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Workplace Conflict Management Strategies as Predictors of Employee Performance: Evidence from Abim District Local Government - North Eastern Uganda

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Keywords:

Conflict Management Strategies, District Local Governments and Employee Performance.

Purpose: This study sought to examine the predictive effects of accommodation, compromising and negotiation conflict management strategies on employee performance in Abim District Local Government in North Eastern Uganda. Anchored on Thomas Kilman's Conflict Mode Instrument and the goal-setting theory, the study provides empirical evidence to inform theory, managerial practice and policy formulation in state institutions in developing economies. **Methodology:** An explanatory sequential research design was deployed by this study. A sample size of 237 was generated using purposive and stratified proportionate sampling. Research data was collected using questionnaires and interview guides after rigorous quality control testing. The SPSS version 21 data analysis software was deployed for data analysis. Descriptive statistics were generated for demographic characteristics, conflict management, and employee performance constructs. Correlation and linear regression analysis were undertaken to ascertain the strength and direction of the relationship between conflict management strategies and employee performance, as well as the influence of the former on employee performance respectively. **Findings:** The study reported significant positive correlations between compromising ($r=0.437$, $p<0.01$), negotiation ($r=0.413$, $p<0.01$) and accommodation ($r=0.639$, $p<0.01$) and employee performance respectively. Similarly, the multiple regression results asserted that accommodation ($R^2=40.8\approx 41$, $p<0.001$), compromising ($R^2=18.7\approx 19$, $p<0.001$), and negotiation ($R^2=16.6\approx 17$, $p<0.001$) significantly predicted employee performance in Abim District Local Government. **Unique contribution to theory, practice and policy:** This study underscores the critical role of workplace conflict management strategies in predicting employee performance outcomes in decentralised governance systems of emerging economies. Theoretically, it advances Thomas Kilman's Conflict Mode Instrument by quantifying how conflict management strategies predict staff performance outcomes, reinforced by the goal-setting theory. Policy-wise, the study recommended the deployment of robust conflict management frameworks supported by continuous capacity-building initiatives at District Local Governments in order to enhance staff capacity to effectively detect, investigate and resolve workplace conflicts.

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INTRODUCTION

This study sought to determine the predictive influence of workplace conflict management strategies on employee performance at Abim District Local Government in North Eastern Uganda. Particularly, the specific study objectives were to determine the effects of compromising, negotiation and accommodation strategies on employee performance in Abim District Local Government. Globally, workplace conflict remains a complex and inevitable phenomenon aspect of organisational operations. Work-related conflicts stem from misaligned goals, values, interpersonal relations, group dynamics and leadership behaviours (Ogoun, 2023). Studies contend that how conflict is managed significantly affects staff productivity and organisational stability (Adeyemi, 2022). Conflict resolution mechanisms are therefore proactive strategies for sustaining employee productivity outcomes and positive work behaviours (Diana et al., 2024). Worldwide, Thomas Kilman's mode instrument (TKI) advances five conflict management strategies (competing, compromising, collaborating, avoiding and accommodating) which explain the disparity in conflict management across the globe (Kilmann & Thomas, 1977).

In Africa, workplace conflicts are driven by cultural multiplicity, resource insufficiency and

hierarchical organisational structures (Olabiyi, 2022). Negotiation and mediation strategies are extensively recognised as critical for ensuring employee welfare and efficiency (John-Eke & Akintokunbo, 2020). Thomas Kilman's mode instrument (TKI) is considered predominantly applicable to collective contexts that are biased towards accommodating and compromising styles like Africa, yet volatile regions may adopt more assertive conflict resolution strategies like competing (Mohammed, 2022).

In East Africa, workplace conflicts are shaped by regional integration, cross-border mobility and cultural variations, dynamics that are heightened by porous misalignment in foreign policies, border points and armed militias operating in countries like the Democratic Republic of Congo, Southern Sudan and Somalia (Yiblet, 2024). To this end, conflict resolution strategies play a critical role in accelerating regional peace, organisational and employee performance outcomes (Coe & Nash, 2020).

In Uganda, public sector organisations are habitually plagued by workplace conflicts which undermine staff performance and public service delivery. Empirical evidence (Ester & Osunsan, 2020a, 2020b) suggests that negotiation, among other conflict management strategies, exceptionally enhances employee performance,

although findings across different sectors vary (Balikuddembe, 2024; Begumya & Begumya, 2025). In the Karamoja subregion and predominantly Abim district local government, which was the base of this study, workplace conflicts were aggravated by bureaucratic tendencies, weak governance frameworks, ethnic tensions and persistent resource constraints (Meyerson, 2023). This study deployed Thomas Kilman's mode instrument (TKI) in order to detect the contextually applicable conflict management mechanisms. It was further reinforced by the goal-setting theory, which elucidated how well-managed conflicts enhanced goal achievement (Latham, 2023a). This dual theoretical spectrum offered complex yet internationally applicable insights for improving employee performance outcomes in Abim District Local Government.

LITERATURE REVIEW

This section presents the theoretical perspectives on which this study was anchored, as well as the empirical studies recently conducted regarding conflict management and staff performance. The section was categorised into two subsections, beginning with the theoretical review and empirical literature.

Theoretical Review

This study was anchored in Thomas Kilman's mode instrument (TKI) (Kilmann, 2023a) and the goal-setting theory (Latham, 2023b). According to Kilmann (2023), Thomas Kilman's mode instrument is a psychometric tool which guides individuals on how to combat interpersonal conflicts. It was based on the principles of assertiveness and cooperativeness. Assertiveness explains why people pursue their own interests, while cooperativeness measures why people pursue the interests of others. Kilmann (2023) contends that these two aspects give rise to five conflict modes, competing, compromising, avoiding, collaborating and accommodating. The TKI mode instrument provided a robust framework for linking conflict management mechanisms to staff performance. It explained

how managers and subordinates differed in conflict handling and the strategies which were more effective than others. Some studies averred that all conflict modes had equal power for predicting staff performance (Shariq et al., 2022a), though others reported that competing and avoiding strategies negatively affected staff performance (Babarinde & Alade, 2024; Najjuma & Wandiba, 2024). These mixed results implied the existence of a research vacuum that this study aimed to fill. Much as the TKI instrument remains a widely used apparatus in workplace conflict research, it faces numerous limitations in addressing cultural discrepancies and context-applicable behaviours (Kilmann, 2023a; Sayadat, n.d.-a). Similarly, its five conflict mode classification does not account for shifting employee behaviours (Zhang et al., 2024), and yet the actual strategies often vary under changing situational dynamics (Sayadat, n.d.). To address these susceptibilities, this study integrated empirical findings alongside the TKI instrument to better understand how changing environmental conditions influence staff performance.

The study also deployed the goal-setting theory to understand how employee performance outcomes change under varying environmental conditions. The goal-setting theory was advanced by Locke and Latham in 1990. It contends that setting realistic, specific, attainable and measurable goals provides a solid foundation for aligning individual tasks to organisational expectations, which enhances staff performance (Locke & Latham, 2015). The goal-setting theory remains relevant in behavioural management discourse in numerous ways. For instance, recent studies reveal that goal setting informs most contemporary performance management systems (Konstantara & Galanakis, 2022). Again, some studies suggest that goal setting reinforces the goal setting - staff performance nexus since effective goal setting reduces role ambiguity and conflict (Schkolski, 2025). Similarly, public sector research suggests that participative goal setting significantly reinforces staff perceptions about performance appraisal and its outcomes (Meshack et al., 2025).

The goal-setting theory remains a critical vehicle in the behavioural management arena; however, it faces countless limitations. For instance, it disregards how contextual and environmental factors influence staff performance and yet local government staff performance is influenced by several factors like resource constraints, bureaucratic tendencies and influence peddling (Meshack et al., 2025). The goal-setting theory also provides no robust guidance for combating intrapersonal and interpersonal conflicts in organisations. Therefore, it is incompetent in organisations where teamwork and effective coordination are vital (Rini et al., 2023). Relatedly, goal setting puts its major focus on short-term performance outcomes, thus ignoring continuous learning, employee development and sustainable organisational growth (Gogoi & Baruah, 2021).

Empirical Literature Review

Effects of Compromising Strategy on Employee Performance

Existing research evidence reported positive effects of compromising on employee performance in Indian manufacturing firms, Ugandan public institutions, Nigerian banking and university institutions and Pakistani financial institutions respectively (Muthumani & Kumar, 2023; Ester et al., 2020; Igbino et al., 2023; Tunj & Joseph, 2022; Shariq et al., 2022b). However, most of these studies deployed cross-sectional research designs and self-reported measures, preventing causal explanation and restricting generalizability. In our view, the consistently optimistic performance conclusions conveyed in these studies challenge conformist conflict management expectations where some strategies yielded negative outcomes, particularly under tense conflict situations, warranting extra research examination undertaken by our study.

Effects of Negotiation Strategy on Employee Performance

Recent studies largely reported positive effects of negotiation on employee performance in Nigerian

banking institutions, Ugandan public institutions, Kenyan state and education institutions, among others (Tunj & Joseph, 2022b; Tumwebaze et al., 2020; Kariuki et al., 2023; Weingart et al., 2023). Nevertheless, dissenting results from Kenyan public institutions suggested otherwise, indicating contextual and structural variations across organisations (Njamwea & Misuko, 2024). In our impartial intellectual outlook, negotiation effectiveness seems contingent upon collective and performance-driven organisational settings, meriting further research inquiry by our study.

Effects of Accommodating Strategy on Employee Performance

Existing empirical evidence inferred that largely registered positive effects of accommodating strategy on employee performance in Southern Sudan public finance institutions, Nigerian water corporations, manufacturing firms, commercial banks and public schools respectively (Majer, 2021; Adeyefa et al., 2025; Babarinde & Alade, 2024b; Odeleye, 2021; Takwate, 2022). Nevertheless, the efficacy of the accommodating strategy seemed to be dependent on context, cooperative and unified settings. Similarly, overreliance on it could overpower inventiveness and innovation. In our neutral scholarly judgement, accommodating remains an advantageously invaluable conflict management mechanism and yet its nuanced deployment warrants further research inquiry by our study.

RESEARCH METHODOLOGY

Research Design

This study deployed an explanatory sequential study design, which implements the quantitative research method first, followed by the qualitative one (Creswell & Plano Clark, 2023). This design was the most appropriate for this study because the quantitative phase examines the relationships between workplace conflict management constructs and staff performance as well as the extent to which conflict management strategies influence staff performance outcomes. The qualitative phase, however, generated in-depth

opinions from local government actors concerning how conflict management strategies are deployed in a local government setting. Recent studies suggest that the efficacy of conflict resolution strategies is determined by context, power dynamics and organisational culture, which can only be measured qualitatively (Igbinoba et al., 2023b). Finally, by incorporating statistical analyses alongside qualitative insights, the explanatory sequential study design enhanced construct validity and improved the practical relevance of the findings for public sector management reforms (Toyon, 2021).

Study Population

The study population comprised 278 diverse participants from Abim District Local Government in northeastern Uganda. It encompassed 13 departmental heads that were selected using purposive sampling and representing departments like administration, finance, health, community-based services, trade industry and local economic development, education, natural resources, planning, works, internal audit, human resources, procurement and production and marketing. The other category of 265 participants (non-section heads) were selected using stratified and proportionate sampling from the same departments. This stratification ensured that both operational and managerial perspectives with regard to conflict management were captured.

Sample Size and Sampling Techniques

A sample size of 237 respondents was selected from 278 staff, of which 13 were judgmentally sampled departmental heads who, as key informants, provided comprehensive contextual intuitions regarding conflict management and staff performance. The remaining 224 respondents (non-section heads) were proportionately designated to ensure accurate representation across the 14 departments and external validity (Taherdoost, 2022). This strategy reinforced analytical rigour and generalizability of study findings.

Quality Control Procedures

Quality control procedures were operationalised to guarantee the validity and reliability of the data collection instruments. To guarantee instrument validity, expert judgement and content validity index were deployed. These techniques generated a content validity index of 0.812. Relatedly, reliability was guaranteed by undertaking a pilot study, which generated a Cronbach's alpha value of 0.766. These values were consistent with the established psychometric standards regarding data quality control, implying that the data collection tools were valid and reliable for data collection (Sürücü & Maslakci, 2020).

Data Collection Methods and Instruments

Research data were collected using surveys and interviews, which were consistent with the explanatory sequential study design. Questionnaires were administered to the non-section head stratum during the quantitative phase, while the key informant group was subjected to interviews during the qualitative phase. This was done to enrich the quantitative results and to reinforce construct validity and the explanatory depth of study findings by prompting further enlightenment of the quantitative patterns that had previously been detected (Bans-Akutey & Tiimub, 2021; Dzwigol, 2022).

Data Collection Procedure

In our study, the data collection procedure was meticulously planned to ensure methodological precision and ethical compliance. An exhaustive fieldwork plan was prepared prior to the commencement of data collection, which provided for pre-visits to the district headquarters to guarantee contextual familiarisation and to seek institutional clearance for data collection from the relevant authorities (Fàbregues & Guetterman, 2025). Questionnaires were then administered over a one-week period in conducive locations so as to guarantee insightful responses. The completed questionnaires were then retrieved on the agreed dates in preparation for data processing and analysis.

Data Processing and Analysis

Data processing and analysis for this study were consistent with the explanatory sequential study design, which requires that the quantitative results inform the qualitative ones (Creswell, 2024). Survey questionnaires were first coded, and data cleaning was undertaken prior to data entry into SPSS. Descriptive statistics, Pearson correlation and regression analysis procedures were undertaken to test the relationships between workplace conflict management strategies and employee performance and the predictive effects of workplace conflict management strategies on employee performance. Diagnostic tests, including tests for normality, multicollinearity, homoscedasticity and heteroscedasticity, were also conducted to guarantee model validity (Hodge, 2020). Interview data were then transcribed, anonymised, manually coded, and thematically analysed before it was reported verbatim to support the quantitative findings.

Ethical Considerations

The study observed established ethical guidelines for mixed methods research that involves human participants (Dubey & Kothari, 2022). To this end, Ethical clearance was obtained from the Lira University Research Ethics Committee (LUREC). Informed consent was also obtained from all study participants. Confidentiality was also guaranteed by using pseudonyms. Research data was also safely stored in password-protected files, only accessible to the researchers. Interviews were also conducted in non-aligned locations in order to guarantee honest responses and to reduce concerns about surveillance. Finally, research integrity was maintained through honest and accurate reporting, without misrepresentation of any form. Finally, the methodological limitations that arose from the study were transparently acknowledged (Kolstoe & Pugh, 2024).

RESULTS

Demographic Data

Table 1 presents diverse findings relating to the demographic statistics of the study's respondents.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Q1. Gender	Male	127	65.5
	Female	67	34.5
Q2. Age bracket	20-25 yrs	5	2.6
	26-31 yrs	22	11.3
	32-37 yrs	56	28.9
	38-43 yrs	57	29.4
	44-49	38	19.6
	Above 49 years	16	8.2
Q3. Qualification	Ordinary Diploma	71	36.6
	Bachelor's Degree	77	39.7
	Postgraduate diploma	22	11.3
	Master's Degree	24	12.4
Q4. Marital Status	Married	172	88.6
	Single	16	8.2
	Widowed	5	2.6
	Divorced	1	.5
Q5. Department	Administration	69	35.6
	Finance	05	2.57
	Health	22	11.3
	Community-Based Services	21	10.9
	Production	10	5.2
	Education	60	30.9
	Natural Resources	02	1.0

Variable	Category	Frequency	Percentage
	Planning Unit	01	0.5
	Works	01	0.5
	Internal Audit	01	0.5
	Procurement	01	0.5
	Human Resource	01	0.5
Q6. Work Experience	1-5 years	74	38.1
	6-10 years	48	24.8
	More than 10 years	72	37.1

Source: *Primary Data*

From Table 1 above, the study revealed that 65.5% of the respondents were male, while 34.5% were female. In our view, this gender disparity suggests that conflict experiences could be shaped by institutional norms. Therefore, gender responsive conflict resolution strategies are vital to deter overlooking of women's conflict experiences.

In terms of age, the study reported that a majority of the respondents were those aged 38-43 years (29.4%), followed by those aged 32-37 years (28.9%). This implies that 58.3% of the respondents comprised a workforce in its most productive age, where performance-driven pressure and role conflicts are prevalent. In our view, these age profiles reinforced the relevance of the study findings related to performance management reforms in district local governments.

Concerning education level, the study found that the majority of respondents (39.7%) possessed bachelor's degrees, closely followed by those with diploma qualifications (36.6%), with those possessing postgraduate qualifications (23.7%) lagging behind. This suggests that the majority of respondents possess sufficient formal training to undertake meaningful conflict resolution. However, we contend that continuous professional development in negotiation, arbitration and mediation remains necessary to diminish workplace conflicts in Ugandan district local governments.

With regard to marital status, the majority of respondents (88.6%) were married, followed by

singles (8.2%) and the minority (0.5%) were divorced. These statistics imply increased family-driven pressures, which can potentially spill over to the workplace and increase conflicts. In our view, this underscores the need for favourable work-life balance policies as a strategy to regulate stress-driven performance declines.

In regard to departments, the study suggested that a majority of the respondents (35.6%) belonged to the administration department, followed by those in the education department (30.9%), with the minority of respondents belonging to the planning, works, internal audit, procurement and human resource departments (0.5%). These findings reflect that conflict dynamics dominate the administration departments and the education departments. In our view, this reinforces the study's relevance to top governance functions, but limits the generalizability of findings to the technical and oversight departments like planning, works, audit, procurement and human resources.

Finally, in terms of working experience, the study reported that the majority of the respondents (38.1%) had 1-5 years of working experience, followed by those with more than 10 years of working experience (37.1%), with those who had served the organisation for 6-10 years being the minority (24.8%). These findings imply a normally distributed experience structure, which combines staff who are relatively new and those who have served much longer. In our view, this strengthens the study by capturing both adaptation-phase and institutional perspectives, though mid-career continuity experiences may comparatively be underrepresented.

Table 2 presents the descriptive statistics summary for management strategies.

Table 2: Descriptive Statistics Summary for Conflict Management Strategies

Conflict Management Strategy	N	Mean	Standard Deviation
Accommodation	194	4.16	.667
Compromising	194	4.01	.805
Negotiation	194	4.50	.587

Source: Primary Data

From Table 2 above, it was reported that all the conflict management strategies registered moderately high mean scores above 4.00. This implied that the respondents unanimously agreed that all the conflict management strategies, beginning with negotiation ($M=4.50$, $SD=0.587$), then accommodation ($M=4.16$, $SD=0.667$), and lastly compromising ($M=4.01$, $SD=0.805$), were widely practised in Abim District Local Government. The relatively less standard

deviations in all three conflict management strategies indicated a moderate agreement among respondents regarding the deployment of these strategies. In overview, these results mirror a robust organisational inclination towards cooperative and affiliation-focused conflict management styles. Table 3 presents the descriptive statistics summary for employee performance.

Table 3: Descriptive Statistics Summary for Employee Performance

Employee Performance Construct	N	Mean	Standard Deviation
Quality and quantity of output	194	4.59	.604
Attendance to duty	194	4.51	.657
Timely task accomplishment	194	3.92	.857
Teamwork	194	4.52	.693

Source: Primary Data

From Table 3, it was detected that staff performance in Abim District Local Government was largely high, with all mean scores exceeding 3.90. Particularly, quality and quantity of output ranked highest ($M=4.59$, $SD=.604$), followed by teamwork ($M=4.52$, $SD=.693$), attendance to duty ($M=4.51$, $SD=.657$) and lastly, timely task accomplishment ($M=3.92$, $SD=.857$). However, attendance to duty registered a high mean but a lower standard deviation, while timely task accomplishment registered the lowest mean but the highest standard deviation, which implied staff discrepancies in meeting performance targets. In our view, much as overall staff

performance seems stable and encouraging, reinforcing time management and effective coordination in Abim District Local Government could further enhance organisational effectiveness.

Correlation between Workplace Conflict Management Strategies and Employee Performance

Table 4 presents the Pearson correlation results for conflict management strategies and employee performance.

Table 4: Pearson's Correlation for Conflict Management Strategies and Employee Performance

Variables		C	N	A	EP
Compromising (C)	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	194			
Negotiation (N)	Pearson Correlation	.247**	1		
	Sig. (2-tailed)	.000			
	N	194	194		
Accommodation (A)	Pearson Correlation	.560**	.420**	1	
	Sig. (2-tailed)	.000	.000		
	N	194	194	194	
Employee performance (EP)	Pearson Correlation	.437**	.413**	.639**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	194	194	194	194

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

Source: Primary Data

From Table 4 above, the study reported a significant moderate positive relationship between compromising strategy and employee performance ($r=.437$, $p<.01$), suggesting that balanced conflict management strategies potentially enhance employee performance. Similarly, a significant moderate positive relationship ($r=.413$, $p<.01$) between negotiation and employee performance was also detected. This implied that dialogue-driven conflict management strategies improve employee performance expectations. Finally, a significant, strong positive relationship between

accommodating strategy and employee performance ($r=0.639$, $p<.01$) was also detected, suggesting that yielding and relationship-preserving strategies enhance employee performance.

Linear Regression Analysis for Workplace Conflict Management Strategies and Employee Performance

Table 5 presents the regression results for the accommodation strategy.

Table 5: Model Summary of Regression for Accommodation Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639	.408	.408	.28696

a. Predictors: (Constant), Employee Performance

From Table 5, accommodation strategy accounted for 40.8~41% of the variation in employee performance in Abim District Local Government (Adjusted $R^2 = 40.8\sim 41\%$), underscoring the

instrumental role of accommodation in driving employee performance.

Table 6 presents the regression coefficients for accommodation and employee performance.

Table 6: Regression Coefficients for Accommodation and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	2.668	.151			17.711	.000
Accommodation	.429	.037	.639		11.501	.000

a. Dependent Variable: Employee Performance

From Table 6, regression results revealed that accommodation substantially and positively

influenced employee performance in Abim District Local Government. A one-unit increment

in accommodation elevated employee performance by 0.429 units. ($B=0.429$, $\beta=0.639$, $SE=0.037$, $t=11.501$, $p<0.001$). The constant ($B=2.668$) represented baseline employee performance in the absence of accommodation. These results were supported by qualitative insights, as one respondent averred that *“accommodation builds harmonious staff relationships, thereby improving staff performance outcomes”* (K111, Abim District Local Government, May 2024). However, another key informant cautioned that *“consistent use of accommodation in conflict management can lead to resentment in the longer term, diminishing staff*

performance outcomes” (K114, Abim District Local Government, May 2024).

Based on these combined results, postulate that, much as accommodation is critical in creating a conducive work environment which fosters better employee performance, its continued use under volatile conflict situations may suppress dissenting views, thus weakening past performance outcomes.

Table 7 presents the regression results for the compromising strategy and employee performance.

Table 7: Model Summary of Regression of Compromising Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437	.191	.187	.33537

a. Predictors: (Constant), Compromising

From Table 7 above, the study reported that compromising accounts for 18.7~19% of the variation in employee performance in Abim District Local Government, with the remaining 81% of the employee performance variation being attributed to other factors beyond the scope of our study. We therefore postulate that these results underscore the vitality of compromising conflict

management strategy in accelerating employee performance in decentralised governance systems of emerging economies.

Table 8 presents the regression coefficients for the compromising strategy and employee performance.

Table 8: Regression Coefficients for Compromising Strategy

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.544	.274		9.280	.000
Compromising	.442	.066	.437	6.740	.000

a. Dependent Variable: Employee Performance

From Table 8, compromising registered a significant positive influence on staff performance. The unstandardized coefficient ($B=0.442$) implied that a unit increment in compromising would improve employee performance by 0.442 units, keeping other factors constant. The intercept (2.544, $p<0.001$) reflected the baseline employee performance when compromising was zero. The standardised coefficient ($\beta=0.437$) affirmed the moderately strong relationship between compromising and employee performance in line with the correlation

results. The “T” and “P” values ($T=6.740$, $p<0.001$) asserted that compromising significantly and reliably predicted employee performance in Abim District Local Government. These findings were affirmed by the qualitative results in which two selected key informants accentuated the practical benefits of compromising. For instance, a key informant, “(K118, Abim District Local Government, May 2024)” asserted that *“compromising strategy resolves workplace conflicts easily and quickly, a view that was reaffirmed by another key informant*

who added that “*compromising promotes mutual understanding amongst staff by ensuring fairness and transparency in dispute resolution*” (K115, Abim District Local Government, May 2024). Based on these findings, we therefore assert that the study participants unanimously affirmed that

compromising significantly predicts performance by promoting mutual understanding, transparency and fairness among staff.

Table 9 presents the regression results for negotiation and employee performance.

Table 9: Model Summary for Regression for Negotiation and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413	.171	.166	.33962

a. Predictors: (Constant), Negotiation

From Table 9, the study reported that negotiation strategy accounted for 16.6~17% of the variation in employee performance at Abim District Local Government, with the remaining 83% attributed to other factors that were beyond the study scope.

Table 10 presents the regression coefficients for negotiation and employee performance.

Table 10: Regression Coefficients for Negotiation and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.586	.287		9.006	.000
Negotiation	.400	.064	.413	6.287	.000

a. Dependent Variable: Employee Performance

From Table 10, negotiation positively influenced employee performance, with a one-unit employee performance increment leading to a 0.400 unit increment in employee performance. Similarly, the intercept (2.586, $p < 0.001$) suggested that baseline employee performance in the absence of negotiation. The standardised coefficient ($\beta = 0.413$) signalled a strong moderate relationship with employee performance in line with the earlier reported correlation results. The “T” and “p” values ($T = 6.287$, $p < 0.001$) affirmed that negotiation substantially and dependably predicted employee performance in Abim District Local Government. These results were partially supported by qualitative insights from one key informant who indicated that “*negotiation strategy helps warring parties to reach a common ground, making conflict resolution much easier*” (K116, Abim District Local Government, May 2024). However, another interviewee dissented, “*negotiation effectiveness only increases under an environment of trust*”, implying mixed perspectives.

DISCUSSION

Correlation analysis was undertaken to ascertain the relationship between conflict management strategies and employee performance. To this end, the study registered significant moderate positive relationships between compromising and negotiation strategies and employee performance, suggesting that dialogue-driven conflict management strategies enhance employee performance. In our view, this provides compelling evidence that deploying balanced conflict resolution significantly improves employee performance, although these strategies may not resolve long-term work conflicts.

Finally, a strong, significant positive relationship between accommodating strategy and employee performance was also detected, suggesting that staff relationship-preserving strategies enhance employee performance. In our view, consistent deployment of accommodation potentially suppresses employee concerns and worsens existing conflict situations. These results are akin

to those of Dubey & Kothari (2022), who found significant positive relationships between conflict resolution strategies and employee performance in Ghanaian Local Government Agencies. The results are also consistent with Omene (2021) and Hasim et al. (2021), who reported significant positive effects of conflict management strategies on staff performance outcomes.

Linear regression procedures were undertaken to test the influence of workplace conflict resolution strategies on employee performance. To this end, the study asserted that conflict management strategies significantly accounted for the variation in employee performance in Abim district Local Government, beginning with accommodation, followed by compromising and finally negotiation strategy. From our perspective, these findings offer fascinating evidence that accommodation is the most dominant conflict management strategy in Abim District Local Government. The model's strength suggests that the accommodation strategy might intensely be entrenched into organizational culture. However, superimposing the accommodation strategy risks overwhelming productive dissent. Therefore, we aver that accommodation strategy should be deployed alongside assertive conflict management strategies in order to accelerate institutional harmony and sustainable employee performance outcomes. Similarly, our study reported that compromising was moderately effective when contrasted with the accommodating strategy. This implies that whereas balanced conflict management mechanisms enhance employee performance in local governments, they are less influential than peace-oriented strategies.

Based on these findings, we therefore contend that compromising should be fortified by executing well-structured policies in order to capitalise on its performance-enhancing capabilities. We also affirm that whereas negotiation was a significant predictor of employee performance, its predictive power is feeble when equated to accommodation and compromising strategies. It is unlikely that negotiation is often institutionally implanted into Ugandan local governments. We therefore

recommend that negotiation skills should be enhanced among local government staff through consistent capacity building and structured mediation.

These findings are supported by Nwinyokpugi & Alagbariga (2021), who reported that conflict management strategies significantly predicted employee productivity in Nigerian local governments, while Adeyefa et al. (2025b) also registered significant positive effects of conflict management strategies on employee performance in the Nigerian public sector.

Strengths and Limitations

Our study significantly contributes to the conflict management discourse by logically establishing the distinctive predictive effects of accommodation, compromise, and negotiation strategies on employee performance in a decentralised public governance dispensation. The explanatory sequential study design significantly reinforces methodological rigour by integrating qualitative results into quantitative findings. Through robust correlation and regression modelling anchored on Thomas Kilman's conflict mode instrument and the goal-setting theory, our study boosted conceptual precision and internal validity. Similarly, the hierarchical supremacy of the accommodation strategy provided critical insights into the institutional embeddedness of harmony-aligned conflict management strategies. Our study disparagingly cross-examines the sustainability risks associated with extreme accommodation. Its configuration with analogous sub-Saharan public sector evidence further fortifies its theoretical and contextual robustness.

However, our study's confinement to a solitary district local government limited its results' generalizability. Similarly, the exclusion of modelled mediating or moderating variables in our study, such as leadership styles or organisational climate, constrained more comprehensive explanatory research inquiry, necessitating further longitudinal and multilevel

research to reinforce our study's causal inferences.

CONCLUSION

The study established that accommodation, compromising and negotiation strategies substantially predicted employee performance in district local governments. Particularly, dialogue-driven strategies like compromising and negotiation enhanced performance, while accommodation might potentially repress constructive dissent. These findings underpin the relevance of Thomas-Kilmann's conflict mode instrument in explaining strategy efficacy, while underscoring the pertinence of the goal-setting theory in linking structured conflict resolution to measurable staff performance outcomes.

Recommendations

From a policy outlook, the study recommended institutionalising conventional accommodation policies which clearly balance diplomatic coexistence with the formal instruments for addressing dissenting views at the local government level. This shall enhance an adaptive organisational culture while mitigating the potential risks of repressed staff concerns.

Also recommended is the establishment by local government authorities of structured performance-aligned frameworks for compromising strategies alongside accountability mechanisms to exploit their predictive power on employee performance. Continuous capacity building targeting dialogue-driven conflict resolution is also obligatory to foster a collaborative, resilient and performance-oriented work culture that sustains long-term staff performance outcomes.

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