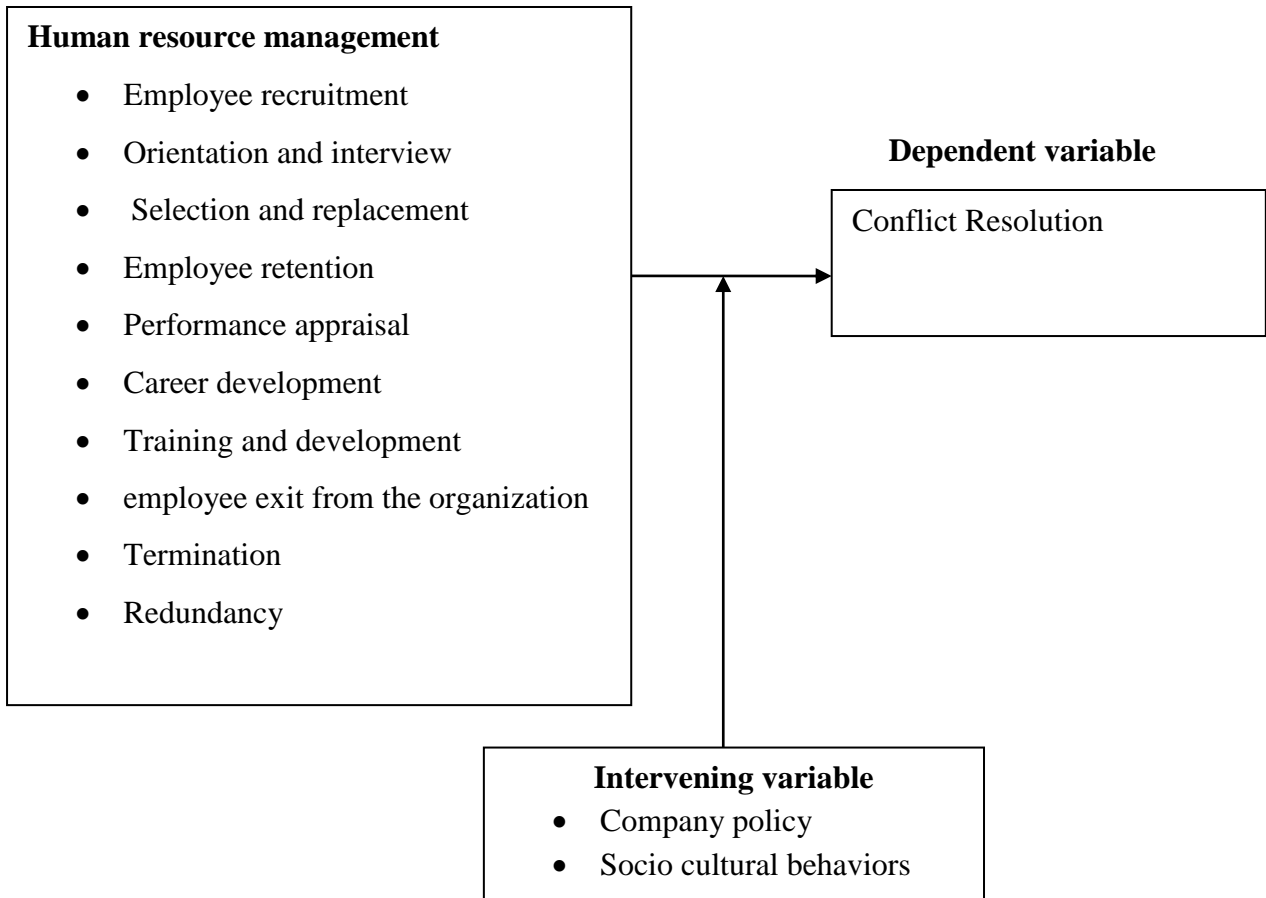
The researcher was interested in finding out the role and responsibilities of human resource in managing employee conflicts and grievances with in Mukwano Group of Companies. Since employees are considered as assets of an organization, it is better to appreciate employee's personality traits because when they are well managed, the organizations productivity level increases thus the organization attains its desired goals and objectives.

The study also identified the effect of performance appraisal employee training and development and how they help to mitigate the problem of employee grievances and conflicts in Mukwano Group of Companies. Also how rewards inform of compensation, allowances of employees keep them motivated and thus reducing conflicts and grievances in an organization.

The research findings will help to determine whether trade unions exist in Uganda and whether they play their roles when employees and employers are facing conflicts at work place.

## 1.8 Conceptual frame work

**Independent variable**



Adapted from Armstrong 2010 and Maicibi (2007)

This conceptual frame explains the role played by human resource management in conflict resolution and this is explained through employee recruitment, employee retention and also employee exit from the organization .

## **1.9 KEY TERMS**

Human resource management refers to the policies, practices and systems that influence employees' behaviors, attitude and performance as according to Ramyond(2010)

Human resource management is concerned with the management of people and their work towards achievement of the organizations' goal.

Conflict resolution refers to the process by which two or more parties engaged in a disagreement, dispute reach an agreement and this can be through negotiation. Macibi (2007).

Conflict resolution refers to the process through which organizations settle disputes and disagreement among members of the organization

## **CHAPTER TWO**

### **LITERATURE REVIEW.**

#### **2.0. Introduction.**

This chapter explains the literature concerning human Resource Management and conflict resolution. It explains more the theories concerning employee retention, how human resource management solves conflicts in organizations like Mukwano Group of companies basically department of detergents.

According to Armstrong (2009) human resource is primarily concerned with the management of people with in an organization, focusing on policies and on systems. Human Resource department and units in organizations typically undertake a number of activities including employee benefit design employee recruitment, training and development, performance appraisal and rewarding Harzing (2004). Human Resource also concerns itself with industrial relations that is the balancing of organizational fractions with requirements arising from collective bargaining and from government law. Cole (2004) postulates that human resource practices are the most dynamic of all the organizations management, if the human resources are to realize their full potential in their work.

HRM refers to the policies, practices and systems that influence employee's behavior, attitudes and perform, Raymond (2010) many companies refer to HRM as involving people's practices. HRM practices include analyzing and designing work, determining, selection, training & development, compensation, performance management, compensation, performance management and employees relations. Boxall (2007) defines HRM as management at work and people towards desired needs. The desired may be organizational expectation from employees or employees benefit gained after performing a given piece of work.

After analyzing different definitions from different authors, in researcher's view, HRM refers to formulation of policies and strategies that are used in planning selection of employees, training and development ` managing employee relations. It involves practices that enhance company performance by contributing to employee and customer satisfaction, innovation, productivity and development of a favorable reputation in firms' community.

## **2.1 Conflict Resolution**

Macibi (2007) defines conflicts as disagreement between employees, departments, managers or group of people within the business entity. Conflicts are also defined as an active disagreement between people with opposing opinions or conflicts. Armstrong (2010) states that conflicts are inevitable in an organization because the goals, needs and values of groups and individuals do not always coincide.

Hazing (2011) defines conflict resolution as the process by which two or more parties engaged in a disagreement, dispute or debate reach an agreement resolving it. However, there are several skills useful in effective resolution and these include ability to view problems and issues from multiple perspectives, ability to solve problems, ability to empathize (ability to perceive and understand the feelings and emotions of others, ability to actively listen to be able to get feedback, ability to use and interpret non-verbal ones and ability to compromise. The willingness to concede something in exchange for an opposing party's concession Maicib (2009).

Conflict resolution involves negotiation and the goals of negotiation include; to produce a solution that all parties can agree to, to work as quickly as possible to find this solution and to improve, not hurt, the relationship between the groups, Robbins (2007).

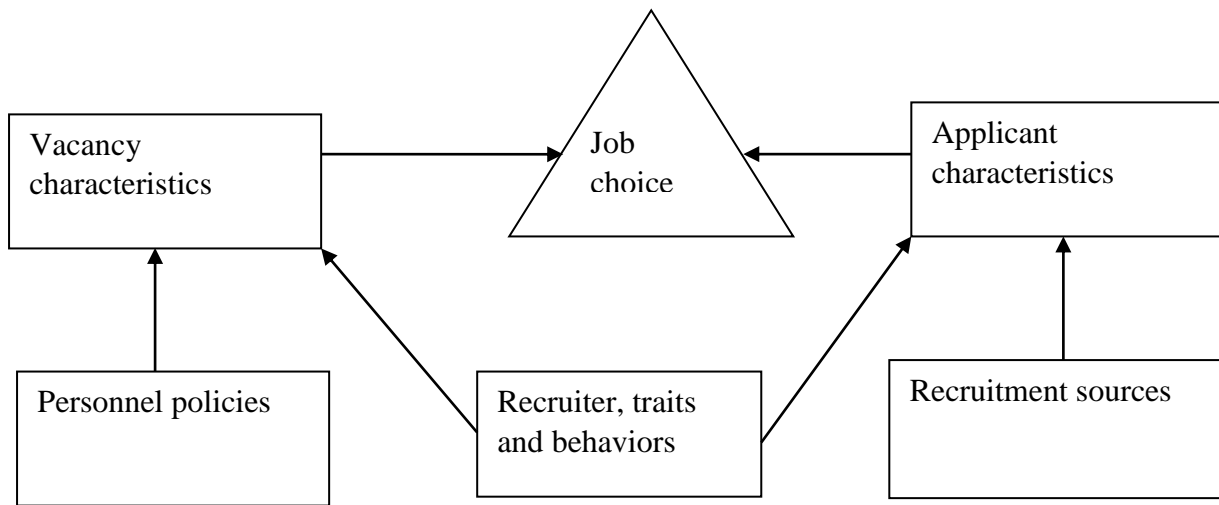
## **2.2 How human resource recruitment and selection process help in conflict resolution**

According to Arthur (2001) recruitment is the process of finding and hiring the best qualified candidate (from within or outside of an organization for a job opening, in a timely and cost-effective manner. The act of recruitment and selection of employees ensures that the right people with the desirable characteristics and knowledge are in the right place that they fit in the climate of the organization. Paul and Anantharaman (2003) points out that effective hiring processes ensure the presence of employees with the right qualifications, leading to production of quality products and thus increase in output. The recruitment process includes analyzing the requirements of a job, screening and selecting applicants, hiring and integrating the new employee to the organization.

Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. However, the act of hiring a man carries with it the presumption that he / she will stay with in the company that sooner or later his/ her ability to

perform his work, his capacity for job growth and his ability to get along in the group in which he works will become matters of first importance.

### 2.2.1 The recruitment process.



### Recruitment influences

During the process of recruitment the applicant's characters are also considered to solve conflicts. Here the applicant's personality traits can be regarded during the recruitment process.

### 2.2.2 Sources of recruitment

According to Raymond (2010), there are mainly two Sources of recruitment and that is internal recruitment and external recruitment.

Under internal recruitments the organization advertises the available vacancy to the employees with in the organization. The organization authorizes the required skills, experience and qualifications needed for one to fit in the vacancy identified. Also interviews are held to select the best candidate.

This source of recruitment is so good in conflict resolution simply because employees whose behaviors, characters are well known are easy to be managed. These employees work within an environment which they are well vested with regarding the managing conflicts. People who have been in the organization in managing conflict, the organizations rules and regulations and also the organizational culture.

### **2.2.3 External source.**

This is where a vacancy is advertised to the public through mediums such as radios, television, Newspapers. The job requirements are all identified within the advert and applicants interested apply for the jobs. A variety of applicants are called for a job and the best applicants are called for interview from which the best candidate is offered the job. External recruitment exposes the organization to employees with new ideas or new ways of doing business. Recruiting from outside source is a good way to strengthen one's own company and weaken one's competitors at the same time Becker (2011). However external recruitment has disadvantages such as behaviors which may have a negative impact on the business. Also changes in socio-culture from different organizations. There are some organizations. There are some organizations where there are no policies and strategies to solve conflicts.

Therefore if such people mix up with people who have different perception towards conflicts the organization will be affected and this affects the organization's performance.

### **2.3 Selection method standards and conflicts resolution.**

According to Raymond (2012) Personal selection is the process by which companies decide who will or will not be allowed into the organization. Several generic standards should be met in any selection process. Selection focuses on five standards and these include; reliability, validity, generalizability, utility and legality.

J.Paauwe, (2004) explains the five standards in the following ways.

Reliability, much of the work in personnel selection involves ensuring characteristics of people to determine who will be accepted for job openings. For example the organization may be interested in applicants physical characters like strength or endurance, their cognitive abilities such as spatial memory or verbal reasoning, or aspects of their personality (like their decisiveness and integrity)

However Shrisastava (2003) explains that reliability plays a great role in conflict resolution. This is because people who have integrity, verbal reasoning understand issues in different perspective and thus react in a professional way thus solving conflicts becomes easy.

Reliability is defined as the degree to which a measure is free from random error.

Reliability of measurement in personnel selection deals with complex characteristics like intelligence, integrity and leadership ability.



Validity is defined as the extent to which performance and the measure is related to performance on the job. A measure must be reliable if it's to have any validity. On the other hand, we can reliably measure many characteristics that may have no relationship to whether some people can perform a job or not. Criterion related validity, a method of establishing the validity of a personnel selection method by showing a substantial correlation between test scores and job performance scores. Criterion related validity come in two varieties that is predictive validation and concurrent validation.

Utility, it is the degree to which the information provided by selection methods enhances the bottom line effectiveness of the organization. On the other hand, many characteristics of particular selection contexts enhance or detract from the usefulness of given selection method, even when reliability, validity and generalizability are held constants.

Generalizability. Is defined as the degree to which the validity of selection method established in one context extends to other contexts.

Legality, final standard that any selection method should adhere to is legality. All selection methods should conform to existing laws and existing legal precedents. Employers who are taken to court for illegal discrimination experience high costs associated with litigation, settlements and awards, and also suffer potential damage to their social reputations as good employers, making recruitment more difficult.

### **2.3.1 Types of selection methods.**

#### **2.3.2 Interviews**

An interview is defined as a dialogue initiated by one or more persons to gather information and evaluate the qualifications of an applicant for employment Armstrong (2010). The selection interview is the most wide spread selection method employed in organizations, and there have been literally hundreds of studies examining their effectiveness.

However, the long history of research on the employment interviews suggests that, without proper care, it can be unreliable, low in validity and biased against a number of different groups. Moreover, interviews are relatively costly because they require at least one as many persons to interview other persons. In order to increase utility of the personnel selection interview, the following steps should be followed, Raymond (2012), firstly HR staff should keep the interview structured, standardized and focused on accomplishing a small number of

goals. That is they should plan to come out of each interviews with quantitative rating on a small number of dimensions that are observable like inter personal style or ability to express oneself and avoid ratings of abilities that may be better measured by tests like intelligence.

Secondly ask questions dealing with specific situations that are likely to arise on the job and use these to determine what a person is likely to do in that situation. These types of situational interview have been shown to have quite high predictive validity. Situational interviews can be particularly effective when assessing sensitive issues dealing with the honesty and integrity of candidate.

**2.3.2 How interviews impact on conflict resolution.**

Robbins (2005) during interviews applicants with different personality traits are interviewed. And basing on their characteristics you can easily identity person who are most likely to cause conflicts in the organization while ability test attempts to categories individuals relative to what they can do personality measures tend to categories individual by what they are like. Research suggests that there are five dimensions of personality known as the big five, extroversion, adjustment, agreeableness, conscientiousness and openness to experience.

**Table 1: Showing personality measures / traits**

1. Extroversion	Sociable, gregarious, assertive, talkative, expressive.
2. Adjustment	Emotionally stable, non depressed, secure, content
3. Agreeableness	Courteous, trusting, good natured, tolerant, co-operating and forgiving
4. Conscientiousness	Dependable, organized, persevering, thorough, achievement oriented.
5. Openness to experience	Curious, imaginative, artistically sensitive, broad minded playful.

Basing on the above personality measure, human Resource can easily determine the people who are of importance to the organization. The organization is able to determine who is mostly likely to cause conflict, those who can help through negotiation during conflict resolution process.

**2.3.3 References, Biographical data and application Blanks.**

Just as few employers would think of hiring someone without an interview, nearly all employers also use some method for getting background information on applicant before an interview. This information can be solicited from the people who know the candidate through

reference checks, Torrington (2005), the evidence on the reliability and validity of reference checks suggests that these are, at best, weak predictors of success on the job. The main reason for this low validity is that the evaluations supplied in most reference letters are so positive that it is hard to differentiate applicants. This problem with reference letters helps two causes, first the applicants usually get to choose who writes the letter and can thus choose only those writers who think the highest of their abilities secondly, because letter writers can never be sure who will read the letters, they may justifiably fear that supplying damaging information about someone could come back to haunt them.

### **2.3.4 Orientation.**

Dessler (2008) to achieve effective job orientation a clear understating of the job is a necessity. For the duties and responsibilities of a job must be clearly defined before a new employee is taught how to perform a job.

During this orientation period, employees are explained more about the organization and their jobs at large.

## **2.4 Employee retention and conflict resolution.**

### **2.4.1 Employee retention theory;**

Employee retention theory is defined as the turnover of being voluntary and involuntary as according to Harvard business essential (2002). Retention activities may be defined as a sum of activities aimed at increasing organization commitment of employees, giving them an overall ambitions and myriad of opportunities where they can grow by outperforming others. Bagdanowicz ( 2002). It is a voluntary move by the organization to create an environment which engages employees for long term. Employees retention is important increasing employee productivity that is necessary to maintain corporate strategies advantage hence organizations must design appropriate strategies to retain their quality employees. Factors such as competitive salary, friendly working environment, healthy interpersonal relationships and job security are frequently cited by employees as motivational variables that influence their retention in the organization. Employees prefer working in environment were conflicts are resolved, managed and action done on them.

The two factory theory propounded by Herzberg et-al (1959). It is important theory that explains what satisfies a dissatisfies employees hence, serves as an important frame work for employee retention. It is also known as the motivation – hygiene theory. According to this

theory, there are some job factors that results in satisfaction while they are other job factors that prevent dissatisfaction. The hygiene factors are that are essential for existence of motivation at work place. These do not lead to positive satisfaction for long term, but these factors at work place, they lead to dissatisfaction. These factors are extrinsic to work and they avoid dissatisfaction. These factors describe the job environment scenario. The hygiene factors symbolize the psychological needs which the individuals want and expect to be fulfilled. The factors include salary that is pay structure we should be reasonable and appropriate, it should include working hours which are flexible physical working conditions should be safe and clean among others. The hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work and they motivate employees for superior performance. Employees find these factors include recognition, understanding different dimension of the job that increase satisfaction.

#### **2.4.2 Training and development**

According to Raymond (2012), training refers to a planned effort by a company to facilitate learning of job related competencies, knowledge, skills and behaviors by employees. The goal of employees is to master the knowledge, skills and behaviors emphasized in training and apply them to their day to day activities. Traditionally, companies have relied on formal training through courses, program, or event to teach employees the knowledge, skills and behaviors they need to successfully perform their jobs. Formal training refers to training and development programs, courses and events that are organized by the company. Typically employees are required to attend or complete these programs which can include face to face training programs (such as instructors - led courses)as well as on line programs. Training and development also help in solving employee conflicts. Despite companies' significant investments in formal training and development activities, informal training is also important for facilitating knowledge and skill acquisition. Informal training refers to the learning that is learner initiated, involves action and doing, is motivated by an intent to develop, and does not occur in formal learning settings.Thomposon (2004) points out thatinformal learning occurs through different ways including casual unplanned interactions with peers, e-mails, informal mentoring, or company developed social network websites such as twitter or face book.

Cole (2008) points out that before training, analysis should be done and this includes organizational analysis, personal analysis, and task analysis. Organization analysis is the

process for determining the business appropriateness of training; personal training is a process for determining whether employees need training, which needs training and whether employees are ready for training. Task analysis is the process of identifying the task, knowledge, skills and behaviors that need to be emphasized in training, Ivancevich (2010).

### **2.4.3 Importance of training and development in conflict resolution an organization.**

Dessler (2010) explains that training and development helps to Improve on performance, if short comings and weakness are addressed, it is obvious that an employee's performance improves. Training and development, however, also goes on to amplify your strength and acquire new skills set, Schuler (2008). It is important for company to break down the training and development needs to target relevant individual. This can be achieved especially if task analysis is made. After employees acquiring training they get more skills including skills solving conflicts the skills include negotiation skills, bargaining skills among others. This help to reduce on wastage of resources and increase in productivity.

Employee satisfaction, a company that invests in training and development generally tends to have satisfied employees Mullins (2007). However the exercise has to be relevant to the employees and one from which they can learn to take back something, Brown (2006).It will be futile if training and development becomes tedious and dull, employees attend it merely because they have to. This reduces the occurrence of conflicts and grievances in an organization since employees are satisfied with jobs they do.

Increased productivity, productivity is not only dependent on employees, but also on technology they use. Training and development goes a long way in getting employees up to date with new technology, use existing ones. This goes away in getting thing done efficiently and in the most productive way Mcnamara (2008) Employees who have attended training need lesser supervision and guidance. Training develops necessary skills set in employees and enables them to address tasks independently. When employees are trained they are no conflicts associated with inadequate skills to perform the company's work

Schuler (2008) training and development Supports team work, trainees can share successful experience in using training content on the job they can also discuss how they obtained resources needed to use training content or how they coped with a work environment that interfered with use of training content through this relationships are maintained in the organization. If there are no conflicts, employees always work together which increases on the productivity of the organization

## **2.5 Performance appraisal**

Performance appraisal refers to the performance review, performance evaluation, (career) development discussion.

According to Armstrong (2006) performance appraisal is the method by which the job performance of an employee is documented and evaluated. Performance appraisal is part of career development and consists of regular reviews of employee performance within organization. Or performance appraisal is a systematic and periodic process that assesses individual employees' job performance and productivity in relation to certain pre-established criteria and organizational objectives Harrison (2007). Other aspects of individual employees are considered as well as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weakness.

One of the most important things you can do too ensure the success of your employee performance appraisal is to actively prepare for it. Whether your company includes a self-evaluation step in their process or not, you don't have to play a passive role where you are merely the recipient of feedback and direction from your manger. By properly preparing for your appraisal meeting with your manager, you can ensure your manager has a broader picture of your performance and career goals, foster dialogue, and take charge of your career progression.

### **2.5.1 How to prepare for performance appraisal;**

According to Kamran (2012) the following procedures are followed when preparing a performance appraisal. Gather foundational information, get out and review your job description and the goals, competencies and development plans set out for you at your last appraisal. Use these as the foundation for preparing details on your accomplishments, strengths and areas for development. Gather any regular reports you have created (e.g. weekly reports, monthly highlights, project status reports). They will help you recall performance highlights and milestones, as well as any challenges.

Review your performance journal notes, if you have kept a journal of your performance over the last performance cycle, get it out now and review your notes. Notice any trends or recurring themes that reveal things like: particular strengths, challenging people or situations, knowledge or skills you need to develop, projects or work really enjoyed, keeping a record of your activities, accomplishments, success and challenges as they happen helps you capture

details while they are fresh in your mind. Having all this detail at hand will help both you and your manager get a broader, more objective view of your performance over the entire period, and avoid being biased by recent events. It will also make your preparation for your next performance appraisal easier.

Prepare a list of your accomplishments, with all this information as background, you are ready to prepare a list of your accomplishments. As you do, it's important to relate them to your goals and higher level organizational goals. Make sure you capture the "how" "not just" "what" you accomplished, but keep it brief, don't use this as a diary or performance journal. Give your manager any contextual details they need to manage about them. What skills/knowledge /experience do you need to develop to help you achieve these goals? Do a bit of advance work, looking at courses and training activities available through your company and the training vendors they use that might help you further develop the particular skills you need and improve your performance. Research possible learning activities and bring a list of possibilities to your performance review meeting. And remember to think outside the box. Look at more than just training courses, you can include things like special assignments, Volunteer work, job shadowing, reading, etc. anything that will help you learn and develop the skills you need.

Draft goals for the coming period; don't wait for your manager to hand down your goals to you. Take a proactive approach and draft some possible goals based on your job description, your department or the organization's higher level goals, your skills / experience / abilities etc. in drafting your goals, you might want to look for opportunities to expand your duties, broaden your knowledge, or take on more responsibility. You can review and refine these in your meeting with your manager.

Share your preparations with your manager; ideally, you should share the materials you have prepared with your manager before your performance appraisal meeting. This will help them prepare for your meeting more effectively and encourage a more meaningful two-way dialogue between you. It can also help them prepare for any differences in perception that might exist between you, avoiding surprises at review time.

Prepare an open mind, often we come to our performance appraisal meeting with our manager feeling a bit defensive. We are bracing ourselves to hear criticism, or we are jockeying for ratings/ positioning that impact our compensation and advancement in the company. Unfortunately when we are defensive, we don't listen very well. Prepare yourself

for your performance appraisal meeting with your manager by trying to relax and let go of any defensiveness you are aware of. Your goal and development plans they lay out for you.

### **2.5.2 Relevance of Performance appraisal**

Performance appraisal provides important and useful information for assessment of employees' skills, knowledge, ability, and overall performance. Dessler (2008) Further more performance appraisal helps review the potentiality of employees so that their future capability is anticipated, improves communication system of the organization, and also provides rewards for better performance.

Performance appraisal helps to assess the training and development needs of employees. As Ivancevich (2010) explains, he also argues that performance appraisal enables human resource to evaluate whether human resource programs have been in the organization, provides grounds for employees to correct mistakes and it also provides proper guidance and criticism for employees' development.

Schuler (2008) gives more relevance like helps to prepare pay structures for each employees working in the organization, helps supervisor to assess the work performance of their subordinates. It helps the supervisor to chalk out promotion programs for efficient employee. In this regard, inefficient workers can be dismissed or demoted in case.

Performance appraisal provides opportunity for managers to explain organizational goals and the way in which employees can participate in achievement of those goals Thompson (2004). In addition to that it also serves as a motivation tool, through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This motivates the person for better job and helps them to improve in the productivity.

### **2.5.3 Factors to consider when carrying out performance appraisal.**

Armstrong (2010) there is various factors considered when carrying out performance appraisal and these include the following

Assertiveness or motivation ,the degree to which the employees pursues goals with commitment and takes pride in accomplishment that is demonstrate self confidence and positive attitudes towards self and others, Creativity that is the extent to which employees generate workable and innovative ideas , concepts and techniques, initiates new and creative ideas or procedures to enhance the organization Armstrong (2007).



Furthermore Robbins (2005) gives more factors such as job knowledge, management skills, age , risk of the job , seniority, quality and quantity of work, intrinsic and extrinsic values among others . All these should be considered before carrying out performance appraisal.

## **2.6 Career development and conflict resolution**

Career development as the lifelong psychological and behavioral processes as well as contextual influences shaping one's career over the life span Heidemeier (2008). As such, career development involves the persons' creation of a career pattern, decision making style integration of life roles, value expression and life role self concept. The major importance of career development programs is developing and retaining employees.

A career development program seeks to match to the organization with the major components being counseling and training, (Harrison 2011).

Counseling provides employees with opportunity to define career goals and to create plans within the context of organizational realities. Training allows the employee to develop and acquire knowledge; skills and abilities required to enhance his / her current job and prepare them for future job opportunities. Career development allows employees to fulfill their career needs and organizations will benefit by retaining a greater number of their competent and qualified employees. Career development deals with the fundamental nature of the relationship of individuals to their ware employees to their organizations.

Noe.r. (2010) Career development programs have evolved because of changes in the work force (work –life balance, diversity, and focus on quality) advances in management theory (employee motivation), changes in managerial style and the increasing complexity of technology. It is these contemporary trends which have fostered the growth of career development programs.

### **2.6.1 The components of career development programs.**

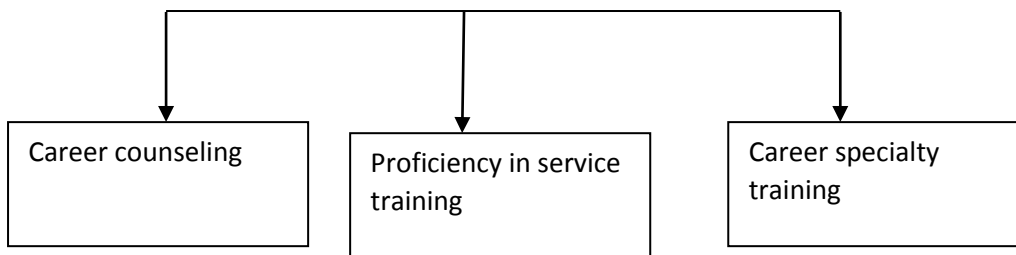
Employees must have the opportunity to identify career needs and the organization should assist them in achieving these needs with in organizational realities.

A career development program does not require elaborate procedures. The essential components are counseling and training career counseling provides an avenue for the employees to assess their career needs. Training component assists employees in growth and development by enhancing their knowledge, skills and abilities in their present job

assignment or prepares them for future opportunities Kamran (2012)

Proficient in-service training and career specialty training can accomplish this. Each of these components is vital to the success of the career development initiatives.

### 2.6.2 Career development program



Torrington (2005), all these components assist the organization in conflict resolution it employees engage in career development programs. An effective career counseling program not only assist an organization in identifying employees with high performance potential but also assists employees in mapping out realistic career opportunities. In addition to that career counseling helps in resolving conflicts in an organization since it allows employees the goals during the course of their careers. This is also in line Becker (2011) arguments that with career counseling, employees are determined and work in line in order to attain their specific goals thus employees can not engage in conflicts which may affect them in the course of their career. Employees who derive satisfaction from knowing that expectations can be met inside the organization will most likely become a high productive employee. Furthermore, career counseling should not be confused with the purpose and intent of the performance appraisal system. The objective of career counseling is to assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities and organizational opportunities Cole (2008)

The second component is proficiency in – service training. This component of career development initiative must be closely coordinated with the organizations training efforts. This benefits both the organization and its employees by keeping them up-to date on duties and responsibilities within present job assignments Goldstein (2002). It also allows employees the opportunity to maintain these skills and abilities necessary for the job they perform.

Proficiency training program developed implemented which encompasses all the phases of training. This will allow employees to have clear understanding of the organizations formal training requirements, as well as demonstrate the department's commitment to employee development.

It also helps human resource involving conflicts in a way that employees who acquire more personal development. These employees are always determined that they are aiming at achieving certain level let it be self actualization or esteem. Such an employee will not engage in conflicts since they affect his / her abilities to attain the level of personal development.

### **2.6.3 Career specialty training.**

The final component in career development is career specialty. This provides employees with the opportunity to enhance knowledge skills and abilities necessary to perform jobs beyond the minimum level. It also allows employees the opportunity to explore new areas of interest and specialization that will enhance abilities and skills in other specialized jobs.

## **2.7 Employee exit from the organization.**

An employee can exist from the organization through various ways such as termination, redundancy among others. Employment Act (2006) defines termination of employment at the initiative of the employer for justifiable reason other than misconduct, such as expiry of contract, attainment of retirement age e.t.c

### **2.7.1 Employee Termination**

Employee termination is the release of an employee against his or her will Richard (2006) . Termination may be, at will, for cause, or for lack of work. The process is unavoidably painful: it imposes a certain degree of pain on the terminated employee, and the vast majority of people do not enjoy inflicting pain. Terminations, however, are a necessary part of business life and must be carried out promptly when the need for such actions becomes obvious in order to preserve the health of the enterprise.

### **2.7.2 Termination-at-will**

Jurkiewicz (2005) argues that an employment-at-will doctrine emerged in the United States in the mid-nineteenth century and came to be applied in both state and federal courts throughout the late 1800s and early 1900s. A concise interpretations of the doctrine was rendered by the

California Supreme Court in 1910: "Precisely as may the employee cease labor at his whim or pleasure, and, whatever be his reason, good, bad, or indifferent, leave no one a legal right to complain; so, upon the other hand, may the employer discharge, and whatever be his reason, good, bad, or indifferent, no one has suffered a legal wrong."

Employees have retained their rights to be employed at will, but employers' rights to terminate workers at will have been modified over time based on the circumstances of the termination, Craik (2005). The federal Wagner Act of 1935 made it illegal for companies to fire employees because they were engaged in union activity. Subsequent laws and court decisions during the mid-twentieth century reflected increasing concern about "wrongful discharge," implying that circumstances do exist in which it is legally wrong for a company to fire a worker. During the 1960s and 1970s, particularly, Congress enacted a number of new laws to protect workers from wrongful discharge in all types of cases, including those related to bias, whistle blowing, and other factors.

### **2.7.3 Termination-at Will**

,An employment-at-will doctrine emerged in the United States in the mid-nineteenth century and came to be applied in both state one a legal right to complain; so, upon the other hand, may the employer discharge, and whatever be his reason, good, bad, or indifferent, no one has suffered a legal wrong."Henneman (2006)

Jurkiewicz (2005) employees have retained their rights to be employed at will, but employers' rights to terminate workers at will have been modified over time based on the circumstances of the termination. The federal Wagner Act of 1935 made it illegal for companies to fire employees because they were engaged in union activity. Subsequent laws and court decisions during the mid-twentieth century reflected increasing concern about "wrongful discharge," implying that circumstances do exist in which it is legally wrong for a company to fire a worker. During the 1960s and 1970s, particularly, Congress enacted a number of new laws to protect workers from wrongful discharge in all types of cases, including those related to bias, whistle blowing, and other factors.

The practical consequences of this legal evolution have been that employment-at-will remains theoretically in force but is hemmed in—principally by many employee rights related to discrimination—to such an extent that legal advisors to business almost never

unambiguously and forthrightly recommend using the right. This is understandable. Every employee belongs to several of the so-called "protected classes" in that they have an age, a gender, and are members of a race. It is always at least possible for an employee discharged at will to claim that the *real* motive behind the firing was motivated by bias. To avoid unnecessary lawsuits, many employers use workarounds although these are not exactly publicized.

The majority of employees understand this right as reciprocal to their own right to quit at any time. The small business employer's right is also indirectly maintained by the fact that those inclined to sue prefer to sue deep pockets, but the small business owner must be prepared to handle complaints, investigated by state or local agencies. The practice of at-will termination also implies significant discipline on the part of the small business manager who cannot simultaneously rely on the at-will policy and also give an explanation to the terminated employee which amounts to a list of other reasons than simply the employer's naked will.

#### **2.7.4 Termination for Behavior**

Employees may be dismissed for cause, one of which is employee behavior. Common behaviors that lead to terminations include: absenteeism and tardiness; unsatisfactory performance; lack of qualifications or ability; changed job requirements; and gross misconduct; misconduct might involve drug abuse, theft, or other breaches of company or public policy. (Richard 2006). The term "behavior-related" distinguishes this type of termination from "trait-related" dismissals; traits are immutable characteristics of the employee, such as color of skin or physical disability. Trait-related terminations may be legal if the employer can prove that the trait keeps the employee from performing a job satisfactorily. However, those cases are uncommon.

Steingold(2004) , argues that employers may terminate workers based on any type of behavior they deem unacceptable, although laws and court interpretations of these laws have protected some types of behavior when the employer's retaliatory action is deemed: 1) a violation of public policy; 2) a violation of an implied contract between the employer and the employee; or 3) an act of bad faith. An act of bad faith is vaguely defined: it is simply recognition of an employer's duty to treat employees fairly. For example, it might be considered illegal for a company to fire a worker because he refused to engage in an activity a reasonable person would consider excessively dangerous or hazardous.

One illustration of a public policy violation would be a company that fired a worker because she refused to engage in an unlawful act, such as falsifying public financial documents or giving false testimony in court. A third type of infraction in this category would be dismissal of an employee for reasons stemming from his exercising a right to perform an important public obligation.

Violations of implied contracts occur when a company dismisses a worker despite the existence of an insinuated promise. For example, if an employer conveys to a worker that he will receive long-term employment in an effort to get the employee to take a job, it could be liable if it fired the worker without what the courts deem "just cause" or "due process." Implied contracts often emanate from interviews, policy manuals, or long-term patterns of behavior by the employer in a relationship with an employee.

Even when an employer acts in good faith and does not violate the public trust or an implied contract, it can be legally liable for dismissing a worker for other reasons. Specifically, a business may be found liable if it cannot prove that: 1) its decision to dismiss an employee is not founded on bias against a protected minority; or 2) the firing does not produce inequitable results. Suppose, for instance, that a company decided to fire all managers who did not have a college degree. Doing so, however, resulted in the dismissal of a disproportionate number of legally protected minorities from its work force. The company could be held liable if it could not show that having a college degree was necessary effectively to execute the duties of the position.

### **2.7.5 Steps in a Behavior-Related Termination**

According to Craik (2005), because of the legal risks inherent in dismissing employees, most companies terminate workers for behavior-related causes only after administering a progressive disciplinary and counseling process. Besides legal reasons, studies show that most companies try to correct behavior out of a perceived moral obligation to the employee. Furthermore, many employers benefit economically from correcting employee behavior, rather than terminating workers, because of the high costs of employee turnover.

Correctional efforts do not always succeed, however. In instances when termination does prove necessary, business experts cite several basic steps that employers can take to ease the

blow for the targeted employee, minimize damage to workplace morale and community standing, and shield themselves from legal liability. (Craik 2005). These steps include:

Develop clear, written policies for termination and follow them unwaveringly. These policies should be readily accessible to employees in an employee handbook. The termination guidelines should include definitions of poor performance and gross misconduct, detailed descriptions of the review procedures that may lead to termination, and policies regarding severance, future employment references, and the return of company property.

Document reasons for termination over time, in quantifiable terms where possible.

- Conduct the termination meeting with the employee in a professional manner. The company representative conducting the meeting should be trained in dealing with the wide array of emotions—anger, denial, shock, etc.—that typically appear during such times.
- Give credit for positive contributions. Many experts contend that the shock of termination can be eased somewhat if they hear positive feedback about some aspect of their work performance. "Even in a termination based on performance, prompted by the fact that acquired skills were not adequate for a particular situation, the person's assets and liabilities can still be acknowledged,

Prepare an information package for the terminated employee that outlines all elements of any severance package, including benefits and assistance options. Depending on laws and company policies, the company may provide severance pay, unemployment compensation, compensation for earned vacation days, career and placement counseling, ongoing health insurance, or other post-termination benefits. (Steingold 2007)

- Craft considerate severance payout policies. The method of severance payout can be a major factor in easing (or increasing) an ex-employee's bitterness about termination. For example, Bayer notes that paying out severance in lump sums near the end of the calendar year will inflate the worker's W2 for the year and increase his/her tax burden. Small businesses can spare ex-employees this financial hit by absorbing the modest extra payroll expense of making regular severance payments.

Preserve an environment that enables the terminated employee to leave with dignity. "We should have no trouble arguing for compassionate termination policies that reduce stress on families, mitigate financial hardships, and decrease the chances that discharged employees

will suffer debilitating emotional crises," wrote Bayer, who also cites the business advantages of dignified dismissals: "Employees who have witnessed termination with dignity will be more inclined to like the firm and support its goals and mission."

- Notify others that are impacted by the dismissal in a timely manner. This includes other employees, affected clients, and other entities with which your company has a business relationship.

### **2.7.6 REDUCTIONS IN FORCE (RIF)**

Bayer (2000) points out that reductions in force (RIF)—also known as work force reductions, downsizing, right-sizing, restructuring, and reorganization—may include a number of methods of eliminating worker hours, including layoffs. Employee terminations in such cases are usually the result of surplus labor caused by economic factors, changing markets, poor management, or some other factor unrelated to worker behavior. Because work force reductions make a company vulnerable to many of the same legal risks inherent in behavior-related terminations, companies usually terminate workers by means of a carefully planned and documented process, Kreitner (2007) . The process is typically conducted in two stages: 1) selecting the workers to be dismissed and then terminating them according to the above process; and 2) providing benefits to ease the transition, including severance packages, unemployment compensation, and outplacement services.

Selecting and terminating employees is handled carefully because most profit-maximizing organizations are obviously concerned about losing talent or diluting the effectiveness of the company. But care must also be taken to ensure that the reductions do not violate state and federal laws. As with behavior-related terminations, downsizing terminations cannot be based on bias against protected minorities, or even unintentionally result in an inequitable outcome for a protected group. In fact, extensive legislation exists to protect disabled workers, racial minorities, and workers over the age of forty, women, and other groups.

In addition to bias-related laws, moreover, companies must comply with a battery of laws specifically directed at corporate layoffs. For example, the federal Worker Adjustment and Retraining Notification (WARN) Act of 1988 requires companies with 100 or more employees to file at least sixty days prior notice before conducting mass layoffs or work force reductions. Among other stipulations, the notice must be in writing and addressed to employees and specified government workers.



The second stage of the downsizing process, outplacement, is also heavily influenced by legislation aimed at protecting employees. But it is also used to maintain the morale of the work force and to enhance the public image of the company conducting the work force reduction. Outplacement usually includes two activities: counseling and job search assistance. Counseling occurs on both the individual and group levels. Both are necessary to help the displaced worker 1) develop a positive attitude; 2) correctly assess career potential and direction, including background and skills, personality traits, financial requirements, geographic constraints, and aspirations; 3) develop job search skills, such as resume writing, interviewing, networking, and negotiating; and 4) adjust to life in transition or with a new employer.

Many companies assist with the job search by hiring a job-search firm to help their terminated employees find new work. In addition to providing some or all of the counseling services described above, job-search companies act as brokers, bringing together job hunters and companies looking for employees. Job-search companies can expedite the job hunting process by eliminating mismatches from the interview process and by helping both parties to negotiate employment terms. In some cases, the former employer will reimburse job hunting costs as part of the severance package of benefits.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

Methodology refers to the rationale for the application of specific procedures or techniques used to identify, select and analyze information applied to understand the research problem, thereby allowing the researcher to critically evaluate a study's overall validity and reliability (Labaree 2009). This chapter elaborates the methodology and techniques, sampling techniques, study population, data sources, research design, collection instruments. The methods combined both qualitative and quantitative approach. It also explains how the study was conducted, the area of the study, sampling size. It also indicates how the data was collected and analyzed as well as the limitations encountered during the study.

#### **3.1 Research Design**

Research design is a scientific plan indicating the picture and functioning of the research process before it is engaged in (Okezie 2002). According to (Copper and Schindler 2006) research design expresses both the structure of the research problem frame work organization and configuration of the relationship among the variables of the study and the plan of investigation used to obtain empirical evidence of the relationship.

The research on Mukwano group of companies (branch of detergent) using both qualitative and quantitative research centered on human resource practices. A study is considered quantitative if the researcher wants to quantify the variation in the phenomenon situation and problem and their analysis is geared towards establishing the magnitude of the variation (Kumar 2005). The techniques are designed in a way that would best suit quick collection of relevant data. The data was systematically collected and presented to give exploratory analysis to particular phenomena with emphasis to cover the extent of the problem.

#### **3.2 Area of the study**

This research was conducted on Mukwano Group of companies basically the branch of detergent and these include Mukwano white star soap , Maama washing detergent among other .However the company has other products from other branches with in Mukwano group of company. The researcher chose this organization because it has been in business for a long time and it employs a big number of people and in every environment where the population is high, there is high chance of having a conflicts since people have different ideas and interests.

### **3.3 Study Population.**

According to Abel and Oliver (2003) population refers to the entire group of individual, events or objects having a common observable characteristic. Also (Kumar 2005) defines the research population as a group of individuals, objects or items are taken for measurement. The study was carried out among the staff and these included managers at lower management level, middle and executive managers of Mukwano who are to be drawn from production, marketing, stores and accounts department. Also the neighboring people contributed to the research.

### **3.4 Sample procedures**

#### **3.4.1 Sampling Method.**

Sampling is the process used in statistical analysis in which a predetermined number of observations are taken from a large population (Rob 2014). The researcher used simple random sampling techniques such as probability sampling because every person in the sample size has a known probability of being selected as in convenience or voluntary response. Simple random sampling refers to the process of selecting a group of subjects called sample from a larger group (Amin 2005). Here stratified sampling methods, under this method the population was divided into groups called strata and the researcher obtained information by interviewing the individuals and also providing them with the questionnaire which were filled by them. In addition, also purposive sampling technique was used. Purposive technique refers to the process where the researcher selects a sample design basing on experience and knowledge (Amin 2005). This technique helps the researcher to collect relevant information from experienced people thus time saving.

The respondents involved are employees, management and clients.

### **3.5 Sample Size**

A sample size refers to the small group obtained from the accessible population in agiven area(Abel 2003). The study was encompassing a representation of sample of 85 respondents from Mukwano Group of Companies. Employees from different department, management are clients are to be chosen for the study. This sample size will be taken with consideration of time constraints, convenience and funds among others

### **3.6 Source of Data**

There are mainly two major sources of data that is primary data. Primary sources refer to the raw facts collected or generated for a given research and it is gathered originally for a specific research problem. The primary data was obtained from the selected respondents by use of self – administered questionnaires, interview and observation. Secondary data was other source of data which was derived from related literature like published textbooks in Human Resource Management and Practices, Principles of Management, Industrial Relations, Organizational Behavior and internet.

### **3.7 Data collection methods and instruments.**

Data was collected by the use of questionnaires as described below;

#### **3.7.1 Questionnaires**

Questionnaire is a list of questions drafted by the researcher to be filled by the respondents (Amin 2005). This was to dominant primary data collection method in the study. Here comprehensive self- Administered questionnaires were the main instrument in the study. These were designed to gather information and explore the key variables addressed to staff and management. Both open and closed ended questionnaires were used to let the respondents give their own opinions about the research problem.

**3.7.2 Interviews,** here the researcher managed to conduct interviews with some of the workers at operational level who also provided some relevant information concerning the topic raised.

**3.7.3 Group focus discussion,** Here the researcher conducted group discussion where respondents are grouped in small groups and the researcher interviewed groups according to their levels in the organization

### **3.8 Data Processing and Analysis.**

#### **3.8.1 Data Processing**

Upon collecting data, several methods were used to process and analyze the data. All the data collected was checked for results on completion of procedure, the questionnaires were designed by researcher handed over to the respondents who answered the designed research questionnaires. This was complied, edited, classified and coded.

To improve on its accuracy and relevancy, it was tabulated to reveal the frequencies and percentage scores of different study attributes.

### **3.8.2 Data analysis**

To ease the interpretation of data, the data was analyzed using statistical techniques and qualitative techniques such as regression and correlation analysis. The data was analyzed using SPSS

### **3.8.3 Reliability and Validity.**

Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. (Saunders 2007). According to Phelan and Wren (2006) reliability refers to the degree to which an assessment tool procedures stable and consistent results. In order to ensure reliability, the researcher designed questionnaires and distributed to the respondents for pre testing. These questionnaires were drafted with the help the supervisor and the Managers who also gave the researcher some advice concerning the research problem. This instrument lie questionnaires used over time can give the same information and the information got can be relied upon by scholars.

Validity is the correctness and reasonableness of data rob 2014.The researcher used the questionnaires and filled them with the help of the respondents during data collection in order to achieve accuracy and validity of the information.

### **3.9 Ethical consideration**

This research was carried out by the researcher and this research is original that it was not plagiarized from anywhere therefore the researcher also put ethical consideration when conducting the research.

### **3.10 Limitation of the study**

The research was costly in terms of transport, printing out and binding of the reports.

Also the time to carry out the research was limited.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter presents the study findings based on the study objectives which included ; to assess the impact of employee recruitment and selection on conflict resolution in Mukwano Group of Companies (branch of detergents), to find out the role of employee retention on conflict resolution ,to establish the impact of employee exit from organization on conflict resolution . This chapter presents the study findings as done in regard to the demographic characteristics and the study objectives. The study findings were collated with the study literature in order to draw genuine arguments and conclusive remarks.

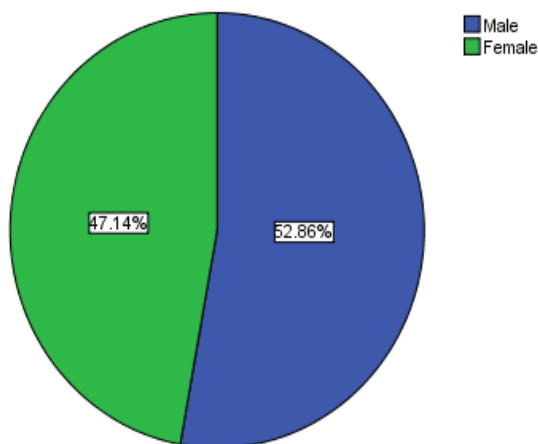
#### 4.1 Respondent demographics.

The study determined the respondents' demographics which included the bio data that is the age, education levels, terms of contracts among others.

##### 4.1.1 Respondents gender

The study also determined the gender composition of the respondents and the following respondents obtained as illustrated in figure 1 below. Out of the 85 questionnaires that were issued during data collection, 70 questionnaires were returned as some went missing. According to Mugenda (1999) a response rate of 50% is adequate for analysis and reporting, a response of 60% is a good and a rate of 70% and over is excellent. This therefore means that the study had adequate participation and gave the information which was enough for the study.

**Figure 1: Gender composition of the respondents.**



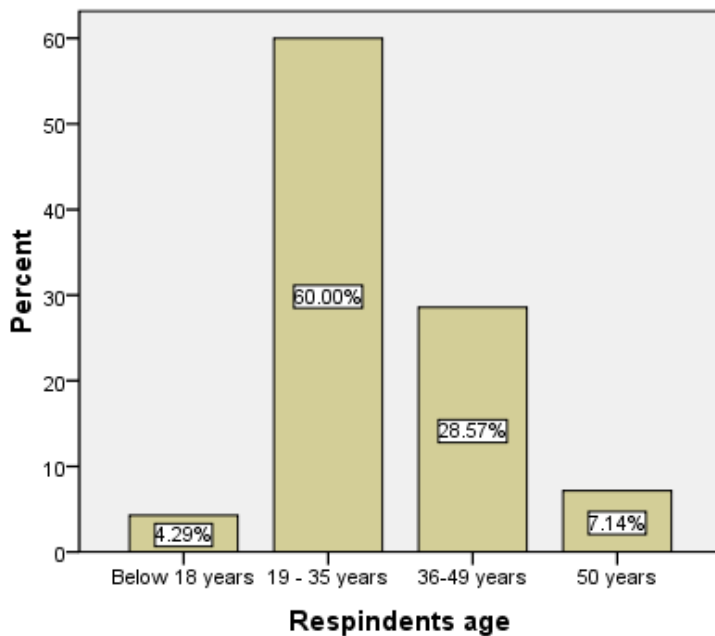
**Source; Primary data (2016)**

From figure 1 above it is indicate that the males where more than the female respondents, the males where 52.86% (37) while the females were 47.14% (33). This can imply that the study considered both genders provided the researcher reliable and genuine findings to the study thus the skills needed to perform the required tasks are available

**4.1.2 Age brackets of respondents**

The study had to determine the age of the respondents and the following findings were revealed.

**Figure 4.1.2 Age brackets of the respondents.**



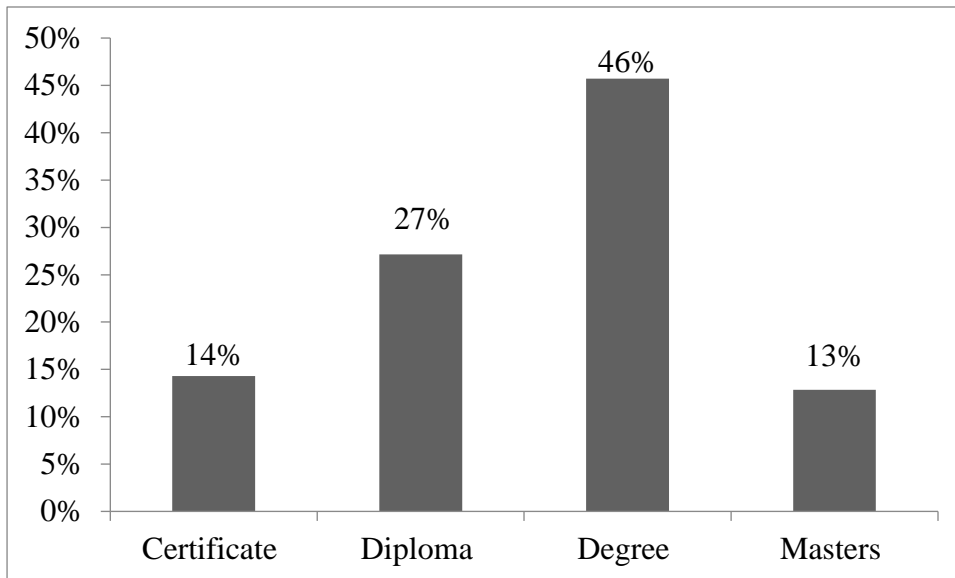
**Source: Primary (2016)**

The study findings presents that 4.29% (3) of the respondents were below 18 years, 60% (42) were between 19-35years, 28.57% (20) were between 36-49years and 7.14% (5) had 50years and above. This could imply that all respondents were mature enough to provide relevant and genuine responses to the study questions administered to them since majority of the employees are within the age bracket of 19/35 which is acceptable as per the employment Act

### 4.1.3 Level of Education of the respondents

The study went ahead to find the academic qualifications of the respondents and the following findings were illustrated in figure 2

**Figure 3 : Level of the Education of the respondents**



**Source: Primary Data (2016)**

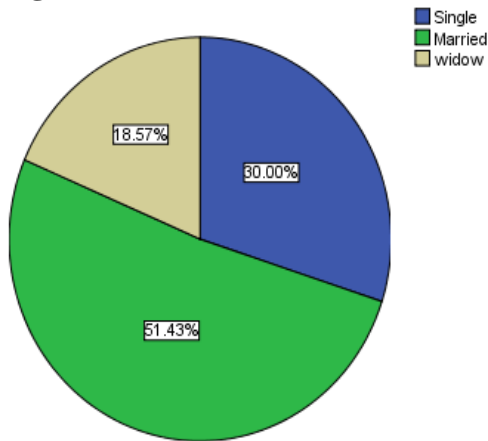
From the findings presented in the figure 2 above, 14% of the respondents had certificates, 27% of the respondents were diploma holders, 46% were degree graduates and 13% has masters. Majority of the respondents had degrees followed by diploma holders, then certificates and masters. This can imply that all respondents were educated enough at a certain recognizable level which affirmed knowledgeableness in providing relevant findings. The employees have enough knowledge and multi skilled and are capable to cope up with the diversifying technology

### 4.1.4 Respondents marital status

The study further had to determine the marital status of the respondents and the following findings were illustrated.



**Figure 4.1.4: Marital Status of the respondents**



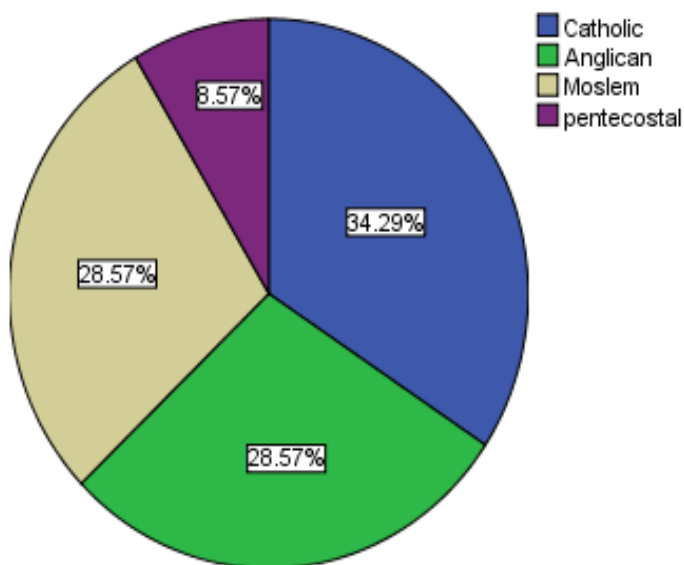
**Source: Primary Data (2016)**

The pie chart above shows that 30 % (21) of the respondents were single, 51.43% (36) were married and 18.57% (13) were widowed. Majority of the respondents were married followed by singles which is a sign of social responsibility and recognition thus reliable findings were obtained. This is also important in determining the stability of a person characters that is who is capable of managing the company.

#### **4.1.5 Respondents Religious Affiliation**

The study also had to ascertain the religious context of the respondents and the following findings were illustrated.

**Figure 4.1.5: Religious affiliation of the respondents.**



**Source: Primary Data (2016)**

The pie chart above indicates that 34.29% (24) of the respondents were Catholics, 28.57% (20) were Anglicans, 28.57% (20) were Moslems and 8.57% (6) were Pentecostals. This could imply that all respondents had their respective religions of faith thus genuine responses were expected from the respondents with utmost truth and convenience. Mukwano manages diversity of religions thus good organization culture.

**4.1.6 Respondent’s terms of employment**

The study findings also establish the terms of employment of respondents receive their income from Mukwano group of companies.

**Table 1: showing respondent's terms of employment**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Valid Temporary	18	25.7	25.7
permanent	24	34.3	60.0
Contract	28	40.0	100.0
<b>Total</b>	<b>70</b>	<b>100.0</b>	

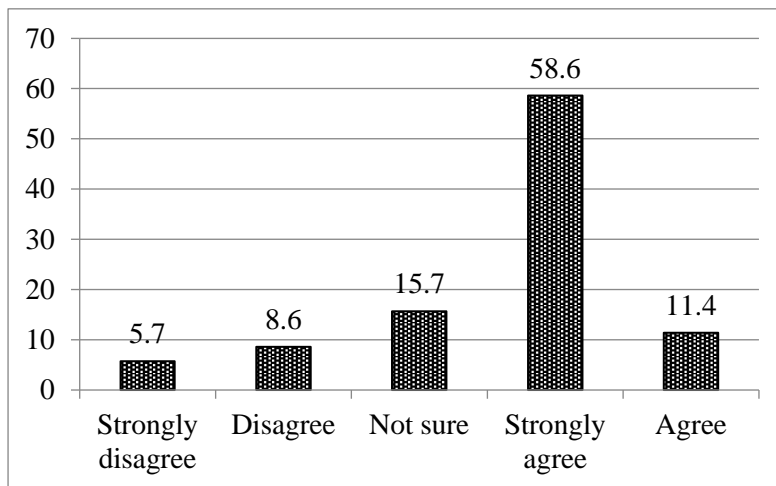
**Source: Primary data (2016)**

The table above illustrates that 25.7% (18) of the respondents were employed on a temporary basis, 34.3% (24) had permanent employment and 40% (28) were on contracts. This implied that majority of the respondent were under a contract, followed by permanent workers and only temporary workers. This implied that all respondents were under long service periods assigned under contracts and permanent employment schemes.

**4.2 Employee Recruitment and Conflict Resolution in Mukwano Group of Companies.**

The study findings determines the conduct of employee recruitment in ensuring marginalizing conflict resolutions and the following findings were illustrated in figure 5

**Figure 6 :Employee recruitment helps in reducing conflicts.**



**Source: Primary Data (2016)**

From the findings presented in the figure 4.2.1, 5.7% (4) of the respondents strongly disagreed about the influence of employee recruitment in reducing conflicts in Mukwano Group of Companies, 8.6% (6) of the respondents disagreed, 15.7% of the respondents were not sure, 58.6 % (41) of the respondents strongly agreed and 11.4% (8) of the respondents agreed. Majority of the respondents agreed that employee selection during recruitment is very effective in enhancing conflict resolution therefore this implied that Mukwano Group of companies is able to attain reduced conflicts within the entity as new workers are being recruited.

Findings were in line with the argument of Shuan Tyson (2006) as he contended that given the significance of recruitment, the important of making successful appointments for the company prospects cannot overemphasize. Good recruitment is about minimizing risk and increasing the probability of success. High labor turnover is costly but so it the continued employment of mediocre or hardly adequate performance. The study further posed question to confirm the opinions illustrated in figure 5 . The opinions are stated in table 3.

**Table 4.2.1 Employee Recruitment and Conflict Resolution in Mukwano industries.**

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Interviews involve integrity tests and brain capacity	Frequency	3	1	15	15	36	<b>70</b>
	Percentage	4%	1%	21%	21%	51%	<b>100%</b>
New employees are provided with employment terms during orientation	Frequency	8	10	17	14	21	<b>70</b>
	Percentage	11%	14%	24%	20%	30%	<b>100%</b>
New applicant personal traits are assessed before recruitment	Frequency	2	7	15	12	34	<b>70</b>
	Percentage	3%	10%	21%	17%	49%	<b>100%</b>
Influence of company policy on conflict resolution	Frequency	2	4	13	18	33	<b>70</b>
	Percentage	3%	6%	19%	26%	47%	<b>100%</b>

**Source: Primary Data (2016)**

From the findings presented in the table 4.2.1, 51% (36) of the respondents strongly agreed that interviews are conducted with integrity test and brain reasoning capability, 21% (15) of the respondents agreed, 21% (15) were not sure, 1% (1) disagreed and only 4% (3) strongly disagreed. This could imply that majority of the respondents strongly agreed and agreed which presents the relevance and intent of recruitment processes in assessing integrity aspects and brain reasoning capacity. Findings were inline with the arguments of Shrisastava et-al (2003) as he proclaimed that recruitment plays an important role in selection of only the suiting employees who hold genuine integrity characters.

Findings revealed that 30% (21) of the respondents strongly agreed that new employees are provided with their employment terms during orientation, 20% (14) agreed with the argument, 24% of the respondents were not sure, 14% of the respondents disagreed, 11% of the respondents strongly disagreed.

Majority of the respondents agreed which implied that the newly employed workers are also guided on which terms will abide with their employment which was in line with the arguments of Sparrow (2008), as he contended that workers provided with employee manual that serve as guide books in which their employment terms are stipulated. This helps them to know what they are expected of doing and what they are supposed to do.

Findings illustrated that 49% (34) of the respondents strongly agreed that new applicants personal traits are assessed before recruitment, 17% (12) agreed, 21% (15) were not sure,

10% (7) disagreed and 3% (2) strongly disagreed. This implied that majority of the respondents agreed which affirmed the conduct of assessment of applicants before they are recruited by Mukwano Group of companies. Findings were inline with the arguments of Kenney (1992), as he contended that before recruiting workers, the management must assess the behavioral conduct of the employee as a way of boosting their performance.

Findings also presents that 47% (33) of the respondents strongly agreed that the company policy is effective in resolving conflicts, 26% (18) of the respondents agreed, 19% (13) were not sure, 6% disagreed and 3% (2) strongly disagreed. This can imply that majority of the respondents agreed which implied that the company policy targeted to managing workers is very effective in resolving conflicts.

Findings were inline with the arguments of Raymond (2010) as he asserted that managers or administrators are supposed to set certain standards and conducts of its workers in order to boost their appropriateness in performing organizational tasks and responsibilities assigned to them. This helps them to hold a free environment via clarified job descriptions which enhances their competence and good interpersonal skills.

#### 4.2.2 Correlation of Employee Recruitment on Conflict Resolution

The study findings further determines the relationship between recruitment and findings obtained are as presented in the table below.

**Table 4.2.2 Correlation of Employee Recruitment on Conflict Resolution.**

		Employee Recruitment	Conflict Resolution
Employee Recruitment	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	70	70
Conflict Resolution	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.01 level (2-tailed).

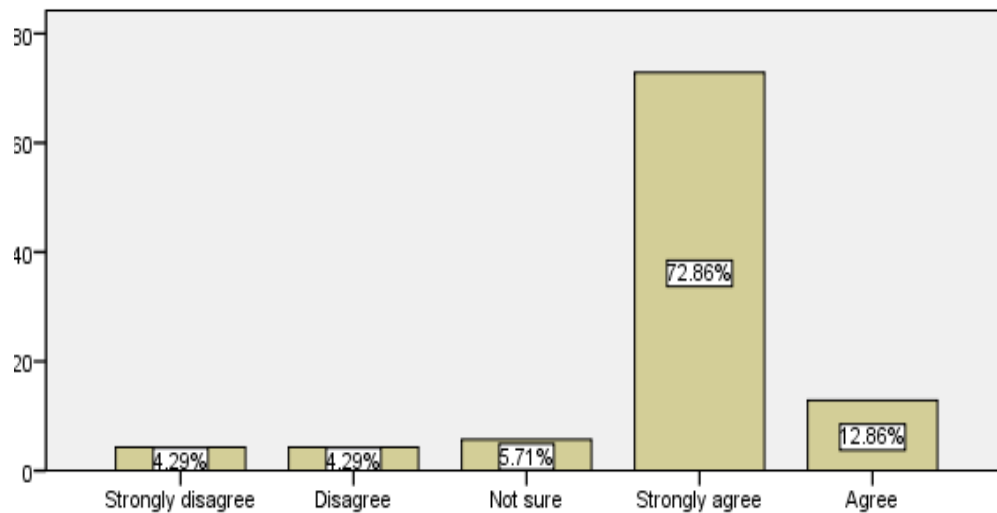
Employee recruitment has a strong positive relationship to conflict resolutions as respondents indicated that these variables have a relationship therefore this implies that the company's

ability to set employee retention strategies, low rates of conflicts resolutions are attained and the reverse may be true. The correlation supposed that proper employee recruitment has impact on conflict resolution.

**4.3 Effectiveness of Employee retention through training and Conflict resolution.**

The effectiveness of employee training in solving conflicts among workers and the following findings were obtained.

**Figure 7 Training and conflict resolution**



**Source: Primary data (2016)**

The graph above shows that the majority of the respondents agreed that employees who have obtained training usually stay long in an organization and it is represented by 72.6% (51) of the respondents who strongly agreed, 12.86% (9) agreed. However there were variation in the findings since other respondents disagreed represented by 4.29% and another 4.29% (3) of the respondents also strongly disagreed, 5.71% (4) of the respondents were not sure. This could imply that newly workers of Mukwano industries are obtained training as a way of keeping them in position services for better and liking their job always. The study further posed questions to confirm opinions and the opinions are illustrated in table 4.3.1.

**Table 4.3.1 Rewards are given to employees who achieve their set objectives.**

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Through rewards workers are motivated to perform better	Frequency	2	10	1	21	36	<b>70</b>
	Percentage	3%	14%	1%	30%	51%	<b>100%</b>
Career development helps employees to perform their work better with behavioral change	Frequency	2	8	13	15	32	<b>70</b>
	Percentage	3%	11%	19%	21%	46%	<b>100%</b>
Employees who do not engage in conflicts are always by organizations to develop their careers and personalities	Frequency	9	10	12	13	26	<b>70</b>
	Percentage	13%	14%	17%	19%	37%	<b>100%</b>
Employee retention aid in conflict solving.	Frequency	1	5	9	29	26	<b>70</b>
	Percentage	1%	7%	13%	41%	37%	<b>100%</b>

**Source: Primary Data (2016)**

From the findings presented in the table 4.3.1 above 51% (36) of the respondents strongly agreed that through rewards workers of the organization as always motivated to perform better to the attainment of the organizational objectives and satisfied as well. 30% (21) agreed, 1% (1) were not sure, 14% (10) disagreed and 3% (2) strongly disagreed. This implied that majority of the respondents agreed therefore rewards offered by Mukwano group of companies helps its workers to be more motivated and perform organizational duties effectively in line with the objectives of the organization.

Findings in table 4.3.2 were in line with the arguments of Armstrong (2009), as he contended that workers must be rewarded or compensation in return to their quality of service offered in form of labor force which makes them to always like staying in service with the organization.

The findings illustrated that respondents agreed 46% (32) strongly agreed that career development helps employees to perform work activities better with behavioral change approaches and transmission, 21% (15) agreed, 19% (13) were not sure, 11% (8) disagreed and 3% (2) strongly disagreed. This implied that respondents agreed over the arguments that career development helps employees to perform their work better with behavioral change.

Findings illustrated that employees who do not engage in conflicts are always helped by organizations to develop their careers and personalities in that 37% (26) of the respondents

strongly agreed, 19% (13) agreed, 17% (12) were not sure, 14% (10) disagreed and 13% (9) strongly disagreed. This implied that majority of the respondents agreed which indicated that good conflict free workers in Mukwano Group of companies are further helped in developing their career prospects as a way of appreciating their services.

These findings were in line with the arguments of Armstrong (2010), as he contended career development via training provision, educational upgrade sponsorship, promotions and recommendation is one way or the other managers able to reward their employees in order to perform well which is centered on an established criteria and organizational objectives.

The data showed that 37% (26) of the respondents strongly agreed that employee retention aid in conflict solving, 41% (29) agreed, 13% (9) were not sure, 7% (5) disagreed and only 1%(1) strongly disagreed. This implies that majority of the respondents agreed about the influence of employee retention to conflict solving. Findings were inline with the arguments of Armstrong (2010) as he contended that team leaders and organizational managers must isolate good performers for retention and organizational betterment well as identify and discrete the poor performers to avoid challenges in attaining success.

#### 4.3.2 Correlation of Employee Training and Conflict Resolution.

The study also went on to ascertain the relationship between Employees Training on Conflict Resolution and findings revealed are presented in the table below.

**Table 4.3.2 Correlation of Employee Training on Conflict Resolution.**

		Employee Training	Conflict Resolution
Employee Training	Pearson Correlation	1	.633**
	Sig. (2-tailed)		.000
	N	70	70
Conflict Resolution	Pearson Correlation	.633**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Employee training is effective in supporting conflict resolution as respondents revealed a strong positive relationship between the two variables. This implied that more productive training sessions are conducted in turn employee conflicts may also be brought to an end in

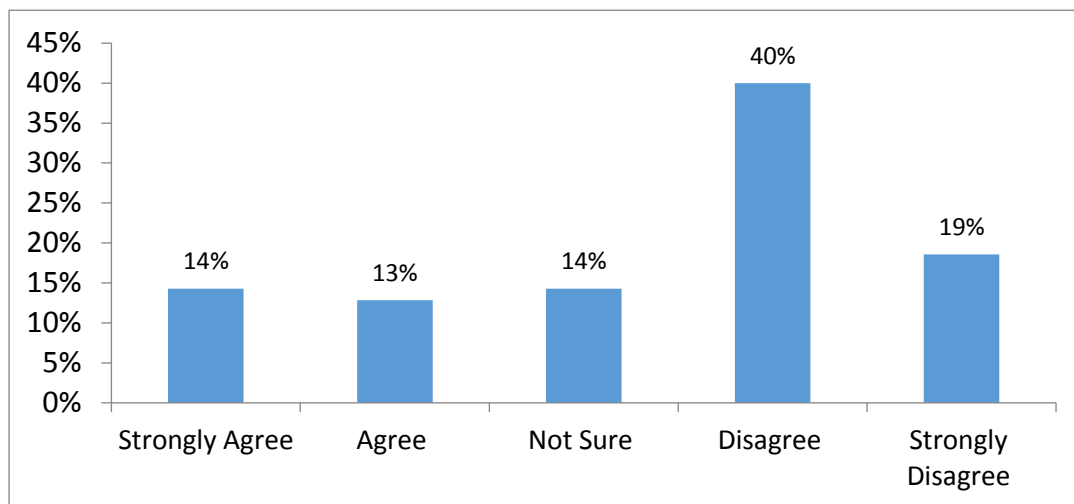


an organization therefore  $r = 0.633$  revealed meant that employees training is moderately leading to conflict resolution in Mukwano Group of Companies.

#### 4.4 Employees exit from the organization

The study established the effectiveness of the criterion used by Mukwano Group of companies while laying off its workers to obtain a more conflict free environment and the following findings were revealed.

**Figure 8 Employee exit is executed for exemplary purposes to others.**



**Source : Primary Data (2016)**

From the graph 4.4.1 above, it was revealed that 14% (10) of the respondents strongly disagreed that employee exit as a way of serving as example is effective in mitigation and eradication of conflicts in Mukwano Group of Companies, 13% (9) agreed, 14% (10) of the respondents were not sure, 40% (28) disagreed and 19% (13) of the respondents strongly disagreed. This implied that majority of the respondents disagreed about the attempt of exercising redundancy penalties and force leave exercises.

The opinions were inline indifferent to the arguments of Armstrong (2009) as he asserted that human resource managers must take whatever step required in order mitigating detrimental effects via attempts such as relying primarily on natural wastage and voluntary redundancy or, if people have to go involuntarily, doing whatever they can to help them find other jobs (outplacement). The study further posed questions to confirm the opinions as in 4.3.2.

**Table 4.4.1 Employee exit from Organization and conflict resolution.**

		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Total</b>
Do employees voluntarily move away and depart	Frequency	13	18	24	3	12	<b>70</b>
	Percentage	19%	26%	34%	4%	17%	<b>100%</b>
Are contracts terminated due to conflict arise	Frequency	13	21	26	3	8	<b>70</b>
	Percentage	19%	30%	37%	4%	11%	<b>100%</b>
Retiring or departing workers solve their issues before leaving.	Frequency	12	28	17	4	9	<b>70</b>
	Percentage	17%	40%	24%	6%	13%	<b>100%</b>
Employee exit help in solving conflicts in an organization	Frequency	7	16	11	13	23	<b>70</b>
	Percentage	10%	23%	16%	19%	33%	<b>100%</b>

**Source: Primary Data (2016)**

From the findings presented in the table 4.3.1 above, it was revealed that 17% (12) of the respondents strongly agreed employees move voluntarily away from the organization, 4% (3) agreed, 34% (24) were not sure, 26% (18) disagreed and 19% (13) strongly disagreed. This could imply that the workers in Mukwano Group of companies normally do not turn away at their will as a bigger percentage of the respondents disagreed.

Findings in the table 4.3.1 as well illustrated that 11% (8) of the respondents strongly agreed that contracts are normally terminated as a way whenever conflict arise between the contacted parties, 4% (3) agreed, 37% (26) were not sure, 30% (21) disagreed and 19% (13) of the respondents strongly disagreed. This can imply that the respondents disagreed about the termination and ending of an abiding contract due arouse of conflicts which affirms that conflicts between contracted parties are resolved without ending the contract.

It was also revealed that 13% (9) of the respondents strongly agreed that retiring or departing workers solve their issues before existing the organizational premises, 6% (4) agreed, 24% (17) were not sure, 40% (28) disagreed and 17% (12) strongly disagreed. This implied that respondents disagreed that workers first resolve their conflicting issues before leaving the industries thus it means that workers go away from Mukwano Group of companies with unsolved issues.

Findings illustrated that 33% (23) of the respondents strongly agreed that the employees exit help in dissolving conflicts within the organization, 19% (13) agreed, 16% (11) were not

sure, 10% (7) strongly disagreed. It can imply that respondents agreed about the benefit of employee turnover to conflict resolution.

Findings were inline with the argument of Reed (2001) as he contended that workers are able to tend to move in the search of greener pastures with good payments, favorable work environment and other factors.

#### 4.4.2 Correlation of Employee Exit on Conflict resolution.

The study went ahead to ascertain the relationship between Employee Exit and conflicts resolution and the following findings were illustrated.

**Table 4.4.2 Correlation of Employee Exit on conflict resolution.**

		Employee Exit	Organisational Performance
Employee Exit	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	70	70
Organisational Performance	Pearson Correlation	.647**	1
	Sig. (2-tailed)	.000	
	N	70	70

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Employee exit is one way of enhancing performance of the organization findings illustrated a positive relationship between the variables ( $r=0.647$ ). This meant employee turnover is not a bad practice as helps the management of the organization to attain better performance of over 60%. Employees exit whether voluntary or involuntary helps the organization to attain better competent workers who are recruited after the departure of the recent occupants (Armstrong 2010).

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 INTRODUCTION

The chapter presents summaries of the research findings, conclusion, recommendations and the areas of further research. The summaries relate to the general objectives of the research study which aimed at assessing the relevancy of attempts exercised by human resource department in solving employee conflicts and in Mukwano Group of companies.

#### 5.1 Summary of the findings.

Findings revealed that all respondents who were sampled (70) positively turned up by providing their responses to the study. Majority of the respondents were males with a percentage of 52.86%. The study also revealed that all respondents were aged enough to provide genuine and reliable findings to the study with majority lying under 19 – 35 years of age, respondents were academically knowledgeable enough as majority of them were degrees holders. A bigger percentage of the respondents were married which proved a sign of the social respect and responsibility in the community, bigger sums of permanent workers were evidenced and contracted service terms. The study also assessed study objectives and research data was collected and analyzed using descriptive analysis.

#### 5.1.1 Employee Recruitment and Conflict Resolution in Mukwano Group of Companies.

Findings revealed that employee recruitment has an influence on conflict resolution, whereby employee recruitment is one of the ways through which conflicts are effectively resolved which revealed that there is a positive and significant relationship that exist between employee recruitment and conflict resolutions. This corresponds with the respondents' view which was positive.

#### 5.1.2 Effectiveness of Employee retention and Conflict resolution.

The study researcher found out that employee training has significant influence on conflict resolution as statistics showed a strong positive relationship in that respondent agreed that there exist a relationship between these two variables and in a general overview, training can facilitate conflict resolution of an organization and influence behavioral and attitudinal conduct of the employees at different levels.

### **5.1.3 Employees exit from the organization**

From the research findings, it was discovered that exiting of an employee may be a significant attempt to ensuring conflict free environment and result from the respondents revealed there is a positive relationship between employee exit and conflict resolution. This as well also provides chances of obtaining competent staff, attainment of new talents and other associated benefits.

### **5.2 Study Conclusion**

Objective one of the study was to establish how employee recruitment can aid in conflict resolution as a human resource management practice; the results indicated that the employee recruitment has a great influence on resolving conflicts as conflicting members are replaced via recruitment process thus operational efficiency and organizational progress.

The second objectives assessed employee retention and conflict resolution, the researcher discovered that there is a strong positive relationship between employee training and conflict resolution as an resettlement strategy of a free work environment and this implied that conducting training helps workers in dissolving misunderstandings as team are effected, job descriptions are redefined and boredom is cleared which motivates workers to operate together.

The third objective which was examine the effectiveness of employee exit on conflict resolution and organizational performance as a strong positive relationship was revealed that implied that the company's attempt to lay off workers or voluntary turnover is beneficial in creating a conflict free environment and enhance better performance as conflicting staffs turn away from the enterprise.

To summarize, the research revealed that employee recruitment, employee training and employee exit are effective in creating a free work environment that has no conflicts and as well boost organizational performance as positive relationship was revealed.

### **5.3 Recommendation**

The study recommends that there is need to organize workshops and training to inform staff on team work which is not fully exploited hence training on how to improve team work and how work in teams needs to be put in place this will ensure increased performance of Mukwano Group of companies.

The study recommends that there is need to further motivate the employees of Mukwano Group of companies. This is because emerging manufacturing firms are looking out to source the experienced and well trained Mukwano staff. Motivation could be in things like allowances; holiday retreats, increased salaries and promotions as well as recognition of efforts through annual awards

The study recommends that there is need to find a bigger space of operation. Using observation, the researcher found out that the clients are many and increasing but the space was small for instance the seats are few and queues get long through .some clients get pissed and withdraw unattended to increase space it would mean hiring more staff to handle the many customers.

The study recommends the company to carryout collective decision making so that it can get different opinions and ideas from employees regarding management of employees and the company at large.

#### **5.4 Suggestions for further research**

There is a need to conduct a research study as regards the effect of Labour Turnover on Organizational Performance in a manufacturing company.

Another suggestion could be assessing the impact of Trade Unions on Employee Welfare.

## REFERENCES

- Achieve, B. (2008). Effect of Training and Manpower Development on productivity of workers. New York: Harper and Row publishers.
- Amin, M.E. (2005). Social science research conception, methodology and analysis. Kampala, Makerere University Printery.
- Armstrong, M. (2001). A handbook of Human Resource Management Practice. 8th ed. London: UK: Kogan Page Ltd.
- Armstrong, G. (2002). Marketing : An introduction. 6th ed. London: Prentice Hall.
- Armstrong, M. (2006). A handbook to Human Resource Management Practice. 10th ed. London: Prentice Hall.
- Armstrong, M. (2009). A handbook of Human Resource Management Practice. 11th ed. Kogan Page Ltd. London.
- Armstrong, M. (2010). A hand book of Performance Management. 4th ed. New Delhi: Kogan Page Ltd.
- Asare- Bediako, K. (2002). Professional skills in Human Resource Management. Accra, Kasbed Ltd.
- Asare- Bediako, K. (2008). Professional skills in Human Resource Management. 2nd ed. Asare- Bediako associate Ltd, Windy Hills.
- Beardwell, N and Holden, B. (1993). Managing for Success. 2nd ed, Prentice Hall publishers: England.
- Beardwell, I., et al. (2004). Human Resource Management: A contemporary Approach. 4th ed. Harlow: Prentice Hall.
- Becker, K., et al. (2011). Implementing an Employee Performance Management System in a Non profit organization. Non profits Management and Leadership.
- Bohlander, G.W. and Snell, S.A. (2004). Managing Human Resources. 13th ed. South-Western Publishing company.
- Brown, D.R. and Harvey, D. (2006). An experimental approach to organizational development. 7th ed. New Jersey: Pearson Education.

Cascio, W.F. (2005). *Managing Human Resources*. 4th ed. London: McGraw Hill.

Cole, G. A. (2008). *Personnel and Human Resource Management*. 5th ed. London: McGraw-Hill.

Cook.F.L. (2000). *Human Resource Strategy to improve organizational Performance*. Manchester school of Management.

DeCenzo, A. D and Robbins , P.S. (2000). *Personnel Management*. 4th ed. Prentice Hall, New Delhi: India.

Dessler, G. (2003). *Human Resource Management*. 9th ed. Upper Saddle River, N.J: Prentice Hall.

Dessler, G. (2008). *Human Resource Management*.11th ed. Pearson International Edition.

George, J. M and Jones, G.R. (2002).*Organizational Behavior*. 3rd ed. New Jersey: Pearson Education.

Goldstein, I.L and Ford, K. (2002). *Training in organizations: Needs assessment, Development and Evaluation*. 4th ed. Belmont, Wadsworth.

Gupta,S., Bostrom, R.P. (2006). *End – User Training Methods: What we know, Need to know*. ACM.

Harrison, R. (2000). *Employee Development*. Silver Lakes: Pretoria.

Heathfield, S.M. (2012). *Training: Your Investment on people development and retention*.

Ivancevich, J.M. (2007). *Organizations: Behavior structure and processes*. 9th ed. Boston, Mass: Irwin McGraw-Hill.

Ivancevich, J.M. (2010). *Human Resource Management*.8th ed. Buston: Irwin McG raw-Hill.

Jones,L.B., (2005). *The four elements of success*. Tennessee: Thomas Nelson.

Kenney, et al. (1992) *Management Made East*. 1st ed. South Carolina: Omron Publishers.

Kreitner, R. (2007). *Organisational Behavior*. New York., McGraw-Hill.

McCourt, W. (2003).*Global Human Resource Management: Managing people in developing and Transitional countries*. Cheltenham, UK: Edward Elgar.

McNamara, C. (2008). *Employee Training and Development*. New York.



Mullins, L.J. (2005). *Organizational Behavior*. 10Th ed, Delhi: Pearson Education.

Mullins,L.J. (2007). *Management and Organizational Behavior*. 8th ed. Prentice Hall, Pearson Education: Edinburg Gate.

Pfeffer, J. (1994). *Competitive advantage through people*. Harvard Business school Press: Boston, MA.

Phillip, S.C and Gordon, M.E., (1991). *Human Resource Development: The field*. New Jersey.

Phillips, J. (1997). *Hand book of Training and Measurement methods*. Prentice Hall.

Raymond, A.N. (2010). *Employee Training and Development*.5th ed. The Ohio State University.Me.Graw-Hill.

Robbins,S.P. (2005). *Organizational Behavior*. 10th ed. Delhi: Pearson Education.

Robbins, S.P. (2007). *Organizational Behavior*.12th ed. Pearson Prentice Hall.

Schuler, R.S. et al. (2008). *Effective Personnel Management*.3rd ed. West Publishing Company, S.A.

Stone,J. (1999). *Evaluation of Training*.

Stone, R.J. (2002). *Human Resource Management*.2nd ed. J hon Wiley and Sons.

Thompson, A. (2002). *Managing people and Training and Development*.3rd ed. Butter-worth.

Thompson, L.L. (2004). *Making the team: A guide for managers*. 2nd ed. New Jersey: Pearson Prentice Hall.

Torrington, D and Taylor, S. (2005). *Human Resource Management*. 6th ed. London: Prentice Hall.

Bayer, Richard. "Termination with Dignity." *Business Horizons*. September 2000.

Craik, David. (2005) "Caught in The Act." *Commercial Motor*. 17 February 2005.

Henneman, Todd. (2006) "Ignoring Signs of Violence Can Be a Fatal, Costly Mistake." *Workforce Management*. 27 February.

Jurkiewicz, John. (2005) "How Should I Fire? Four practices to have in place before terminating an employee." *Pest Control*. March.

Poe, Andrea C. (2000) "Make Foresight 20/20." *HRMagazine*. February

Richard, Kerry M. (2006) "Pruning Poor Performers." *Veterinary Economics*. January.

Steingold, Fred. (2004) "Firing Employees and Avoiding Trouble." *American Coin-Op*. February .

## **JOURNAL ARTICLES:**

Ahmad, L and Din, S., (2009).Evaluating Training and Development.Gomal Journal of Medical Sciences, 165-166.

Afshan.S., Kamran, A. and Nasir, M. (2012).Effect of training on employee performance.Interdisciplinary Journal of contemporary Research in Business.

Debrah, Y.A and Ofori, G. (2006). Human Resource Development of professionals in an Emerging Economy:International Journal of Human Resource Management.

Gordon, B. (1992). Are Canadian firms under investing in training? Canadian Business Economics. 1,1, 25-33.

Guest, D.E. (1997). Human Resource Management and Industrial Relations. Journal of Management Studies 24,5, 503-521.

Hameed, A. (2011). Employee Development and its effect on employee performance.

International Journal of Business and Social Sciences.Vol.2.No. 13.

Houger, V.P. (2006). Trends of employee performance.Collaborative effort between managers and employees. In: International Society for performance improvement. Vol 45, ISS.5.

Kamran, A and Nasir, M. (2012). Effect of Training on employee performance.Interdisciplinary Journal of contemporary Research in Business.4, 6.

Mehrdad, A. et al. (2009). A study of on the job training effectiveness. In: International Journal of Business and Management, Vol 4, No.11.

Weil, A. and Woodall, J. (2005). Human Resource Development: The corporate Perspective. Journal of European Industrial Training. 29, 7, 529-540.

Wright, P. (2001). Changing the Mindset: the training myth and the need for world- class performance. International Journal of Human Resource Management 12, 4, 586-600.

Dear respondents I am NAKIRANDA SHAMIRAH a student at Uganda Martyrs University pursuing a bachelor's degree in Business Administration and management. I am currently conducting research role of Human Resource management in solving conflicts in Mukwano (department of detergent) under Mukwano Group of companies. The study is purely for

academic purposes and information given will be treated with utmost confidentiality and a profound manner of professionalism. I humbly request you to spare a few minutes and answer the following questions. Thanks for your time.

**Section A:**

**In this section you are required to tick the appropriate alternative.**

1. Respondent's Gender

Male

Female

2. Age

Below 18 years  19 – 35 years  36 – 49 years  50 years

3. Academic qualifications

Degree  Senior 6 and below  Diploma  Postgraduate

4. Marital status

Single  Married  Divorced  Widow  Engaged

Others

5. Religious Affiliation

Catholic  Anglican  Moslem  Pentecostal  Born again

Others

6. What are your terms of employment

Temporary  Permanent  Contract

Given your rating about how you think about the following the key.

1. Strongly disagree  2. Disagree  3. Not sure  4. Strongly agree

5. Agree

	Statement	1	2	3	4	5
1	What do you think about HRM					
2	As an employee is conflict resolution important in the organization					

You are requested to show the extent to which strongly disagree

1. Strongly Disagree 2. Disagree 3. Not sure 4. Strongly agree 5. Agree

1. Employee recruitment						
Statements		1	2	3	4	5
	Selecting employees who have been in the organization reduces on conflicts since applicants are known by the organization (the organization knows there characters, behaviors and ability to perform)					
2	Do situation questions asked during interviewing help to test the employee's integrity and reasoning capacity					
3	Organizations give employees all the information regarding their rights and responsibilities during orientation period					
4	Human resource manager looks at the applicant's personality traits before recruiting them					
5	Can company policy affect HRM and conflict resolution					

6. How is recruitment important in solving employee conflicts in an organization?

.....

.....

.....

2	Employee retention	1	2	3	4	5
	Statement					
1	Employees who have obtained training usually stay long in an organization since they are satisfied with the work they do and this makes them feel considered in the organization thus ignoring conflicts					
2	Rewards are given to employees who achieve their set objectives. The rewards keep them motivated and satisfied with the work					
3	With career development employees perform their work as expected and relationships among employees are improved and also behaviors change.					
4	Employees who do not engage in conflicts are always by organizations to develop their careers, personalities					
5	Can employee retention help HRM in solving conflicts					

6. How can employee retention help in solving conflicts in an organization?

.....  
 .....

3. Employee exist from organization

	Statements	1	2	3	4	5
1	Making an employee redundant is a good way of punishing an employee who cause conflicts in an organization and acts as a an example to others					
2	Do employees just leave the organization or follow a specific procedure? Do they leave when the organization has just identified a conflict or at management stage					
3	Can a contract be ended or terminated because of failure to solve the conflict by the organization					
4	Employees conflicts are solved during the exist stage by the HRM					
5	How can employee exist from the organization help in solving conflicts					

6. How an organization be affected when an employee leave before a conflict is solved by HRM?

.....  
 .....

	Statements	1	2	3	4	5
1	Can company policy affect HRM in solving conflicts					
2	Can organizational socio culture be important in solving conflicts by HRM					