




COMPROMISE AND EMPLOYEE PERFORMANCE IN KAMPALA CAPITAL CITY AUTHORITY (KCCA), UGANDA

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Abstract

This study explored the effect of compromise as a conflict resolution strategy on employee performance in KCCA Uganda. The null hypothesis stated that compromise has no significant effect on employee performance in KCCA. A samples size of 222 employees was selected. Data was collected using likert type scale questionnaire. The findings revealed there was a satisfactory level of the use of compromise and employee performance. The regression analysis confirmed a significant positive effect ($R^2=0.25$, $p=0.00$), suggesting that compromise can explain a total variance of 25% in employee performance. The null hypothesis was thus rejected. Further, the regression model was the best fit for predicting the effect of compromise on employee performance ($F=71.773$, $p=0.000$). The study concluded that compromise significantly affects employee performance at KCC. It is recommended that the management of KCCA should encourage the use of compromise as a conflict resolution strategy especially since it is the easiest and cheapest means of solving a conflict.

Keywords: Conflict Management, Compromise, Employee Performance, KCCA, Uganda

INTRODUCTION

According to Carton, Murphy & Clark (2014), performance refers to the act of performing or carrying into execution or recognizable action, achievement or accomplishment in the undertaking of a duty. Carton and Hofer (2006) defines performance as working of individuals in an organization to be more effective. Employee performance is defined by Iqbal, Anwar & Haider (2015) as the effectiveness of employee's specific actions that contribute to attain organizational goals. Performance can be undermined by conflict. Conflict is an unpleasant but unavoidable state of affairs in any organization as long as employees competing for job positions, resources, power, recognition and security. Conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other. It results in situation whereby the parties are frustrated with each other in an attempt to achieve their objectives. While conflict is generally perceived in negative manner, it can also be beneficial depending on how it is management (Hossain, 2017).

In Uganda for instance, employee performance of public institutions are affected by poor pay, delay in disbursement of approved budgeted funds, political bickering and corruption (Ndagire, 2019). According to Ndagire (2019) there is poor level of employee performance at Kampala Capital City Authority (KCCA). This was confirmed by the high level of inefficiency in the overall level of the performance of KCCA as an organization. The poor employee performance was attributed to a lack of motivational incentives, poor leadership, high employee turnover, political interference, lack of transparency and accountability, and high level of corruption among top officials (Ndagire, 2019). This is escalated by the problem of poor leadership due to the misunderstanding among the Minister of Kampala, former KCCA Executive Director and Kampala Lord Mayor leaving little to be desired of how an institution of that nature can be able to perform effectively (Ndagire, 2019).

It is a proven fact that conflict has significant impact on the workplace where it can be detrimental to the overall organizational environment and employees' performance. On the other hand, it can be a valuable tool for furthering institutional goals and objectives. Conflict management has thus attained a new found significance in contemporary organizations (Hossain, 2017). This study is focused on compromise and a mode of conflict management. It is against this background that the current empirical study will investigate to find out how compromise as a conflict resolution strategy affects employee performance in KCCA.

LITERATURE REVIEW

Compromise

A traditional way of dealing with conflict is to compromise which is agreeing partially with the other person's view or demand. This strategy prevails most often in conflicts where the parties hold approximately equivalent power, though ego clash and stated positions can hinder the ability to reach a compromise. According to Ndulue and Ekechukwu (2016) Compromise strategy is a method of managing conflict which entails each party in the conflict situation surrendering certain value or interests in order to allow peace to prevail. The magnitude of the shortcomings of compromise depends on each conflict circumstances, environment and the extent of the compromise or values surrendered by each party in the conflict. Fadipe (2010) argued that conflict resolution through compromise is not the best, regardless of its extensive use since it may be a temporary pause to the greater scale of the problem when it resurfaces in the future. For compromise to succeed it requires a reasonable level of assertiveness and willingness to collaborate. It works best in situations where a temporary solution is urgently needed or where both sides have equally important goals (Ndulue and Ekechukwu, 2016). The compromising approach characteristically requires for both parties in the conflict to give up elements of their position in order to establish an agreeable solution (Parker, 2012).

Performance

Employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and compensation practices, performance evaluation and promotional practices are determinants of employee performance (Ahmad & Shahzad, 2011). It can be said that performance is affected by stress level and type. This relation can be explained through decrease and increase in work load. According to Hambuda (2017), when the stress level is low, the worker's performance is sustained. When the worker is not exposed to stress while performing his/her duties, the performance is actually improved. Werang, Agung and Agung (2017) argue that the low stress stimulates workers and provides them with the incentive for better performance. In other words, the stress can be responsible for initiative, creativity and invention. On the other hand when stress level is high, negative effects will appear such as fatigue, dissatisfaction, absence and even quitting. Yahaya, et al (2014) adds that hostile behavior will also appear such as vandalism and sabotage. Therefore, performance and achievement is inversely proportional to stress. The stress level should be at some degree to provide positive stimulations (Mokhtar *et al.* 2012).

Compromise and Performance

Compromise is described as being a win and loses agreement in which both parties get something of what they want but not all of what they want (Bankovskaya, 2012). Most disputes typically start with a competitive or collaborative strategy where the best possible outcome is the goal for both sides. However, a number of factors such as time requirements, financial costs, use of power and influence, and practical matters often enter into the equation. According to Omayo (2016), the realization that initial desired goals may be unachievable move parties to a negotiation process involving give and take in order to reach a compromised mutual agreement. Salleh and Adulpakdee (2012) assert that the compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution. This strategy prevails most often in conflicts where the parties hold approximately equivalent power. Business owners frequently employ compromise during contract negotiations with other businesses when each party stands to lose something valuable, such as a customer or necessary service. Dwomoh *et al.* (2015) opine that a person who typically uses a compromising conflict style attempts to balance the needs of both or all sides in a conflict by encouraging everyone to give in on at least some points. This style of conflict can be more time-consuming and require more "people skills" than other conflict resolution techniques. It is, however, often regarded as less problematic within a business environment than avoidance, accommodation or competitive combativeness. Chaudhry (2012) explain that there may be a need to "agree to disagree" on some points when the dispute seems intractable and the reality that they will not be able to totally agree sets in. Agreeing to disagree is required more often when there is disagreement over values or principles rather than facts or methods. When both parties are able to truly listen and attempt to respectfully understand the position of the opposing party they can often come to accept their disagreements. The mutual acceptance of differences increases the likelihood of a productive resolution to the dispute (Afful-Broni, 2012). On the basis of these and other literature (Ajike et al., 2015; Awan and Saeed, 2015; Toku, 2014, Rahim, 2004, and Kazimoto, 2016) the following null hypothesis is stated:

H_0 : Compromise has no significant effect on employee performance in KCCA, Uganda.

METHODOLOGY

This study adopted quantitative descriptive cross-sectional survey design, because it aims at studying a particular phenomenon (or phenomena) at a particular time. Cross-sectional studies often employ the survey strategy (Mugenda, 2008). Thus the study population of this study was 1,425 respondents. However, the study targeted 498 technical staff using simple random sampling technique from only two directorates, namely: administration and human resource

management, and Office of the Executive Director because they are most knowledgeable of the study elements than other categories of directorates. The sample size was 222 determined using Slovene's formula.

The study preferred to use a five Likert Scale questionnaire because of its universal nature. The five Likert scale included: 1=strongly disagree; 2=disagree; 3=not sure; 4=agree; and 5=strongly agree. The questionnaire was subdivided into three sections, namely: Section A included information about the profile of the respondents (i.e. gender, age, education and work experience); Section B included information regarding compromise (5-item). Section C captured information regarding employee performance which was measured using efficiency (5-items), effectiveness (5-items), and quality of work (5-items).

Amin (2005) says, if the CVI is ≥ 0.70 , the instrument can then be considered valid. The study found that the CVI of the instrument was 0.91 thus using the recommendation by Amin (2005), the instrument was confirmed as valid. The analysis was conducted using frequency and percentage distribution tables to analyze data the profile of the respondents. Mean and Standard Deviations were used to compute the central tendency and measure of dispersion of conflict resolution and employee performance respectively. To interpret the mean values, the following numerical values and descriptions were used: 4.21-5.00 – Very satisfactory, 3.41-4.20 – Satisfactory, 2.61-3.40 – Fairly satisfactory; 1.81-2.60 – Unsatisfactory, 1.00-1.80 – Very unsatisfactory. Furthermore, inferential statistics was used to determine the variations in the dependent variable. Specifically, linear regression analysis was used to determine the effect of the independent variables on the dependent variable. In addition, multiple linear regression analysis was used to determine the highest predictor variable in the independent variable. Similarly, the null hypothesis was determined at $p=0.05$ level of significance. The decision rule was that: if $p \leq 0.05$, the null hypothesis would be rejected, and the alternative hypothesis accepted.

RESULTS

Demographic Characteristics of the Respondents

Most of the respondents (64%) were male while 36% were female. majority, 36.9% of the respondents were within the age group of 30-39 years, followed by 34.2% who were within the age group of 40-49 years while the respondents within the age group of 20-29 years and 50 and above were represented by 14.4% respectively. majority, 45% of the respondents have more than 10 years of work experience, followed by 27.5% with 6-10 years of work experience, while those with 1-5 years and less than 1 year work experience were represented by 25.2% and 2.3% respectively. A majority of 39.6% of the respondents were Diploma Holders, followed by

29.2% Degree Holders, and 27.5% Certificate Holders. Only 3.6% had Master's Degree and none of the respondents had a PhD.

Descriptive Statistics

Table 1: Compromise

Compromise	Mean	Std. Deviation	Interpretation	Ranks
Meeting Parties expectations	4.23	0.500	Very satisfactory	1
Talking it through	4.12	0.582	Satisfactory	2
Compromise and move on	4.10	0.623	Satisfactory	3
Keeping peace the priority	4.02	0.659	Satisfactory	4
Accommodating others	4.01	0.659	Satisfactory	5
Average Mean	4.10	0.605	Satisfactory	

Table 1 shows that compromise as a conflict resolution strategy was assessed by the respondents as satisfactory (average mean=4.10, Std=0.605). This was attributed to the fact that majority of the respondents strongly agreed that they try to meet the expectations of others (mean=4.23, Std=0.500). Similarly, respondents agreed that when they disagree with someone, they try to talk it through with them (mean=4.12, Std=0.582). In addition, respondents agreed that they prefer to keep the peace in case of a conflict (mean=4.10, Std=0.623). Likewise, some respondents agreed that they preferred to accommodate the wishes of their friends (mean=4.02, Std=0.659), and sometimes compromised when solving problems and just move on (mean=4.01, Std=0.659). This implies that employees of KCCA prefer to talk things over, or allow the other party to win even when they are on the wrong for the sake of peace or at most act tolerantly or ignore the conflict as baseless and pursue other better things that are important at work.

Table 2: Employee Performance

Employee Performance	Mean	Std. Deviation	Interpretation	Ranks
Efficiency	4.07	0.587	Satisfactory	1
Effectiveness	4.02	0.604	Satisfactory	3
Quality of Work	4.04	0.614	Satisfactory	2
Mean	4.04	0.602	Satisfactory	

Table 2 shows that the overall assessment of employee performance at KCCA was satisfactory (overall average mean=4.04, Std=0.602). This was attributed to the fact that all the measurable of employee performance used in this study were all assessed as satisfactory, i.e., efficiency, effectiveness, quality of work, and timelessness.

Inferential Statistics

Table 3: Effect of Compromise on Employee Performance in KCCA

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.445	.190		12.855	.000
Compromise	.392	.046	.496	8.472	.000
R	0.496				
R²	0.246				
Adjusted R²	0.243				
F	71.773				

Table 3 shows that compromise significantly affects employee performance at KCCA. This is attributed to the fact that compromise can explain a total variance of 24.3% in employee performance (Adjusted R Square=0.243, p=0.00). This implies that accommodating the wishes of the offender, or preferring to keep peace in case of a conflict or choosing to ignore the conflict and 'move on' with life has the potential of improving the performance of the person offended.

Null Hypothesis: There is no significant effect of compromise as a conflict resolution strategy on employee performance in KCCA.

The decision rule was that: if $p \leq 0.05$, the null hypothesis would be rejected, and alternative hypothesis accepted.

Therefore, the finding in table 3 shows that the null hypothesis that there is no significant effect of compromise on employee performance in KCCA was rejected, and the alternative hypothesis that there is a significant effect of compromise on employee performance in KCCA was upheld. Furthermore, the study revealed that the regression model was the best fit for predicting the effect of compromise on employee performance ($F=71.773$, $p=0.000$). Similarly, the study revealed that every unit change in compromise would significantly predict a variance in

employee performance by 49.6% (Beta=0.496, p=0.000). This implies that the use of a compromise strategy saves a lot of time in unwanted quarreling, thus giving more time for employees to concentrate on their positive side and their work, hence improving performance.

CONCLUSIONS AND RECOMMENDATIONS

This study is in agreement with the findings of other studies by Ajike et al., (2015), Awan and Saeed (2015), Toku (2014), Rahim (2004), and Kazimoto (2016). For example, Ajike et al., (2015) conducted a study to examine the effect of conflict resolution on employee performance and found that there was a significant positive relationship between conflict resolution and employee performance. In addition, Awan and Saeed (2015) conducted a study on conflict resolution and employee performance and found a significant relationship between third party intervention and employee performance. Likewise, Toku (2014) conducted a study to explore conflict resolution in basic schools in Ghana and found that the challenges encountered in managing conflicts, lack of cooperation on the part of the two parties was considered the most striking challenge.

Furthermore, Kazimoto (2016) analyzed the elements of a conflict resolution process and leadership organizational change and the benefits of managing conflict and found that leadership approaches are the key important factors for conflict resolution. Similarly, Rahim (2004) found that the nature of leadership power in an organization mediates the needs of conflict resolution strategies. Thus, organizational stability may be maintained even when the leader is low in conflict resolution because workers sometimes exhibit acceptance behavior over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression.

It should therefore be known that for KCCA to use the compromise strategy to settle a conflict or dispute requires the parties involved to be consciously aware that the outcome might be less than they had originally hoped for. The final decision may be one that is acceptable but not optimal. There can be reluctance or resistance to using compromise as an approach to conflict resolution when the result seems like a loss. However, if the focus is on what is achieved, rather than on what has been given up, there is a greater likelihood that the parties will leave with feelings of satisfaction and acceptance. Compromise is more successful when the parties have a range of tangible outcomes that are open for consideration such that the final decision is one that remains "within the box" for both parties.

Compromise significantly affects employee performance at KCCA because the compromise strategy of conflict resolution is the easiest and cheapest means of solving a conflict. Between the two conflicting parties, one must 'swallow' their pride and concede defeat

even when they are on the right, or they can just choose to ignore the matter like it never happened or at most opt to apologize to the other party even if they are the ones on the right. This helps to bridge friendship very fast and quench any escalation that could have risen due to retaliation. Thus with a matter quickly attended to by apologizing or conceding, employees can easily focus on their jobs and thus improve their performance. It is recommended that the management of KCCA should encourage the use of compromise as a conflict resolution strategy. The circumstances of each department and the relationship subsisting between the parties must be allowed to determine the choice of conflict resolution strategy.

Though this specific paper looks at compromise and how it influences employee performance, it does not look at the long term effect on compromise and how other conflict management strategies would influence employee performance in the organization. This can be a limitation due to the fact that compromises can be transient and don't always hold (Parker, 2012).

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