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The Effect of Disputes and Conflict Resolution on Organizational Performance: In South Sudan

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Abstract:

The study investigated the effect of disputes with a particular reference to C state in South Sudan. The objectives of the study were to; examine the Relationship between the effect of dispute and conflict resolution in South Sudan, assess the indicators of effect of disputes in South Sudan and to examine the relationship between conflict resolution and organization performance in south Sudan.

The descriptive design using a case study of Jonglei state and both qualitative and quantitative approaches were used. The study population was 182. Sampling technique was purposive and simple random. The Sample size was 55 respondents from the employees and beneficiaries of Equatorial State in South Sudan and Data was analyzed using descriptive analysis option of SPSS version (20.0).

The major findings of the study were that there is a significant positive correlation between; effect of disputes and organization performance ($r = 0.632$, $P\text{-value} < 0.01$), conflict resolution and organizational performances ($r = 0.512$, $P\text{-value} < 0.01$) and the attributes explained 59% of the variance of effect of disputes

($R\text{ Square} = .518$) as the level to which they can predict the level of organization performance in Jonglei State of South Sudan. Such that unit change in effect disputes processes will contribute to a change in the possibility of organization by (.581) while a one unit change in Conflict resolution and effect of disputes will contribute to a change in the organization performance in Jonglei State and other states of South Sudan (.343).

The study recommends that the State and Country leaders should develop foreign relations with other international communities that aim at empowering people with education values and promoting an electoral process that serves the purpose of national renewal and peace commitment, need to make more use of an integrated application of litigation, alternative dispute resolution mechanisms and traditional justice systems in the management of natural resource conflicts and alternative Dispute Resolution mechanisms such as negotiation, fact finding facilitation and mediation should be adopted since they have the potential to enhance environmental justice since they allow parties to enjoy autonomy over the process and outcome; they are expeditious, cost-effective, flexible and employ non-complex procedures.

Keywords: *The effect of disputes, conflict resolution, organizational performance*

1. Introduction

While much research has been done into the area of dispute in the work place the conflict resolution in the many organizations in South Sudan. Hence this research will look at previous and ongoing research work but from the perspective this research will be conducted in various organization in south Sudan which are both unionized and non-unionized organization my research includes literature review which will explore both traditional dispute and conflict resolution system, and organizational performance in Fangak state in south Sudan was initially established by decree no 35 of 2015 following an earlier study on the need of people of south Sudan for improvement of created of 32 state to deliver the service for the area of the community in south Sudan in 2015 the corporation was reestablished by national government to created 32 states to managed the dispute and conflict was came with resolution between the community to community this is the party of the resolution for conflict in south Sudan because it is the end of claim for the services

1.1. Background

Controversy between an employer and its employees regarding the terms (such as conditions of employment, fringe benefits, hours or work, tenure, wages) to be negotiated during collective bargaining, or the implementation of already agreed upon terms.

Disagreement followed by opposition against something. 'Rebecca did not agree with the bank's assessment of her house, so she disputed the claim with the corporate office. Dispute is a situation in which a customer questions the validity of a transaction that was registered to the account. Customers dispute charges for a variety of reasons, including

unauthorized charges, excessive charges, failure by the merchant to deliver merchandise, defective merchandise, dissatisfaction with the product(s) or service(s) received, or billing errors. (Ichniowski, 2014)

Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

Conflict resolution is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding certain beliefs), and by engaging in collective negotiation. Dimensions of resolution typically parallel the dimensions of conflict in the way the conflict is processed. Cognitive resolution is the way disputants understand and view the conflict, with beliefs and perspectives and understandings and attitudes. Emotional resolution is in the way disputants feel about a conflict, the emotional energy. Behavioral resolution is how one thinks the disputants act, their behavior. Ultimately, a wide range of methods and procedures for addressing conflict exist, including negotiation, mediation, mediation-arbitration, diplomacy, and creative peace building (Robert D. Putnam 2012)

The term conflict resolution may also be used interchangeably with dispute resolution, where arbitration and litigation processes are critically involved. Furthermore, the concept of conflict resolution can be thought to encompass the use of nonviolent resistance measures by conflicted parties in an attempt to promote effective resolution.

Wars may occur between warring parties who contest an incompatibility. The nature of an incompatibility can be territorial or governmental, but a warring party must be a 'government of a state or any opposition organization or alliance of organizations that uses armed force to promote its position in the incompatibility in an intrastate or an interstate armed conflict' Wars can conclude with a peace agreement, which is a 'formal agreement... which addresses the disputed incompatibility, either by settling all or part of it, or by clearly outlining a process for how... to regulate the incompatibility. A ceasefire is another form of agreement made by warring parties; unlike a peace agreement, it only 'regulates the conflict behaviour of warring parties', and does not resolve the issue that brought the parties to war in the first place.

Peacekeeping measures may be deployed to avoid violence in solving such incompatibilities. Beginning in the last century, political theorists have been developing the theory of a global peace system that relies upon broad social and political measures to avoid war in the interest of achieving world peace. The Blue Peace approach developed by Strategic Foresight Group facilitates cooperation between countries over shared water resources, thus reducing the risk of war and enabling sustainable development.

Conflict resolution is an expanding field of professional practice, both in the U.S. and around the world. The escalating costs of conflict have increased use of third parties who may serve as a conflict specialist to resolve conflicts. In fact, relief and development organizations have added peace-building specialists to their teams. Many major international non-governmental organizations have seen a growing need to hire practitioners trained in conflict analysis and resolution. Furthermore, this expansion of the field has resulted in the need for conflict resolution practitioners to work in a variety of settings such as in businesses, court systems, government agencies, nonprofit organizations, and educational institutions serving throughout the world.

1.2. Statement of the Problem

The new age of globalization presents many challenges to international organizations. Hence when aiming to win business or establish operations in an environment of relentless pace of globalization especially in the third world and the growing economies, managers who wish to operate effectively must demonstrate a clear understanding of the prevailing challenges and a wide range of cross-cultural competencies in order to respond to the challenges presented (Hurn, 2013). Although earlier studies have been done on specific and overall challenges facing global projects all over the world over period of time some countries such as Tanzania and Rwanda have benefited a lot from the financial analysis that they have put in place world bank report published on (June 2015) because they have adapted the financial control system this has helped to improved their financial performance. Andersen, (2013), World Economic Forum recognizes an accelerating change in the 21st century which calls for a continuous review of the prevailing conditions as regards the challenges that affect organizations that expands globally (WEF, 2014). Despite the fact that several studies have been done to try and create an understanding of the challenges that face Non-Governmental Organizations (NGOs) that are expanding globally, there still lacks a mass of empirical evidence on the challenges that face conservancy-based NGOs especially TNC, Africa. Husain and Sengupta (2009) while studying the challenges of global expansion focused only on BRAC which is a non-governmental organization of a Bangladeshi origin.

In another study Smith and Lumba (2008) while highlighting the challenges of internationally networked NGOs, only focused on knowledge management practices with the scope of the study constituting comparative case studies of two centres (one in Zambia and the other in the Netherlands) belonging to a single international network (one world international). The study highlights important variation in diversity, gaps and perceptions in managing knowledge between centres in the network that are based in Europe and Africa. This is despite significant communality in knowledge management processes and infrastructures.

For conclusiveness, the highlighted variations therefore call for more studies in other populations (outside Zambia and the Netherlands) meanwhile in South Sudan financial institutions are face will poor leadership skill and high corruptions cases connected to top management, article publish by citizens newspaper article 48 volume 3 of 2014.

1.3. Purpose of the Study

The study examines the relationship between dispute, conflict resolution and organization performance. A case of Ministry of Finance Fangak State.

1.3.1. Specific Objective

- To examine the relationship between cause of dispute and organizational performance
- To assess the relationship between conflict resolution and organizational performance
- To established the factor structure between dispute, conflict resolution and organizational performance

1.4. Research Question

- What is the relationship between cause of dispute and Organization performance?
- What is the relationship between conflict resolution and organizational performance?
- What is the factor structure between dispute, conflict resolution and organizational performance?

1.5. Scope of the Study

1.5.1. Subject Scope

The research scope will focus on dispute, conflict resolution, and organizational performance

1.5.2. Geographical Scope

The research will be carried out at Ministry of Finance, since it is near the residential place of the researcher.

1.5.3. Subject Scope

The subject scope of the study was focused on Disputes, Conflict Resolution and Organization performance evaluation of financial institutions particularly ministry.

1.5.4. Time Scope

The study was carried out for the period of five months from Sept to Dec2017.

1.5.5. Geographical Scope

The study will be conducted in Ministry of Finance JubekStatejuba city of South Sudan

1.6. Significance of the Study

This study intends to assess ways in which the grievance management policy, strategies and practices enhance work performance in organizations. Through that assessment, it will help management and policymaker to make and facilitate good policy and developing good strategic concerning grievance management in organizations. Also, it will help Management and others workers to make and utilize effectively grievance management practices in their organizations. Furthermore, the study will provide easily basis for management to know the way and how the grievance affect work performance and the way to handle them in their organizations. Their search will help Trade unions and other set up grievance machinery to have a new knowledge in the discipline of grievance management. The study also will be significance to organizations' Management to identify and dealing with the nature and causes of grievances in organizations. Lastly, it will help the management and other set up grievance machinery to make wide and good channel of receiving complaining in their organizations.

1.6.1. Limitation of the Study

The study has been met the following constraints but researcher made effort to overcome them in order to make this study valid. Reluctance of some officials to provide data and delaying in answering questionnaire were problems of some of workers exists. But the researcher will spend a considerable amount of time visiting the selected respondents to follow up the collection of the questionnaires and conducted interview with few who did not respond to questionnaires. However, despite of all these drawbacks, an adequate number of questionnaires were returned to make the study valid.

Lack of essential HR and union officials' records, poor and ineffective information concern grievances management system. But the researcher will spend a considerable amount of time visiting the selected organizations to collect questionnaires, made observation and interviews with the respondents, thus helped to get quality and valid information for the study.

Although the time constraints for collecting information, data collections, data analysis, report writing and compilation, but the researcher will spend time effectively day and night in order to make the quality of the study.

2. Literature Review

2.1. Introductions

In this chapter a review of relevance literature is presented. the rationale for the choice of the themes presented here is based on the variable and their relationship in the study objectives outline in chapter one thus causes of dispute conflict resolution and organization performance grievance.

2.2. To Examine the Relationship between Cause of Dispute and Organizational Performance

Grievance is specific, formal dissatisfaction expressed through an identified procedure (Gupta, 2006). Also, grievance can define as any discontented dissatisfaction, whether expressed or not and whether valid or not, arising out of anything connected with the organization which an employee thinks, believes, or even feels is unfair, unjust or inequitable (Dwivedi, 2009). The International Labour Organization also defines that grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such are as overtime, leave, transfer, promotion, seniority, Grievance

Grievance procedures are procedures by which worker's grievance are dealt with or solved. They area also serve as the system of communications between workers and managers, inform managers of potential trouble, provide an outlet for complaints, and avoid slowdowns, absenteeism, strikes and damage (FIPguide). The grievance procedures vary from industry to industry and from trade union to trade union because of the variations in the size of organizations, in trade union strength, in the management philosophy in the company traditions, in the industrial practices and in the cost factor. The procedure may have as few as two steps or as many as ten, depending on the size of an organization. In small organization, it may involve no more than three steps. In medium and large organizations there may be five or six steps, with minor variations (Mamoria, 2012: 833). In an organization a grievance may be presented by an employee or group employees, with respect to any measure or a situation that directly affects the individual or is likely to affect, the conditions of employment of many workers. If such a grievance transformed into a general claim, either by the union, or by a group of employees, then the claim falls outside the scope of grievance procedure as it is a collective grievance and therefore it falls under collective bargaining in Gupta (2006) and Opatha (2001).

Factual

When an employee is dissatisfied with his job, for genuine or factual reasons like a breach of terms of employment or any other reasons that are clearly attributed to the management, he is said to have a factual grievance. Thus, factual grievances arise when the legitimate needs are unfulfilled. The problem that he has is real and not virtual.

Imaginary

When an employee's grievance or dissatisfaction is not because of any factual or valid reason but because of wrong perception, wrong attitude or wrong information he has. Grievance is called an imaginary grievance. Though it is not the fault of management, the responsibility of dealing with its till rests with the management. So, the problem is not trial, it is in the mind or just a feeling towards someone or something.

2.3. To Assess the Relationship between Conflict Resolution and Organizational Performance

Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

2.3.1. Facilitation

In broader perspective, grievance would include any discontent or dissatisfaction experienced by employee which affects the performance of the organization. An employee can be aggrieved at the treatment meted out to him by his superiors or the management, on his conditions of service, the nature of job and a host of other organizational factors. But the feeling of dissatisfaction sometimes may be verbally share do kept within or it may be expressed in written or oral forms. Nevertheless as long as there will be dissatisfaction with the system persists, an employee's performance may be adversely affected (Ratnam & Srivastava, 2008).

There are some employees who do not want to express their dissatisfaction before any one in any form but discontent exists. It may be because of their personality characteristics, childhood experiences, position in the family and social-economic and cultural background. Other employees also are reluctant to complain for a number of reasons including, to avoid tension, do not like to be called 'chronic complainers' or have a greater tolerance. This type of discontent among employees is very dangerous because it is not known when they may erupt. There are symptoms which can be observed from the behavior and actions of the individual employee. These symptoms include absenteeism, alcoholism, accident, late coming, lack of cooperation and withdrawal attitude of an employee in the place of work than his/her previous behavior. Other visible symptoms could be bad tempered behavior and appearance, moodiness, worry and tension, insubordination, frequent request for transfer, increase in waste age and decline in productivity of the worker. Agrievant also faces recurring health problems, indulges it- criticism, develops negativism and in extreme cases tries to destroys the valuable property of the organization. Ifadequate and appropriate attention is not given, the employee in extreme cases may submit resignation from the organization (Dwivedi, 2009).

2.3.2. Negotiation

Grievance procedure can be put in place in any kind of actor. However, the type of grievance procedures applied will vary from factory to factory according to the size of the organization, its management structure and resources available. Normal the Human Resources Department implements this practice. Whenever possible, a worker's grievances should be dealt with as rapidly as possible and at the lowest possible level within the organization. Such grievances may be resolved informally in a discussion between the worker and the line manager or supervisor. If the grievance cannot be dealt with by informal discussion, it should go to a more formal procedure. A grievance procedure should provide a formal framework, setting limits on the arbitrary exercise of management authority and power. Grievance handling requires skills of advocacy and can be considered to be semi-judicial in nature. The grievance handler should try to set time limits for their solution of grievances should ensure that the person to make the decision on the grievance is competent to decide and free of bias, and should develop a menu of solutions-a variety of options to decide on the outcome.

The grievance procedure model from Good Practice Guide of the Factory Improvement Programmed (FIP)', prepared by International labor organization (ILO) will take as the real model for an Effective grievance management procedure.

2.3.3. Arbitration

Lewis & Peterson (2010: 25-26) Thomson (2011:30-32), and Doyle (2009:1-2) Identifies four primary roles of the grievance procedure:

- The compliance role ensures that parties adhere to and respect the collective agreements.
- The judicial and adjudicative role for organizations interprets the collective agreements and rules of behaviour and serves as dispute resolution procedure for disagreements which arise during the life of the collective agreements.
- The administrative role applies the rules of contract and offers guidance in the administration.
- It may serve as a forum for traditional bargaining where one party attempts to secure concessions it could not obtain at the bargaining table or regain what it has lost at the bargaining table.

The authors also maintain that the grievance procedure fulfils: constitutional, legislative, executive, due process, power distribution, and communication and voice functions. The above role helps the organization to: Channel conflict into an institutionalized mechanism for peaceful resolution.

Facilitate communication between labour and management regarding problems that arise in a collective bargaining relationship.

Enable employees to complain with dignity knowing that there is a system of appeals leading to an impartial decision-maker.

Enforce compliance with the terms and conditions negotiated by the parties.

2.4. To Established the Factor Structure between Dispute, Conflict Resolution and Organizational Performance

Performance is defined as the ability to carry out and accomplish acceptable standards of work. These standards are set and can be measured against what is achieved. Performance defined as the ability to discharge skills, acceptable worker task. It is an action behavior an outcome that an employee should be able to demonstrate after acquiring knowledge, skills, attitude etc., from training (Mamoria, 1991). Employee performance cannot be isolated from grievance administration. This is because performance is affected regardless of any nature of grievance.

Aggrieved people are not provided with the kind of leadership that matches their needs—they are under or over supervised. Whereas over-supervised employees can get very stressed at the workplace the under supervised ones may not be optimally utilized. There are so numerous other potential causes: lack of feedback, lack of recognition, lack of clear performances expectation, unfair standards, being shouted at or blamed, reneging on commitments, being over worked or stressed out (Randolph & Blanchard, 2007:134).

Although employee performance depends on some combination of ability, effort, and opportunity, it can be measured in terms of outcomes or results produced. Performance also can be defined as the record of outcomes produced on specified job functions or activities during a specified time period (Bernardin, 2007). From the above we can deduce that performance is something we can easily measure and determine. However, in order to know the impact of performance, it has to be measured.

It is well-established in practice as well as in theory that the level of business performance of an organization is just equivalent to cumulative performance level of its employees. This may not be true with other resources like capital, infrastructure and technology. Organizations with best of these can still lose to competitors. This is due to underutilization of these physical resources. It happens because human resource may be incapable of rightly exploiting them to the strategic advantage of the company (Kandula, 2010).

In case of an organization Performance of employee leaves much to be desired because they feel their efforts are not appreciated by the employer frustrations they settle them.

2.4.1. Effectiveness

The effectiveness of your organizational is the degree to which it moves toward the attainment of its mission and realizes its goals. However, it is not simple concept. The basic difficulty in analyzing effectiveness lies in the fact that many organizations make multiple statements about and goals their mission goals. Sometimes these statements are in the

organization, s charter, other times in their strategic document. Regard less of where you find these statements. You need a clearly defined guide about the operation of the organization.

2.4.2. Efficiency

An organization must be able not only to provide exceptional services but also to provide them with an appropriate cost structure. Performance is increasing judged by the efficiency of the organization for example, the cost per service, the number of outputs per

2.4.3. Relevance

Organizations in any society take time to evolve and develop, but they must develop in ways that consolidate their strengths. Organizations face internal and external crises and no organization is protected from becoming out of date, irrelevant, or subject to closure. To survive,your organization mustadapt tochanging context and capacities amid keep its mission, goals, program, and the activities agreeable to stakeholders and constituents.

2.4.4. Financial Viability

To survive, your organization s inflow of financial resource must be greater than the outflow. Our experience has shown that the condition needed to make an organization financially viable include multiple sources of funding, positive cash, and financial surplus. Organization has long been concerned with improving productivity of their resource. Further, it is widely recognized that organization effectiveness is inextricably linked to their management performance [Drucker, 2011, Armstrong,2006].

3. Research Methodology

3.1. Introduction

Research Methodology: is a systematic process used to collect information and data for the purpose of making a research. However, this chapter deal with the study/research design, study population, sample size, sample procedures, sample design, data source, research instrument, measurement of variables, data processing, data analysis and limitation to the study (Kothari 2012)

3.2. Research Design

Magdalene M, (2010) a research design is the chronological order of things that result to answering research questions. This study used a descriptive research design. According to Cooper and Schindler (2006), a descriptive study is aims at finding out what, where and how of a phenomenon. This study therefore was able to generalize the findings of most of the banks. Hence the study is quantitative in that manner. On the other hand, the study uses a qualitative approach in an attempt to acquire a better understanding and hence lead to a better and more insightful interpretation of the results from the quantitative study. This method concerns the deep investigation of problem-solving mechanism in which problems and solutions are relevant to the research problem. This strategy involves selecting of several targeted cases on which an intensive analysis is conducted. That helps in recognizing other possible ways for solving the research questions based on the present solution applied in the selected case study. The study brings out a subject, often by formulating a profile of group of problems (Cooper and Schindler, 2006). Descriptive survey design is flexible enough to provide opportunity for considering different aspects of a problem under study (Kothari, 2014). This design was further appropriate for this study because it intended to produce statistical information about the aspects of the research issue that may interest policy makers and other stakeholders within the Microfinance sector. Apart from measuring and describing characteristics of the variables of interest, the method also allows for the researcher to carry out analysis, interpret and report findings as they exist without any manipulation. The study adopted a descriptive survey design to assess the state of the distributions and the interrelations of variables (factor structure of information and communication technology) that affect the Microfinance institution of South Sudan. It also helped in determining the relationship that exists between specific events under study. Through the use of Qualitative technique where Interviews, Observation and questionnaires are applied.

3.3. Study Population

According to Sienna Chawla (2012) population is the number of all the organisms of the same group or species, which live in a particular geographical area, and have the capability of interbreeding.

The population under this project study is chosen from Cooperative bank where a population of 55 bank's staff was chosen. This population will comprise the Top Management 10, Middle Management 20 and other staff 25. The choice of this population based on the belief that all kinds of people in this population know better and could provide relevant and required information for this study. However, the table (Fig: 3.1.0) below shows the target Population

3.4. Sample Size

Basing on the table of Morgan & Krejcie (2008) in Sekaran (2014), for a population of 55, a sample size of 48 would be representative enough, this population comprised of Top Management 10, Middle Management 20 and Other staff are 25. The researcher used stratified and purposive sampling to choose the respondents as per the table attached.

3.5. Sampling Procedure

Probability sampling method was applied to accommodate a variety of respondents. The method included stratified random sampling. Because the population was not homogeneous the researcher divided the respondents in the sampled groups into a number of strata of which individuals sampled from each stratum was combined into one group which constituted the sample of the study.

S/No	Fangak State Coordination	Population	Sample Size
01	Top Management	10	10
02	Middle Management	20	14
03	Other Staff	25	24
04	Total	55	48

Table1: Fangak State Coordination and Targeted Staff to Answer Questionnaires

Source: (Primary 2017)

3.6. Sample Design

The study will be limited to stratify random sampling this is because the research would manage to cover the different categories of the bank departments as mentioned above.

3.7. Data Sources

Data is a fact and statistics collected together to for references or analysis about a particular study. However, there are two types of data these included primary and secondary sources of data.

3.7.1. Primary Data

Brown v (2009) this is a raw data collected on source which has not been subjected to processing or any other manipulation. This information was obtained mainly from the directors, and administrators (Top Management) of Fangak Coordination office.

3.8. Research Instrument/Method

The researchers employed the following primary and secondary methods of data collection because of it being reliable, accurate and time saving.

3.8.1. Questionnaires

Questionnaires are research instrument made up of a series of inquiries/questions and other prompts for the purpose of gathering or obtaining information from different respondents. This technique is used to collect the primary data by use of designed questions that goes through the required respondents. The questions will be open ended and close ended based on the predetermined and standardized questions (developed by researcher 2017).

3.8.2. Interview Guide

Interviews will be carried out with the Senior Managers and tellers receiving and keeping inventory records in manual ledgers and printed papers. This was facilitated by the use of interview guides to acquire information on how different transactions are managed in the Bank. This method enabled the researcher to get direct feedback and interact with the respondents freely.

3.8.3. Observation

The investigator observed the officers, and management on how they interact with their citizens and the current system in the State. However, observation will be used to see how clients were being served by the state coordination and how information about each citizen is stored/kept.

3.9. Measurement of Variables

Measurement of variables refers to the relationship among the values that are assigned to the attributes for a variable of any given topic of research. This can be achieved by the measurable values of Agreed, Strongly Agreed, Neutral, Disagreed and Strongly Disagreed, such that validity and reliability are ascertained.

3.9.1. Validity

The validity of an instrument means that, the instrument would measure exactly what it is expected to measure. This can be determined by using the expert judgment and through content validity Index formula in which the instrument will be considered valid when the (CVI) content validity index obtained is above 0.60 as recommended by (Lynn-2008).

3.9.2. Reliability

According to Reynaldo and Santos (2005), Reliability refers to the degree of consistency and accuracy that measuring instruments show. Therefore,

A test –re – test technique helps so much to attain the reliability of the questionnaire, most of the respondent who have earlier completed the questionnaire were asked to complete it again as part of standardization of the questionnaire to avoid mistake. The table shows the reliability test.

Variable	Anchor	Cronbach Alpha
Cause of Disputes	5point	0.897
Conflict Resolution	5point	0.790
Organization Performance	5point	0.823

Table 2: Reliability Coefficients for Study Variables

3.10. Data Processing

Data processing is the method of editing, coding, classification and tabulation of collected data so that they are amenable to analysis. In the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions'.

3.11. Data Analysis

Data analysis is the process of giving order, structure and meaning to the collected mass of information. The term data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. The aim of data analysis is to produce findings that relate to the problem motivating the researcher and to provide insights that contribute to decision-making process. The data collected from the field will be analyzed using the Statistical Package for Social Sciences (SPSS) 18.0 Software. The results obtained will be presented using statistics tools such as Tables.

3.12. Ethical Consideration

The researcher will be respecting the human dignity by not revealing the identity of the respondents in during the study. However, under an approval and a letter of introduction from the faculty of Business and Management studies will be got from the supervisor seeking permission to conduct the study after being directed by the supervisor to do so. This letter would be presented to the respondents in the study area for permission to conduct the study.

3.13. Limitation to the Study

During the of data collection, the researcher countered the following problems, lack confident from the respondents, Insufficient communication, Irrelevant or duplicate data collected, Denial of information by some staff, Pertinent data omission, Erroneous or misinterpretation of questions, Poor documentation from other staff, Conflicting data and lack of equipment. But with all those, challenges, the researcher still made it through to obtain the necessary information/data for the completion of this research.

4. Analysis of Findings and Results

4.1. Introduction

The chapter involves presentation, analysis and interpretation of the study results. Data presented, analyzed and interpreted according to the research objectives. It is presented in the form of tables and figures basing on the responses got from the study respondents that were selected during the process of data collection. The discussion of findings has been arranged in accordance with demographic characteristics of respondents' and objectives of the study as were formulated in chapter one of this report.

4.2. Presentation and Analysis of Data collected Presentation

Out of 48 questionnaires, 43 were returned from the respondents. This gives a response rate of 89%. This was a good result, as a result of follow up and the non-retrievable questionnaires were as a result of the negligence of Juba County staffs to fill their received questionnaire.

4.3. Data Presentation Preliminary

The table below shows the rate of response by different respondents.

Questionnaires	Respondents	Valid Percentages (%)
Returned	43	89.6
Not Returned	5	10.4
Total	48	100

Table 3: Rate of Response by Respondents

Table 3 A total number of 48 questionnaire where distributed and out of these 43 questionnaires were returned, showing an average of 89.6% questionnaires. The number returned represents 89.6% of total questionnaires

administered. However, this is a reasonable level upon which research can be based and valid conclusions can be drawn from the research

SECTION A-Personal Bio-Data.

The Table 4below shows the distribution of respondents by gender.

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	38	72.1	72.1
	Female	17	27.9	100.0
	Total	55	100.0	

Table 4: Gender of Respondents

Source: Primary Data. (2017)

Table 4shows that 31 out of the total of 55 respondents were males, representing approximately 72.1% of the entire sample size. While 12 were females, representing approximately 27.9% of the sample size.

The Table 5below shows the distribution of respondents by age.

		Frequency	Valid Percent	Cumulative Percent
Valid	18-25	10	23.3	23.3
	26-35	31	48.8	72.1
	36-46	6	13.9	86.0
	56-60	2	4.7	90.7
	above 60	6	9.3	100.0
	Total	55	100.0	

Table 5: Age Group of the Respondents

Source: Primary Data. (2017)

Table 5can be deduced that out of 55 of the total respondents, 10 were between the 18-25 years representing 23.3%, 21 were between 26-35 years representing 48.8%, 6 were between 36-46 years representing 13.9%, 2 were between 56-60 years representing 4.7% and 4 were above 60 years representing 9.3% this implies that majority were between the age group of 26-35 which give county energy needed during the working progress.

The Table 6below shows the distribution of respondents by marital status.

		Frequency	Valid Percent	Cumulative Percent
Valid	Single	5	11.6	11.6
	Married	30	48.8	60.4
	Divorced	8	18.6	79.0
	Separated	5	4.7	83.7
	Widowed	7	16.3	100.0
	Total	55	100.0	

Table 6: Marital Status of the Respondents

Source: Primary Data. (2017)

Table 4.2.3it can be deduced that out of 55 of the total respondents, 5 were single, representing 11.6%, 21 were married representing 48.8%, 8 were divorced, representing 18.6%, 2 were separated, representing 4.7% and 7 were widowed, representing 16.3%

The Table 7below shows the distribution of respondents by academic qualification.

		Frequency	Valid Percent	Cumulative Percent
Valid	Senior school certificate	11	25.6	25.6
	Diploma	5	11.6	37.2
	Bachelor	30	46.5	83.7
	Masters	9	16.3	100.0
	Total	55	100.0	

Table 7: Academic Qualification of Respondents

Source: Primary Data. (2017)

Table 7it can be concluded that out of 55 of the total respondents, 11 were Senior School Certificates, representing 25.6%, 5 were having diploma representing 11.6%, 30 were Bachelor holders, representing 46.5% and 9 were Master holders, representing 16.3% this implies that the county has highly qualified staffs.

Table The table 4.6 below shows the distribution of respondents by working experience.

		Frequency	Valid Percent	Cumulative Percent
Valid	less than a year	8	11.6	11.6
	1-3 years	18	41.9	53.5
	4-9 years	29	46.5	100.0
	Total	55	100.0	

Table 8: Experience of the Respondents
Source: Primary Data. (2017)

Table 8 from the table it can be deduced that out of 55 of the total respondents. 8 works for less than a year, representing 11.6% of the total population. 18 have an experience of 1-3 years, representing 41.9% and 29 had work experience of 4-9 years, representing 46.5% of the entire population. This implies that the county has experienced workers.

4.4. Relationship between the Study Variable

Important to the successful completion of this dissertation was to find out the relationship between Cause Disputes, Conflict Resolution organization performance in Fangak Coordination Fangak State. Juba South Sudan.

		1	2	3
	Cause of Disputes (1)	1.000		
		.		
	Conflict Resolution (2)	.787**	1.000	**
		.	.	
	Organization Performance (3)	.798**	.765**	1.000
		.	.	.

Table 9: Spearman` Zero Order Correlation Matrix
Source: Primary Data. (2017)

Spearman correlation was used to determine relationship between the study variables as shown in the Table 9above.

4.4.1. The Relationship between Cause of Disputes and Organizational Performance

The results in the Table 9indicated a significantly strong positive relationship between Cause of Disputes and Organization performance ($r = 0.797$, $P\text{-value} < 0.01$). This implies that disputes have a significant negative relationship with organization performance in Fangak Coordination office. Thus, the question of whether disputes have negative effect on performance of coordination office in Fangak state in was answered as true. The implication of these findings is that went there is dispute in organization; service will not be delivered to citizen in Fangak State.

4.4.2. The Relationship between Cause of Disputes, Conflict Resolution and Organizational Performance

The results in Table 9indicate a significantly strong Negative relationship between dispute and conflict resolution ($r = 0.787$, $P\text{-value} < 0.01$). The implication of these findings is that with high dispute the organization performance will be affected.

4.5. RegressionModel for Cause of Disputes, Conflict Resolution and Organizational Performance

Table 10 below shows the regression model for Disputes, Conflict Resolution and Organization performance in Fangak Coordination office

Coefficients						
Organization Performance	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta	Std. Error		
(Constant)	2.715	.130			20.706	.000
Disputes	.171	.056	.348	.115	3.022	.003
Conflict Resolution	.287	.081	.446	.132	3.461	.001

Table 10: Regression Model for Disputes, Conflict Resolution and Organization Performance in Fangak Coordination Office
 $R = 0.868$, $R\text{-Square} = 0.754$, $AdjustedR\text{-square} = 0.750$, $F = 0.594$, $Sig0.592$
Source: Primary data (2017)

The results in the table 4.3.2 above indicate a linear relationship between Disputes, Conflict Resolution and Organization Performance ($F = 0.594$, $Sig = 0.592$). Disputes and conflict resolution greatly affected performance of Fangak Coordination office

Disputes($Beta = 0.455$ explained more to Conflict Resolution and organization performance ($Beta = 0.349$).This implies that Disputes and conflict resolution entirely influenced the organization performance.

4.5.1. Factor Analysis Results for Cause of Dispute

	Variable Attributes	Grievance	Factual	Imaginary
	Grievance always causes disputes in these offices	.953		
	Due to timely planning of activities the citizens are able to improve their right.	.935		
	This Coordination office has deployed development strategies to curved down the issue of grievance	.928		
	This coordination office has expanded all development projects to all the payams.	.865		
	Factualgrievancesarise when the legitimate needs are unfulfilled.		.863	
	The problem that he has is real and not virtual.		.872	
	This coordination office works in co-ordination with other counties in Jubek state to curve down unlawful acts.		.857	
	The law enforcement agency is not working well with the community in Fangak		.775	
	The county commissioner with his team has outline the development plan for the next three years			.963
	It is important for the county management to plan for the delivery of services to their citizens			.935
	This county has identified the major demand of her citizens.			.835
	There is sign of misappropriation of county funds by top management.			.937
	Eigen value	1.605	1.589	1.503
	Variance %	41.333	38.749	23.458
	Cumulative variance %	41.333	81.092	94.65

*Table 11: Factor Loading Of Cause of Disputes**Source: Primary Data. (2017)*

The Table 11shows the factor analysis results of Disputes, three factors were extracted and the attribute (Grievance) explained disputes with 96.2%, the second attribute (Factual) explained more of disputes with 91.5% and Third attribute (Imaginary) explain disputes with 87.9%.

The factor analysis of disputes explained that the coordination office has disputes in terms of grievance and factual by 96.2%.

With Development plan, the results revealed that the long-term planning helped this coordination to achieved development in order to render services to citizens by 86.3%.

4.5.2. Factor Analysis Results of Conflict Resolution

Variable Attributes	Arbitration	Facilitation	Negotiation
The compliance role ensures that parties adhere to and respect the collective agreements.	.987		
The judicial and adjudicative role for organizations interprets the collective agreements and rules of behaviour and serves as dispute resolution procedure.	.867		
The administrative role applies the rules of contract and offers guidance in the administration.	.895		
The arbitration brings disputed parties together	.875		
There are some employees do not want to express their dissatisfaction before any one in any form but discontent exists.		.891	
to avoid tension, do not like to be called 'chronic complainers' or have a greater tolerance.		.981	
An employee can be aggrieved at the treatment meted out to him by his superiors or the management.		.892	
Grievance procedure can be put in place in any kind of actor.			.871
Negotiation helps the warring parties to solve their internal problems.			.875
The management always negotiates between the staffs in case the differences arise			.875
The management of Fangak held weekly training to communicate any burning issues among the staffs			.891
Eigen value	1.576	1.498	.599
Variance %	38.973	31.343	19.354
Cumulative variance %	38.973	60.313	80.789

*Table 12: Factor Loadings of Conflict Resolution**Source: Primary Data, (2017)*

The results in the above table show how the factor loading do confirm that Conflict Resolution in Juba County is measured by Arbitration, Facilitation, and Negotiation, hypothesized in the conceptual framework (figure 1.1.)

In the results of factor analysis of conflict resolution three factors were extracted and the first attribute (Arbitration) explained conflict resolution in the coordination with 76.1%, the second attribute (Facilitation) also explained Conflict Resolution in the Coordination with 87.1%, the third attribute (Negotiation) also explained Conflict Resolution with 87.5%.

4.5.3. Factor Analysis Results of Organization Performance

Table 12 factor loadings of Organization Performance

Variable Attributes	Effectiveness	Efficiency	Financial Viability
The effectiveness of your organizational is the degree to which it moves forward.	.987		
The base difficulty in analyzing effectiveness lies in the fact that many organizations make multiple statement about and goal their mission goals.	.867		
You need a clearly defined guide about the operation of the organization.	.895		
There is no effectiveness in this coordination due to high degree of corruption.	.875		
. Performance is increasing judged by the efficiency of the organization.		.891	
There accounting principles used in this office is not effective.		.981	
There is proper accountability in this office.		.892	
To survive, your organization s inflow of financial resource must be greater than the outflow.			.871
This coordination has no proper accountability			.875
There is no budget to finance all the activities of this office			.875
The management of this office trained the junior staffs on ways of handling funds			.891
Eigen value	1.576	1.498	.599
Variance %	38.973	31.343	19.354
Cumulative variance %	38.973	60.313	80.789

Table 13: Factor Analysis Results of Organization Performance

Source: Primary data, (2017)

The results in the above table shows how the factor loading do confirm that organizational performance in Fangak Coordination office is measured by Effectiveness, Efficiency, and financial viability, hypothesized in the conceptual framework (figure 1.1.)

In the results of factor analysis of organization performance three factors were extracted and the first attribute (Effectiveness) explained organization performance in the coordination with 76.1%, the second attribute (Efficiency) also explained Organizational performance in the Coordination with 87.1%, the third attribute (Financial Viability) also explained organizational performance with 87.5%.

5. Discussion of Findings

5.1. Introduction

This chapter presents interpretation of the study findings

5.2. Bio data

5.2.1. Gender of the Respondents

The results indicated that 72% were males while the remaining 28% were females respectively. This implies that most of the respondents are male. The big number of male respondents indicated that most employees of the Juba County are males. It showed that the coordination office of fangak has employed more men than women

5.2.2. Age of the Respondents

The results showed that 23.3 % of the participants belonged to age group 18-25 years, 48.8% belonged to age group 26-35 years, 13.9% belonged to age group 36-46 years and 4.7% belonged to age group 56-60 years and 9.3% were above 60 years.

This implied that people who are engaged with the Fangak Coordination office that ensure productivity and performance are between the age of 26-35 years, and indicator that the office employed people who are mature and energetic that can carry out duties and services effectively for the achievement of goals.

5.2.3. Marital Status of the Respondents

The results indicated that 48.8% of the participants were married, 11.6% were singles, 18.6% were divorce, 4.7% were separated, and 16.3% were widowed. This implied that most of respondents who were married have responsibilities and mindful about the continuation of their assignment and ensuring effective of conflict resolution in coordination office

5.2.4. Education Levels of the Respondents

The results of the study indicated that 25.6% had stopped their learning in secondary school, 11.6% of the respondents were having Diploma, 46.5% were bachelor holders, and 16.3% were having Master degree. This implied that most of the staff in the county had the skills to plan and control activities of coordination office and ensures conflict resolution.

5.2.5. Number of Years the Respondents Has Been in Service with Fangak Coordination Office

The results of the study indicated that 11.6% had been in service with the office for <1 year, 41.9% had been in service with the county for 1-3 years, 46.5% had been in service with the county for 4-9 years. This implied that most of the respondents had a high working experience of 4-9 years an indication that data obtained was from right people, an indication for lack of biasness in the data collection process.

5.3. Relationship between the Variables

5.3.1. The Relationship between Cause of Disputes, Conflict Resolutions and Organization Performance

The results in the Table 3 indicated a significantly strong Negative relationship between Disputes and Conflict Resolution ($r = 0.797$, $P\text{-value} < 0.01$). This implies that Disputes has negatives roles in Conflict Resolution Fangak Coordination office. The implication of these findings is that without proper planning best ways of avoiding disputes in organization conflict resolution will not be resolves in South Sudan particularly Fangak Coordination office.

5.3.2. The Relationship between Conflict Resolution and Organization Performance

The finding indicates a significantly strong positive relationship between Organization performance and Conflict Resolution ($r = 0.789$, $P\text{-value} < 0.01$). The implication of these findings is that with proper governance in the coordination office the performance will be high.

5.3.3. Regression Model for Cause of Disputes, Conflict Resolution and Organization Performance

The regression model for Cause of Disputes, Conflict Resolution and Organization performance in Fangak Coordination office Fangak state, the results of study indicate a linear relationship between cause of Dispute, Conflict Resolution and Organization performance ($r = 0.795$, $P\text{-value} < 0.01$) from which Disputes ($\text{Beta} = 0.455$) explain more to Conflict Resolution follow by organization performance ($\text{Beta} = 0.349$) that entirely influenced the performance of Fangak Coordination office.

6. Conclusion and Recommendations

6.1. Introduction

This chapter highlights the major conclusions and recommendations of the study. The findings are outlined in direct response to the objectives of the study. Recommendations have been provided to incorporate Cause of Disputes and Conflict Resolution with the aim of improving on the organization performance in Fangak Coordination Office.

6.2. Conclusions

The study examines that variable including Cause Disputes and Conflict Resolution can improves organization performance in Fangak coordination office. This trend shows that there is a need for provision of proper planning by local government to meet the demand of their citizens through effective delivery of services.

6.3. Recommendations

Basing on the study findings and the conclusions, the researcher derived the following recommendations. Today, there is a clear consensus that good governance is indispensable for socio-economic development. It implies efficient and accountable institutions -- political, judicial, administrative, economic, and corporate -- and entrenches rules that promote development, protection of human rights, respect of the rule of law, and ensure that people are free to participate in those issues that affect their lives. Obviously good governance is essential pre request for any country's development and to make the state and the political system workable and suitable for the people.

6.3.1. The Relationship between Cause of Disputes and Organization Performance

The study had shown that proper governance policy has leads to improvement on Conflict Organization in the Fangak Coordination office as indicated by ($r = 0.798$, $p\text{-value} < 0.01$). The study recommends that, The capacity to recognize and respond to important matters

- A readiness to forgive and forget
- The ability to seek compromise and avoid punishing
- A belief that resolution can support the interests and needs of both parties

6.3.2. The Relationship between Conflict Resolution and Organization Performance

Aswan and Anjum (2015) say that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. The following areas should be look at by management

Acknowledge that a difficult situation exists. Honesty and clear communication play an important role in the resolution process. Acquaint yourself with what's happening and be open about the problem.

Let individuals express their feelings. Some feelings of anger and/or hurt usually accompany conflict situations. Before any kind of problem-solving can take place, these emotions should be expressed and acknowledged.

Define the problem. What is the stated problem? What is the negative impact on the work or relationships? Is differing personality styles part of the problem? Meet with employees separately at first and question them about the situation.

Determine underlying need. The goal of conflict resolution is not to decide which person is right or wrong; the goal is to reach a solution that everyone can live with. Looking first for needs, rather than solutions, is a powerful tool for generating win/win options. To discover needs, you must try to find out why people want the solutions they initially proposed. Once you understand the advantages their solutions have for them, you have discovered their needs.

6.3.3 The factor structure of Causes of Disputes, Conflict Resolution and Organizational Performance

The study recommends that,

The top leadership should organize all the resources and channel them to development projects such as hospital and educations.

Committee should be setup to monitor all the resources in the county, this will reduce the case of corruption and will promote development activities and at the long run the citizen's life will improved.

Prioritize Services Delivery. It is important to first and foremost identify the needs of the citizens before undertaking any projects in the county

The top leadership should adapt decentralization system of governance so that resources are brings closer to citizens in all payams of juba county.

6.4. Areas for Further Research

The study recommended further study on the following;

Management should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level;

Management must be flexible in the adoption of styles of conflict management. The circumstances of each organization and the relationship subsisting between the parties must be allowed to determine the choice of management style. A mindset that accommodates conflicting viewpoints is necessary for effective resolution of conflicts;

Conflict preclusion structures should be put in place to address issues that can produce conflicts before they break open. In a similar vein, conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided;

Efforts should be made by the management to organize seminars/workshops on organizational conflict management, from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness;

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Appendix

Questionnaires

I am a student of Stafford University Uganda perusing Bachelor of Publication administration and Management with carrying out research on 'Cause of Disputes, Conflict Resolutions and Organization Performance of finance Jubek State Juba. You are among the respondents randomly selected to provide me with appropriate information. The information provided is kept with utmost confidences for academic purpose only.

Please response to the questionnaires below by either ticking the most appropriate alternative or where necessary give brief explanation

Section 'A' Personal Details

Please select accordingly in the boxes provided by ticking (√) in the boxes

Gender Status

Male 1 ☐

Female 2 ☐

Age Group

21-30 1 ☐

31-----40 2 ☐

41-----50 3 ☐

51-----60 4 ☐

Above----60 5 ☐

Marital Status

Single 1 ☐

Married 2 ☐

Divorced 3 ☐

Separated 4 ☐

Widowed 5 ☐

Academic Qualification

Senior Schools Certificates	1	<input type="checkbox"/>
Diploma	2	<input type="checkbox"/>
Bachelor	3	<input type="checkbox"/>
Masters	4	<input type="checkbox"/>
PhD	5	<input type="checkbox"/>

If others (Specify)

Length of time in office (Experience)

Less than 1 year	1	<input type="checkbox"/>
1---3 years	2	<input type="checkbox"/>
4---9 Years	3	<input type="checkbox"/>
10 years and above	4	<input type="checkbox"/>

Section 'C' Cause of Disputes

Instruction: Please tick (√) as appropriate: Strongly agree, Agree, Disagree, and Strongly Disagree.

S/No		Strongly Disagree	Disagree	Agree	Strongly Agree
GRIEVANCES		1	2	4	5
1	Grievance procedures are procedures by which worker's grievance are dealt with or solved.				
2	They area also serve as the system of communications between workers and managers, inform managers of potential trouble, provide an outlet for complaints, and avoid.				
3	The procedure may have as few as two steps or as many as ten, depending on the size of an organization.				
4	If such a grievance transformed into a general claim, either by the union, or by a group of employees, then the claim falls outside the scope of grievance procedure as it is a collective grievance and therefore it falls under collective.				
FACTUAL					
1	When an employee is dissatisfied with his job, for genuine or factual reasons like a breach				
2	The rule of law is applied to all citizens of juba county.				
3	There are injustices being carried out by elite in the county				
4	The citizens don't access publics services in juba county				
IMAGINARY					
1	When an employee's grievance or dissatisfaction is not because of any factual or valid reason but because of wrong perception, wrong attitude or wrong information he has.				
2	Grievance is called an imaginary grievance				
3	Though it is not the fault of management, the responsibility of dealing with its till rests with the management.				
4	There is proper accountability in county				

Table 14

Section 'B' Conflict Resolution

Instruction: Please tick (√) as appropriate: Strongly agree, Agree, Disagree, and Strongly Disagree.

S/No		Strongly Disagree	Disagree	Agree	Strongly Agree
	Facilitation	1	2	4	5
1	In broaderperspective, grievance would include any discontent or dissatisfaction experienced by employee which affects the performance of the organization.				
2	An employee can be aggrieved at the treatment meted out to him by his superiors or the management, on his conditions of service.				
3	the feeling of dissatisfaction sometimes may be verbally share do kept within or it may be expressed in written or oral forms.				
4	There is high corruption case in handling public funds in the county.				
	Negotiation				
1	Grievance procedure can be put in place in any kind off actor.				
2	The rule of law is applied to all citizens of juba county.				
3	The grievance handler should try to set time limits for their solution of grievances should ensure that the person to make the decision on the grievance is competent to decide and free of bias, and should develop a menu of solutions-a variety of options to decide on the outcome.				
4	The citizens don't access publics services in juba county				
	Arbitration				
1	The compliance role ensures that parties adhere to and respect the collective agreements				
2	Judicial and adjudicative role for organizations interpret the collective agreements and rules of behaviour and serve as dispute resolution procedure for disagreements which arise during the life of the collective agreements.				
3	The administrative role applies the rules of contract and offers guidance in the administration.				
4	There is proper accountability in county				

Table 15

Section C: Organization Performance

Use aLikert scale to rank alternatives from a—I Where 1-strongly agree, 2- agreed, 3 not sure, 4 disagree and 5-strongly disagree

Statement	1	2	3	4	5
Organization Performance					
In your opinion do you think organizational performance is measured by effectiveness					
Effectiveness					
This organization has effectiveness in delivery of services ?					
c) in your opinion do you think this organization has effective services delivery framework					
d)how do you compared this organization to the others in term of services delivery					
Efficiency					
In your view do this organization has transparent to their work in regarding to cash management					
In your opinion do you think efficiency in organization help in services delivery					
Risk Management					
In your opinion does this organization managed it inventory well?					
This organization "s inventory management conform to accepted standards					
this organization control risk and disaster that happen in the country					

Table 16

Section D Interview Guides

1 what is the cause of disputes in this office?

.....

2. How did disputes affect the performance of this office?

.....

3.How can you advice this office in regard to dispute resolution

.....

4.What are the measures of solving conflict in this office

.....

5.What are the effects of conflict in the office or public offices

.....

6.How did management respond to conflict in this office

.....

7.How have negotiation and arbitration help in conflict resolution?

.....

8.How do you measure organization performance

.....

9.What is hindering effective performance in this office?

.....

10.What measures are put in place by the management of this office to boost the performance of this office

.....

Activities	Period				
	January	February		March	April
Research Proposal writing					
Submitting Research proposal					
Data collection					
Data analysis					
Research report writing					
Submitting Report					

Table 17: Work Plan for the Research 2017.

S/No	Particulars/Items	Quantity	Cost (SSP)	Total Cost (SSP)
01	Transport	7	100	700
02	Stationery	2	800	1600
03	Printing	3	1000	3000
04	Binding	3	1200	3600
05	Data Collection	7	500	3500
06	Lunch	7	150	1050
07	Refreshment	7	90	630
08	Internet Cost	30	200	6000
	Grand Total			20080

Table 18: Budget Estimate/Activity Cost