DETERMINANTS OF CONFLICT MANAGEMENT IN ORGANIZATIONS WITH MATRIX ORGANIZATION STRUCTURE: A CASE OF COMMERCIAL BANKS IN MACHAKOS TOWN, KENYA

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2017
DECLARATION

I declare that this Research project is my original work and has not been submitted for a degree in any other university or college for examination or academic purposes.

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L50/66095/2013

This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

I dedicate this research project to my father Dancun Muchemi Muthungu and mother Mary Wangui Muchemi family for their understanding and encouragement during the period of my study.
ACKNOWLEDGEMENTS

I wish to give special gratitude to my supervisor Dr Stephen Luketero for his guidance in writing this project. I also wish to thank the other lecturers and the staff of University of Nairobi for their support. I wish to thank my colleagues and friends for supporting me throughout the course. Lastly, my deep appreciation to my family for their genuine support, encouragement, understanding and patience throughout the long period of time spent on this course.
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### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CIPD</td>
<td>Chartered Institute of Personnel and Development</td>
</tr>
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<td>EEOC</td>
<td>Equal Employment Opportunity Commission</td>
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<tr>
<td>KCB</td>
<td>Kenya Commercial Bank</td>
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<tr>
<td>SAMS</td>
<td>Self-Assessment Management Skills</td>
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<td>USA</td>
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ABSTRACT

In matrix organizations, conflicts between the functional manager and the project manager in terms of time lines and human resource is inevitable. This is due to the fact that they both have different duties. The functional manager deals with how to do the job while the project manager deals with whom to do the job. In such organization, team work by all parties (team members and both managers) is mandatory for the success of the project and usual functional operation. Furthermore conflict among workers occurs and need to be addressed. The research project was undertaken to investigate the determinants of project conflict management in Kenya, a case of commercial banks in Machakos Town with matrix organization structure. The study was anchored on the following objectives: Establishing how the leadership style influences project conflict management in commercial banks; Determining the extent to which individual attitudes influences project conflict management in commercial banks; and assessing how employee relations influence project conflict management in commercial banks. The study employed use of descriptive research design, with Machakos town commercial bank employees from various branch outlets providing the required target population. Data collection was done qualitatively through semi structured questionnaires that were administered by the respondents. The study found out that the manager organizes a meeting of all interested parties providing them with an opportunity to work out and makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply, that there is a difference when resolving conflicts with a colleague having a negative attitude, that the most common organizational structure used in their organization was functional structure and that management - employee relationship in their organization has been good. The study concluded that organizational conflict structure had the greatest effect on the project conflict management, followed by individual attitudes, and then relationship between the management and the employees while leadership style had the least effect to the project conflict management in Kenya. The study recommends that the management should always organize a meeting of all interested parties providing them with an opportunity to work out their differences, that the management of the commercial banks in Kenya should take bold step on trainings on conflict management to have the knowledge of managing conflict and that the commercial banks should embrace the fact that workers come from different backgrounds, faith and different cultures.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

A matrix organizational structure is an organizational structure in which two (or more) channels of command, budget responsibility and performance measurement exist simultaneously (Aureli, 2000). The matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses, of functional and decentralized forms. An example would be a company that produces two products, A and B. Using the matrix structure, this company would organize functions within the company as follows: sales department, customer service department, and accounting department for product A; and sales department, customer service department, and accounting department for product B. Matrix structure is amongst the purest of organizational structures, a simple lattice emulating order and regularity demonstrated in nature (Aureli, 2000).

Theoretically, managers of project groups and managers of functional groups have roughly equal authority within an organization. As indicated by the matrix, many employees report to at least two managers. For instance, a member of the accounting department might be assigned to work with the consumer products division, and would report to managers of both departments. Generally, however, managers of functional areas and divisions report to a single authority, such as a operations manager or branch manager (Aureli, 2000). In the coordination model, staff member’s remains part of their original departments (or the departments they would most likely belong to under a functional or product structure). Procedures are instituted to ensure cross-departmental cooperation and interaction towards the achievement of extra-departmental goals. In the overlay model, staff members officially become members of two groups, each of which has a separate manager (Smith, 2000).

Matrix organization structure is an attempt to combine the merit of functional and product forms of organization (Smith, 2000). In matrix organization, the project
manager defines what has to be done while the functional manager decides how to do it. In this type of organization there is the functional manager (branch manager) and the project manager (sales stimulation project manager). The workers have little loyalty to the project manager because it is the functional manager who decides the advancement of the workers in the organization. In such structures, it is performance of the workers against the functional responsibility that is measured and not against the project. Thus working in a project may be seen as undesirable. The project manager therefore has no rule over them thus he has to report the non performing worker to the functional manager. It also noted that the functional managers are primarily responsible for performance in their own function and working in different functions can reduce productivity in their area (Smith, 2000).

Lambert & Myers (1999) define conflict as the interaction of interdependent people who perceive a disagreement about goals, aims and values and who see the other party as potentially interfering with the realization of these goals. Conflict is a phenomenon that is woven into the fabric of human relationship; there it can only be manifested in communication. Conflict in project management is unavoidable. Conflict is a situation of competition in which the parties are aware of the incompatibility of potential future positions and in which each party wishes to occupy a position which is incompatible with wishes of others. For instance, a typical manager in America spends 25-40% of his or her time dealing with workplace conflicts (Dana, 2005), which is one to two days of every work week. Research shows that 60-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee’s skill or motivation. In another study, Kreisman (2002) reported that more than 80 percent of employees feel that companies are expecting too much work from too few people. The average workweek has increased since the 1970's while leisure time has decreased by 37%. American employees used about 8.8 million sick days in 2009 due to untreated or mistreated depression. In UK, recent Chartered Institute of Personnel and Development (CIPD) research into workplace conflict management says the scale of workplace conflict is now "remarkable" and has increased in the recession (Charlton, 2011). The report, which looked at both private and public sector organisations found that half of public sector respondents, had experienced an increase in the use of disciplinary actions - slightly higher than the number for the survey as a
whole, while 54.7% of public sector respondents had increased the use of grievance procedures compared to a survey average of 41.3%.

In Africa, Watson & Hoffman (1996) noted that when there are conflicts in the organizations, effects are seen in productivity, customer service, organizational and individual stress, unscheduled absences, sick leave use, medical claims and retention and recruitment ability. Statistics reflect the cost of conflict in organizations that 30-42% of managers' time is spent reaching agreement with others when conflicts occur (Watson & Hoffman, 1996). It is estimated that more than 65% of performance problems result from strained relationships between employees -- not from deficits in individual employees' skill or motivation. It costs 1.5 times the position salary to replace the employee in it. Recent studies find that more than two-thirds of managers spend more than 10% of their time handling workplace conflict and 44% of managers spend more than 20% of their time in conflict-related issues. A number of surveys indicate that people in all occupations report the most uncomfortable, stress-producing parts of their jobs are the interpersonal conflicts that they experience on a daily basis between themselves and co-workers or supervisors. From 1990 to 1995, the number of charges with the EEOC alleging illegal discrimination in employment increased 46.75%.

According to Johnson & Johnson (2000) as organizations strive to achieve their goals, they are often met with challenges they must overcome as a team. Challenges leave room for conflict between members, other organizations, communities and other parties involved in the organization's mission. Conflicts have many repercussions to the employees, management and the organization as a whole. Such consequences include mental health concerns: Conflict within an organization can cause members to become frustrated if they feel as if there is no solution in sight or if they feel that their opinions go unrecognized by other group members. As a result, members become stressed, which adversely affects their professional and personal lives. Organization members may have problems sleeping, loss of appetite or overeating, headaches and become unapproachable. In some instances, organization members may avoid meetings to prevent themselves from experiencing stress and stress-related symptoms.

Johnson & Johnson (2000) noted decreased productivity in organizations having conflicts. When an organization spends much of its time dealing with conflict, members
take time away from focusing on the core goals they are tasked with achieving. Conflict causes members to focus less on the project at hand and more on gossiping about conflict or venting about frustrations. As a result, organizations can lose money, donors and access to essential resources. Employee turnover: organization members who are increasingly frustrated with the level of conflict within an organization may decide to end their membership. This is especially detrimental when members are a part of the executive board or heads of committees. Once members begin to leave, the organization has to recruit new members and appoint acting board members. In extreme cases, where several members leave or an executive board steps down, organizations risk dissolution. Violence: when conflict escalates without mediation, intense situations may arise between organization members. It is unfortunate, but organizational conflicts may cause violence among members, resulting in legal problems for members and possibly the organization.

Despite the many negative issues that arise as a result of conflicts in organizations, there is limited research on conflict management and resolution in the workplace. Due to this a project conflict do exist in matrix organizations. In order to understand and deal with this phenomenon better, it is imperative to carry out a study on the factors affecting projects conflict management in such organisation.

1.2 Statement of the Problem

In matrix organizations, conflicts between the functional manager and the project manager in terms of time lines and human resource is inevitable (Alert, 2002). This is due to the fact that they both have different duties. The functional manager deals with how to do the job while the project manager deals with whom to do the job. In such organization, team work by all parties (team members and both managers) is mandatory for the success of the project and usual functional operation. Furthermore conflict among workers occurs and need to be addressed. A study has shown that the average manager spends over 20% of his time dealing with conflict (Moore, 2008).

Katzenbach & Smith (1992) discovered that there are several factors which could influence conflict management. They outlined five such factors which include: Family history, external experiences, choice and status, social norms: unwritten rules and gender differences. Putnam (1994) noted that unresolved conflict can create serious and
quite varied consequences. For example, employee conflicts often create project delays that can result in missed market opportunities. Customer relations can be damaged when conflict results in confused communication or inconsistent information. The development of effective work groups and teams can fail as a consequence of disputes between members. Companies with chronic conflict often find it difficult to attract and keep good people. Consequences of unresolved conflict in the workplace include:

First-Order Effects (quantifiable): Lost revenue as a result of missed deadlines, late deliveries; employee replacement costs, including termination costs, recruitment and increased expenditure resulting from quality problems (restocking, replacement orders, parts re-work). Second-order effects (harder to quantify) include: Loss of market share as a result of "missed windows of opportunity"; "Ramp-up" time required for replacement employees to become effective contributors and increased supervision or management activities. Third-order effects (impossible to truly quantify) include: passive-aggressive behaviours exhibited by disgruntled employees, loss of effective management resulting from loss of credibility, miscommunication with other groups resulting from confusion and poor image within the industry or the marketplace.

Despite the many negative consequences of project conflicts, most of the local studies have concentrated on the role of the church in conflict resolution as observed by Wang’ombe (2002) and Muchai (1998). More study on the same on conflicts among tribes in Kenya, including Yassin (2003) and Mitchell (1972).

Conflict exists in matrix organisation structures Aureli (2000) and it can be well managed to bring out its merits for success of organisations. There is limited research in relation to project conflicts in the workplace. Therefore, it is imperative to carry out an investigation into the factors affecting project conflict management in matrix organizations in Kenya.

1.3 Purpose of the Study

The general objective of the study was to investigate the determinants of project conflict management in commercial banks in Kenya, Machakos Town with matrix organization structure.
1.4 Objectives of the Study

The study was guided by the following objectives:

i. To establish how the leadership style used influences project conflict management in commercial banks.

ii. To determine the extent to which individual attitudes influences project conflict management in commercial banks.

iii. To assess how employee relations influences project conflict management in commercial banks.

1.5 Research Questions

The study was guided by the following research questions:

i. How does the leadership style used influence project conflict management in commercial banks?

ii. To what extent do individual attitudes influence project conflict management in commercial banks?

iii. How do employee relations influence conflict management in commercial banks?

1.6 Significance of the Study

The study would help to establish the determinants of project conflict management in commercial bank. It would also shed light on ways to manage both positive and negative measures on conflict management in order to improve performance.

The findings of the study would also be used by other financial institutions and FMG organisations to duplicate the recommendations made in conflicts managements in projects.

In the future, researchers who might be interested in this area of study may benefit by using this research as a point of reference in study of similar area in project management.
1.7 Delimitation of the Study

The study was conducted on the commercial banks in Machakos Town. The study concentrated on the employees at the ten branches. Since the project fall under matrix organisation a lot of engagement was made on them although the main focus was the branches and not any other projects that the bank is dealing with.

1.8 Limitation of study

The study was conducted in a small population in commercial banks in Machakos Town, therefore to generalise the results for large groups the study involved more participants from all level in the population. The main limitation the study faces is time constraint. However the study intends to mitigate this by engaging a research assistant who will assist in data collection hence saving time. Access to some crucial financial information from bank managers also stand to be another challenge since majority of the bank managers are afraid of divulging such information to strangers. The study intends to address this challenge by having an identification card and introductory letter for the research assistant from the school department. This will notify the respondents that the information required is solely meant for academic purposes and will in no way be leaked to their competitors in the industry.

1.9 Assumption of the Study

One of the assumptions of the study is that bank managers will give correct and reliable information without withholding crucial information. Another assumption is that the selected sample of commercial banks in the county will be a statistically significant representation of the target population of all building projects in Machakos County.

1.10 Definition of Significant Terms

Conflict: A serious disagreement or argument, typically a protracted one

Conflict management: It refers to the long-term management of intractable conflicts

Individual attitudes: A settled way of thinking or feeling typically reflected in a person's behavior.
Leadership style: Is the manner and approach of providing direction, implementing plans and motivating people.

Matrix organization: is a type of organizational management in which people with similar skills are pooled for work assignments. It is known for having its employees report to more than one manager at a time.

Organizational conflict structure: The kind of arrangement for solving conflicts in an organization

1.11 Organisation of the Study

The remainder of the study is structured as follows. Chapter two reviews concepts related to the banking industry, employee relations and conflict management in Kenya and the rest of the world. Chapter three focuses on the methods and procedures used in the analysis of the study, properties of data to be used in the study, specification of the empirical model and variable measurements. Chapter four presents the data analysis results arranged according to the objectives under discussion. Chapter five presents summary of findings, discussions, conclusions, and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on factors that influence conflict management in commercial banks within Machakos County. The literature discussed is a review of other studies carried out in conflict management and the banking industry, so as to provide a theoretical foundation underpinning the study variables. A discussion is made of the concept of conflict management, with a review of empirical studies on the various factors, conceptual framework and finally establishes the research gap from the reviewed literature.

2.2 Leadership style and conflict management

The empirical literature will focus on four factors: leadership style, individual attitudes, organisational conflict structure and employer-employee relationships and how they influence conflict management. The review is arranged empirically as per the above factors. On the factor of management style, Nurmi & Darling (1997) indicated that in most organizations, a confrontation style dealing with group conflict was used to a significantly degree in higher than in lower performing organizations. Ekong (2000) reported a positive correlation between democratic leadership styles and organizational stability. He noted that democratic strategies would promote inclusion in decision and by consequence workers identification with decisions and commitment to the organization. Vigil-King (2000) also found that the use of more integrative conflict management strategies are likely to have higher commitment than teams using less integrative styles while it was noted that a supportive leader engenders respect, job satisfaction and higher productivity from his staff than authoritarian leaders, even if productivity is higher in the short run, it is bound to fall in the long run.

According to Slabbert (2004) conflict management style is a general and consistent orientation toward the other party and the conflict issues, manifest in observable behaviours that form a pattern and share common characteristics over time. Rahim (2004) suggested that the nature of leadership power in an organization mediates the needs of conflict management strategies. Thus, organisational stability may be
maintained even when the leader is low in conflict management because workers sometimes exhibit acceptance behaviour over the superior’s attitude thus reflecting apathy and subjugation with little manifestation of aggression.

One hundred twenty-nine employees of a large American Midwestern manufacturing company participated in the Holt and DeVore (2005) study on determining the relation between leadership and conflict resolution styles. The sample included all general foremen in the department, at least four first line supervisors in each section of the department, and at least one subordinate working under all supervisors. Participants were asked to rank paragraphs of behavioural descriptions from most to least typical of themselves and then to select from groups of statements those that best describe their own behaviour. As a final test of the predictability of conflict resolution strategy ratings from managerial orientation, responses on the SAMS (Self-Assessment Management Skills) behaviour statements were summed up. There were no significant correlations when the scores of the SAMS were compared to conflict resolution strategies. A number of tests which were carried out further failed to verify the hypothesis that there is a relationship between managerial orientation as defined by the SAMS and leadership effectiveness ratings of first-line supervisors. These results contradict the De Dreu, Evers, Beersma, Kluwer & Nauta (2001) finding that there is no correspondence between leadership and conflict resolution style used by managers at least as far as the team management leadership and collaborative conflict resolution style is concerned.

The significance of the choice of conflict management style on leadership ability is aptly described by Sportsman & Hamilton (2007) who examined the conflict management styles of female and male leaders. Results indicated that transformational leadership was strongly associated with using an integrative conflict management style. The relationship between transformational leadership and satisfaction was shown to be mediated by the conflict management style used by the leader. Leaders who described themselves as more transformational used integrative conflict management styles and had followers with greater levels of satisfaction. However, in Thomas, Thomas and Schaubhut (2008) study, this relationship was stronger for the female versus male managers in the sample, and self-described male transformational leaders described themselves as using more of a compromising style of conflict management.
The leadership task in organizations ensure direction, alignment and commitment within teams and organisations (Drath, et al., 2008). Effective leaders in organizations emphasise continually that safe, high quality, compassionate care is the top priority. This is by ensuring that the voice of patients is consistently heard at every level; patient experience, concerns, needs and feedback (positive and negative) are consistently attended to. They offer supportive, available, empathic, fair, respectful, compassionate and empowering leadership. They promote participation and involvement as their core leadership strategy. They ensure the staff ‘voice’ is encouraged, heard and acted on across the organisation and provide practical support for staff to innovate within safe boundaries.

From broader leadership research evidence several core personality traits associated with leadership effectiveness can be identified, including Yukl (2013): high energy level and stress tolerance, self-confidence, internal locus of control, emotional maturity, personal integrity, socialized power motivation, achievement orientation and low needs for affiliation. (Boyatzis, 1982) focused on the competencies related to managerial effectiveness, including motives, skills, knowledge, self-image and some specific behaviour. The research suggested the following competencies are important for leaders: Technical competence, Conceptual skills, and Interpersonal skills. In addition, Yukl (2013) argues that for an integrative hierarchical framework of leader behaviours sub sums four broad categories of behaviours that leaders should exhibit; they should be task oriented, relations oriented, change oriented and have external networking.

Leadership is one of the planning functions which involve motivation of employees in order to achieve organization objectives. A review by Alloubani, Almatari & Almukhtar (2014) on effects of leadership styles on quality of services in organizations established that transformational leadership attributes and behaviours were positively related to organizational outcomes. Involvement of key stakeholders such as the employees is important as this will help feel and own the initiative and decisions made by the management. Effective leadership is one of the most crucial factors that lead an organization towards success. The key challenge for modern organization is to recognize the effects of strong leadership upon the nursing performance and success in the organization. Leadership effectiveness is associated with lower patient complaints.
(Shipton, Armstrong, West & Dawson, 2008). This is an indication that a customer gets better quality services.

Performance of organizations can be influenced by the type of leadership in an organization. For example, a study by Wavomba & Sikolia (2015) determined that there was absence of participative management and this contributed to low motivation among medical staff and consequently lack of job satisfaction in their work. This may affect the delivery of services in those organizations.

According to a study by Omondi (2016) it was found out that management of selected hospitals in Nairobi had a greater influence on how services were delivered and decision making process, a view given by 38% of the respondents. The study also revealed that less assignment was delegated and there could be a positive improvement if the management was changed as given by 42% of the respondents. However, a study by Ojakaa, et al. (2013) revealed there were leadership problems emanating from poor communication from superiors to junior medical staff. A well-coordinated leadership is an indispensable tool that if crystalized together with good supervision and proper power play, will influence the achievement the goals of the organization (Oyugi, 2015).

The county government should ensure, accountability mechanisms, clearly defined degree of authority and method of funding, where people will not beg or patronize someone in order to receive funding for the project (Mwamuye & Nyamu, 2014).

2.3 Individual attitudes and conflict management

On the factor on individual attitudes, Korbanik, Baril & Watson (1993) noted that negative attitude can weaken bonds, creating mistrust and even contempt. It would be cumbersome to deal with let alone resolve conflicts among people with such characteristics. An attitude refers to a person’s tendency to consistently respond to various aspects of people, situations or objects (Simons & Peterson, 2000). Attitude is inferred from a person’s statements about their beliefs and feelings. Attitude might not exactly be everything when dealing with conflict management, but it sure plays a big part. The most productive attitude in addressing disputes, especially in the initial stages, is one of letting go of resentment toward the other party. Spector, Chen and O’Connell (2000) from their study reported that conflict arises from differences, and when
individuals come together in teams, their differences in terms of power, values, and attitudes contribute to the creation of conflict. Attitude plays a very important role in conflict management. They noted that it is difficult to resolve conflicts among people with negative attitudes.

Tseveendorj (2008) observed that the Malaysia bank employees rated individual attitude, communication, perception, values and culture problems as moderately serious sources of conflict although the staff differed from the officers in their perception to the degree of seriousness of these problems. On the factor on organizational structure, studies have shown that over 85% of the root causes of organizational performance problems are in the structures, systems, and culture within which work-groups are embedded - put good people in bad systems, you get bad performance (Rahim, 2001; Schramm-Nielsen, 2002; and Azamosa, 2004). Structures and systems are either consciously defined with purpose and intent around a strategic direction as an Intended Culture, or they emerge naturally from the patterns-of-interaction of the personalities of managers and staff within work-groups, departments and functional units as an Unintended Culture. Unintentionally designed structures and systems that create contention between managers are the single biggest cause of destructive conflict in work-groups. Azamosa (2004) highlighted that focusing on conflict in a "work-group" without understanding the structures, systems and culture within which it is embedded almost guarantees that change will not be sustainable, because the managers and staff within the work-group are less than 15% of the real problem.

2.4 Employee relations and conflict management

According to Ford (2007) organizational structure is the formal system of task and reporting relationships that controls, coordinates and motivates employees so that they cooperate to achieve an organization's goals. The organizational structure is comprised of the policies and procedures put in place within an organization to uphold its standards and promote productivity. The organizational structure is intended to motivate the members of the organization to accomplish its goals. The organizational structure is intended to reduce the amount of conflict between management and employees, between employees as well as between the organization and its external relationships, such as customers or other businesses. The structure’s purpose is to provide guidelines
and clear direction for the members to follow so that every member is on the same page. According to Kellett (2007) placing the wrong structure in an organization can cause conflict. For example, a tall organization, where leaders give orders and followers are required to follow them without feedback, works well when running a police force but will not work well for bank since this authoritative structure can cause employees to rebel or feel disrespected. Coleman (2011) reported that an organizational structure that is effective will create a culture that is free-thinking and encourages its members to provide feedback. This helps to increase employee satisfaction which reduces the amount of stress and conflict that would otherwise exist. Part of the organizational structure provides staff and employees pragmatic steps on how to handle conflict in the workplace. It defines what conflict is and how to handle the different degrees. For example, if an employee is concerned with conflict that is abusive, the structural plan may require the employee to report to management and file a police report. An organizational structure that is ineffective can create a hostile environment where employees are not respected, appreciated and stifled.

On the last factor on relationship between the management and the employees, Veenema (1994) noted that managers are expected to diffuse and manage aggression. According to Aureli & Frans (2000) study, an employee may feel that the management style is too authoritarian or too weak or the management favours other work colleagues when assigning tasks. This makes it hard for employees to express their concerns with senior colleagues or management. As a result, they may become aggressive.

According to Bar-Siman-Tov & Yaacov (2004) work-related conflicts often occur among co-workers and management. Richard (2009) reported that often times workplace bullying is engaged in by persons in positions of authority, leaving little recourse for the bullied employee. Workplace bullies' behaviour falls under the rubric of "low-level violence." It is commonly thought of as harassment, emotional abuse and targeted aggression and manifests as yelling, ridiculing, undermining, stalking, and intimidating and the implied threat of physical attack. Bullying follows a pattern and is not isolated and this continually deteriorates the relationship between the management and the employees. It becomes even more difficult to resolve conflicts among such. One study showed that targets of rudeness, insensitivity and disrespect may wish to
penalize their employer, rather than seek retaliation against the bully (Jones & George, 2003). This worsens the relationship between the management and the employees as well as increasing the rate of conflicts among them.

In fact, research shows that 60-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee’s skill or motivation (Hicks, 2011). There are conflicts that arise due to the organization structure, demands, and expectations. When this happens, workers feel pressured. Personal conflicts occur when there are disagreements, changes, and decisions either not liked or accepted. It often causes stress, anxiety, and frustrations within a work place. Conflicts may also arise from personality or style differences, and personal problems.

2.5 Theoretical Framework

This study was based on the dual concern theory and maturity-immaturity theory.

2.5.1 Dual Concern Theory

Dual concern theory is a general model of conflict situations developed by social psychologist Dean Pruitt and others that has become common in the field (Pruitt & Carnevale, 1993). It involves two measures -- regard for self and regard for others. Conflicts are reduced when a person's regard for self is high along with his regard for others. Conflict management experts measure the effectiveness of their methods by psychological tests that measure independently the regard people have for themselves and others.

According to Pruitt & Carnevale (1993) how individuals respond to conflict issues depends on their concern for their own outcomes and for the opposing party's outcomes. According to Dual Concern Theory conflict, management is a function of high or low concern for self-concern with high or low concern for others. High self-concern and low concern for the others result in a preference for forcing-trying to impose one's will onto the other side. Forcing involves threats and bluffs, persuasive arguments and positional commitments. Low self-concern and high concern for the others result in a preference for yielding, which is oriented towards accepting and incorporating the other's will. It involves unilateral concessions, unconditional promises and offering
help. Low self-concern and low concern for the other results in a preference for inaction and avoiding, which involves a passive stance, attempts to reduce and downplay the importance of the conflict issues and attempts to suppress thinking about them. High self-concern and high concern for the other, finally, produces a preference for problem solving, which is oriented towards achieving an agreement that satisfies both own and the other's aspirations as much as possible. Problem solving involves an exchange of information about priorities and preferences, showing insights and making trade-offs between important and unimportant issues (Pruitt & Carnevale, 1993).

In Dual Concern Theory, concern for self and concern for other are predicted by one's personality and the situation point out that stable individual differences such as social value orientation, power motivation and need for affiliation and situation cues such as incentives, instructional primes, time pressures, level of aspiration and power preponderance, predict conflict management through their influence on self-concern and concern for the other.

Somehow situational influences may cause individuals to adopt different conflict management strategies across time; work settings are often highly stable and quite predictable. Employees interact with the same co-workers, incentive structures do not change overnight, employees do the same kind of work for longer periods of time, and they face the same (interpersonal) problems on a recurring basis. In addition, individuals within the same unit, team or department tend to influence one another thus creating their own social environment with, most likely, rather stable and socially shared preferences for, and views about, the tasks to be done and the ways of dealing with one another.

2.5.2 Maturity-Immaturity Theory

According to Maslow (1963), Argyris (1964), and other writers of the so-called ‘Growth Schools’, there is a basic tendency in the development of the human personality toward self-fulfilment or self-actualization. This implies that as an individual matures, they want to be given more responsibility, broader horizons and the opportunity to develop their personal potential. This process is interrupted whenever a person's environment fails to encourage and nurture these desires (Argyris, 1964).

Formal organizations are rational structures that, based on their assumption of
emotions, feelings and irrationality as human weaknesses, try to replace individual control with institutional control. Thus the principle of task specialization is seen as a device that simplifies tasks for the sake of efficiency. As a consequence, however, it uses only a fraction of a person's capacity and ability. The principle of chain of command centralizes authority but makes the individual more dependent on their superiors. The principle of normal span of control, which assigns a maximum of six or seven subordinates to report to the chief executive, reduces the number of individuals reporting to the head of the organization or to the manager of any subunit. Although this simplifies the job of control for the manager, it also creates more intensive surveillance of the subordinate and therefore permits him less freedom to control himself (Argyris, 1964).

Under such conditions, Argyris (1964) noted that subordinates are bound to find themselves in conflict with the formal organization and sometimes with each other. They advance up the narrowing hierarchy where jobs get fewer and "fewer" implies competing with others for the decreasing number of openings. Task specialization tends to focus the subordinate's attention on their own narrow function and divert him from thinking about the organization as a whole. This effect increases the need for coordination and leads to a circular process of increasing the dependence on the leader. They may respond to organizational pressures and threats by defensive reactions such as aggression against their supervisors and co-workers, fixated behaviour or apathy, compromise and gamesmanship, or psychological withdrawal and daydreaming. All of these defence mechanisms reduce a person's potential for creative, constructive activity on the job. Finally, employees may organize unions or unsanctioned informal groups whose norms of behaviour are opposed to many of the organization's goals. As a sort of self-fulfilling prophecy, all of these reactions to the constraints of the formal organization merely serve to reinforce and strengthen them.

The conflict between the formal organization and the individual will continue to exist wherever managers remain ignorant of its causes or wherever the organizational structure and the leadership style are allowed to become inconsistent with the legitimate needs of the psychologically healthy individual. Everyone recognizes the necessity for order and control in organizations. Those who enter management, however, must learn to recognize in addition that order and control can be achieved only at the expense of
individual freedom. Subordinates adapt to these conditions in the organization in several ways. In the extreme, they may find the situation intolerable and leave the organization. Or they may strive to advance to positions of higher authority, there to adopt the controlling style they are trying to escape.

This theory holds that people in their career lives want to grow and mature with increasing levels of responsibility and opportunity--just as they do in personal lives. However, many hierarchical organizations for the sake of efficiency, break jobs into specialties, giving employees narrow scopes and duties, which they are expected to perform well. As a result, employees do not get to use all of their talents and abilities, and feel constrained and unable to develop. The result is conflict between employees and the organization itself. On an individual level employees may develop resentment and apathy. In some circumstances, sentiments can take on larger dimensions and employees begin to formally or informally organize--sometimes forming unions. Organizations that promote a high degree of specialization and little mobility may find themselves with higher turnover as a result of the conflict stemming from Maturity-Immaturity Theory. On the other hand, solving conflict related issues in such organisations become even more difficult.

2.6 Conceptual Framework

Figure 1 gives diagrammatic representation of condensed form of dependent and independent variables. Conflict management is influenced by the variables; leadership style, and employee relations. Employee relations are determined by personal problems and level of job satisfaction. Leadership style is determined by employee’s commitment level and level of job satisfaction.
Individual attitudes are governed by success in conflict management and strong bonds.

2.7 Summary of Literature and the Literature gap

The reviewed literature revealed various studies in different parts of the world that have largely touched on factors affecting conflict management. Nurmi & Darling (1997) identified leadership style, individual attitudes, and organisational conflict structure and employer-employee relationships as key factors determining conflict management. Ekong (2000) reported a positive correlation between democratic leadership styles and organizational stability. Vigil-King (2000) noted that democratic strategies would promote inclusion in decision and by consequence workers identification with decisions and commitment to the organization. According to Korbanik, Baril & Watson (1993), negative attitude can weaken bonds, creating mistrust and even contempt. It would be cumbersome to deal with let alone resolve conflicts among people with such characteristics.
However there was no literature available on the factors influencing conflict management in commercial banks, more so in Machakos County. This study therefore aimed at establishing the factors mentioned in the review above and analyzing their impact on commercial banks in Machakos County.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter contains the research design, location of the study, target population, sampling techniques and sample size, data collection techniques, data analysis techniques

3.2 Research Design
This study was conducted using the descriptive research design. Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without affecting it in any way. This design was preferred because the subject is being observed in a completely natural and unchanged natural environment. True experiments, whilst giving analysable data, often adversely influence the normal behaviour of the subject. Kothari (2004) indicated that descriptive research is important because it acts as a pre-cursor to quantitative research designs and the general overview gives some valuable pointers as to what variables are worth testing quantitatively.

3.3 Target Population
The target population had been described as a subset of a large population that has similar characteristics of which the general conclusion of the study can be drawn. (Castillo, 2009). The target population was the 11 commercial banks in Machakos Town i.e. Kenya Commercial Bank, Co-operative bank, National Bank of Kenya, Equity Bank, Family, Barclay Bank, Standard Chartered, Consolidated Bank, I & M Bank, Chase Bank and Eco-Bank. The employee ranges from permanent and casual employee of low and middle level cadres.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and Supervisors</td>
<td>71</td>
<td>17.2</td>
</tr>
<tr>
<td>Clerical permanent employees.</td>
<td>207</td>
<td>50.1</td>
</tr>
<tr>
<td>Clerical casual employees.</td>
<td>135</td>
<td>32.7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>413</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling Techniques and Sample Size

The study used stratified random sampling to select the respondents. According to Render, Stair & Michael (2009) a stratum is a subset within a population that share common characteristics or traits and random sampling is used to select a sufficient number of subject from each stratum, sufficient meaning is a sample size that is large enough to represent the population. The only requirement is that each item in the population must fall into one stratum. The target population was the 11 commercial banks with 413 employees. The employees from each bank were listed and this list was further divided to 3 groups (strata) for ease in data collection. Each stratum represented the three categories of the target population. The stratified sampling done where the elements in each stratum are put in a list and then every k\(^{th}\) element in the list was chosen for inclusion in the sample. For each strata a sample of 25 per cent was taken and thus in each category the forth employee on the list was selected for inclusion in the sample.

Table 3.2: Sampling Strategy

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Ratio</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and Supervisors</td>
<td>71</td>
<td>0.25</td>
<td>18</td>
</tr>
<tr>
<td>Clerical permanent employees.</td>
<td>207</td>
<td>0.25</td>
<td>52</td>
</tr>
<tr>
<td>Clerical casual employees.</td>
<td>135</td>
<td>0.25</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>413</strong></td>
<td></td>
<td><strong>104</strong></td>
</tr>
</tbody>
</table>
3.5 Data collection Techniques

The study used questionnaires as the tools for data collection. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Mugenda & Mugenda, 1999). The researcher engaged the use of questionnaires which was optimally used structured questionnaire. The questionnaire was self-administered hence the researcher dropped them to the respondent, give them time to complete, and then the researcher picked the questionnaire at a later date. The researcher also used closed and also open ended questions which allowed collection of qualitative data. The data collection allowed ease of data as well as save time and allow for un-ambiguity in answering questions and thus a thorough study.

3.6.1 Validity of Research Instruments

According to Kathuri & Pals (1993) validity is the accuracy and meaningfulness of inferences which are based on the research results. This implies that validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. To enhance content validity, the researcher consulted the experts in the field of research and performs thorough literature review on topic study. These helped to ensure that the questionnaires represent the content, they are appropriate for the sample and that the questionnaires are comprehensive enough to collect all the information needed to address the purpose and goals of the study.

3.6.2 Reliability of the Instruments

Reliability of the research instrument is its level of internal consistency over time. A reliable instrument therefore, is the one that constantly produces the expected results when used more than once to collect data from two samples drawn from the same population. Reliability of the instrument was enhanced through a pilot study; split half method of randomly selected banks in Machakos Town. During the pilot study, the instrument was split half into all odd numbers put them in one subset and all even numbers in another subset. The scores of all the odd numbered items of the respondents in the pilot study was computed separately and then compared to see the suitability of the instrument using Pearson Product Moment Correlation Co-efficient.
3.7 Data Analysis Techniques

After data collection, data was checked for consistency. The method used to analyse the data was both qualitative and quantitative analysis in order to understand the relationship between the variables. The quantitative data was analysed using simple descriptive statistics including percentages. This was done with the help of Statistical Package for Social Sciences (SPSS) version 19. The study also conducted regression analysis. Since the study involves in-depth analysis of opinion content analysis was also used. The analysed data was presented using frequency tables.

3.8 Operationalization of Variables

<table>
<thead>
<tr>
<th>Objective</th>
<th>Variable</th>
<th>Indicator(s)</th>
<th>Measurement Scale</th>
<th>Data Collection Method</th>
<th>Data Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish how the leadership style used influences project conflict management in commercial banks</td>
<td>Leadership style</td>
<td>Employees commitment level</td>
<td>Nominal</td>
<td>Questionnaire</td>
<td>Descriptive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Level of job satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To determine the extent to which individual attitudes influences project conflict management in commercial banks</td>
<td>Individual attitudes</td>
<td>• Success in conflict management</td>
<td>Ordinal</td>
<td>Questionnaire</td>
<td>Descriptive</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strong bonds</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

24
To assess how employee relations influences project conflict management in commercial banks delivery.

<table>
<thead>
<tr>
<th>Employee relations</th>
<th>Personal problems</th>
<th>Leadership style</th>
<th>Nominal</th>
<th>Questionnaire</th>
<th>Descriptive</th>
</tr>
</thead>
</table>

3.9 Ethical Considerations

Ethics in research should be viewed as integral part of the research planning and implementation, not viewed as an afterthought or a burden (Gakuu & Kidombo, 2013). This research was guided by strict adherence to research ethics which do not allow the researcher to engage in deception or invasion of privacy. The respondents’ right not to respond to the questions was clarified from the onset and consent sought from the word go. The anonymity of the respondents was also assured and confidentiality was guaranteed as an integral part of the research. The researcher maintained humility and conducted the research with utmost honesty avoiding distortions and misleading data manipulation. The researcher also strove to uphold intellectual honesty and sought collaborative support which was duly acknowledged. The researcher also endeavored to arrive at conclusions based on objective inferences that are purely and blindly guided by the data collected.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter discusses the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents, their opinions on the determinants of project conflict management in commercial banks in Kenya. In order to simplify the discussions, the researcher provided tables that summarize the collective reactions of the respondents.

4.2 Response Rate

Out of 104 questionnaires administered, a total of 93 filled questionnaires were returned giving a response rate of 89.42% which is within what Castillo (2009) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach’s Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Mugenda & Mugenda (1999) established the Alpha value threshold at 0.7, thus forming the study’s benchmark.

Table 4.1: Reliability Analysis

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership style</td>
<td>.815</td>
</tr>
<tr>
<td>Individual attitudes</td>
<td>.728</td>
</tr>
<tr>
<td>Organizational conflict structure</td>
<td>.720</td>
</tr>
<tr>
<td>Relationship between the management and the employees</td>
<td>.712</td>
</tr>
</tbody>
</table>

Cronbach Alpha was established for every objective which formed a scale. This illustrates that all the four variables were reliable as their reliability values exceeded the
prescribed threshold of 0.7. This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

4.4 General Demographic Information

The study sought to enquire on the respondents’ general information including gender, age and level of educational. This general information is presented in subsequent sections.

4.4.1 Gender of the Respondents

The respondents were also asked to indicate their gender. The results are as shown in the table 4.2.

Table 4.2: Gender of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>51</td>
<td>54.8</td>
</tr>
<tr>
<td>Female</td>
<td>42</td>
<td>45.2</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>100</td>
</tr>
</tbody>
</table>

As per the results, 54.8% of the respondents were male while 45.2% were female. This shows that all the respondents who participated gave reliable information in spite of their gender.

4.4.2 Age of the Respondent

The respondents were also requested to indicate their education level. The results are as shown in table 4.3.

Table 4.3: Age of the Respondent

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>4</td>
<td>4.3</td>
</tr>
<tr>
<td>25-50 years</td>
<td>61</td>
<td>65.6</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>28</td>
<td>30.1</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>100</td>
</tr>
</tbody>
</table>
As per findings, 65.6% of the respondents indicated that their age was 25-50 years, 30.1% was above 50 years and 4.31% indicated an age of below 25 years. Therefore most of the respondents were mature enough to understand the subject of the study and give reliable and relevant information concerning the subject matter.

4.4.3 Education Level
The respondents were also requested to indicate their education level. The results are as shown in table 4.4.

Table 4.4: Education Level

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher diploma</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Bachelors’ degree</td>
<td>50</td>
<td>53.8</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>42</td>
<td>45.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the findings in table 4.4, the respondents indicated that their level of education was bachelor’s degree as shown by 53.8%, master’s degree as shown by 45.2% and higher diploma as shown by 1.1%. This shows that majority of the respondents were learnt enough to comprehend the subject under study.

4.5 Determinants of Project Conflict Management
This section presents the findings on the determinants of project conflict management. These include individual attitudes, prevailing organizational conflict structure, relationship between the management and the employees and leadership style.

4.5.1 Leadership Style
The study asked respondents to indicate how their project managers react when an issue related to a project they are working on comes up. Their responses were as shown in table 4.5.
Table 4.5: Managers reaction

<table>
<thead>
<tr>
<th>Reaction</th>
<th>Mean</th>
<th>Std Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forcing: he makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply</td>
<td>3.8280</td>
<td>0.6189</td>
</tr>
<tr>
<td>Compromise: he tries to find some sort of common ground and attempts to please everyone</td>
<td>2.0341</td>
<td>0.6745</td>
</tr>
<tr>
<td>Confrontation: he organizes a meeting of all interested parties providing them with an opportunity to work out their differences</td>
<td>4.0215</td>
<td>0.9086</td>
</tr>
</tbody>
</table>

From the findings in table 4.5, the respondents agreed that the manager organizes a meeting of all interested parties providing them with an opportunity to work out their differences as shown by a mean of 4.0215 and makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply as shown by a mean of 3.8280. However the respondents were disagreed that tries to find some sort of common ground and attempts to please everyone, with a mean 2.0341.

The respondents were also requested to indicate the method of conflict management used by their project manager. Their responses were as shown in table 4.6.

Table 4.6: Method of Conflict Management

<table>
<thead>
<tr>
<th>Method</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win-win (collaboration)</td>
<td>13</td>
<td>14.0</td>
</tr>
<tr>
<td>Compromising</td>
<td>33</td>
<td>35.5</td>
</tr>
<tr>
<td>Withdrawing</td>
<td>19</td>
<td>20.4</td>
</tr>
<tr>
<td>Accommodating</td>
<td>28</td>
<td>30.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Study findings in table 4.6 above show that respondents indicated that the method used for conflict management is compromising as shown by a mean of 35.5%, accommodating as shown by 30.1%, withdrawing as shown by 20.4% and win-win
(collaboration) as shown by 14.0%. This shows that the most common methods used are compromising and accommodating.

The respondents were further asked to indicate whether there a relationship between the leadership used by project managers and the conflict management style they use. Their responses were as shown in Table 4.7.

**Table 4.7: Whether there a relationship between Leadership and Conflict Management**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>81</td>
<td>87.1</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>12.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the study findings in Table 4.7 above, it was found that 87.1% of the respondents indicated that there is a relationship between the leadership used by project managers and the conflict management style they use while 12.9% of the respondents indicated that there is no relationship between the leadership used by project managers and the conflict management style they use. This implies that there is a relationship between the leadership used by project managers and the conflict management style they use.

Those who indicated that there is a relationship between the leadership used by project managers and the conflict management styles they use were asked to tell the extent to which leadership used by project managers’ influence the conflict management style used. Their responses were as shown in Table 4.8.

**Table 4.8: Extent of Leadership used Influence**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small extent</td>
<td>10</td>
<td>11.8</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>24</td>
<td>30.1</td>
</tr>
<tr>
<td>Great extent</td>
<td>28</td>
<td>34.4</td>
</tr>
<tr>
<td>Very great extent</td>
<td>19</td>
<td>23.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>81</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
From the above results, majority of the respondents indicated that leadership used by project managers’ influence the conflict management style used in a great extend as shown by 34.4%. Further with 30.1% of the respondents indicated that leadership used in a moderate extent influence the conflict management style used. Again, 23.7% indicated very great extent, 11.8% indicated a small extent. Therefore from the above findings it’s true that leadership used by project managers’ influence the conflict management style used in a great extent.

The respondents were also asked to indicate their level of agreement with a statement on leadership style using the Likert scale 1-5 which as were as shown in table 4.9.

Table 4.9: Agreement with a Statement

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership style used by project managers affects their effectiveness in conflict resolution Development activities</td>
<td>3.8280</td>
<td>0.6189</td>
</tr>
</tbody>
</table>

According to the results, the respondents agreed that the leadership style used by project managers affects their effectiveness in conflict resolution as shown by a mean score of 3.8280.

4.5.2 Individual Attitudes

The respondents were requested to indicate their opinion concerning statements on attitude towards work using the Likert scale 1-3. Their responses were as shown in table 4.10.

Table 4.10: Opinion Concerning Statements on Attitude towards Work

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your attitude towards your work</td>
<td>2.6892</td>
<td>0.6511</td>
</tr>
<tr>
<td>How would you describe the attitude at your workplace</td>
<td>2.5043</td>
<td>.36381</td>
</tr>
</tbody>
</table>

From the findings, the respondents indicated that their attitude towards your work positive as shown by a mean of 2.6892 and they described the attitude at their workplace as also positive as shown by a mean score of 2.5043.
The respondents were asked to tell whether there a difference when resolving conflicts with a colleague having a negative attitude. Their responses were as shown in table 4.11 below.

**Table 4.11: Whether there a Difference when Resolving Conflicts**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>78</td>
<td>83.9</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>16.1</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>100</td>
</tr>
</tbody>
</table>

The findings show that majority of the respondents indicated that there is a difference when resolving conflicts with a colleague having a negative attitude (83.9%) while the rest indicated there is no difference when resolving conflicts with a colleague having a negative attitude (16.1%). This implies that there is a difference when resolving conflicts with a colleague having a negative attitude.

The respondents who indicated that there is a difference when resolving conflicts with a colleague having a negative attitude were asked to indicate which characteristics stand out. Their responses were as shown in table 4.12.

**Table 4.12: Which Characteristics Stand Out?**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not listen to reason</td>
<td>3.9785</td>
<td>0.84671</td>
</tr>
<tr>
<td>They point fingers</td>
<td>2.1935</td>
<td>1.33724</td>
</tr>
<tr>
<td>They do not consider others’ points of view</td>
<td>4.0215</td>
<td>0.5103</td>
</tr>
<tr>
<td>They always act as the victim</td>
<td>3.6882</td>
<td>0.46575</td>
</tr>
</tbody>
</table>

From the results, the respondents agreed that they do not consider others’ points of view as shown by a mean of 4.0215, they do not listen to reason as shown by a mean of 3.9785 and that they always act as the victim as shown by a mean of 3.6882. They further disagreed that they point fingers as shown by a mean of 2.1935.

The respondents were further asked to give their opinion on various statements that can be used as strategies to resolve conflict using scale of score of 1-5 where: 1 never does this; 2 Seldom does this; 3 Sometime does this; 4 frequently does this and 5.usually
does this. Their responses were as shown in table 4.13.

**Table 4.13: Opinion on Strategies to Resolve Conflict**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why bother and nothing is ever resolved</td>
<td>3.3813</td>
<td>0.7641</td>
</tr>
<tr>
<td>A fair exchange brings no quarrel</td>
<td>3.9760</td>
<td>0.8112</td>
</tr>
<tr>
<td>The best way of dealing with conflict is avoiding it</td>
<td>4.3339</td>
<td>0.6875</td>
</tr>
<tr>
<td>Everyone has piece to contribute</td>
<td>3.8102</td>
<td>1.0654</td>
</tr>
<tr>
<td>It is wise to come together and reason together</td>
<td>3.8663</td>
<td>0.8116</td>
</tr>
<tr>
<td>You scratch my back I scratch yours</td>
<td>2.2111</td>
<td>0.6871</td>
</tr>
</tbody>
</table>

The respondents indicated that the best way of dealing with conflict is avoiding it as shown by a mean of 4.3339, a fair exchange brings no quarrel as shown by a mean of 3.9760 and it is wise to come together and reason together as shown by a mean of 3.8663. The respondents further indicated that everyone has piece to contribute as shown by a mean of 3.8102 and that they sometime bother and nothing is ever resolved as shown by a mean of 3.3813. However they indicated that they never use scratch my back I scratch yours as shown by a mean of 2.2111.

The respondents were also asked to indicate the extent to which attitude influence conflict resolution in their organization. Their responses were as shown in table 4.14.

**Table 4.14: Extent of Attitude Influence**

<table>
<thead>
<tr>
<th>Extent</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small extent</td>
<td>33</td>
<td>35.5</td>
</tr>
<tr>
<td>Moderate</td>
<td>33</td>
<td>35.5</td>
</tr>
<tr>
<td>Great</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>93</td>
<td>100</td>
</tr>
</tbody>
</table>

According to the above results, majority of the respondents indicated that attitude influence conflict resolution in their organization in a small and moderate extent as shown by 35.5% while 29% indicated that attitude influence conflict resolution in their organization in a great extent. This implies that attitude has a moderate influence on conflict resolution in their organization.
4.4.3 Organizational Structure

The respondents were also requested to indicate the kind of organizational structure used in their organization. Their responses were as shown in table 4.15.

Table 4.15: Kind of Organizational Structure used

<table>
<thead>
<tr>
<th>Kind of Organizational Structure</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureaucratic structures</td>
<td>16</td>
<td>17.2</td>
</tr>
<tr>
<td>Functional structure</td>
<td>32</td>
<td>34.4</td>
</tr>
<tr>
<td>Divisional structure</td>
<td>21</td>
<td>22.6</td>
</tr>
<tr>
<td>Matrix structure</td>
<td>24</td>
<td>25.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the findings, the respondents indicated that the kind of organizational structure used in their organization was functional structure as shown by 34.4%, matrix structure as shown by 25.8%, divisional structure as shown by 22.6% and bureaucratic structures as shown by 17.2%. This shows that the most common organizational structure used in their organization was functional structure.

The respondents were further asked to indicate their opinion on whether the way their organization is structured impede conflict resolution. Their responses were as shown in table 4.16.

Table 4.16: Whether the way their organization is structured Impede Conflict Resolution

<table>
<thead>
<tr>
<th>Impede Conflict Resolution</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>76</td>
<td>81.7</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>18.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Majority of the respondents indicated that the way your organization is structured impede conflict resolution as shown by 81.7% while the rest indicate that the way your organization is structured doesn’t impede conflict resolution as shown by 18.3%.
The respondents who indicated that the way their organization is structured impede conflict resolution were further asked to indicate how it influences. Their responses were as shown table 4.17.

**Table 4.17: Way their Organization is Structured Impede**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negatively</td>
<td>31</td>
<td>33.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>19</td>
<td>20.4</td>
</tr>
<tr>
<td>Positively</td>
<td>43</td>
<td>46.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The respondents indicated that that the way their organization is structured positively impede conflict resolution as shown by 46.2%, negatively as shown by 33.3% and neutrally as shown by 20.4%. This shows that the way their organization is structured positively impede conflict resolution.

The respondents were also asked to indicate the extent to which organizational structure influence conflict management in their organization. Their responses were as shown in table 4.18.

**Table 4.18: Extent of Organizational Structure Influence**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate extent</td>
<td>23</td>
<td>24.7</td>
</tr>
<tr>
<td>great extent</td>
<td>69</td>
<td>74.2</td>
</tr>
<tr>
<td>Very great extent</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

As per the above results, majority of the respondents indicated that organizational structure influence conflict management in their organization in a great extent as shown by 74.2%, in a moderate extent as shown by 24.7% and in a very great extent as shown by 1.1%. This indicates that organizational structure influence conflict management in their organization in a great extent.
4.5.4 Relationship between Managers and Employees

The respondents were also requested to rate management - employee relationship in their organization. Their responses were as shown in table 4.19.

Table 4.19: Rating Management - Employee Relationship

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>9</td>
<td>9.7</td>
</tr>
<tr>
<td>Good</td>
<td>48</td>
<td>51.6</td>
</tr>
<tr>
<td>Neutral</td>
<td>23</td>
<td>24.7</td>
</tr>
<tr>
<td>Poor</td>
<td>13</td>
<td>14.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The respondents indicated that management - employee relationship in their organization has been good as shown by 51.6%, neutral as shown by 24.7%, poor as shown by 14%, very good as shown by 9.7%. This implies that management - employee relationship in their organization has been good.

The respondents were also asked to indicate how reliable the management in terms of resolving conflicts in the organization is. Their responses were as shown in table 4.20.

Table 4.20: How Reliable the Management in terms of Resolving Conflicts

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreliable</td>
<td>9</td>
<td>9.7</td>
</tr>
<tr>
<td>Moderately reliable</td>
<td>18</td>
<td>19.4</td>
</tr>
<tr>
<td>Reliable</td>
<td>58</td>
<td>62.4</td>
</tr>
<tr>
<td>Very reliable</td>
<td>8</td>
<td>8.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The respondents also indicated that management in terms of resolving conflicts in the organization is reliable as shown by 62.4%, moderately reliable as shown by 19.4%, unreliable as shown 9.7% and very reliable as shown by 8.6%. This implies that management in terms of resolving conflicts in the organization is reliable.
The respondents were also required to rate using the Likert scale 1-5 and tell the extent to which management-employee relationships influence conflict management in the organization. Their responses were as shown in table 4.21.

Table 4.21: Extent of Management-Employee Relationships Influence

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small extent</td>
<td>20</td>
<td>21.5</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Great extent</td>
<td>50</td>
<td>53.8</td>
</tr>
<tr>
<td>Very great extent</td>
<td>22</td>
<td>23.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>93</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

From the above results majority of the respondents indicated management-employee relationships influence conflict management in the organization in a great extend as shown by 53.8%, in a very great extent as shown by 23.7%, in a small extent as shown by 21.5% and in moderate extent as shown by 1.1%. This implies that management-employee relationships greatly influence conflict management in the organization.

4.5.5 Project Conflict Management

The respondents were asked to indicate their level of agreement with various statements on project conflict management. Their responses were as shown in table 4.22.

Table 4.22: Level of Agreement with Statements on Project Conflict Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce productivity has increased</td>
<td>3.161</td>
<td>0.7561</td>
</tr>
<tr>
<td>Unscheduled absence has declined</td>
<td>3.795</td>
<td>0.9156</td>
</tr>
<tr>
<td>There has been low incidences of poor customer service</td>
<td>3.673</td>
<td>0.5018</td>
</tr>
<tr>
<td>The organizational stress has declined</td>
<td>4.274</td>
<td>0.4208</td>
</tr>
</tbody>
</table>

The respondents agreed that the organizational stress has declined as expressed by a
mean of 4.2742, that unscheduled absence has declined as expressed by a mean of 3.7957 and that there has been low incidences of poor customer service as expressed by a mean of 3.6731 while they were neutral that workforce productivity has increased as expressed by a mean of 3.1613.

4.6 Regression Analysis

Regression analysis shows how dependent variable is influenced with independent variables.

Table 4.23: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.811</td>
<td>0.658</td>
<td>0.643</td>
<td>0.186</td>
</tr>
</tbody>
</table>

Table 4.23 is a model fit which establish how fit the model equation fits the data. The adjusted $R^2$ was used to establish the predictive power of the study model and it was found to be 0.643 implying that 64.3% of the variations in project conflict management is explained by individual attitudes, leadership style, organizational conflict structure and relationship between the management and the employees leaving 35.7% percent unexplained.

Table 4.24: ANOVA Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>6.041</td>
<td>4</td>
<td>1.510</td>
<td>42.42</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>3.133</td>
<td>88</td>
<td>0.036</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>9.174</td>
<td>92</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how individual attitudes, leadership style, organizational conflict structure and relationship between the management and the employees affected project conflict management. The F calculated at 5 percent level of significance was
42.42 since $F$ calculated is greater than the $F$ critical (value = 2.4472), this shows that the overall model was significant.
Table 4.25: Coefficients of Determination

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.854</td>
<td>0.143</td>
<td>5.972</td>
<td>0.000</td>
</tr>
<tr>
<td>Leadership style</td>
<td>0.608</td>
<td>0.196</td>
<td>0.678</td>
<td>3.102</td>
</tr>
<tr>
<td>Individual attitudes</td>
<td>0.786</td>
<td>0.354</td>
<td>0.634</td>
<td>6.956</td>
</tr>
<tr>
<td>Organizational conflict</td>
<td>0.963</td>
<td>0.148</td>
<td>0.786</td>
<td>6.507</td>
</tr>
<tr>
<td>structure</td>
<td>Relationship between the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.683</td>
<td>0.213</td>
<td>0.498</td>
<td>4.216</td>
</tr>
</tbody>
</table>

The established model for the study was:

\[ Y = 0.854 + 0.608 X_1 + 0.786 X_2 + 0.963 X_3 + 0.683 X_4 \]

The regression equation above has established that taking all factors into account (leadership style, organizational conflict structure, relationship between the management and the employees and individual attitudes) constant at zero, project conflict management was 0.854. The findings presented also show that taking all other independent variables at zero, a unit increase in leadership style would lead to a 0.608 increase in the project conflict management. The study also found that a unit increase in individual attitudes would lead to a 0.786 increase in project conflict management. Further, the study found that a unit increase in the scores of organizational conflict structure would lead to a 0.963 increase in the project conflict management. Further, the findings shows that a unit increases in the relationship between the management and the employees would lead to a 0.683 increase in the project conflict management.

Overall, organizational conflict structure had the greatest effect on the project conflict management, followed by individual attitudes, and then relationship between the
management and the employees while leadership style had the least effect to the project conflict management in Kenya. All the variables were significant (p<0.05).
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presented summary of the findings, conclusions as well as the recommendations of the study. This study focused on the effect of generic strategies on sustainable competitive advantage in Orbit Products Africa Limited.

5.2 Summary of findings

5.2.1 Leadership Style
The study found that a unit increase in leadership style would lead to a 0.608 increase in the project conflict management. The study also found that that the manager organizes a meeting of all interested parties providing them with an opportunity to work out there and makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply. The study also found that managers don’t try to find some sort of common ground and attempts to please everyone. The study further found that the most common methods of conflict management used by their project manager were compromising and accommodating.

The study further revealed that there is a relationship between the leadership used by project managers and the conflict management style they use, that leadership used by project managers’ influence the conflict management style used in a great extent and that the leadership style used by project managers affects their effectiveness in conflict resolution.

5.2.2 Individual Attitudes
The study found that a unit increase in individual attitudes would lead to a 0.786 increase in project conflict management, that their attitude towards your work positive and the attitude at their workplace are also positive. The study further found that there is a difference when resolving conflicts with a colleague having a negative attitude. In
this case those involved do not consider others’ points of view, they do not listen to reason and that they always act as the victim.

The study further found that the best way of dealing with conflict is avoiding it, a fair exchange brings no quarrel and it is wise to come together and reason together. The study found that everyone has piece to contribute, that they sometime bother and nothing is ever resolved and that attitude has a moderate influence on conflict resolution in their organization.

5.2.3 Organizational Structure

Further the study found that a unit increase in the scores of organizational conflict structure would lead to a 0.963 increase in the project conflict management and that the most common organizational structure used in their organization was functional structure.

The study also found that the way your organization is structured positively impede conflict resolution and that organizational structure influence conflict management in their organization in a great extent.

5.2.4 Relationship between Managers and Employees

The study further found that a unit increases in the relationship between the management and the employees would lead to a 0.683 increase in the project conflict management and that management - employee relationship in their organization has been good. The study also found that management in terms of resolving conflicts in the organization is reliable and that management-employee relationships greatly influence conflict management in the organization.

5.3 Discussions

5.3.1 Leadership Style

The study found that a unit increase in leadership style would lead to a 0.608 increase in the project conflict management. The study also found that that the manager organizes a meeting of all interested parties providing them with an opportunity to work out there and makes what he himself feels is the appropriate decision and emphasizes
that the workers have no choice but to comply. The study also found that managers don’t try to find some sort of common ground and attempts to please everyone. The study further found that the most common methods of conflict management used by their project manager were compromising and accommodating.

The study further revealed that there is a relationship between the leadership used by project managers and the conflict management style they use, that leadership used by project managers’ influence the conflict management style used in a great extent and that the leadership style used by project managers affects their effectiveness in conflict resolution.

5.3.2 Individual Attitudes

The study found that a unit increase in individual attitudes would lead to a 0.786 increase in project conflict management, that their attitude towards your work positive and the attitude at their workplace are also positive. The study further found that there is a difference when resolving conflicts with a colleague having a negative attitude. In this case those involved do not consider others’ points of view, they do not listen to reason and that they always act as the victim.

The study further found that the best way of dealing with conflict is avoiding it, a fair exchange brings no quarrel and it is wise to come together and reason together. The study found that everyone has piece to contribute, that they sometime bother and nothing is ever resolved and that attitude has a moderate influence on conflict resolution in their organization.

5.3.3 Organizational Structure

Further the study found that a unit increase in the scores of organizational conflict structure would lead to a 0.963 increase in the project conflict management and that the most common organizational structure used in their organization was functional structure.

The study also found that the way your organization is structured positively impede conflict resolution and that organizational structure influence conflict management in their organization in a great extent.
5.3.4 Relationship between Managers and Employees

The study further found that a unit increases in the relationship between the management and the employees would lead to a 0.683 increase in the project conflict management and that management-employee relationship in their organization has been good. The study also found that management in terms of resolving conflicts in the organization is reliable and that management-employee relationships greatly influence conflict management in the organization.

5.4 Conclusion

The study concluded that leadership style has a positive influence on project conflict management. Manager organizes a meeting of all interested parties providing them with an opportunity to work out and don’t try to find some sort of common ground and attempts to please everyone. There is a relationship between the leadership used by project managers and the conflict management style they use, that leadership used by project managers’ influence the conflict management style used in a great extent and that the leadership style used by project managers affects their effectiveness in conflict resolution.

The study concluded that individual attitudes have positive and great influence on project conflict management. Workers attitude towards their work and workplace is positive. It was found that there is a difference when resolving conflicts with a colleague having a negative attitude where those involved do not consider others’ points of view and always act as the victim. It was also revealed that the best way of dealing with conflict is avoiding it and it is wise to come together and reason together.

Further the study concluded that organizational conflict structure influence project conflict management positively. The most common organizational structure used in the organization was found to be functional structure. The study also found that the way your organization is structured positively impede conflict resolution.

The study further concluded that relationship between the management and the employees influence the project conflict management significantly. It was deduced that management in terms of resolving conflicts in the organization is reliable and that management-employee relationships greatly influence conflict management in the
organization.

5.5 Recommendations

The study recommends that the management should always organize a meeting of all interested parties providing them with an opportunity to work out their differences. This will give those involved in the conflict an opportunity to express themselves and come into consensus.

The management of the commercial banks in Kenya should take bold step on trainings on conflict management to have the knowledge of managing conflict. They should also ensure that all the employees are having enough knowledge on conflict management by having frequent in-house training.

The commercial banks should embrace the fact that workers come from different backgrounds, faith and different cultures and therefore Banks would be able to understand each employee behavior and know how to deal with them in case of any conflict between employee or with the customers around. The management should ensure that the competition for resources is minimal. Increasing more resources in Banks like for instances enough computers and providing in-house training to their employees on new technological.

The management of the commercial banks in Kenya should also ensure that they are clear conflict management policies that govern the employees in the Banks and have clear strategy that manage conflict. Carry out frequent research so as to understand what other banks and other organizations do in case of conflicts. Through research, they will be able to consumer behavior and hence adapt to a certain strategy that will be able to address the conflict management between employees and customers.

The Commercial banks also need to create and sustain cultures that enhance employee attachment to the service goals of the bank. Employees are bound to be much more productive when they work in a positive, supportive environment. Managers must strive to maintain an enjoyable, conflict free and family-oriented atmosphere in which all employees focus on achieving team goals.
5.6 Suggestions for Further Studies

A similar study can be conducted in another industry to check whether there is similarity in the challenges faced in conflict management. A study can also be done to establish the strategies adopted by another industry to check whether there could be similarity too to those of my finding in the commercial banks.
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Quarterly, 7(1), 23-38.

APPENDICES

Appendix I: Employees’ questionnaire

This questionnaire will aim at collecting data about the factors affecting project conflict management in matrix organizations: a case of KCB in Machakos Town. It is hoped that the results of this study can be used by the stakeholders to improve conflict management in these organizations. Please respond to the questions as accurately, completely and as honest as possible and tick (√) one response as appropriate or fill the space provided.

Section A: Demographic information

1. What is your gender?
   Male (   )    Female (   )

2. How old are you?
   Below 25 years (   )
   25- 50 years (   )
   Above 50 years (   )

3. What is your education level?
   Diploma (   )
   Higher diploma (   )
   Bachelors’ degree (   )
   Master’s degree (   )
   Any other (   )

4. What is your branch? .................................................................

Section B: Leadership style

5. When an issue related to a project you are working on comes up, how does your project manager react?

<table>
<thead>
<tr>
<th>Reaction</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forcing: he makes what he himself feels is</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
the appropriate decision and emphasizes that the workers have no choice but to comply

Compromise: he tries to find some sort of common ground and attempts to please everyone

Confrontation: he organizes a meeting of all interested parties providing them with an opportunity to work out their differences

6. What method of conflict management does your project manager use?

- Avoiding ( )
- Win-win (collaboration) ( )
- Compromising ( )
- Withdrawing ( )
- Accommodating ( )

7. a) Is there a relationship between the leadership used by project managers and the conflict management style they use?

- Yes ( )
- No ( )

b) If yes, to what extent does the leadership used by project managers’ influence the conflict management style used?
Very great extent
Great extent
Moderate extent
Small extent
Very small extent

8. The leadership style used by project managers affects their effectiveness in conflict resolution.
   
   Strongly agree (     )
   Agree (     )
   Neutral (     )
   Disagree (     )
   Strongly disagree (     )

Section C: Individual attitudes

9. a) What is your attitude towards your work?

   Positive (     )
   Neutral (     )
   Negative (     )

b) How would you describe the attitude at your workplace?

   Positive (     )
   Neutral (     )
   Negative (     )

10. Is there a difference when resolving conflicts with a colleague having a negative attitude?

    Yes (     )
    No (     )

If yes, what characteristics stand out?

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not listen</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

54
<table>
<thead>
<tr>
<th>They point fingers</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not consider others’ points of view</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>They always act as the victim</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. How do you act in conflicts?
The following statements can be used as strategies to resolve conflict. Read the following statements and by scale of score of 1-5 where: 1 Never does this; 2 Seldom does this; 3 Sometime does this; 4. Frequently does this and 5.usually does this.

<table>
<thead>
<tr>
<th>Why bother and nothing is ever resolved?</th>
<th>1( )</th>
<th>2( )</th>
<th>3( )</th>
<th>4( )</th>
<th>5( )</th>
</tr>
</thead>
<tbody>
<tr>
<td>A fair exchange brings no quarrel</td>
<td>1( )</td>
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<tr>
<td>It is wise to come together and reason together</td>
<td>1( )</td>
<td>2( )</td>
<td>3( )</td>
<td>4( )</td>
<td>5( )</td>
</tr>
<tr>
<td>You scratch my back I scratch yours</td>
<td>1( )</td>
<td>2( )</td>
<td>3( )</td>
<td>4( )</td>
<td>5( )</td>
</tr>
</tbody>
</table>

12. To what extent does attitude influence conflict resolution in your organization?
- Very great extent ( )
- Great extent ( )
- Moderate extent ( )
- Small extent ( )
- Very small extent ( )

**Section D: Organizational structure**

13. What kind of organizational structure is used in your organization?
- Bureaucratic structures ( )
- Functional structure ( )
Divisional structure (  )
Matrix structure (  )
Others (specify)...........................................................................

14. In your opinion, does the way your organization is structured impede conflict resolution?
   Yes (  )
   No (  )

b) If yes, how does it influence?
   Positively (  )
   Neutral (  )
   Negatively (  )

15. To what extent does the organizational structure influence conflict management in your organization?
   Very great extent (  )
   Great extent (  )
   Moderate extent (  )
   Small extent (  )
   Very small extent (  )

Section E: Relationship between managers and employees

16. How would you rate the management-employee relationship in your organization?
   Very good (  )
   Good (  )
   Neutral (  )
   Poor (  )
   Very poor (  )

17. How reliable is the management in terms of resolving conflicts in the organization?
   Very reliable (  )
   Reliable (  )
   Moderately reliable (  )
   Unreliable (  )

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18. To what extent do management-employee relationships influence conflict management in the organization?

- Very great extent (  )
- Great extent (  )
- Moderate extent (  )
- Small extent (  )
- Very small extent (  )

19. How do you think your management role impact conflict resolution at work place?
Appendix II: Manager’s questionnaire

This questionnaire is aimed at collecting data about the factors affecting project conflict management in matrix organizations: a case of KCB in MACHAKOS Town. It is hoped that the results of this study can be used by the stakeholders to improve conflict management in these organizations. Please respond to the questions as accurately, completely and as honest as possible and tick (✓) one response as appropriate or fill the space provided.

Section A: Demographic information
1. What is your gender?
   Male ( )   Female ( )

2. How old are you?
   Below 25 years ( )
   25- 50 years ( )
   Above 50 years ( )

3. What is your education level?
   Diploma ( )
   Higher diploma ( )
   Bachelors’ degree ( )
   Masters degree ( )
   Any other ( )

4. What is your branch? .........................................................................................

58
**Section B: Leadership style**

1. When an issue related to a project you are working on comes up, how do you react?

<table>
<thead>
<tr>
<th>Reaction</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>Forcing: he makes what he himself feels is the appropriate decision and emphasizes that the workers have no choice but to comply</td>
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5. What method of conflict management do you use?

- Avoiding (  )
- Win-win (collaboration) (  )
- Compromising (  )
- Withdrawing (  )
- Accommodating (  )

6. a) Is there a relationship between the leadership style used by project managers and the conflict management style they use?

- Yes (  )
- No (  )

b) If yes, to what extent does the leadership used by project managers influence the conflict management style used?

59
Very great extent (  )
Great extent (  )
Moderate extent (  )
Small extent (  )
Very small extent (  )

7. The leadership style used by project managers affects their effectiveness in conflict resolution.

Strongly agree (  )
Agree (  )
Neutral (  )
Disagree (  )
Strongly disagree (  )

Section C: Individual attitudes

8. a) What is your attitude towards your employees?

Positive (  )
Neutral (  )
Negative (  )

b) How would you describe the attitude at your workplace?

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9. Is there a difference when resolving conflicts with an employee having a negative attitude?

Yes (  )
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If yes, what characteristics stand out?

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<tr>
<td>They point</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>statement</td>
<td>scale of score 1-5</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------------------</td>
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<td></td>
<td></td>
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10. To what extent does attitude influence conflict resolution in your organization?

   - Very great extent ( )
   - Great extent ( )
   - Moderate extent ( )
   - Small extent ( )
   - Very small extent ( )

**Section D: Organizational structure**

11. What kind of organizational structure is used in your organization?

   - Bureaucratic structures ( )
   - Functional structure ( )
   - Divisional structure ( )
   - Matrix structure ( )
   - Others (specify) .................................................................

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12. In your opinion, does the way your organization is structured impede conflict resolution?
   Yes  (  )
   No  (  )

b) If yes, how does it influence?
   Positively  (  )
   Neutral  (  )
   Negatively  (  )

13. To what extent does the organizational structure influence conflict management in your organization?
   Very great extent  (  )
   Great extent  (  )
   Moderate extent  (  )
   Small extent  (  )
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Section E: Relationship between managers and employees

14. How would you rate the management-employee relationship in your organization?
   Very good  (  )
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15. How reliable is the management in terms of resolving conflicts in the organization?
   Very reliable  (  )
   Reliable  (  )
   Moderately reliable  (  )
   Unreliable  (  )
   Very unreliable  (  )

16. To what extent do management-employee relationships influence conflict management in the organization?
17. What is the impact of your role in cases of conflict management at work place.
Appendix III: List of Banks

1. Kenya Commercial bank
2. Barclays
3. Standard Chartered bank
4. Equity Bank
5. Family Bank
7. Cooperative Bank
8. Eco-Bank
9. Consolidated Bank
10. I & M Bank
11. Chase Bank