

**INFLUENCE OF CONFLICT MANAGEMENT STRATEGIES ON PERFORMANCE
OF YOUTH PROJECTS: A CASE OF AMANI KIBERA YOUTH COMMUNITY-
BASED ORGANIZATION, NAIROBI COUNTY, KENYA**

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DECLARATION

This research project report is my original work and has not been presented for any award of a degree in any other University.

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DEDICATION

I dedicate this research paper to my parents Mr. Paul Okello and Mrs. Alice Marie Okello, Daughter Amelie M Akoth, brother Victor Odinda, and dear friends Joseph Kirwaye and Felicity Okoth for all the support and encouragement through the course of my study. I also dedicate this work to my classmates Grace Gathoni and Diana Nyabanda for walking this journey together.

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ABBREVIATIONS AND ACRONYMS

SPSS - Statistical Package for Social Sciences

ANOVA - Analysis of variance

AMOS - Analysis of Moment Structures

ABSTRACT

Historically, conflict at the workplace was viewed as unwelcome and to be avoided, the most recent data though shows that this thinking has shifted to an increased willingness to address the conflict early and in more informal ways. There will always be conflict between the different participants within the project phases, being able to handle disputes and solve them has slowly and surely become one of the skills required of project staff and program managers. When conflicts in the workplace remain unresolved, project performance is influenced which might lead to poor project deliverables, and loss or high turnover of staff. This study was seeking to explore the influence of conflict management strategies on the performance of youth projects: A case of Amani Kibera which is a community-based youth organization. Similar studies have been done in public companies with many employees and complex hierarchical structures such as universities and breweries. This specific study focused on a youth-led community-based development organization, staff 36, in Nairobi County and was specific to the case of conflict strategies and their influence the performance of youth projects at Amani kibera. The precise objectives of this study were to find out the influence of integrating, dominating, compromising, and accommodating strategy of conflict management on youth project performance in Amani Kibera. The management theories that guided this study were the Human Relations Theory which centers on worker fulfillment or the importance of the individual. This theory was further supported by the Contingency Theory which says that in any situation the best practices depend solely on the contingencies of the specific situation. The target population was the 36 staff members of the Amani Kibera Community-based organization. They include 6 board members, 1 project manager, 5 project officers, and 23 youth group leaders. The sampling method used was the entire population for the case study. Data was collected using an online questionnaire which had both open and closed questions for triangulation of qualitative and quantitative data. The gathered data was

analyzed using descriptive, thematic, and inferential statistics with the data being presented descriptively using frequencies and percentages. Pearson's correlation was used to analyze the inferential statistic data and the results presented. In this study Spearman was used to measure the level of association between the independent and dependent variables. On the influence of integrating strategy and performance of youth projects a Composite Mean of 4.00 and a strong correlation value of 0.770 were found. On the influence of Dominating strategy on youth project performance, a Composite Mean of 3.44 and a moderately positive correlation value of 0.454 were found. On the influence of comprising strategy and youth project performance, a Composite Mean of 3.68 and a moderate positive correlation value of 0.500 were found. On the influence influence of accommodating strategy of conflict management on youth project performance, a Composite Mean of 3.81 and a moderately positive correlation value of 0.509 were achieved. The study came to the conclusion that the performance of youth projects was affected positively by the independent variables at Amani Kibera.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Historically, conflict at the workplace was viewed in western countries like the United Kingdom as unwelcome and as something to be avoided, the most recent data though shows that this thinking has shifted (CIPD 2015) to an increased willingness to address the conflict early and in more informal ways. While in the United States, in the 1990s perceptions on conflict changed from avoidance to facing the issue at the introduction of societal procedures and the open system theory according to (MacDonald 2016). In Kosovo, findings disclose that management uses the integrative strategy of conflict management as opposed to other strategies of handling conflict during the conflict management process, and the strategy used when solving conflict has been found to influence how liked managers are among employees (Mustafa, Berani, and Berisha 2019). Furthermore, Awwad et al. (2016) discovered that issues to do with the contracts many times cause many of the common disagreements in the Middle East and this was in his scope of study which was the construction industries, which then have made delays and high cost to the projects. These are normally resolved within the court system.

In India, results show that trust plays a major role and mediation is the way to go in terms of seeking organizational fairness, employee relations, and the whole conflict management process (Sahoo and Sahoo 2019). In China, the focus has been on conflict management with external stakeholders, which are solved by the judicial system, described the form that showed what causes conflict and its results it in six parts: the character of the project, aspects of conflict, proceedings of conflict, the reaction of the client, main representatives' action, and the consequences of conflict (Min et al 2018). In sub-Saharan Africa, conflict resolution within the workplace is one of the key zones of attention for human resource managers within the past two decades. Igbino (2016) has postulated that in Nigeria, management is using twice as much time resolving employees' disagreements as a decade ago. Closer home in Tanzania (Masalu 2015), due to regular workplace disputes, the delivery of services and the performance in most public corporations is low.

With a focus on Kenya, there are still outdated organizational practices such as strict ranked structures, constricted separation of labor, barely defined description of work, limited worker

participation in the on goings of the organization, and executive order styles of project management, and totalitarian control are no longer seen as the way to go as they have been found to bring about conflict (Olang 2017). The numerous demonstrations by employees for improved working conditions have ultimately affected public organization's delivery of services and thus affecting project performance (Manyenga 2016). This has been seen by various industrial actions in Kenya by teachers and doctors complaining about their working conditions which has impacted timely and adequate service delivery in public hospitals and schools.

There will always be some sort of conflict between the different participants within the project phases for a project. However, this is not solely dependent on the system of implementing the project (Khanzadi et al 2017). Being able to handle disputes within the project and solve them has slowly and surely become one of the skills required of project officers and program managers (N. Wang, Jiang, and Pretorius, 2016). Management should make it an important task to train the rest of the workforce and make sure that they gain conflict management skills (Wanyonyi 2015). Project implementation in all aspects employs the use of human interactions for the optimal working of the organization. Thus, conflict management is essential for project performance.

The parameters of project performance have been researched extensively and there are certain ways to show how performance at the workplace, in this case within projects is influenced by several factors. For instance, Islami, Mulolli, and Mustafa (2018) have asserted that performance must be managed as it is a planned process whose key elements include that it can be measured, there is need for support, agreement, feedback mechanisms on both sides, and there must be some form of reinforcement which should be positive. All these aspects shape the outcomes of measuring performance. Bataineh (2017) then went ahead and defined workforce performance in terms of how efficiently or effectively a person is able to perform the tasks that then meet the objectives of the stakeholders. Therefore, within a project the workforce and beneficiaries must operate within a cordial environment in order to meet the objectives of the project.

The performance of projects can also be measured by how well the members of staff are able to meet the objectives assigned to them to deliver the objectives of the project. Project Performance is influenced by the work environment in its entirety (Pawirosumarto, Sarjana, and Gunawan 2017), which would include both the physical and nonphysical factors. It is also important to use

and improve performance measurement methods to also include the work environment (Smith and Bititc 2017) and they must always bring more employees to the table to engage in the discussions on how to measure their performance and in extension the performance of the project. Also, in essence, the administrative impartiality when it comes to conflict management, and creating a place where people can trust each other are significant predictors of constructive employee and management relations (Sahoo and Sahoo 2019). Understanding conflict management and the extent to which cultural intelligence fosters a more efficient conflict management strategy (Gonçalves and Reis et al 2016) will contribute to personal, social, and organizational well-being. When the management and staff are in harmony then a better work environment is created which will influence the performance of the project.

The Amani Kibera program, which will be the case of this study, is a youth-led community development organization that has been in operation within the Kibera Slum in Nairobi since 2007. This youth program was selected as a case of study after internal documents showed that there was a concern on the timeliness and effectiveness on the deliverables of the project. One of the factors that were found within the internal capacity building documents was that conflict within the project was one of the areas that had not been given much thought considering that the project itself deals with conflict within youth in the community. Its main focus is to assist the youth in the area to be actively involved in peacebuilding activities, health awareness, and conflict management. Their methodology includes sports activities, wholesome culture awareness, and educational projects.

There was then a need to look at the current conflict management strategies in place and then find out which ones were being used regularly and how conflict management as a whole was influencing the performance of the youth projects. The areas that were identified within the organization were timely project delivery, efficiency of the project deliverables, and quality of work produced. One of the factors that came up in a capacity building activity was, among others, budget constraints and skilled personnel, conflict within the project was one of the areas that the discussion found a need to pursue further in order to build the capacity of the organization. An initial survey within Amani Kibera found out that integrating, dominating, compromising, and accommodating strategy of conflict management were the most commonly used and thus a case study would enable finding out how and to what extent conflict management influenced performance of the youth projects at Amani Kibera community-based organization. The

organization would like to bring about community integration through youth-to-youth mentorship, exchange programs, and an understanding of conflict in the immediate area. Their dynamic includes having people of different beliefs, races, and ethnicities under the same organization working on the same project.

1.2 Statement of the Problem

Many researchers have attempted to investigate how conflict management mechanisms are employed in different organizations since, in their variety, they face different kinds of conflicts. The types of conflicts in organizations consist of interpersonal and intrapersonal conflict, intergroup and intra-group conflict and, and inter-organizational conflicts. Interpersonal conflicts would occur between two people while intrapersonal conflicts are within a group. Intergroup conflicts arise among groups that could be competing to accomplish similar goals of the organization, while intra-group conflicts arise within the group due to various reasons (Khalid and Fatima 2016). There has been interest in approaches to handling organizational conflict which would not involve lawsuits (Awan and Anjum 2015), however, there has been a need to create legal systems that would deal with job-related safety, issues of discrimination or harassment, and to be more people-oriented than just tracking performance at the workplace.

This topic of the influence of conflict management and performance has been explored by some researchers in the Kenyan context. Jaden (2015) studied conflict management styles and employee performance in public hospitals in Nyeri county, Kenya. Her findings through correlation analysis showed that there is a positive correlation between compromising, dominating, accommodating, and integrating strategies and employee performance in the workplace. The gap in this research is that while the above study was done in Kenya, the methodology will be a case study rather than descriptive statistics.

A second study was the impact of conflict management on employee's performance: a study of Nigerian breweries plc, Lagos state, Nigeria (Ndulue 2016). 274 respondents representing 77% on how conflict is managed said that compelling employees to accept management stance is the popular methodology when it comes to solving conflict, used by management. They further said in their paper that it was not desirable. The gap is that this paper will focus on specific conflict management strategies of accommodating, compromise, dominating, and integrating which are a

specific set of independent variables. This study will also collect qualitative data to triangulate the findings of the quantitative data so as to get a more in-depth analysis of the responses.

Thirdly, effects of conflict management strategies on organizational performance: a case of the national empowerment network of people living with HIV/AIDS in Kenya (Anono 2018). The findings showed that 61% of the respondents agreed that effective implementation of conflict management strategies leads to high productivity and improved staff morale and satisfaction in the organization. The study additionally established that a majority of the respondents said that selecting relevant conflict management strategies to specific conflict situations greatly influences effectiveness and efficiency in the overall organizational performance with 73.2% agreeing with the statement. The gap in this research is that while the above study was done in Kenya, the methodology is a case study. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are different independent variables.

The various studies have focused on public companies with many employees and complex hierarchical structures where significant influence of conflict management on performance was found. This specific research will be a case study which will concentrate on the influence of conflict management strategies on performance of youth projects at Amani Kibera community-based development organization in Nairobi County. The organizational structure at Amani Kibera is flat and the work strategy will be different and less formal. This would be a different demographic than the ones that have been studied so far.

Amani Kibera does projects on peace building and conflict management. Youth projects in slum areas are particularly sensitive to conflict as they focus on a population who face key structural obstacles blocking them from participating in the labor market, such as access to education, poverty, violence, and lack of self-esteem. It will be beneficial to Amani Kibera to look inward in terms of conflict management within and how it influences their projects and then wider program. Thus, the gap to be researched is how conflict management strategies is influencing project performance at Amani Kibera which is a community-based development organization with youth as the demographic and implementing partners.

1.3 Purpose of the Study

This academic research aimed to find out the influence of conflict management strategies on project performance within youth projects. A case of Amani Kibera Youth Community-Based Organization, Nairobi County.

1.4 Objectives of the Study

The objectives of this research included:

- i. To analyse the influence of integrating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.
- ii. To determine the influence of dominating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.
- iii. To ascertain the influence of compromising strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.
- iv. To assess the influence of accommodating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.

1.5 Research Questions

The study addressed the following research questions:

- i. How does integrating strategy influence project performance in Amani Kibera?
- ii. How does dominating strategy influence project performance in Amani Kibera?
- iii. How does compromising strategy influence project performance in Amani Kibera?
- iv. How does accommodating strategy influence project performance in Amani Kibera?

1.6 Significance of the Study

Conflict management is key for every organization, as humans interact, they will definitely have some issues that will raise conflict. The study hopes to continue to narrow down the knowledge gap in the study of conflict management within projects and organizations and will be a valuable source of knowledge to scholars, learners, and researchers especially in project management, exploring conflict management in all project phases including youth projects in community development organizations.

This study will be helpful in terms of policy development in relation to conflict management at Amani Kibera as a community-based youth organization which can be replicated to other similar organizations working with youth projects in similar contexts.

The case study nature of this study hopes to highlight how the indicators are interacting at Amani Kibera. This will help them to know how they are dealing with the conflicts that occur in their projects at this time and the best strategies adopted to sort them out. It will also help them know to what extent these methods are influencing the performance of their projects. Others through reading these findings, will find it useful to know what state this organization was at and thus be able to look at their own situations and the recommendations that will be suggested are also expected to be helpful to organizations working with youth projects.

The researcher hopes that others will be able to utilize these findings to come up with policies at project management level inclined to improve the way conflict is managed across the sector and consequently improve projects performance. The recommendations from this research will be helpful to project managers and officers running youth projects with hands-on solutions which would reduce resources spent in managing conflicts and thus improve overall performance.

1.7 Delimitation of the Study

This paper seeks to find out the influence of conflict management strategies on youth projects performance. The study, in this case, focused on the case of Amani Kibera which is a community development organization in Nairobi County. The research findings did not consider the other factors that would influence project performance and was restricted to the influence of conflict management strategies. Therefore, the results of this study did not wholly establish the entire range of factors that affect project performance at Amani Kibera.

The independent variables selected consisted of conflict management strategies of dominating, compromising, accommodating, and integrating and how they influence the dependent variable of youth project performance. These variables were selected because of an initial survey within Amani Kibera found that these strategies were the most commonly used, and data from other research papers that showed other conflict management strategies such as avoidance being very low occurring generally.

Lastly, the research was restricted to the period between 2020 and 2021 as this was the time of study of the researcher and thus there will be minimal if any contact with the respondents because of the COVID 19 protocols set in place to prevent transmission of the disease. The study was conducted via an online method of data collection which ensured that the relevant personnel received the questionnaires through their email and their responses received immediately they were submitted. This also influenced the results as they might not be replicated to cover a different period as the realities of conflict and project performance during a global pandemic might be only specific to this period.

1.8 Limitations of Study

The research was limited to the experience of Amani Kibera as an organization and therefore the paper and data analyzed was not necessarily an exact representation of the experiences of other similar community development organizations working in youth projects in Kenya. Different organizations face different issues with conflict and project performance depending on their unique experiences. Another limitation is that since the data collection tool will be administered online, all the respondents were expected to have access to reliable internet and access to a smart phone or computer.

1.9 Assumption of the Study

This study assumed that the staff of Amani Kibra will create time to meet the researcher for an initial meeting and they will consent to participate in the study. The second assumption was that the respondents will fill in the questionnaire completely and the primary data that was generated from the research tools was correct and accurate.

1.10 Definition of Significant terms used in the Study

Conflict management Strategy: This is the procedure or plans to be employed to minimize workplace disputes, quarrels, struggles, and fights. This is intending to maintain a good relationship between individual employees, teams of employees, and management thus influencing good employee performance.

Dominating Strategy: This is a strategy that utilizes power in resolving conflicts and is described as a win-lose situation where one side gets to determine what happens and has a low concern for

other's needs. It is used mostly for speed decision-making and might involve tension and forced postponement of issues.

Compromising Strategy: This is where neither of the sides of the conflict win in the conflict but there is an accommodation of each party's interest. It is characterized as being driven by the protection of relationships, and there is more of finding a middle ground for everyone involved which leads to partial solutions.

Accommodating Strategy: This strategy involves acceptance and support of the other party in the conflict and is more about pursuing a win-win situation. It is characterized by a synthesis of solutions to one problem and there is the encouragement of information sharing.

Integrating Strategy: This strategy involved participation and dialogue where parties in the conflict come together to find permanent and satisfactory solutions. It is characterized by reconciliation and collective responsibility in handling the conflict.

Performance: This is the agreed measure of the employee's results of the job done. It involves the innovation and originality of work done. The quality, competency, and skills, in the delivery of work objectives. It also contains steps to improve attitude and relationship towards the job.

1.11 Organization of the Study

This research study is arranged into five chapters. The first one introduces the study and provides background information and states the problem. It then brings out why the study is being done in terms of its purpose, the objectives of the study, the research questions to be explored, then it covers the significance, delimitation, and limitations of the research. Followed by the assumptions made and finally the definition of significant terms of the study including the different conflict management strategies and project performance.

Chapter two captures the review of relevant literature using secondary data with a focus on the main concepts and variables of the study. There will be a review of empirical data available on conflict management, youth projects, and employee performance and how they will be employed to give a background basis to the study.

Chapter three will have the research methods, including tools and sources of data and methods of analysis. Chapter four will have the results of the analyzed data, and the presentation of findings, and chapter five which will conclude the paper, will have the summation of the whole study, conclusions made, recommendations, and ideas for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this section, there will be a focus and analysis of the previous relevant literature available on the topic of this paper. Here we shall explore the theoretical and empirical reviews, including the conceptual framework that will be the guide of the research. There will also be a summary of the section and then a discussion of the knowledge gap.

2.2 Performance in Youth Projects

Understanding how overall project performance works include looking at the crucial factors which affect performance, one of them being the workforce. Performance can be broadly defined as the attainment of objectives and how effectively these objectives are realized. Performance cannot be divorced from the workforce as employees are brought on board by organizations to execute specific tasks, in specific conditions, to achieve the different project and broader organizational goals (Elena-Iuliana and Maria 2016). This has been reinforced by other academics who asserted, in order to recognize and understand how the performance can be maintained, the administration must look at the crucial factors that influence performance then make sure to meet them (Anono 2018). When employees feel a sense of job fulfillment then their motivation to work will increase this will result in an overall increase in performance in the organization (Dobre 2015). These include the employee quality of work, creativity and innovation, employee efficiency and effectiveness, and attitude towards work.

An employee according to The Kenya Employment Act (2007) is an individual hired in return, they are given wages or salary and including a trainee. Employees are a crucial asset in an organization because without personnel there will be difficulties in the day-to-day operations of an organization. Companies and organizations need to emphasize building employee's positive performance (Batarliene, et al 2017), this can be done by presenting workers with tools as well as proficiencies to enable them to tackle their ever-growing new realities and challenges. High performance comes from the required applicable behavior and the efficient utilization of the required knowledge, capacities, and capabilities.

An employee performing in a project can then be defined as the role of employees in meeting the overall project goals. It is also how well an employee executes the duties and responsibilities given to them within the organization (Thao and Hwang, 2015). Employee's job performance plays a crucial role in project overall performance, not to mention that employees with excellent performances will be able to help the organization accomplish its main objectives, thus enhancing its competitive advantages. In addition, understanding employee performance allows managers to choose among different options in terms of compensation, promotions, and bonuses to promote changes in employee's job performance (Huy 2020). These evaluation practices that encourage optimal employee performance comprise motivation, incentives, and excellent industrial relationships. According to Will (2016), It is the role of the organizational leadership to put forward the welfare of employees. This can be done by routine encouragement to improve their performance while keeping in mind the use of other resources at the disposal of the organization to further create harmony within the organization.

To know if a project is performing there is a need to evaluate the different tenets that go into the achievement of the goals set at the beginning of the venture. One of them is employee evaluation, which refers to the methods used to assess the overall execution of an individual task by a member of the workforce (Dobre 2015) and is typically conducted by direct superiors. An employee performing effectively is evaluated via regular and standard evaluations which can be done within a year or after several months at regular intervals varying from one organization to another. These methods of evaluating employee performance include management by objective, 360degree feedback, behavioral checklist, critical incidents, and self-assessments, these check the employees' quality of work, creativity and innovation, effectiveness and efficiency, commitment, and attitude. For the workforce to be able to perform per the projected organizational goals, it was found that it is vital for management to recognize and meet the desires of their personnel (Thao and Hwang 2015). Each project phase will have checkmarks to show how well timelines are being met and how progress is being made towards the overall impact intended, these can be marked by checking how well the employees are meeting their targets within the project.

Performance can be looked upon from different perspectives which then create a whole. Arinanye (2015) postulates that performance should consist of the excellence and amount of output, attendance at the workplace, and an accommodating environment to give out outputs in a timely

manner. Furthermore, employees performing well at work is affected by motivation (Dukhan et al 2017), if employees are motivated and feel inspired about their jobs then they will put in more energy, and thus performing better than unmotivated employees. However, according to Ndungu (2017), job performance contains a problem, namely the measurement of performance, and the robust and constructive impact of incentives. Acknowledgment of a good job done should not be underestimated as it brings about motivation and job satisfaction.

Following from the literature above, employee performance pegs on efficient communication, problem-solving skills, and finally good bargaining skills that would then bring back the focus to the project's goals (Donkor 2016). Appropriately managed conflict boosts organizational learning (De Moyer and Desmidt 2015), by increasing the asking of questions which then encourages individuals to question the status quo, which leads to enhancement of the project's overall performance.

It is progressively being established that the development of an enabling work environment plays a significant effect on worker performance and thus the overall project output. Bankovskaya (2017) says that conflict resolution within an organization minimizes the undesirable outcomes of conflict and encourages constructive outcomes to enhance learning within an organization. However, there must be a commitment to creating such an environment from the administration as the management is central in all of this (Maina 2015). Job satisfaction has for a long time been key to affecting business performance. Measuring performance and what influences it is of great importance to reach the determined project and further organizational goals.

Youth projects are not a new concept as youth are a demographic of the population. According to the Global Employment Trends for Youth (ILO 2020) by the international labor organization, the youth face several challenges: the global economy is not stable because of geopolitical tensions, there is social unrest in many areas of the globe, including the global trade barriers. The onset of COVID 19 also carries a big potential to further slow economic activity. These developments are very damaging to youth as it hits their employment options, comparative to older personnel, the youth are more sensitive to economic depressions. In Mercy Corps' (2019) one of their programs in Nepal, they have run community projects that are designed by youth where they raise funds and participated in the development of their communities. Mercy Corps learned that by involving the

youth in the projects and by them having their projects, they were building up representatives of transformation who will be accountable for their community's long-term positive change.

Youth projects are particularly sensitive to conflict as they focus on a demographic of individuals who are three times as likely to be unemployed and in the context of Amani Kibera, socially disadvantaged. Although this is somewhat because of their narrow work experience which works against them when applying for jobs (ILO 2020), there are also key structural obstacles blocking young people from participating in the labor market in Africa (AU Report on Peace and security 2020). The National Youth Policy (NYP) of 2002 classifies youth as those of the ages of 15 and 30 years. Furthermore, the constitution of Kenya (2010) describes youth as a person who has reached the age of eighteen years up to thirty-five years. Therefore, the government of Kenya when developing programs for the youth target this age group.

Recently, young people are not only the beneficiaries of county-wide development projects but instead have become the shareholders of the same and therefore actively participate in the operation and supervision of the public projects in their regions. To achieve the millennium development goals, the youth must be engaged in community development projects (Mwei 2016). Kenya Private Sector Alliance (KEPSA) has partnered with the Kenya Government in the execution of a country-wide youth empowerment project. The Kenya Youth Empowerment Project focused on issues of training and worked towards providing internships to fill the gap of work experience that youth face when they are just out of training both in the formal and informal sectors of the workforce within the country (KEPSA 2017). The KEPSA (2017) report cites that even though there was a lot of red tape in terms of getting the required trainers and placements for the youth, the project was a success with a significant number of youths getting wages employed or self-employed after the training. Youth in informal areas especially in urban centers are vulnerable to participating in illegal activities for income, which creates a substantial threat to the life expectancy of the young people themselves and that of the whole society.

Project staff dealing with projects specific to young people are often faced with challenging circumstances that are specific to this demographic and also the environments that they work in. They would then need to have the skills and support in solving the young people's struggles and conflicts (Douglas S, Bruce P, Sheila H 2021). Referring to USAID (2016), the young people

need to contribute and take part in and be in the lead in defining their future and that youth participation in public projects makes young people have better self-esteem, self-identity and can connect better with their agemates and the community at large. connection to age mates and communities. The conflicts may be internal problems within a youth group, or interactions between the young and persons in authority, or even conflict between the employee and the young people within the project.

A study to determine factors affecting employee's job performance in the hospitality industry (Huy 2020), surveyed one hundred and twenty personnel employed in the motel area in Kien Giang Province. The factors considered to influence job performance were work motivation, working atmosphere, management, and personal expertise. Multivariate regression, Cronbach Alpha and Exploratory Factor Analysis (EFA), and were the techniques used to distinguish these factors. The study found that they had a constructive effect on the performance of the Kien Giang hotel employees. Particularly, leadership style was found to have the most positive impact on job performance, followed by working environment, job motivation, and personal competence. The study recommended that the management draft policies and provide professional skill training for employees. Secondly, in terms of motivation, that managers should check employees' qualifications in the recruitment and reallocation process. Thirdly, that the management creates opportunities for employees to share work experiences, and teamwork to strengthen the spirit of cooperation and mutual assistance. Lastly according to the research results, leadership style has the strongest influence on hotel employees' job performance, which is demonstrated through fairness, respect, willingness to listen, help, and support in dealing with jobs, as well as trust in the capacity of subordinates. The gap in this research is that they did not look at conflict management strategies specifically and their influence on project performance. My study will also focus on the community development sector.

A study to ascertain the factors that affect employee performance at Rafiki Microfinance Bank was done by (Akala 2018). The study looked at how training and development, organizational communication, and job satisfaction affected how employees performed at Rafiki Microfinance Bank. A descriptive study design method was used in the study and the population was eighty workers of Rafiki Microfinance Bank in Nairobi. The research concluded there was a substantial linear correlation between the factor's studies and employee performance. They recommended that

the bank should provide training to employees to enhance performance, that the management use participatory methods in their working and decision making. The gap in this research is that they did not look at conflict management strategies specifically and their influence on project performance. My study will also focus on the Community Development Organization sector.

2.3 Integrating Strategy and Performance in Youth Projects

The Integrating strategy is also known as Problem Solving, and its premise is that employees need to reach a mutual and acceptable solution through honesty, exploration, and examination of the differences then arriving at a constructive solution that will go beyond any personal or limited view of the cause of the conflict (Noermijati, Sunaryo, and Ratri 2019). The two distinguishing components of this conflict management strategy are confrontation, which is portrayed by open communication, clarifying any confusing elements, investigating the core causes of the conflict, and finally comes the aspect of problem-solving. Confrontation is a precondition to problem-solving (Dhani and Sharma 2016) in that it suggests that there must be an identification of all appropriate solutions in the process of getting to the reciprocal satisfaction of all the concerned of employees involved, in other words, the importance of people's emotions and how to navigate through them in solving conflicts. When managers take time and resources to figure out how to solve a certain conflict while looking at the underlying issues (Goudge 2016) and are aware that when personnel are confronted with conflicts, they are not able to perform as expected, then a solution that has been brought about through a participatory process has to be found to enhance project performance.

The organizations that utilize this strategy of managing conflict would have the needs of the employees as well as their needs as an organization in mind. This leads to finding a way to deal with conflicts directly and as a group (Longe 2015) and thus coming up with creative ways of handling them. According to CPP (2019) finding a win-win is the ultimate resolution to a problem; this would allow both parties involved to be happy with the outcome, however, like all teamwork, integrating strategy of conflict management depends on trust and adequate communication. Jaden (2015) found out that there is a positive correlation between integrating strategy and employee performance, she found out that this method brings about participation from all parties in the

conflict and thus leads to permanent solutions. Moving from analyzing the conflict to integrating without a base of trust among the parties will be very challenging.

Project staff utilizing integration into conflict management see conflict as a chance to incorporate the needs and concerns of both parties to get the best outcome possible. The use of this strategy needs openness from all parties, there must be information exchange that occurs, there must be a search of alternatives, to achieve solutions that will be effective and acceptable to all involved. Integrating brings about a rounded understanding of what is causing the conflict among or between the employees (Longe 2015) and therefore solutions could be easily found. Integrating strategy is about creating mutual satisfaction and thus the priority is a win-win (Wirawan 2016), where the needs of all the conflicting parties are met. According to Loehr (2017), there are some situations where this mode is useful such as when the parties involved in the conflict cannot be compromised as their fallout will affect the wider organization. It is useful in matters dealing with improving, categorizing, and resolving feelings interfering in team dynamics. Lastly, it is useful in merging ideas from people with different views on the situation that is cause for conflict or disagreements, and when there is learning needed to move forward.

However, time and energy are needed for this to work, and hence where there is an issue of lack of time and resources this method might not be the best, also it's dependent on the type of conflict and the repercussions if a different method is used. Those who have confidence in this approach will discover that even minor decisions take a long time to come to an agreement that makes everyone happy (CPP 2019), although in the long-term, because of trust then this strategy becomes quicker and more efficient. This strategy also increases the overall positive awareness between employees (Longe 2015). Anono (2018) also established that implementing this strategy in managing conflict has a constructive influence on work relationships which then leads to improved organizational productivity and that it also encourages sharing of information within the organization which allows is a positive step towards the organization's goals and objectives. In addition, the performance is reinforced by using integrating conflict management strategy as it encourages participation which would increase the sustainability of the decisions that are going to be made.

The research was carried out to examine the effect of conflict resolution strategies on employee performance at Kampala Capital City Authority (KCCA) by (Tumwebaze, Wandiba, Osunsan 2020). They employed a research design of the cross-sectional survey, data collected through questionnaires, and descriptive and inferential statistics were used in the analysis. The results showed that compromise was at the top statistically on the influence of employee performance, coming second was third-party intervention, while negotiation was not very significant overall. They concluded that the way conflict is managed at the organization positively influences employee performance at KCCA. They went ahead and recommended that according to the results the high scoring methods of compromise and third-party interventions should be implemented more than negotiations. The gap in this research is that the above study employed only quantitative analysis but this one will have a mixed qualitative and quantitative approach. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are different independent variables.

A research paper on conflict management styles and employee performance in public hospitals in Nyeri County was done by (Jaden 2015). A descriptive research design was employed in this study. Data was collected using a semi-structured questionnaire, the primary data collected was analyzed via descriptive, correlation, and inferential statistics, and SPSS. The results of the study were that there was high use of compromising, dominating, and avoiding strategy. However, integrating and accommodating in terms of conflict management were rarely used. are hardly used among the respondents. They concluded that when conflict is managed at the organization positively there is a significant impact on employee performance. Jaden recommended that they take interest in the kinds of conflict management strategies available to them. The gap in this research is that while the above study was done in Kenya, it was not done within a Community Development Organization setup in youth projects which would have different dynamics.

2.4 Dominating Strategy and Performance in Youth Projects

This is a strategy used in resolving conflicts and is described as having a high interest in the self and a low concern for others. It is used mostly by those interested in getting what they want or what is good for themselves only. It is also described as a win-lose situation or a competing or forcing strategy (Longe 2015). The parties involved in the conflict would behave aggressively to

accomplish their objectives and do not collaborate with the others in the conflict. According to a Global Human Capital Report on Workplace Conflict CPP (2019), the dominating strategy tends to be effective in two circumstances: if something is too important to risk, for example, integrity or core values of the organization or where the relationship with the other party is not important. Taking a dominating approach can be useful short term but will compromise the long-term associations. Tetteh and Obuobisa-darko (2016) agree that it was okay in times of emergencies and need for a speedy decision. They further state that in this strategy of dominating, the possibilities of the disputes occurring are minimum but for a brief period. The parties should be aware that, in this case, it is an emergency to take care of it quickly but that it is temporary and needs to be addressed or it will rise again.

In terms of dominating strategy of conflict management, there is little need to check if all parties are on board with the solution. Shaheryar (2016), states that this form of conflict management is likely to disrupt the relationship among the parties affected and may incite an additional kind of conflict in the long run thus is seen as an unproductive strategy of Conflict Management. The study of the effect of workplace conflict management on organizational performance (Longe 2015) found the dominating strategy to be not used very much in organizations. Consequently, when used, it might have a negative effect on the worker performance bring about fear or unhealthy competition (Tahir, Arshad, Farooqi, Khan, and Muhammad 2016). Ndulue T (2016) asserted that coercing personnel to agree to take an administration stand has continually been the strategy of conflict managing embraced by this company and it influenced the worker morale in the negative. Consequently, some scholars such as Shaheryar (2016) say that dominating strategy is efficient and useful in the end but not proper and should be reduced as it negatively alters the relationships between people. So there is a need to check if efficiency is more important at that time than how the relationships will be altered in the end.

As there are different conflicts and their causes, the management has to be careful on which strategy to employ to solve the conflict. Loehr (2017) suggests that this strategy of conflict management must be avoided when: relationships are tense and there is the likelihood of retaliation, the result is not largely significant to the leaders if the result will cause deteriorated support and commitment from supporters, and also when the leadership is not very well-informed about the situation at hand. Anono (2018) claims that management adopts this dominating strategy

to manage conflict within an organization for easy allocation of scarce resources and that organizations should adopt the competing strategy to manage conflict during emergencies. Jaden (2015) asserted that dominating strategy is aggressive thus fostering conflicts due to having the victors and failures and all will not be pleased with the last conclusions on the conflict. There is a general agreement that in case of the importance of a decision at that time and its impact on the continuity of project implementation this strategy is better as it entails speedy decision making.

An investigation into conflict management and organizational performance in institutions of higher learning in southeastern Nigerian was done by (Alajekwu and Alejekwu 2018). A descriptive research design was utilized and a sample size of one thousand two hundred respondents was pulled from every one of the government-owned universities in southeastern Nigeria. The study used SPSS to analyze the result and it was found that organizational conflict among teaching-staff, administrators, and non-teaching staff have no substantial positive connection with the organization's performance. The recommendations were that conflict can be best managed by involving the characters in the conflict but without confrontation but instead, the problem itself should be managed. The gap in this research is that it is not ideal to manage a problem without analyzing the conflict, the actors, and picking the best approach to solve the specific conflicts. The scope of this study will also be smaller which would give a more in-depth analysis of organizational conflict and its influence on performance. This study will also employ both quantitative and qualitative data to develop the findings.

A study on the impact of conflict management on employee performance was done by (Ndulue and Ekechukwu 2016). The survey research design was used, and data collected then analyzed using ordinary least square. A substantial correlation was found between how conflict is managed and worker performance in Nigerian breweries. The study suggested that the administration should do more to better the conflict management approaches within the organization, it was suggested that bargaining, compromise, and avoiding lead to better employee performance. The gap in this research is that while the above study used ordinary least squares, this one will employ both descriptive and inferential statistics, and also qualitative data will be analyzed to triangulate the findings of the quantitative data. The independent variable was bargaining, compromise, and avoiding and their impact on employee performance. This paper will focus on accommodating, compromise, dominating, and integrating.

2.5 Compromising Strategy and Performance in Youth Projects

Compromising in conflicts is done by balancing the interests of the opposing factions and then negotiating to come to acceptable solutions for both parties. In this case, the factions in the conflict gain while also giving up something (Hussein, Hassan, and Al-Mamary 2017). They further assert that this strategy is favorable when there are equal power dynamics and goals on both sides and with the same or similar importance. Therefore, in this case, there will be no imposition of one over the other opinions and compromise is the only resolution. Moreover, this strategy is also beneficial when there are time constraints. In addition, reaching a compromise might be in the best interest of the conflicting parties if parties the conflicts are multifaceted or complex. According to Global Human Capital Report on Workplace Conflict CPP (2019), It is described as the grown-up way of handling conflict whereby there is an equal division of the proverbial cake, thus all getting a slice and get their needs met. It is also favorable in the avoidance of any stress caused by the emotional side of conflict management, it aims for quick and equitable, however, it might not be entirely satisfactory. Tetteh and Obuobisa-darko (2016) also agree that this most times leads to a temporary solution. This is in comparison to the integrating strategy which brings about a permanent solution as its also described as being partially assertive and cooperative.

Compromising is about finding the middle ground where all parties are satisfied with the way forward through corporation. Saiti (2015) found out that the compromising strategy inspires the employees to try and be cooperative with each other and try to handle conflict among themselves. Looking for a middle ground has been the attitude of the management when it comes to conflict management strategies adopted by administration and management. According to Ndulue (2016), this was a popular strategy when it came to resolving conflicts in the organization though somewhat efficient since a temporal resolution was the one mostly found. There are some situations whereby this method of resolution is the most effective which include an impermanent or rapid solution to a multifaceted issue, the well-being of the association will have positive results from the compromise, there is equal power among the conflicting parties when other strategies of conflict will not work or are not working. This mode should however be avoided when there is significant incomplete contentment of the concerns between the conflicting parties (Loehr 2017). This will lead to further issues, there should also be oversight so that the project manager can check that the team is not taking advantage of their compromising strategy of handling conflict.

Compromising has its tenets based on mutual accountability within all the parties involved thus building organizational conflict management skills. Anono (2018) in her research found out that that compromising strategy helps organizations find a quick middle ground that helps maintain productivity in the organization and that compromising strategy encourages equal sharing of power among parties involved, which encourages an all-inclusive decision-making process. Jaden (2015) found that the compromising strategy will be fine if the end game of the whole issue is a fair share for all involved. However, this strategy leads to temporal solutions and is thus unsatisfactory.

The effect of conflict management on employees' performance among industrial firms was done in Lebanon by (Aoun, Mubarak, and Hasnan 2020). A quantitative approach was adopted, and the population was employees of a furniture dealership in Lebanon. Descriptive and Inferential statistics were used, and Pearson correlation and regression analysis were also employed in the study. The outcomes from the study demonstrated that conflict management has a constructive and substantial effect on employees' performance however the correlation was weak. The gap in this research is that while the above study used only quantitative methods, this one will employ both quantitative and qualitative data for triangulation, this study population will be youth projects.

A study to investigate the impact of conflict management styles on team performance was done by (Alhamali 2019). The sample was collected from twenty universities. Data was collected through questionnaires and analyzed by SPSS and AMOS. The outcomes showed that integrating, obliging, and compromising had substantial constructive impacts on team performance while avoiding and dominating had substantial harmful impacts on team performance. The study recommends that organizations should not disregard disputes or offer a resolution and compel others to agree to it. Alternatively, the cooperative strategy, also known as the integrating strategy, should be used as much as possible. The gap in this research is that while the above study used only quantitative methods, this one will employ both quantitative and qualitative data for triangulation, this study population will be youth projects. This paper will focus on accommodating, compromise, dominating, and integrating as independent variables.

2.6 Accommodating Strategy and Performance in Youth Projects

The accommodating strategy of conflict management is also known as the obliging strategy. This is where there is a high interest in the other person and what they need over the self and there is a

priority to preserve good relationships (Longe 2015). According to CPP (2019), This strategy needs the acute awareness of what the other party in the conflict would like to get out of the process and then working towards making it materialize. Therefore, according to researchers like Lati and Umair (2015), this strategy is said to be suitable to sustain a balanced rapport in the work atmosphere and is generally used by managers who are more people than process oriented. This strategy will put the other first and thus putting the relationship first. The downside is that one party does not get their needs met and thus it is short-term and not sustainable.

There are some situations where this strategy is useful. When a person finds out that they have done something that is causing friction and then agrees to an improved way of doing it; another example when a concern raised that is important to another person and there is compromise it will lead to social credits that can be redeemed later when the potential for damage has become lower (Loehr 2017). Accommodating can be used when a manager would like the team to be taught through their mistakes and thus grow, and when there is need for harmony to be maintained where the alternative resolution to the situation would cause another or further the conflict. Anono (2018) opined that the self-sacrificing component associated with adopting the accommodating strategy to manage organizational conflict results in a positive performance and that proper implementation of the accommodating strategy would improve the performance. This strategy is connected to cooperative actions that involve giving one's interests a back stance in order to satisfy the rest. In a work environment then the administration will make sure that those involved in the unpleasant situation are catered for, this would work best for conflicts that are recurrent but have been solved in various ways before.

Their major preference for the use of this strategy is that there is a preservation of human relationships and further harmony within the team and the organization. Jaden (2015) in her study found that those who use this strategy preferred it as what is expected from the majority is taken into consideration over the individual needs. Therefore, accommodating strategy of handling conflict seems to a positive influence on employee performance.

A research paper on the influence of conflict management on the performance of Stima Sacco was done by (Olang 2017). The methodology was a descriptive survey research design. Data collection was done via structured questionnaires, the primary data collected analyzed using SPSS using both

descriptive and inferential statistics. The results of the study showed a positive correlation between negotiation and organizational performance, a positive correlation between third-party intervention and performance, there was no positive relationship between communication and increased performance. The study recommended Stima Sacco should use more negotiation and third-party intervention which was found to have a positive relationship to performance. The gap in this research is that while the above study was done in Kenya, it was not done within a Community Development Organization setup which would have different dynamics. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are different independent variables from the above study.

A study to find out the influence of implementation of conflict management strategies on employee's performance at Kenya Power Company was done by (Sammy 2016). The methodology employed was a descriptive research design. The tools of data collection were questionnaires and the primary data collected was analyzed using SPSS. The analysis was done through descriptive and inferential statistics. The results indicated that there is a considerable relationship between conflict management strategies and worker performance. The study further found that strategies popular at the organization were obliging, integrating, and avoiding. The study recommended that Kenya power companies find out one of two strategies that would work across the board and use them so that some conflicts are not left hanging or avoided and to offer staff training on how to handle conflict. The gap in this research is that while the above study was done in Kenya, it was not done within a Community Development Organization setup. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are a different set of independent variables.

2.7 Theoretical Framework

This study will be guided by two management theories as discussed below. They are the Human Relations Theory which will be further supported by the Contingency Theory.

2.7.1 Human Relations Theory

The Human relations theory is a school of managerial theory that centers on employee fulfillment or the importance of the individual, consider the informal organizations in the workplace, and the methods of influencing worker productivity (Cooley S. 2016). This concept was hypothesized

by a man by the name of Elton Mayo in the year 1964 after performing some tests to determine how different kinds of employees performed in specific job environments. These findings of the tests known as the Hawthorne Experiments are still widely acknowledged today, and Mayo's work is regarded as the turning point in the progress of management theory and studies. His work questioned the basic hypothesizes of the classical methodology. This theory came about in the pursuance of a fitting approach to management because the classical approaches that were present such as the scientific approach, were seen to be inhumane. Hartzell (2017) asserted that the failure of these classical approaches, consequently, brought about the human relations concept in the 1930s. This was to be to those who viewed the human first, as an alternative to the classical approach to organizational studies.

The theory centered on the human factors as an important aspect of the school of management this then led to more research about the human component in the organization. The human relations theory (Mayo 1964) brings about the idea that individuals desire to be a part of a caring team at the workplace that then goes further to facilitate development and individual and well as group growth. This theory led to advancements in employee welfare and the concept of labor grew in political and economic power as trade unions became more popular. Mayo (1964) also emphasized the need of learning about the different aspects of management and management strategys and therefore transformed the training of managers to look at the group as well as the individual rewards. The human relation theory is distinctly different from scientism, as this theory does not perceive workers as fundamentally interchangeable parts (Cooley S. 2016), thus in terms of performance, when measuring whether the project is being productive or not, requires looking at the individual within the project and the group as well.

The human relations concept was of the idea that performance cannot happen independently of the relationships between the workers and their managers. According to Manoj (2016), we should not only look at the physical aspects of the work environment but also look at the social as well as the psychological factors as these also determine the workers' morale and output. Manoj (2016) further concluded that workers are social creatures, and the workers will form small groups which would function as an unofficial group within the organization. This directly feeds into the influence of conflict on employees' performance (Fusch and Fusch 2015), management should know the

best strategy of conflict management that would work within their organization and best practices in the same as people are hindered by stress caused by conflicts.

This theory has a significant role in the evolution of managerial thought because it highlights informal organizations, the importance of teamwork, collaborations, and also contributing meaningfully to showing the connection between managerial practices and employee morale (Dininni 2017), which showed that managerial practices within the organization affected either positively or negatively employee productivity. Conflict management can be used by management to create a better human relations environment (Muldoon 2017), understand their human resource as human beings, thus strive to eliminate, or reduce significantly conflict between individuals and the organization, create a healthier work environment, boost coordination among departments, and increase the quality of services from the organization.

This theory is the basis for this study because humans are strategic in any workplace and are important in the success of the goals of the organizations. Organizations need their management and employees to be able to effectively connect and share information, interpret others' emotions, to be able to solve conflicts and arrive at resolutions. Conflict management is about human relations, and, in this way, it is linked to this theory. Community Development Organization staff who would be the population of this study, have a more humanist approach to the way they work and the way they would like their work environment to look like.

However, one downside of this theory from my analysis is that people are different, and with a more democratic approach to the work environment there need to be greater levels of teamwork and communication. The human resource, therefore, encounters different situations daily within their work and thus there is a need for a very strong conflict management system, also conflicts are not the same and are not caused by the same things. Therefore, different methods of conflict management must be employed in different situations to effectively. This weakness will be counteracted in my next theory.

2.7.2 Contingency theory

The contingency theory of leadership was suggested by Fred E Fiedler in 1964. It underlined the significance of the manager's personality and the situation they find themselves in within the work environment (Fiedler 1964). This managerial theory claims that it is not possible to have one

singular recommended method to run a workplace, but the best way is contingent on the constraints which could be internal or external such as a manager assumption about the specific worker, the scope of the organization, adaptation to the organizational environment, resources available, strategies and technology needed (Northouse 2016). The theory further states that efficient decision-making processes are dependent on the situation and the available relevant information and the probability that the workers will co-operate with management in trying for the best outcome of the situation (Zaccaro, Kemp, and Bader 2017). Therefore, the core of this theory is that in any situation the best practices depend solely on the contingencies of the specific situation. Contingency theorists are keen to detect and then calculate the circumstances under which situations are likely to happen. Therefore, the above theory is quite applicable for organizations especially when figuring out the most relevant conflict management strategy to use in each unique situation. This is from the notion that the strategy used would have various influences on organizational performance.

The conflict management model of the contingency theory was brought about by Derr Brooklyn in 1975. His proposal on using the contingency theory on conflict management is still applicable to date. He said that this theory is a theoretical tool that can be used in the management of organizational conflicts. He talked about three strategies of conflict management from which leaders can use to devise suitable methods of resolving a disagreement, these include collaboration, bargaining, and power play (Derr 1975). His approach to this conflict management paradigm further indicated that collaboration involves allowing differences to materialize between conflicting parties than working on the problems until a commonly acceptable solution is attained. Collaboration has a basic assumption that at any time of conflict the parties involved will have the motivation to spend time and energy at problem-solving together. Bargaining has a different assumption that there cannot be a situation where neither party would come out satisfied from the situation causing conflict, but they can find a middle ground. This can be related to the compromise strategy which is most used when an individual's goals are moderately important (White 2016), but where there is equal power between the parties then there is a way to find mutual goals leading to compromise.

The applicability of this theory to this study is that to influence project performance positively the management should scrutinize a situation to find what are the variables that are causing conflict

and then choose a specific strategy for conflict management. Conflict management is about people and thus depends heavily on attitudes, awareness, and opinions held by the parties in conflict. Furthermore, as this theory recommends, the management can find best practices through going through a range of conflict management strategies while making sure to consider the positive outcomes that will lead to the achievement of the overall objectives of the organization, which of course would lead to improved performance.

2.8 Conceptual Framework

The conceptual framework is a diagrammatic illustration showing how the variables interact in the study. This study aims to show how conflict management strategies within an organization influence employee performance within youth projects in Kenya. The study will focus on the independent variables of conflict management strategies which include Dominating, Compromising, accommodating, and integrating and the dependent variable being employee performance. This study seeks to know which strategy is used within the organization of Amani Kibera community-based organization if the conflict management strategy used influences the performance of employees and if so to what extent whether positive or negative. This is illustrated in the conceptual framework below:

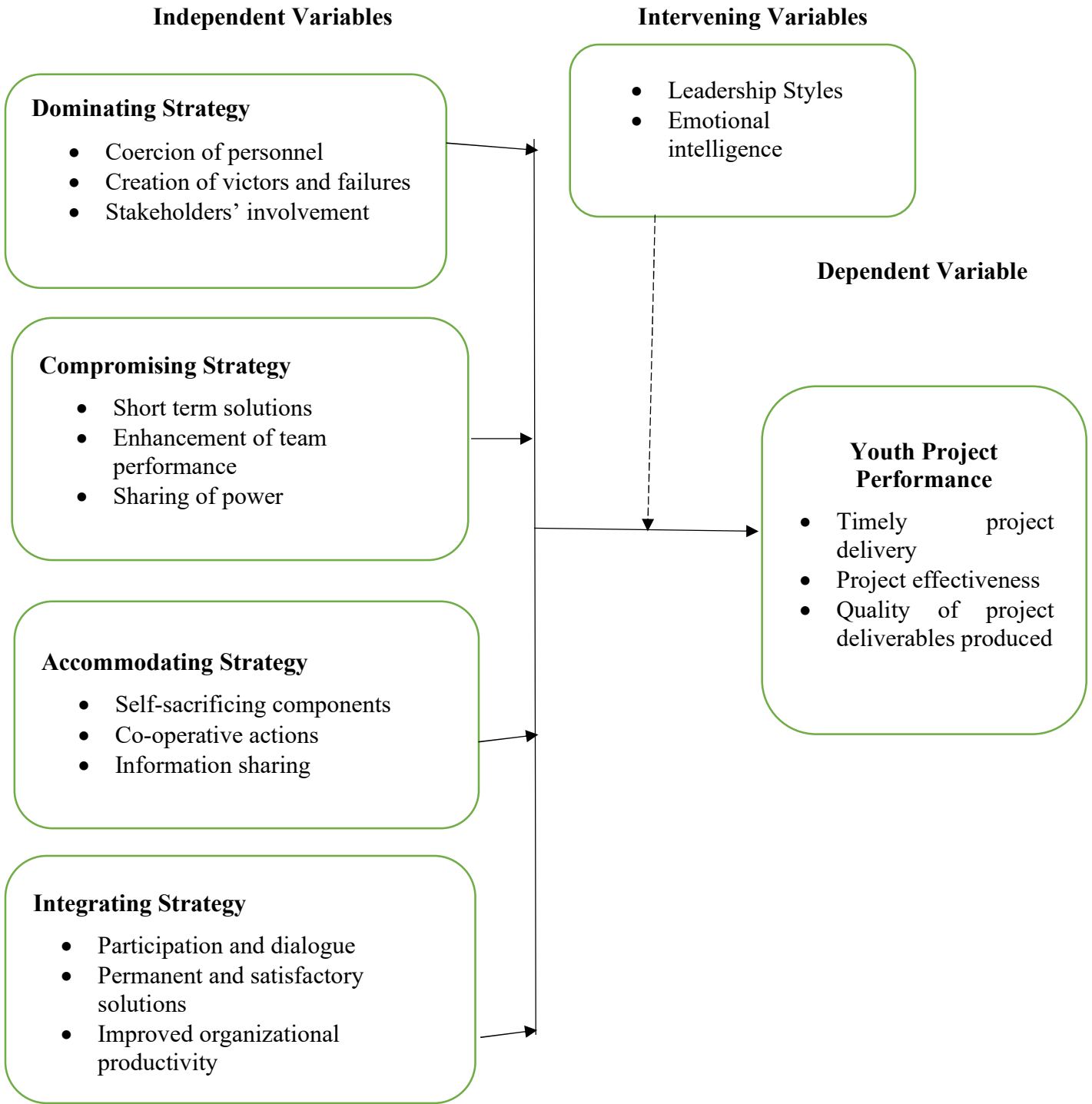


Figure 1: a conceptual framework of the variables of the study

2.9 Summary of Literature

This chapter looked at the literature related to the research objectives presented which are the conflict management strategies of dominating, accommodating, compromise, and integrating. These strategies of managing conflict are necessary to solve an organizational conflict. This is because conflict involves people and human beings are complex, there needs to be more than one way to handle issues that arise. Consequently, the human relations theory and contingency theories have been analyzed and show how they are going to be the basis of this study.

From the review of applicable works and literature, there has been a discovery that there have been studies done on conflict management in the workplace and how it influences employee performance and even organizational performance. There have been results that have shown a significant positive correlation for some strategies while some strategies of conflict management had no significant impact on the performance of employees in some settings.

The analyzed literature further showed various studies within and outside of Kenya on the influence of conflict management strategies on employee performance, there are no studies specific to Community-based Organizations or organizations with a fewer workforce with much simpler organizational structures. This study, therefore, intends to narrow this gap in the literature by doing a case study of the influence of conflict management strategies on employee performance in a community-based development organization setting of Amani Kibera.

However, within the literature reviewed, the general consensus is that conflict management is an important factor within the workplace and projects are part of what happens within a workplace. This study will focus on youth projects as a scope of the study.

2.10 Research Gap

Table 2.1: The knowledge gap

Variables	Author	Focus/Title of Study	Findings	Knowledge Gap
Organizational performance	Alajekwu and Alejekwu (2018)	Conflict Management and Organizational Performance in Institutions of higher learning in South-Eastern Nigeria.	The findings showed that organizational conflict among teaching staff, administrators, and non-teaching staff have no significant positive relationship with the institution's performance.	The gap in this research is that it did not focus on project performance. The scope of this study will also be smaller which would give more in-depth analysis on conflict and its influence on performance. This study will also employ both quantitative and qualitative data to develop the findings.
Employee Performance	Ndulue and Ekechukwu (2016)	Impact of Conflict Management on Employees Performance: A Study of Nigerian Breweries Plc, Lagos State, Nigeria.	The findings showed a substantial connection between conflict management and employee performance in Nigerian breweries.	The gap is that it did not focus on project performance and this paper will focus on accommodating, compromise, dominating, and integrating which are a different set of independent variables. Also, the study used ordinary least square, this one will employ both descriptive and inferential statistics and also qualitative data will be analyzed to

				triangulate the findings of the quantitative data.
Employee Performance	Aoun, M., Mubarak, S., Hasnan, N (2020)	Effect of conflict management on employee performance among Lebanese industrial firms.	The results showed conflict management has a significant weak positive effect on employee performance.	The gap in this research is that it did not focus on project performance and while the above study used only quantitative methods, this one will employ both quantitative and qualitative data for triangulation, this study population will be youth projects. This paper will focus on accommodating, compromise, dominating, and integrating which are a different set of independent variables.
Team Performance	Alhamali, M.R (2019)	Impact of conflict management styles on team performance. An Empirical Study on Supervisors of Teams Universities in Saudi Arabia	The results showed integrating, obliging, and compromising had a positive effect on performance while avoiding and dominating had negative effects on performance.	The gap in this research is that it did not focus on project performance and while the above study used only quantitative methods, this one will employ both quantitative and qualitative data for triangulation, this study population will be youth projects. This paper will focus on accommodating, compromise,

				dominating, and integrating which are a different set of independent variables.
Employee Performance	Sammy, C. M. (2016)	Influence of Implementation of Conflict Management strategies on employee's performance at KPLC in Kenya.	Results showed a significant relationship between integrating, avoiding, and obliging strategies and employee performance.	The gap in this research is that while the above study was done in Kenya, it did not focus on project performance, and it was not done within a Community Development Organization setup which would have different dynamics. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are a different set of independent variables.
Organizational Performance	Olang (2017)	Influence of Conflict Management on the Performance of Stima SACCO in Kenya.	Results showed a positive relationship between negotiation and third-party intervention with performance. communication did not influence performance.	The gap in this research is that while the above study was done in Kenya, it did not focus on project performance, and it was not done within a Community Development Organization setup which would have different dynamics. This study paper will also focus on accommodating, compromise,

				dominating, and integrating strategies of conflict management which are a different set of independent variables.
Employee Performance	Tumwebaze, Wandiba, and Osunsan (2020)	Effect of conflict resolution strategies on employee performance at KCCA in Uganda.	The findings revealed conflict resolution strategies positively influenced performance. with Compromise being highest, followed by third-party intervention, while negotiation was lowest.	The gap in this research is that the above study was done in Uganda it did not focus on project performance and it was not done within a Community Development Organization set up which would have different dynamics. This paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are a different set of independent variables.
Employee Performance	Jaden (2015)	Conflict Management styles and employee performance in public hospitals in Nyeri County.	Results showed integrating and accommodating were hardly used. Compromising, dominating, and avoiding have a significant relationship with performance.	The gap in this research is that while the above study was done in Kenya, it did not focus on project performance was not done within a Community Development Organization setup in youth projects which would have different dynamics.

Organizational Performance	Anono (2018)	The effects of Conflict Management Strategies on Organizational Performance: A Case of the National Empowerment Network of People Living with Hiv/Aids in Kenya.	Results showed that conflict management strategies, high productivity, selecting relevant conflict management strategies to specific conflict situations greatly influences effectiveness and efficiency in the overall organizational performance	The gap in this research is that while the above study was done in Kenya, it did not focus on project performance, and it was not done within a Community Development Organization setup which would have different dynamics. This study paper will also focus on accommodating, compromise, dominating, and integrating strategies of conflict management which are different independent variables.
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CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this section, there will be a coverage of the research design that was employed, the target population of the study, the sample size of respondents, sampling procedure, data collection tools, pilot testing, validity, reliability of the tools of data collection, how data was collected, how the primary data was analyzed, ethical considerations, and operationalization of variables.

3.2 Research Design

The study adopted the research design of descriptive case study. This was chosen because it was best for this specific study as it was looking to describe in-depth the characteristics connected with the population of the study. The descriptive design seeks to determine and then assess the cause and effect of relations amongst variables to generate a picture of the current state of affairs (Cooper and Schindler, 2018). The justification for choosing this research design is that it showed a comprehensive picture of the current situation at the given time and then gives way for the progression into questions for additional study (Kothari, 2012). The descriptive case study design was suitable for this study as it was seeking to find out if the current conflict management strategies employed by the respondents were affecting the project performance. In this study, at this time, the researcher was seeking to study the relationships, if any, that exist between the variables selected for study, but was not looking to alter those relationships. This method was also inexpensive and a quick way of doing the study considering the time frames of an academic project and the global pandemic that was ravaging the country.

3.3 Target Population

A population is defined as the total compilation of components that have common observable characteristics from which individuals wish to conclude (Cooper and Schindler, 2018). The study population constituted the 36 staff from Amani Kibera who run youth projects in Nairobi County. The composition of the population included board members, project managers, project officers, and youth leaders working with Amani Kibera.

Table 3.1 Target Population

Designation	Target Population	Percentage %
Board Members	7	19.4
Project Manager	1	2.7
Project Officers	5	14
Youth Group Leaders	23	57.5
Total	36	100

Source: Amani Kibera Employee Roster

3.4 Sample size and Sampling Process

Sample size can be defined as a sub-group or smaller group calculated and taken from the available total population to be studied. This smaller group is selected to be studied and will act as the representative of the target population with the characteristics being investigated. The sampling procedure refers to the method of obtaining samples from the selected population (Cooper and Schindler 2018). In terms of sampling technique for this study, being a case study, the complete survey method was employed. This is where all the members of the target population are included in the study.

This was chosen because the target population at Amani Kibera is already small there was the need to consider not reducing the sample further to do a more intensive study thus get more in-depth information of the case study. Also, the results obtained will be accurate as each member of the population will be surveyed and thus there will be no sampling error to be anticipated. Non-sampling errors which might occur at the planning, analysis, and presentation stages will be combated by going through all the procedures necessary to have a valid and reliable data collection tool, professional and careful scrutiny, analysis, and presentation of data collected (Shalabh 2020). This method would usually be time-consuming and costly but considering the target population is 36 respondents, it will be doable. This study therefore used a sample size of all 36 respondents.

Table 3.2: Total sample size

Designation	Sample size	Percentage %
Board Members	7	19.4
Project Manager	1	2.7
Project officers	5	14
Youth Group Leaders	23	57.5
Total	36	100

3.5 Research Instruments

The primary data collection method was employed. The collection of data was through online questionnaires due to COVID-19 restrictions. The questionnaire contained both structured and unstructured questions. The questionnaire was structured grounded on the research objectives. Structured questionnaires contained questions on a Likert scale and there will be provided with possible options from which the respondents were able to select the response that best describe their position on the matter (Cooper and Schindler, 2018). This tool had open-ended questions where respondents could say what was important to them in their own words and closed-ended questions on a Likert scale. The study intention was written simply and concisely to make it easily understandable. It was divided into five parts. Section one to give the general information about the responders including age, gender, designation, age, tenure of employment, and highest education level. Section two was divided by the four objectives of the four conflict strategies of conflict management and lastly employee performance.

The close-ended questions were based on the Likert five-point scale. The respondents were required to act in an attitude continuum consisting of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The quantitative data was collected within the same questionnaire through open-ended questions concentrating on the objectives of the study. The open-ended survey questions were answered as a paragraph in open text and based on the respondent insight and experience. The use of a questionnaire as a tool was selected as it will allow the researcher to get the responses uniformly.

3.5.1 Piloting of Instruments

A pilot test is a procedure used to review an instrument of data collection prior to holding the main research activity (Cooper and Schindler 2018). In this study, the pilot targeted responders of similar categories as those that will be done in the main activity. Therefore, the pilot was done at Futbol Mas which is a similar organization to Amani Kibera as they are both community-based organizations whose focus is youth projects in the area of peace and resilience, and they implement their projects in the same area. This is because Amani Kibera is a small organization and thus it was not possible to do the pilot there as most of the staff will be respondents in the main study, a different similar organization thus sufficed.

According to the rule of thumb for a pilot study, the sample for the pilot should be 10% of the calculated sample of the study, however, Braun and Clarke (2016) suggested a sample size of 6–10 participants for a small study. This is the premise that this study will take, therefore, 6 individuals were chosen randomly from each designation as specified in the population to participate in the pilot as this was a small study. The pretest questionnaires for the pilot activity were dispersed to the respondents from Futbol Mas who were the pilot study respondents to find out if the tool is easy to comprehend in terms of wording, sequence, and structure of the questions. The same respondents were given the same questionnaires after one week and the data collected analyzed for consistency and to test the validity of the tool. This assisted the researcher to ascertain whether the respondents understand the concepts given in the questionnaires and if the tool is viable for the main research activity or if it needed any revisions and adjustments.

3.5.2 Validity of Instruments

Validity can be defined as a prior qualitative procedural test of the research instruments to ascertain the accuracy and correctness to get the intended data for the study (Cooper and Schindler 2018). Content validity, which is if the tool is fully representative of the concept that the study intends to measure, was tested by presenting the data collection tool to the supervisor to confirm that the research instrument covers the objectives intended to be studied. The researcher then incorporated her opinions and included them in the questionnaire before data collection.

The face validity, which can be described as if the data collection tool at face value is suitable for collecting the data needed for the study, was tested by requesting subjective assessment from three

of the respondents out of the six in the pilot study. Whereas the construct validity, which can be described as if the data collection tool measures what the study intends, was tested in two ways: Through the results of the pilot test showing that it is collecting the data needed and by the use of a segregated questionnaire with multiple sections, each looking to get data on the different objectives.

3.5.3 Reliability of Instruments

Reliability is a research instrument being able to measure consistently. In this study, the reliability of the research instrument will be determined through test-retest which will involve the dispensing of the data collection tool which will be a questionnaire, more than twice to the same respondents (Cooper and Schindler, 2018) This was done during the pilot study activity.

The piloting process in this study to test reliability employed the test re-test method where the researcher issued six questionnaires to the pilot respondents from Futbol Mas and then issued the same questionnaire after one week and then compared the two scores. This was used to check if the results were consistent. The data through the questionnaires once received was coded and entered into SPSS and was subjected to the Cronbach Alpha test. In this test, the reliability should be larger or equal to 0.7 which would be a satisfactory indicator of internal consistency (Taber 2018).

3.6 Data Collection Procedure

The primary data collection method was employed in this study. Data was collected through online questionnaires distributed via email on a date agreed upon through a phone call as the day to fill and submit the form. This is because there was minimal contact with the respondents because of the COVID 19 protocols set in place to prevent transmission of the disease.

Pre-testing the data collection tool was done through a pilot study and then followed by all the approvals needed from the relevant authorities to collect data. The necessary approvals were from the University of Nairobi who provided a letter as proof of data collection for academic purposes only, and the regulatory body which will be National Commission for Science, Technology and Innovation Nairobi County office gave a permit for the same.

The questionnaire was a hybrid of both structured and unstructured questions and thus will contained both closed and open-ended questions. A five-point Likert scale was used to measure the strength of the responses on the closed questions. Open questions on the other hand gave respondents a chance to say what is important to them and express it in their own words. The data collection tools were filled online and submitted through the same portal back to the researcher for analysis.

The point person from Futbol Mas for the pilot study and then Amani Kibera for the actual study support the exercise by providing the contacts and organized for a visit from the researcher to their offices to introduce themselves and to explain the purpose of the study. These organizations are within the same vicinity and implement their youth projects in the same area. This was helpful once the data collection process was ready for kick-off as the respondents were aware of the study and were expecting to be contacted.

3.7 Data analysis Techniques

This study employed both quantitative and qualitative approaches for data analysis. Once the data was collected: It was analyzed for completeness, then it was entered into a database of responses that was coded according to the sections of the questionnaire which included the background information and the objectives of the study: the qualitative and quantitative data received. The analysis of the data included thematic analysis for qualitative data and descriptive analysis for quantitative data. The Statistical Package for the Social Sciences software was used to analyze descriptive statistics which included Mean, Standard Deviation, Percentages, and Frequencies. Inferential data was analyzed using regression, to measure the strength of the linear association between the two variables of the study which are each of the conflict management strategies and their influence on youth project performance. This was done via the SPSS software and the multiple linear regression model was calculated as below:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = DV Youth project performance

a = y-intercept (constant)

X1 = Compromise Strategy

X2 = Dominating Strategy

X3 = Accommodating Strategy

X4= Integrating Strategy

ε = Error term

The qualitative data generated from open-ended questions was analyzed by using a hybrid of narration accompanied by thematic analysis. Narration was used to report what the respondents said under each objective across the questionnaires. This then led to conclusions about what could be the core narrative or what was the general story we were getting from what the respondents said in relation to the objective. In terms of thematic analysis, the study looked to find any important or interesting patterns in the narrative data under each objective from the different respondents. Thematic analysis of qualitative data was proposed by Braun and Clarke (2006) which involves looking through data to find, analyze, and report any repeated patterns.

Braun and Clarke (2006) have spoken about there being two levels of themes in qualitative analysis which are semantic and latent. Semantic themes can be further described as only the surface meanings of what has been written and nothing beyond what a respondent has said or written as will be in this case. In contrast, the latent analysis will go beyond what has been said to find any underlying assumptions or ideologies that might have shaped or informed the semantic data. The information collected through the open-ended questions will be read, analyzed, and then reported in a narrative form together with the quantitative results.

3.8 Ethical considerations

Ethics refers to the proper standards regulating a person's behavior whilst they perform a particular activity. The researcher obtained authorization from the University of Nairobi and a research permit from NACOSTI to be authorized to collect data for the research. The letter was then made available to Amani Kibera for approval of carrying out the research main activity in their organization for academic purposes. The researcher then wrote an introductory letter that was shared with respondents and organized for a visit to the organization where rapport was created

and let them know the aims and objectives of the study and to get consent to contact them for data collection.

One of the major ethical concerns of this study is that there could be a risk of unfavorable reception when issues of conflict are raised. To counter this, the researcher had a conversation with the management of Amani Kibera to share their research idea and they felt that the finding would be beneficial to them as an organization. This ethical issue was also catered for by ensuring the confidentiality and anonymity of all responses and that any confidential information obtained was not revealed to a third party including their employer.

The survey was set to not collect any personal identifying markers like emails or phone numbers or names. This ensured that the researcher only knew how many questionnaires were sent out and how many were expected back but did not know who specifically wrote what, once the tool was submitted. The researcher respected the respondents' opinions and kept confidentiality by not gathering and keeping personal information or sharing specific responses that could be traced back to specific respondents. The data for research was collected through an online questionnaire which was submitted through a survey software that only the researcher had access to, and the data was not kept saved after analysis of the same was complete.

The researcher sought the required written authority from relevant organizations associated with the study which included the University of Nairobi, NACOSTI, and Amani Kibera. There was also a letter from the organization of study, Amani Kibera, giving their explicit authority to participate in the study with assurance from them that they will be okay with not receiving any primary data from the study, but they will get the final report, and that all data collected, analyzed, and reported will be utilized only for academic purposes.

3.9 Operationalization of Variables

Table 3.3: Operationalization of Variables

Objectives	Variable	Indicator	Measurement scale	Tools of Analysis	Types of Statistical Analysis
To analyze the influence of integrating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.	Independent variable: Integrating strategy	-Participation and dialogue -Permanent and satisfactory solutions -Improved organizational productivity	Ordinal Interval	Mean, SD, Percentages, Frequencies	Descriptive , Inferential & Thematic analysis
To determine the influence of dominating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.	Independent variable: Dominating strategy	- Coercion of personnel -Creation of victors and failures -Stakeholders' involvement	Ordinal Interval	Mean, SD, Percentages, Frequencies	Descriptive , Inferential & Thematic analysis
To ascertain the influence of compromising strategy on project	Independent variable: Compromising strategy	- Short term solutions	Ordinal Interval	Mean, SD, Percentages, Frequencies	Descriptive , Inferential &

performance within youth projects. A case of Amani Kibera, Nairobi County.		<ul style="list-style-type: none"> - Enhancement of team performance - Sharing of power 			Thematic analysis
To assess the influence of accommodating strategy on project performance within youth projects. A case of Amani Kibera, Nairobi County.	<p>Independent variable: Accommodating strategy</p>	<ul style="list-style-type: none"> - Self-sacrificing components - Co-operative actions - Information sharing 	Ordinal Interval	Mean, SD, Percentages, Frequencies	Descriptive, Inferential & Thematic analysis
Performance of Youth Projects in Amani Kibera	<p>Dependent variable: Youth Project performance</p>	<ul style="list-style-type: none"> -Timely project delivery -Project effectiveness -Quality of project deliverables 	Ordinal Interval	Mean, SD, Percentages, Frequencies	Descriptive, Inferential & Thematic analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION, AND DISCUSSION

4.1 Introduction

The findings of the study are presented in this chapter. Analysis of the demographic characteristics as well as the study objectives are analyzed and interpreted in this chapter.

4.2 Questionnaire Return Rate

The study administered a total of 36 questionnaires to the respondents at the Amani Kibera youth community-based organization through the use of Google forms. Thirty (83.3%) of the online questionnaires were duly completed and submitted giving a response rate of 83.3% as shown in Table 4.1. Six of the staff members could not be reached despite many efforts by the researcher to reach them. The response rate was excellent, being above 50.0%, which was excellent for analysis (Mugenda and Mugenda 2003). The respondents were however highly cooperative during the whole process of data collection that allowed the study to achieve this high return rate.

Table 4.1: Questionnaire Return Rate

Response rate	Frequency	Percent
Response	30	83.3
Non-response	6	16.7
Total	36	100.0

4.3 Reliability Analysis

The Cronbach's alpha value was found to be 0.869 for the whole scale. The scale comprised of 30 items with the following variables: Dominating, Compromising, Integrating, Accommodating, and Youth Project Performance, all rated on a 5-point Likert scale (strongly disagree, disagree, neutral, agree, and strongly agree). The details are as shown in Table 4.2

Table 4.2: Analysis of the pilot reliability of the study questionnaire

Variable	Cronbach's Alpha	Comment
Dominating	0.759	Accepted
Compromising	0.733	Accepted
Integrating	0.732	Accepted
Accommodating	0.726	Accepted
Youth project performance	0.799	Accepted
Overall Tool	0.869	Accepted

The overall analysis of the Cronbach alpha for the overall tool was 0.869 which was acceptable for the study. The reliability score should be larger or equal to 0.7 which would be a satisfactory indicator of internal consistency (Taber 2018) and thus this study was reliable.

4.4 Demographic Characteristics of Respondents

This section presents the demographic information of the respondents which included their gender, category of employee, age group, highest education, and years of working experience working with the organization.

4.4.1 Distribution of Respondents by Gender

The respondents were asked to specify their gender, and the findings are as shown in Table 4.3.1

Table 4.3.1: Distribution of Respondents by Gender

	Frequency	Percent
Male	16	53.3
Female	14	46.7
Total	30	100.0

The Table 4.3.1 presents the gender distribution of the respondents, and the results indicate that 16 (53.3%) were male while 14 (46.7%) were female. This implies that there is gender balance in this organization even though statistically there are more men than women, Amani Kibera has achieved a good gender balance in their youth project by recruiting both young men and women to participate in their youth development programs. Therefore, gender will not have a statistical significance in the data analysis.

4.4.2 Distribution of Category of Employee

The respondents were asked to specify the category of employee they belong, and the findings are as shown by Table 4.3.2

Table 4.3.2: Distribution of Category of Employee

	Frequency	Percent
Board member	2	6.7
Project manager	2	6.7
Project officer	4	13.3
Youth group leader	22	73.3
Total	30	100.0

Table 4.4.2 presents the category of employee distribution of the respondents, and the results indicate that 22 (73.3%) of them were youth group leaders who were the majority, followed by 4 (13.3%) project officers, 2 (6.7%) board members, and 2 (6.7%) project managers. This shows that the majority of respondents who are youth group leaders and work with youth in the projects were captured adequately in the data collected.

4.4.3 Distribution of Age of Respondents

The respondents were asked to specify their age category, and the findings are as shown in Table 4.3.3

Table 4.3.3: Distribution of Age of Respondents

	Frequency	Percent
20-29	23	76.7
30-39	4	13.3
40-49	2	6.7
50 and above	1	3.3
Total	30	100.0

Table 4.3.3 presents the distribution of the age of the respondents, and the findings indicate that 23 (76.7%) respondents were between the ages of 20-29 years old, followed by 4 (13.3%) respondents between 30-39 years, 2 (6.7%) respondents between 40-49 years old, and 1 (3.3%) respondent between 50 and above years. These results show that the majority of the respondents fall within the age bracket of youth which is 18-30 which means that the youth are the majority stakeholders in the running of the youth projects at Amani Kibera.

4.4.4 Distribution of Highest Education Achieved

The respondents were asked to specify their highest education achieved, and the findings are as shown in Table 4.3.4

Table 4.3.4: Distribution of Highest Education Achieved

	Frequency	Percent
Secondary (KCSE)	5	16.7
Certificate/Diploma	17	56.7
Undergraduate	7	23.3

Post Graduate Degree	1	3.3
Total	30	100.0

Table 4.3.4 presents the distribution of the highest education achieved, and the results indicate that 17 (56.7%) of the respondents had attained certificate/diploma, followed by Undergraduate with 7 (23.3%) respondents, Secondary with 5 (16.7%) respondents, and post graduate degree with 1 (3.3%) respondent. These results show that the respondents were educated and thus were able to understand and respond effectively to the research questions that the researcher posed.

4.4.5 Distribution of Years of Work Experience

The respondents were asked to specify years of work experience, and the findings are as shown in Table 4.3.5

Table 4.3.5: Distribution of Years of Work Experience

	Frequency	Percent
1-5 years	25	83.3
5-9 years	3	10.0
10-15 years	2	6.7
Total	30	100.0

Table 4.3.5 presents the results of the distribution of years of experience of the respondents, of which 25 (83.3%) of them had 1-5 years of work experience, followed by 3 (10.0%) respondents with 5-9 years, and 2 (6.7%) respondents with 10-15 years of work experience. This implies that the majority of the respondents have experience in youth project implementation and would be able to give an insight on how conflict management would influence performance at Amani Kibera.

4.5 Integrating Strategy of Conflict Management and Performance on Youth Projects

This section looked at the respondents rating on the integrating strategy of conflict management within the organization on a five-point Likert scale of 1 to 5 where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA).

Table 4.4: Integrating Strategy of Conflict Management

	SD (1)	D (2)	N(3)	A (4)	SA (5)	Mean	SD
Top management always gathers all information concerning a conflict from all parties before a conclusion is made	2 (6.7)	1 (3.3)	5 (16.7)	10 (33.3)	12 (40.0)	3.97	1.159
In case of conflict, Top management encourages open communication and dialogue among all employees during the conflict management process	1 (3.3)		2 (6.7)	13 (43.3)	14 (46.7)	4.30	0.877
In case of conflict top management always encourages permanent and satisfactory solutions for all	1 (3.3)	2 (6.7)	8 (26.7)	10 (33.3)	9 (30.0)	3.80	1.064
In cases of conflict top management favors reconciliation as it affects employee's relationship with each other positively	2 (6.7)	2 (6.7)	6 (20.0)	11 (36.7)	9 (30.0)	3.77	1.165
In case of conflict, all parties should always be satisfied with the solution to the conflict to enhance project and organizational productivity	2 (6.7)	4 (13.3)	3 (10.0)	10 (33.3)	11 (36.7)	3.80	1.270
Top management should always seek to improve work relationships among project staff, management and beneficiaries	2 (6.7)		2 (6.7)	7 (23.3)	19 (63.3)	4.37	1.098
Composite Mean						4.00	0.727

The findings on integrating strategy of conflict management indicated that 12 (40.0%) of the respondents strongly agreed that top management always gathers all information concerning a conflict from all parties before a conclusion is made, 10 (33.3%) agreed, 5 (16.7%) were neutral, 2 (6.7%) strongly disagreed, and 1 (3.3%) disagreed. The mean rating and standard deviation for this item was 3.97 and 1.159, which is comparable to the composite mean of 4.00, meaning it contributes positively to the integrating strategy. When respondents were asked in case of conflict, top management encourages open communication and dialogue among all employees during the conflict management process, 14 (46.7%) strongly agreed, 13 (43.3%) agreed, 2 (6.7%) were neutral, while 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 4.30 and 0.877, and this is higher in comparison to the composite mean of 4.00, meaning it contributes positively to the integrating strategy. These two findings coincide with Anono (2018) who found out that integrating strategy of managing conflict is characterized by sharing information within the organization and around the area of conflict, which increases positive employee relationships and improves organizational project performance. Jaden (2015) also found out that encouraging full participation of all parties was a predictor of integrating strategy.

Respondents were then asked in case of conflict, top management always encourages permanent and satisfactory solutions for all, of which 10 (33.3%) agreed, 9 (30.0%) strongly agreed, 8 (26.7%) were neutral, 2 (6.7%) disagreed, while 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.80 and 1.064, and this is lower in comparison to the composite mean of 4.00, meaning it contributes less to the integrating strategy. On whether in cases of conflict top management favors reconciliation as it affects employee's relationships with each other positively, 11 (36.7%) agreed, 9 (30.0%) strongly agreed, 6 (20.0%) were neutral, 2 (6.7%) strongly disagreed, and 2 (6.7%) disagreed. The mean rating and standard deviation for this item was 3.77 and 1.165, and this is lower in comparison to the composite mean of 4.00, meaning it contributes less to the integrating strategy. These findings coincide with Anono (2018) who found out that integrating strategy increases the durability and sustainability of decisions made. Also, Wirawan (2016) found out that mutual satisfaction should be the priority of a conflict resolution strategy.

Respondents were asked in case of conflict, all parties should always be satisfied with the solution to the conflict to enhance project and organizational productivity, of which 11 (36.7%) strongly

agreed, 10 (33.3%) agreed, 4 (13.3%) disagreed, 3 (10.0%) were neutral, and 2 (6.7%) strongly disagreed. The mean rating and standard deviation for this item was 3.80 and 1.270, and this is lower in comparison to the composite mean of 4.00, meaning it contributes less to the integrating strategy. This finding slightly disagrees with Anono (2018) who stated that for a conflict resolutions strategy to be effective all the parties should be satisfied with the solution.

The last statement on whether top management should always seek to improve work relationships among project staff, management, and beneficiaries, 19 (63.3%) strongly agreed, 7 (23.3%) agreed, 2 (6.7%) were neutral, and 2 (6.7%) strongly disagreed. The mean rating and standard deviation for this item was 4.37 and 1.098, and this is higher in comparison to the composite mean of 4.00, meaning it contributes positively to the integrating strategy. These findings coincide with Anono (2018) who found out that integrating strategy improves the relationships between all parties in the organization. Also, Wirawan (2016) found out that mutual satisfaction should be the priority of a conflict resolution strategy.

The respondents were asked for their opinion, how dialogue and reconciliation influence the performance of employees in your organization, and the summary is as shown on Table 4.9

Table 4.4.1: Dialogue and Reconciliation Influence on Project Performance

Response	Frequency (%)
Improved organizational productivity	6 (20.7)
Leads to permanent and satisfactory solutions	13 (44.8)
Leads to permanent and satisfactory solutions and improved organizational performance	7 (24.1)
Participation and dialogue is important	1 (3.4)
Participation and dialogue works only if all are willing to reconcile	2 (6.9)

On how dialogue and reconciliation influence the performance of employees in the organization, 13 (44.8%) mentioned that it leads to permanent and solutions, 7 (24.1%) mentioned that it not only leads to permanent and satisfactory solutions but also improved organizational performance, 6 (20.7%) mentioned that it improves organizational productivity, 2 (6.9%) mentioned that participation and dialogue works only if all are willing to reconcile, and finally 1 (3.4%)

respondent who mentioned that participation and dialogue is important. These results coincide with Anono (2018) in regard to integrating strategy of conflict management.

Next, the respondents were asked how important is it to find solutions to the problem rather than continuing with the project activities because of timelines, and the summary is as shown on Table 5.0

Table 4.4.2: Importance of Finding Solutions to Problems

Reason	Frequency (%)
Permanent and satisfactory solutions affect organizational productivity positively	7 (24.1)
Permanent and satisfactory solutions are important	3 (10.3)
Permanent and satisfactory solutions are important if not found they affect organizational productivity negatively	16 (55.2)
Permanent and satisfactory solutions are important if not found they lead to recurrent similar conflicts	3 (10.3)

On being asked how important it was to find solutions to the problem rather than continuing with the project activities because of timelines, 16 (55.2%) of the respondents mentioned that permanent and satisfactory solutions are important if not resolved they will affect organizational productivity negatively, 7 (24.1%) mentioned that permanent and satisfactory solutions affect organizational productivity positively, 3 (10.3%) mentioned that permanent and satisfactory solutions are just important, while another 3 (10.3%) respondents mentioned that permanent and satisfactory solutions are important if not resolved then they might lead to a recurrence of the conflicts. These two findings coincide with Anono (2018) who found out that integrating strategy of managing conflict is characterized by permanent and satisfactory solutions. These findings can be collaborated by findings from Alhamali (2019) who found out that

Lastly, the respondents were asked if only the parties in conflict should be involved in the conflict resolution process, of which 19 (65.5%) of the 29 respondents disagreed, while 10 (34.5%) agreed, and the summary is as shown in Table 5.1

Table 4.4.3: Involvement of Parties in Conflict Resolution

Response	Reason	Frequency (%)
Yes (10, 34.5%)	Depends on the nature of conflict (confidentiality issues)	7 (70.0)
	No answer	3 (30.0)
No (19, 65.5%)	Participation and dialogue is important / third party involvement as witness	9 (47.4)
	Participation and dialogue is important for organizational learning	3 (15.8)
	Participation and dialogue is important/ for organizational learning / third party input	6 (31.6)
	No answer	1 (5.2)

For the 10 (34.5%) of the respondents that agreed that only the parties in conflict should be involved in the conflict resolution process, 7 (70.0%) of them mentioned that it depends on the nature of conflict especially on confidentiality issues, while 3 (30.0%) did not provide an answer. Of those disagreeing, 9 (47.4%) mentioned that participation and dialogue is important and should have third party involvement as witness, 6 (31.6%) mentioned that not only is participation and dialogue important, but also there is organizational learning, and the process also should involve third party, and finally 3 (15.8%) mentioned that participation and dialogue is only important for organizational learning. These two findings coincide with Anono (2018) who found out that integrating strategy of managing conflict is characterized by sharing information within the organization and around the area of conflict, which increases positive employee relationships and improves organizational project performance.

4.5.2 Inferential Analysis

The study sought to determine the relationship between integrating strategy of conflict management and performance of youth projects with the use of Pearson Correlation Coefficient. The results of the Pearson Correlation Coefficient are as shown on Table 4.4.4.

Table 4.4.4: Integrating Strategy of Conflict Management and Performance of Youth Projects

Variable	Performance of Youth Projects	
Integrating Strategy of Conflict Management	Pearson Correlation	0.770**
	Sig. (2-Tailed)	0.000
	n	30

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

The Pearson Correlation results of 0.770 and a p-value of <0.001 indicate a strong positive correlation and statistically significant association between integrating strategy of conflict management and performance of youth projects. This agrees with findings from Anono (2018) and Sammy (2016). There is a significant influence of integrating strategy on the performance of youth projects. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy had a significant positive influence on the performance of organizations, teams, and projects.

4.6 Dominating Strategy of Conflict Management and Performance on Youth Projects

This section looked at the respondents rating on the dominating strategy of conflict management within the organization on a five-point Likert scale of 1 to 5 where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA).

Table 4.6.1: Dominating Strategy of Conflict Management

	SD (1)	D (2)	N(3)	A (4)	SA (5)	Mean	SD
Top management making all decisions about project implementation improve relationships between the project staff	3 (10.0)	8 (26.7)	7 (23.3)	12 (40.0)		2.93	1.048
Top management making all decisions in case of a conflict affects morale negatively		5 (16.7)	6 (20.0)	19 (63.3)		3.47	0.776

Top management making all decisions, in case of a conflict, avoids the creation of victors and failures in the matter	1 (3.3)	5 (16.7)	10 (33.3)	14 (46.7)	3.23	0.858
Depending on how top management handles conflict team dynamics can be enhanced		1 (3.3)	5 (16.7)	24 (80.0)	3.77	0.504
Top management always involves all stakeholders in decision making concerning project outcomes		3 (10.0)	2 (6.7)	25 (83.3)	3.73	0.640
In case of conflict among the stakeholders, management always encourages an amicable solution that is supported by the majority involved	1 (3.3)	3 (10.0)	6 (20.0)	20 (66.7)	3.50	0.820
Composite Mean					3.44	0.443

The findings on dominating strategy of conflict management indicated that 12 (40.0%) of the respondents agreed that top management making all decisions about project implementation improve relationships between the project staff, 8 (26.7%) disagreed, 7 (23.3%) were neutral, and 3 (10.0%) strongly disagreed. The mean rating and standard deviation for this item was 2.93 and 1.048, which is lower in comparison to the composite mean of 3.44, meaning it contributes less to the dominating strategy. These findings collaborate with Alajekwu and Alejekwu (2018) who found out that making decisions on behalf of staff was an indicator of dominating strategy, this is collaborated by Sammy (2016) and Anono (2018).

When respondents were asked whether if top management making all decisions in case of a conflict affects morale negatively, 19 (63.3%) agreed, 6 (20.0%) were neutral, while 5 (16.7%) disagreed. The mean rating and standard deviation for this item was 3.47 and 0.776, and this is higher in comparison to the composite mean of 3.44, meaning it contributes positively to the dominating strategy. These findings collaborate with Alajekwu and Alejekwu (2018) who found out that making decisions on behalf of staff affected the morale of staff negatively, this is collaborated by the findings of Anono (2018) and Sammy (2016).

Respondents were then asked whether if top management making all decisions, in case of a conflict, avoids the creation of victors and failures in the matter, of which 14 (46.7%) agreed, 10

(33.3%) were neutral, 5 (16.7%) disagreed, while 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.23 and 0.858, and this is lower in comparison to the composite mean of 3.44, meaning it contributes less to the dominating strategy. These findings collaborated with the findings of Sammy (2016), Anono (2018), and Jaden (2015) who found out that an indicator of dominating is that there is a creation of victors and losers in the matter leading to cases of recurrent conflicts.

On depending on how top management handles conflict, team dynamics can be enhanced, 24 (80.0%) agreed, 5 (16.7%) were neutral, and 1 (3.3%) disagreed. The mean rating and standard deviation for this item was 3.77 and 0.504, and this is higher in comparison to the composite mean of 3.44, meaning it contributes positively to the dominating strategy. These findings collaborated with Alhamali (2019) who found out that team dynamics are affected by the conflict management strategies in an organization. Tumwebaze, Wandiba, Osunsan (2020) came to the same findings.

Respondents were asked if top management always involves all stakeholders in decision making concerning project outcomes, of which 25 (83.3%) agreed, 3 (10.0%) disagreed, and 2 (6.7%) were neutral. The mean rating and standard deviation for this item was 3.73 and 0.640, and this is higher in comparison to the composite mean of 3.44, meaning it contributes positively to the dominating strategy. This finding collaborated the findings of Anono(2018), Sammy (2016) , and Alajekwu and Alejekwu (2018) who said that in cases of dominating there is no stakeholder engagement, this shows that dominating strategy is not that common at Amani Kibera.

The last statement asked the respondents, in case of conflict among the stakeholders, management always encourages an amicable solution that is supported by the majority involved, 20 (66.7%) agreed, 6 (20.0%) were neutral, 3 (10.0%) disagreed, and 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.50 and 0.820, and this is comparable to the composite mean of 3.44. This finding collaborated with the findings of Anono(2018), Sammy (2016), and Alajekwu and Alejekwu (2018) who said that in cases of dominating there is no stakeholder engagement, this shows that dominating strategy is not that common at Amani Kibera.

The respondents were asked whether the dominating strategy of conflict management is suitable in some cases of conflict at their workplace, of which 19 (65.5%) of the 29 who responded agreed,

and 10 (34.5%) disagreed. Only 23 (79.3%) of the 29 respondents gave a reason for their response, and the summary is as shown on Table 4.6.2.

Table 4.6.2 Role of Dominating Strategy of Conflict Management

Response	Reason	Frequency (%)
Yes (19, 65.5%)	Dependent on nature of conflict	3 (15.8)
	To save program from manipulation, time wastage and deadlock	12 (63.1)
	No answer	4 (21.1)
No (10, 34.5%)	All stakeholder's involvement matters	8 (80.0)
	No answer	2 (20.0)

For the 19 (65.5%) respondents that agreed that dominating strategy of conflict management was suitable, only 15 (78.9%) gave reasons, of which 12 (63.2%) of them stated that it helps to save the program from manipulation, time wastage and deadlock, while 3 (15.8%) mentioned that is was dependent on the nature of conflict. The 10 (34.5%) respondents that disagreed, only 8 (80.0%) gave reasons, of which they mentioned that all stakeholder's involvement mattered.

Next, the respondents were asked whether the project manager should maintain the sole role in making decisions about conflict that might arise during project implementation, of which 17 (58.6%) of the 29 respondents disagreed, and 12 (41.4%) agreed. Only 22 (75.9%) of the 29 respondents gave a reason for their response, and the summary is as shown on Table 4.6.3.

Table 4.6.3: Project Manager and Role of Decision Maker

Response	Reason	Frequency (%)
Yes (12, 41.4%)	Avoid creation of victors and failures in the conflict	2 (16.6)
	To save program from manipulation, time wastage and deadlock	5 (41.7)
	No answer	5 (41.7)

No (17, 58.6%)	All stakeholder's involvement matters	15 (88.2)
	No answer	2 (11.8)

For the 17 (58.6%) respondents that disagreed that the project manager should maintain the sole role in making decisions about conflict, only 15 (88.2%) gave reasons, of which they mentioned that all stakeholders' involvement matters. Of the 12 (41.4%) respondents that agreed, 5 (41.7%) mentioned that it would save the program from manipulation, time wastage, and deadlock, and also possible coercion of personnel, 2 (16.6%) mentioned that it would avoid the creation of victors and failures in the conflict, and 2 (16.6%) did not offer an explanation. This agreed with the findings of Anono (2018) on the importance of stakeholder involvement.

Lastly, the respondents were asked if quick decision-making on the way forward was more important in times of conflict, of which 21 (72.4%) of the 29 respondents disagreed, and 8 (27.6%) agreed. Only 23 (79.3%) of the 29 respondents gave a reason for their response, and the summary is as shown on Table 4.6.4.

Table 4.6.4 Decision Making in Times of Conflict

Response	Reason	Frequency (%)
Yes (8, 27.6%)	To save the program from manipulation, time wastage and deadlock	6 (75.0)
	No answer	2 (25.0)
No (21, 72.4%)	All stakeholder's involvement matters	17 (81.0)
	No answer	4 (19.0)

For the 21 (72.4%) respondents that disagreed that quick decision making on the way forward is more important in times of conflict, only 17 (81.0%) gave reasons, of which they mentioned that all stakeholder's involvement matters. Of the 8 (27.6%) respondents that agreed, 6 (75.0%) mentioned that it would save the program from manipulation, time wastage and deadlock, and also possible coercion of personnel, while only 2 (25.0%) of them did not offer an explanation.

The issue of nature of conflict and time needed to handle the conflict has come up in this section where respondents most of the respondents felt that time in project implementation was of not of importance if all stakeholders are not involved and the nature of conflict would also be a factor on if dominating would be the best way forward which collaborated with the other research done. This finding collaborated with the findings of Anono (2018), Sammy (2016), Alhamali (2020), and Alajekwu and Alejekwu (2018) who said that in cases of conflict the right type of strategy for the conflict should be selected. This diverged from the findings of Anono (2018) and Jaden (2015) who found out that time was a significant factor in choosing dominating strategy in organizations when solving conflicts.

4.6.1 Inferential Analysis

The study sought to determine the relationship between dominating strategy of conflict management and the performance of youth projects with the use of the Pearson Correlation Coefficient. The results of the Pearson Correlation Coefficient are as shown on Table 4.6.5

Table 4.6.5 Dominating Strategy of Conflict Management and Performance of Youth Projects

Variable	Performance of Youth Projects	
Dominating Strategy of Conflict Management	Pearson Correlation	0.454*
	Sig. (2-Tailed)	0.012
	n	30

* Correlation is significant at the 0.05 level (2-tailed)

The Pearson Correlation results of 0.454 and a p-value = 0.012 indicate a moderate positive correlation and statistically significant association between dominating strategy of conflict management and the performance of youth projects. This diverges from Alhamali (2019) and Alejukwu and Alejukwu (2018) who found out that dominating strategy had a negative correlation to performance. This implies that there is a positive influence of dominating strategy on the performance of youth projects. This diverges from Alhamali (2019) and Alejukwu and Alejukwu (2018) who found out that dominating strategy had a negative correlation to performance.

4.7 Compromising Strategy of Conflict Management and Performance on Youth Projects

This section looked at the respondents rating on the compromising strategy of conflict management within the organization on a five-point Likert scale of 1 to 5 where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA).

Table 4.7.1 Compromising Strategy of Conflict Management

	SD (1)	D (2)	N(3)	A (4)	SA (5)	Mean	SD
In case of conflict Top Management should use compromise for a temporary agreement while exploring for a win-win plan	1 (3.3)	4 (13.3)	6 (20.0)	16 (53.3)	3 (10.0)	3.53	0.973
In case of conflict compromise leads to short term solutions which are unsatisfactory		8 (26.7)	7 (23.3)	11 (36.7)	4 (13.3)	3.37	1.033
In case of conflict compromising makes the solution somewhat positive for everyone and clears the conflict up quickly and amicably		2 (6.7)	11 (36.7)	15 (50.0)	2 (6.7)	3.57	0.728
In case of conflict compromise will maintain cordial relationships between project staff, the management, and the beneficiaries		3 (10.0)	5 (16.7)	21 (70.0)	1 (3.3)	3.67	0.711
In case of a conflict, compromise is fine if the end result is a fair share for all involved		2 (6.7)	3 (10.0)	18 (60.0)	7 (23.3)	4.00	0.788
In case of conflict, top management using compromise encourages an all-inclusive decision-making process		3 (10.0)	4 (13.3)	15 (50.0)	8 (26.7)	3.93	0.907
Composite Mean						3.68	0.514

The findings on compromising strategy of conflict management indicated that 16 (53.3%) of the respondents agreed that in case of conflict, top management should use compromise for a

temporary agreement while exploring for a win-win plan, 6 (20.0%) were neutral, 4 (13.3%) disagreed, 3 (10.0%) strongly agreed, while 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.53 and 0.973, which is lower in comparison to the composite mean of 3.68, meaning it contributes less to the compromising strategy. When respondents were asked in case of conflict, compromise leads to short-term solutions which are unsatisfactory, 11 (36.7%) agreed, 8 (26.7%) disagreed, 7 (23.3%) were neutral, while 4 (13.3) strongly agreed. The mean rating and standard deviation for this item was 3.37 and 1.033, and this is lower in comparison to the composite mean of 3.68, meaning it contributes less to the compromising strategy. This analysis agrees to an extent with the findings of Ndulue and Ekechukwu (2016) where they found out that compromise works best in conditions where a temporary solution is needed urgently or in circumstances whereby both sides have similar vital goals that need to be achieved. This agrees with Anono (2018) who found out in her research that that compromising strategy helps organizations find a quick middle ground that helps maintain productivity in the organization.

Respondents were then asked in case of conflict, compromising makes the solution somewhat positive for everyone and clears the conflict up quickly and amicably, of which 15 (50.0%) agreed, 11 (36.7%) were neutral, 2 (6.7%) disagreed, and 2 (6.7%) strongly agreed. The mean rating and standard deviation for this item was 3.57 and 0.728, and this is lower in comparison to the composite mean of 3.68, meaning it contributes less to the compromising strategy. This analysis agreed with the findings of Ndulue and Ekechukwu (2016) where they found that the Compromise strategy entails that each party in a conflict will surrender certain interests in order to allow peace to triumph. Likewise, Tumwebaze and Wandiba (2020) found out that people preferred to accommodate the wishes of their colleagues especially if they are friends and from time to time compromised whenever it comes to issues of solving problems among them at the workplace.

On whether, in case of conflict, compromise will maintain cordial relationships between project staff, the management, and the beneficiaries, 21 (70.0%) agreed, 5 (16.7%) were neutral, 3 (10.0%) disagreed, and 1 (3.3%) strongly agreed. The mean rating and standard deviation for this item was 3.67 and 0.711, and this is comparable to the composite mean of 3.68, meaning it contributes positively to the compromising strategy. Furthermore, in case of a conflict, compromise is fine if the end result is a fair share for all involved, of which 18 (60.0%) agreed, 7 (23.3%) strongly

agreed, 3 (10.0%) were neutral, and 2 (6.7%) disagreed. The mean rating and standard deviation for this item was 4.00 and 0.788, and this is higher in comparison to the composite mean of 3.68, meaning it contributes positively to the compromising strategy. Both these instances can be collaborated by Tumwebaze and Wandiba (2020) whose findings found out that people working together would prefer to talk things over or allow the other to win sometimes even if they feel that the other is on the wrong for the sake of a peaceful work environment or they could go further and ignore the conflict noting it as baseless to pursue and thus focus on things work.

The last statement asked the respondents, whether in case of conflict, top management using compromise encourages an all-inclusive decision-making process, of which 15 (50.0%) agreed, 8 (26.7%) strongly agreed, 4 (13.3%) were neutral, and 3 (10.0%) disagreed. The mean rating and standard deviation for this item was 3.93 and 0.907, and this is higher to the composite mean of 3.68, meaning it contributes positively to the compromising strategy. These results agree with Anono (2018) who in her research found out that that compromising strategy helps organizations find a quick middle ground that helps maintain productivity and encourages equal sharing of power among parties involved, which encourages an all-inclusive decision-making process.

The respondents were asked for their opinion on how individual personalities affect conflict management at their workplace, and the summary is as shown in Table 4.7.2.

Table 4.7.2 Individual Personality on Influence of Conflict Management

Opinion	Frequency (%)
Taking into account personalities in conflict management affects project performance negatively	13 (44.8)
Taking into account personalities in conflict management enhances project performance	13 (44.8)
Taking into account personalities leads to short term solutions	2 (6.9)
No answer	1 (3.4)

Thirteen (44.8%) respondents were of the opinion that taking into account personalities in conflict management affects the performance negatively, and another 13 (44.8%) were of the opinion that

it enhances team performance, and only 2 (6.9%) were of the opinion that it leads to short term solutions, while only 1 (3.4%) gave no opinion. These results show that there is a tie between if personalities should be considered with an equal number saying they should be considered in regard to project performance. This finding corresponds to Goudge (2016) who asserted that there needs to be time and resources taken to figure out how to solve a certain conflict while looking at the underlying issues and personalities can be one of these issues at Amani Kibera.

Next, the respondents were asked for their opinion if a compromise in conflict situations influences project performance, of which 29 (96.6%) of the 30 agreed, and only 1 (3.4%) disagreed. Only 22 (75.9%) of the 30 respondents gave a reason for their response, and the summary is as shown in Table 4.7.3.

Table 4.7.3 Compromise in Conflict Situations and Influence on Project Performance

Response	Opinion	Frequency (%)
Yes (29, 96.6%)	Affects project performance negatively	12 (42.9)
	Depends on the conflict	3 (10.7)
	Enhances project performance	7 (25.0)
	No answer	6 (21.4)
No (1, 3.4%)	No answer	1 (100.0)

For the 29 (96.6%) respondents that agreed that compromise in conflict situations influence project performance, 12 (42.9%) respondents were of the opinion that it affects the project performance negatively, 7 (25.0%) were of the opinion that it enhances the project performances positively, while only 3 (10.7%) of them mentioned that it all depends on the conflict. There was no opinion from the respondent that disagreed. Lastly, the respondents were asked for their opinion, how important the relationship between management and employees & employee and employee affect project performance, and the summary is as shown on Table 4.7.4.

Table 4.7.4 Staff Relationship and Influence on Project Performance

Opinion	Frequency (%)
Enhances project performance	8 (27.6)

Enhances project performance and power sharing	18 (62.1)
Enhances or affects negatively project performance depending on the conflict	1 (3.4)
Enhances sharing of power	1 (3.4)
No power sharing	1 (3.4)

Eighteen (62.1%) of the respondents were of opinion that the relationship between management and employees, employee and employee, affect project performance as it enhances team performance and allows for power sharing. 8 (27.6%) mentioned that it only enhances team performance. One (3.4%) of the respondent mentioned that it may enhance or affect negatively the team performance depending on the conflict, another 1 (3.4%) mentioned that it enhances sharing of power, while 1 (3.4%) mentioned that there is no power sharing. Anono (2018) in her research found out that that compromising strategy helps organizations find a quick middle ground that helps maintain productivity in the organization and that compromising strategy encourages equal sharing of power among parties involved, which encourages an all-inclusive decision-making process. These findings also collaborate with Alhamali (2019) who found out that compromising had a positive influence on team dynamics and performance.

4.7.1 Inferential Analysis

The study sought to determine the relationship between compromising strategy of conflict management and performance of youth projects with the use of Pearson Correlation Coefficient. The results of the Pearson Correlation Coefficient are as shown on Table 4.7.5.

Table 4.7.5 Compromising Strategy of Conflict Management and Performance of Youth Projects

Variable		Performance of Youth Projects
Compromising Strategy of Conflict Management	Pearson Correlation	0.500**
	Sig. (2-Tailed)	0.005
	n	30

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

The Pearson Correlation results of 0.500 and a p-value = 0.005 indicate a moderate positive correlation and statistically significant association between compromising strategy of conflict management and performance of youth projects. These findings correlate to the findings of Tumwebaze and Wandiba (2020), Alhamali (2019), and Anono (2018) who found that compromise significantly influences performance. This implies that there is a positive influence of compromising strategy on the performance of youth projects. This correlates with Tumwebaze and Wandiba (2020) who stated that there is a significant positive influence of compromise on employee performance. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that Compromising had a positive influence on team dynamics and performance.

4.7 Accommodating Strategy of Conflict Management and Performance on Youth Projects

This section looked at the respondents rating on the accommodating strategy of conflict management within the organization on a five-point Likert scale of 1 to 5 where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5= Strongly Agree (SA).

Table 4.8.1: Accommodating Strategy of Conflict Management

	SD (1)	D (2)	N(3)	A (4)	SA (5)	Mean	SD
In cases of conflict, it is always better that personal needs are overlooked in favor of the majority needs	4 (13.3)	4 (13.3)	8 (26.7)	10 (33.3)	4 (13.3)	3.20	1.243
In times of conflict, it is always better if there is submission or yielding of both parties in conflict	4 (13.3)	6 (20.0)	1 (3.3)	17 (56.7)	2 (6.7)	3.23	1.251
Top management should always look at different solutions to one problem and create a synthesis of solutions			5 (16.7)	16 (53.3)	9 (30.0)	4.13	0.681
Top management should always be accommodating as it improves the performance of the youth project		2 (6.7)	3 (10.0)	18 (60.0)	7 (23.3)	4.00	0.788
Top management should always collect and act on information in ways			2 (6.7)	18 (60.0)	10 (33.3)	4.27	0.583

to make everyone comfortable with each other to avoid conflict						
It is always important for project staff to share information with each other about what is causing the conflict	3 (10.0)	4 (13.3)	13 (43.3)	10 (33.3)	4.00	0.947
Composite Mean					3.81	0.455

The findings on accommodating strategy of conflict management indicated that 10 (33.3%) of the respondents agreed that in cases of conflict, it is always better that personal needs are overlooked in favor of the majority needs, 8 (26.7%) were neutral, 4 (13.3%) strongly agreed, 4 (13.3%) disagreed, and 4 (13.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.20 and 1.243, which is lower in comparison to the composite mean of 3.81, meaning it contributes less to the accommodating strategy. When respondents were asked whether in times of conflict, it is always better if there is submission or yielding of both parties in conflict, 17 (56.7%) agreed, 6 (20.0%) disagreed, 4 (13.3%) strongly disagreed, 2 (6.7%) strongly agreed, while 1 (3.3%) was neutral. The mean rating and standard deviation for this item was 3.23 and 1.251, and this is lower in comparison to the composite mean of 3.81, meaning it contributes less to the accommodating strategy. These findings coincide with Anono (2018) who opined that the self-sacrificing component associated with adopting the accommodating strategy to manage organizational conflict results in a positive performance.

Respondents were then asked if top management should always look at different solutions to one problem and create a synthesis of solutions, of which 16 (53.3%) agreed, 9 (30.0%) strongly agreed, and 5 (16.7%) were neutral. The mean rating and standard deviation for this item was 4.13 and 0.681, and this is higher in comparison to the composite mean of 3.81, meaning it contributes positively to the accommodating strategy. On whether top management should always be accommodating as it improves the performance of the youth project, 18 (60.0%) agreed, 7 (23.3%) strongly agreed, 3 (10.0%) were neutral, and 2 (6.7%) disagreed. The mean rating and standard deviation for this item was 4.00 and 0.788, and this higher than the composite mean of 3.81, meaning it contributes positively to the accommodating strategy. Anono (2018) opined that the administration should make sure that those involved in the unpleasant situation are catered for, this

would work best for conflicts that are recurrent but have been solved in various ways before. These findings have collaborated with Ahamali (2019)

Respondents were asked whether top management should always collect and act on information in ways to make everyone comfortable with each other to avoid conflict, of which 18 (60.0%) agreed, 10 (33.3%) strongly agreed, and 2 (6.7%) were neutral. The mean rating and standard deviation for this item was 4.27 and 0.583, and this is higher in comparison to the composite mean of 3.81, meaning it contributes positively to the accommodating strategy. The last statement asked the respondents if it is always important for project staff to share information with each other about what is causing the conflict, of which 13 (43.3%) agreed, 10 (33.3%) strongly agreed, 4 (13.3%) were neutral, and 3 (10.0%) disagreed. The mean rating and standard deviation for this item was 4.00 and 0.947, and this is higher to the composite mean of 3.81, meaning it contributes positively to the accommodating strategy. Anono (2018) opined that strategy is connected to cooperative actions that involve giving one’s interests a back stance in order to satisfy the rest. It involves sharing of information and redeeming social credits later (Loehr 2017).

The respondents were asked if the accommodating strategy of conflict management encourages harmony in the organization and thus improves the performance of the project, and the summary is as shown on Table 4.8.2.

Table 4.8.2: Accommodating Strategy and Harmony in Organization

Response	Reason	Frequency (%)
Yes (29, 100.0%)	Encourages cooperative actions and information sharing	21 (72.4)
	Employees feel motivated	1 (3.4)
	Affects project performance positively	1 (3.4)
	No answer	6 (20.7)

All respondents agreed that accommodating strategy of conflict management encourages harmony in the organization and thus improves the performance of the project, of which 21 (72.4%) mentioned that it encourages cooperative actions and information sharing, 1 (3.4%) mentioned that

employees will feel motivated, and 1 (3.4%) mentioning that it affects project performance positively. Anono (2018) opined that strategy is connected to cooperative actions that involve giving one's interests a back stance in order to satisfy the rest which leads to better project performance these findings are collaborated by Alhamali (2019).

Next, the respondents were asked if it is always important for top management to know about personal views about a conflict which will enable them to know how it should be best handled, of which 28 (96.6%) of the 29 respondents agreed, and only 1 (3.4%) disagreed. Only 26 (89.7%) of the 29 respondents gave a reason for their response, and the summary is as shown on Table 4.7.4.

Table 4.8.3: Importance of Top Management on Personal Views of Conflicts

Response	Reason	Frequency (%)
Yes (28, 96.6%)	Encourages cooperative actions and information sharing which influence project performance	10 (35.7)
	Leads to permanent and satisfactory solutions	3 (10.8)
	Participation and dialogue from all stakeholders is important	2 (7.1)
	Personal views are root cause of conflict	4 (14.3)
	To enhance diversity in solutions	7 (25.0)
	No answer	2 (7.1)
No (1, 3.4%)	No answer	1 (100.0)

For the 28 (96.6%) respondents that agreed, 10 (35.7%) respondents mentioned that it encourages cooperative actions and information sharing which influence performance, 7 (25.0%) mentioned that it enhances diversity in solutions, 4 (14.3%) of them mentioned that personal views are root cause of conflict, and 3 (10.8%) mentioned that it leads to permanent and satisfactory solutions. There was no opinion from the respondent that disagreed. This was an interesting perspective that was not present in other research that was reviewed.

Lastly, the respondents were asked if it is always possible for the management, project staff, and beneficiaries to co-exist even if they don't agree on certain ways of doing things, of which 25

(86.2%) of the 29 respondents agreed they can co-exist, while 4 (13.8%) disagreeing, and the summary is as shown.

Table 4.8.4 Staff and Co-existence in Times of Conflict

Response	Reason	Frequency (%)
Yes (25, 86.2%)	Cooperative actions and information sharing are more important than personal relationships	7 (28.0)
	Self-sacrificing components influence project performance positively	10 (40.0)
	No answer	8 (32.0)
No (4, 13.8%)	Self-sacrificing components influence project performance negatively	4 (100.0)

Ten (40.0%) of the respondents that agreed mentioned that self-sacrificing components influence project performance positively, and 7 (28.0%) mentioned that cooperative actions and information sharing are more important than personal relationships. Of those that disagreed, all mentioned that self-sacrificing components influence project performance negatively. This collaborated with the findings of Anono (2018).

4.7.1 Inferential Analysis

The study sought to determine the relationship between the accommodating strategy of conflict management and the performance of youth projects with the use of the Pearson Correlation Coefficient. The results of the Pearson Correlation Coefficient are as shown in Table 4.8.5

Table 4.8.5 Accommodating Strategy of Conflict Management and Performance of Youth Projects

Variable	Performance of Youth Projects	
Accommodating Strategy of Conflict Management	Pearson Correlation	0.509**
	Sig. (2-Tailed)	0.004
	n	30

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

The Pearson Correlation results of 0.509 and a p-value = 0.004 indicate a moderate positive correlation and statistically significant association between the accommodating strategy of conflict management and the performance of youth projects. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that accommodating strategy had a positive influence on team dynamics and performance. This implies that there is a significant influence of accommodating strategy on the performance of youth projects. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that accommodating had a positive influence on team dynamics and performance.

4.8 Performance on Youth Projects

This section looked at the respondents rating on the dependent variable performance of youth projects on a five-point Likert scale of 1 to 5 where 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A), and 5= Strongly Agree (SA).

Table 4.9.1 Performance of Youth Projects

	SD (1)	D (2)	N(3)	A (4)	SA (5)	Mean	SD
The method of conflict management currently employed within the youth projects keeps all staff motivated to work	1 (3.3)	5 (16.7)	4 (13.3)	12 (40.0)	8 (26.7)	3.70	1.149
Motivation to perform is always affected by how conflict is managed at the organization		2 (6.7)	2 (6.7)	20 (66.7)	6 (20.0)	4.00	0.743
Youth Project staff always participate in decision-making on issues that affect them and their jobs	1 (3.3)	2 (6.7)	3 (10.0)	17 (56.7)	7 (23.3)	3.90	0.960
Top management always involves all stakeholders when making decisions about the youth project and its performance		3 (10.0)	6 (20.0)	13 (43.3)	8 (26.7)	3.87	0.937
The quality and amount of work produced is always dependent on good relations		4 (13.3)	4 (13.3)	10 (33.3)	12 (40.0)	4.00	1.050

between the youth, project staff, and management								
Quality of work produced in the youth projects is always dependent on positive team dynamics	1 (3.3)	1 (3.3)	5 (16.7)	12 (40.0)	11 (36.7)	4.03	0.999	
Composite Mean						3.92	0.693	

The findings on the performance of youth projects indicated that 12 (40.0%) of the respondents agreed that the method of conflict management currently employed within the youth projects keeps all staff motivated to work, 8 (26.7%) strongly agreed, 5 (16.7%) disagreed, 4 (13.3%) were neutral, and 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.70 and 1.149, which is lower in comparison to the composite mean of 3.92, meaning it contributes negatively to the performance of youth projects. When respondents were asked whether motivation to perform is always affected by how conflict is managed at the organization, 20 (66.7%) agreed, 6 (20.0%) strongly agreed, 2 (6.7%) were neutral, and 2 (6.7%) disagreed. The mean rating and standard deviation for this item was 4.00 and 0.743, and this is comparable to the composite mean of 3.92, meaning it contributes positively to the performance of youth projects. These findings are in line with Huy (2020) who found out that job performance is influenced by motivation, working atmosphere, management, and personal expertise. Anono (2018) also found that in order to recognize and understand how the performance can be maintained, the administration must look at the crucial factors that influence performance motivation being one of them. Furthermore, employees performing well at work is affected by motivation (Dukhan et al 2017), if employees are motivated and feel inspired about their jobs then they will put in more energy, and thus performing better than unmotivated employees. Conflict management can be seen in this study as influencing the motivation of employees to perform.

Respondents were then asked if youth project staff always participate in decision-making on issues that affect them and their jobs, of which 17 (56.7%) agreed, 7 (23.3%) strongly agreed, 3 (10.0%) were neutral, 2 (6.7%) disagreed, and 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 3.90 and 0.960, which is comparable to the composite mean of 3.92, meaning it contributes positively to the performance of youth projects. These findings are in line

with what we observed in objective one where Integrating strategy was seen to have significant influence on the performance of youth projects. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy whose indicator is participation had significant positive influence on performance of organizations, teams and projects.

On whether top management always involves all stakeholders when making decisions about the youth project and its performance, 13 (43.3%) agreed, 8 (26.7%) strongly agreed, 6 (20.0%) were neutral, and 3 (10.0%) disagreed. The mean rating and standard deviation for this item was 3.87 and 0.937, and this lower than the composite mean of 3.92, meaning it contributes less to the performance of youth projects. These findings are in line with what we observed in objective one where Integrating strategy was seen to have a significant influence on the performance of youth projects. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy whose indicator is participation had a significant positive influence on performance of organizations, teams and projects. Showing that conflict management has an influence on performance.

Respondents were asked if the quality and amount of work produced is always dependent on good relations between the youth, project staff, and management, of which 12 (40.0%) strongly agreed, 10 (33.3%) agreed, 4 (6.7%) were neutral, and 4 (6.7%) disagreed. The mean rating and standard deviation for this item was 4.00 and 1.050, and this is comparable to the composite mean of 3.92, meaning it contributes positively to the performance of youth projects. These findings correlate with the third objective findings where we have seen that there is a significant influence of accommodating strategy on the performance of youth projects. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that accommodating had a positive influence on team dynamics and performance. Showing that conflict management has an influence on performance.

The last statement asked the respondents if the quality of work produced in the youth projects is always dependent on positive team dynamics, of which 12 (40.0%) agreed, 11 (36.7%) strongly agreed, 5 (16.7%) were neutral, 1 (3.3%) disagreed, and 1 (3.3%) strongly disagreed. The mean rating and standard deviation for this item was 4.03 and 0.999, which is higher to the composite mean of 3.92, meaning it contributes positively to the performance of youth projects. These

findings correlate with the third objective findings where we have seen that there is a significant influence of accommodating strategy on the performance of youth projects. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that accommodating had a positive influence on team dynamics and performance. Showing that conflict management has an influence on performance. Also, Anono (2018) in her research found out that that compromising strategy helps organizations find a quick middle ground that helps maintain productivity in the organization and that compromising strategy encourages equal sharing of power among parties involved, which encourages an all-inclusive decision-making process. Showing that conflict management has an influence on performance.

The respondents were asked for their opinion, if the youth project performance is greatly influenced by how conflict is managed in your organization, and the summary is as shown on Table 4.9.2.

Table 4.9.2 Youth Project Performance and Management of Conflict

Reason	Frequency (%)
Conflict management does not influence project performance	12 (85.7)
Conflict management influence project performance positively	2 (14.3)

Only 14 respondents gave their opinion, of which 12 (85.7%) mentioned that conflict management does not influence project performance, and 2 (14.3%) mentioned that conflict management influence project performance positively. These correlate with the discussions above showing that conflict management has an influence on performance. This agrees with Alajekwu and Alejekwu (2018) whose findings were that organizational conflict among teaching staff, administrators, and non-teaching staff have no significant positive relationship with the institution's performance.

Next, the respondents were asked for their opinion whether the youth project performance be improved in their organization in relation to the conflict management practices at the time, and the summary is as shown on Table 4.8.3.

Table 4.9.3 Conflict Management and Improvement of Youth Project Performance

Reason	Frequency (%)
Project performance is influenced positively if there are permanent and satisfactory solutions	2 (16.7)
Provision of conflict management training	1 (8.3)
The strategies in place at the moment influence project performance positively	7 (58.4)
There should be learnings from past conflicts to solve better conflicts in future	1 (8.3)
There should be more dialogue and participation	1 (8.3)

Only 12 respondents gave their opinion on whether the youth project performance can be improved in their organization in relation to the conflict management practices at the time, of which 7 (58.4%) mentioned that the strategies in place at the moment influence project performance positively, 2 (16.7%) mentioned that performance is influenced positively if there are permanent and satisfactory solutions, while 1 (8.3%) mentioned that there should be provision of conflict management training, 1 (8.3%) other, who mentioned that there should be learnings from past conflicts to solve better conflicts in future, and lastly 1 (8.3%) respondent who mentioned that there should be more dialogue and participation. These finding align with above where we have seen that the staff at Amani Kibera prefer permanent and satisfactory solutions and stakeholder engagement. These findings are in line with what we observed in objective one where Integrating strategy was seen to have significant influence on the performance of youth projects. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy whose indicator is participation had significant positive influence on performance or organizations, teams and projects. Showing that conflict management has an influence on performance.

Lastly, the respondents were which strategy was more commonly used in their organization to solve conflicts with projects, and if it was effective, and the summary is as shown Table 4.9.4.

Table 4.9.4 Strategy Commonly Used in The Organization

Strategy	Frequency (%)
Accommodating strategy	8 (27.6)
Dominating strategy	2 (6.9)
Integrating strategy	13 (44.8)
Third party intervention	2 (6.9)
Depends on the conflict	1 (3.4)
Not sure	3 (10.3)

Thirteen (44.8%) mentioned that their organization used integrating strategy to solve conflicts with projects, while 8 (27.9%) mentioned accommodating strategy, 3 (10.3%) were not sure of which strategy is used, 2 (6.9%) mentioned dominating strategy, and another 2 (6.9%) mentioned using third party intervention, while 1 (3.4%) mentioned that the strategy used was dependent on the type of conflict.

These findings are in line with what we observed in objective one where Integrating strategy was seen to have significant influence on the performance of youth projects in this study. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy whose indicator is participation had significant positive influence on performance or organizations, teams and projects. Showing that conflict management has an influence on performance. However, the issue of third-party involvement has come up from this section as a possible strategy to be explored which corresponds with Olang (2017) who found out that negotiation and third-party intervention influenced performance positively. However, Tumwebaze, Wandiba, and Osunsan (2020) conflict resolution strategies of compromise and third party worked well with negotiation having the lowest influence on performance.

4.9 Regression Analysis

This section looked at the relationship between integrating, dominating, compromising, and accommodating strategies with the dependent variable performance of youth projects, and the results are presented in the Table 4.9.4.

Table 4.9.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.819	0.670	0.617	0.429

The results on Table 4.9.4 reveals the extent of the predictor variables integrating, dominating, compromising, and accommodating strategies account to the overall variability of the model. The R Square value of 0.670 indicates that 67.0% of the variability in the performance of youth projects can be accounted for or explained by the predictor variables, and 38.3% by other factors not considered in the model. This implies that the predictor variables which are the conflict management strategies, have influence on performance of youth projects.

Overall, it can be concluded that only the integrating strategy was statistically significant on the influence of performance of youth projects. These findings agree with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy whose indicator is participation had significant positive influence on performance or organizations, teams and projects. Showing that conflict management has an influence on performance. These findings also show that there is significant influence for conflict management on project performance which is collaborated by all the studies quoted above including Ndulue and Ekechukwu (2016), Aoun, M., Mubarak, S., Hasnan, N (2020).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 introduction

This chapter is about the primary findings on the Influence of Conflict Management Strategies on Youth Project Performance at Amani Kibera, Nairobi County, Kenya. The chapter will include the conclusions per objective, recommendations, and suggestions for further studies.

5.2 Summary of the Findings

The objective of this study was to find out the influence of conflict management strategies on youth project performance. The study observed the independent variables of Integrating strategy of conflict management, dominating strategy of conflict management, compromising strategy of conflict management, and accommodating strategy of conflict management and how they influence the dependent variable of youth project performance.

5.2.1 Influence of integrating strategy on project performance within youth projects

The findings on the influence of integrating strategy of conflict management on youth project performance indicated a composite mean of 4.00 and the Pearson Correlation results of 0.770 and a p-value of <0.001 indicate a strong positive correlation and statistically significant association between integrating strategy of conflict management and performance of youth projects. Therefore, overall a strong positive correlation and statistically significant association was found between integrating strategy of conflict management and performance of youth projects. These results imply that there is a significant influence of integrating strategy on the performance of youth projects at Amani Kibera Organization. This agrees with findings from Anono (2018), Sammy (2016), and Alhamali (2019) who found out that Integrating strategy had a significant positive influence on the performance of organizations, teams and projects.

5.2.2 influence of dominating strategy on project performance within youth projects

The findings on the influence of dominating strategy of conflict management on youth project performance indicated a composite mean of 3.44 and the Pearson Correlation results of 0.454 and a p-value of 0.012 indicate a moderate positive correlation and statistically significant association between dominating strategy of conflict management and performance of youth projects. Therefore, a moderate positive correlation and statistically significant association between

dominating strategy of conflict management and the performance of youth projects which implies that there is a positive influence of dominating strategy on the performance of youth projects. This diverges from Alhamali (2019) and Alajekwu and Alejekwu (2018) who found out that dominating strategy had a negative correlation to performance.

5.2.3 influence of compromising strategy on project performance within youth projects

The findings on the influence of compromising strategy of conflict management on youth project performance indicated a composite mean of 3.68 and the Pearson Correlation results of 0.500 and a p-value of 0.005 which indicates a moderate positive correlation and statistically significant association between compromising strategy of conflict management and performance of youth projects which implies that there is a positive influence of compromising strategy on the performance of youth projects. This correlates with Tumwebaze and Wandiba (2020) who stated that there is a significant positive influence of compromise on employee performance. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that Compromising had a positive influence on team dynamics and performance.

5.2.4 The influence of accommodating strategy on project performance within youth projects

The findings on the influence of accommodating strategy of conflict management on youth project performance indicated a composite mean of 3.81 and the Pearson Correlation results of 0.509 and a p-value of 0.004 indicate a moderate positive correlation and statistically significant association between the accommodating strategy of conflict management and performance of youth projects. A significant influence of accommodating strategy on the performance of youth projects which implies that there is a significant influence of accommodating strategy on the performance of youth projects. These findings collaborated with Alhamali (2019) and Anono (2018) who found out that accommodating had a positive influence on team dynamics and performance.

5.2.5 Performance of Youth Projects

The findings on the performance of youth projects indicated a composite mean of 3.92 and Regression analysis showed that reveals the extent of the predictor variables integrating, dominating, compromising, and accommodating strategies account to the overall variability of the

model. The R Square value of 0.670 indicates that 67.0% of the variability in the performance of youth projects can be accounted for or explained by the predictor variables, and 38.3% by other factors not considered in the model. This implies that the predictor variables have an influence on the performance of youth projects. This implies that the overall model was significant. These findings showed that conflict management has a significant influence both positively and negatively on the performance of youth projects at Amani Kibera Organization. These findings are in line with the studies used as references in this research paper.

5.3 Conclusion

5.3.1 Influence of integrating strategy on project performance within youth projects

The study concluded that the integrating strategy has a strong positive correlation and statistically significant association to the performance of youth projects. This strategy was found to be most statistically significant in its influence on youth project performance at Amani Kibera. This was referenced by the majority of the findings from references in that area and the results from the findings in this report with a composite mean of 4.00.

5.3.2 Influence of dominating strategy on project performance within youth projects

The study concluded that dominating strategy has a moderate positive correlation and statistically significant association to performance of youth projects as indicated a composite mean of 3.44. This was referenced by the majority of the findings from references to that area and the results from the findings in this research report.

5.3.3 Influence of compromising strategy on project performance within youth projects

The study concluded that the compromising strategy of conflict management has a moderate positive correlation in its influence on youth project performance as indicated by a composite mean of 3.68. This was referenced by the majority of the findings from references to that area and the results from the findings in this research report.

5.3.4 The influence of accommodating strategy on project performance within youth projects

The study concluded that the accommodating strategy of conflict management has a moderate positive correlation and statistically significant association in its influence on youth projects performance. This was indicated by a composite mean of 3.81. This was referenced by the majority of the findings from references to that area and the results from the findings in this research report.

5.3.5 Performance of Youth Projects

The study concluded that the performance of youth projects was influenced at varying degrees by conflict managements strategies indicated a composite mean of 3.92. There is a significant relationship between the influence of variables integrating, dominating, compromising, and accommodating strategies on the performance of youth projects. This was referenced by the majority of the findings from references to that area and the results from the findings in this research report.

5.4 Recommendations

Based on the findings of this research report, there is a need to look at more participation and dialogue in the conflict management systems at Amani Kibera. The findings showed that the integrating strategy of conflict management was more significant and even though they don't name it the same way, it seems to be in existence in the organization. The findings on the performance of youth projects indicated that the majority of the respondents agreed that the method of conflict management currently employed within the youth projects keeps all staff motivated to work.

In terms of youth project performance in relation to the conflict management practices at the time at Amani Kibera, this study recommends that:

- i. That Amani Kibera continue to enhance the conflict management strategies in place at the at the moment as from the study, they influence the youth project performance positively.
- ii. That management of Amani Kibera should ensure to have stakeholder engagement when going about solving conflicts within the project phases.

- iii. That management of Amani Kibera should endeavor to ensure that they always reach permanent and satisfactory solutions for all when there is conflict in the project.
- iv. That there should be a provision for conflict management training for all staff and project participants at Amani Kibera regularly, so they know how to deal with conflict positively when it arises.
- v. That there should be forums for learnings from past conflicts that have arisen in Amani Kibera, so that project staff are able to solve conflicts better within the project in the future.
- vi. That Amani Kibera to come up with a methodology to be able to employ the right conflict managing strategy in the right situation. There should not be a rigid way of doing things such as accommodating only, which the majority of the staff felt was employed at the organization. Amani Kibera should also explore other options depending on the situation such as third-party intervention and negotiation as part of the ways that they handle conflict within the project.

5.5 Suggestion for further studies

The findings from this research study have shown that there needs to be further research on how the different personalities within the work force in a project and third-party involvement when solving conflict influences performance in youth projects. There is also a need to conduct similar research on other projects that focus on different age demographics of the population as this was specifically geared towards youth and youth-led projects.

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APPENDICES

Appendix I: Letter of Transmittal

Joyfrida E Anindo
P.O Box 14894-00800
Nairobi, Kenya

To the Staff
Amani Kibera
Nairobi, Kenya

Dear Sir/ Madam

RE: Permission to gather data for an academic research study

I am Joyfrida E Anindo, and I am currently in the process of completing a master's degree in Project Planning and Management (MAPPM) at the University of Nairobi. As a requirement of the degree, I am doing a study with the title "Influence of Conflict Management Strategies on Performance of Youth Projects in Kenya: A Case of Amani Kibera Youth Community-Based Organization, Nairobi County."

The purpose of this letter is to let you know that I have received authorization from your organization and the university to perform this research. I thus request you as a project staff of Amani Kibera to fill in the online questionnaire provided. All the information provided to me is going to be used only for educational purposes and will be handled with the highest discretion.

I look forward to the collaboration that will be accorded to the success of this study. Kindly contact me for any queries or clarification.

Yours Sincerely,



Joyfrida E Anindo.

Appendix II: Questionnaire

The data collected will be exclusively used for educational purposes and will be handled with the highest discretion. Your cooperation is highly appreciated.

Section A: Background Information

In this section, tick where appropriate.

1. Gender

Male

Female

2. Category of employee

Board Member

Project officer

Project manager

Youth Group Leaders

3. Age:

20-29

40-49

30-39

50 and above

4. Highest Education:

Secondary (KCSE) Certificate/Diploma

Undergraduate Post Graduate Degree

5. How long have you worked in this organization?

1-5 years

5 -9 years

10-15 years

16 and above

Section B:

Part 1: Dominating strategy of Conflict Management

In this section, indicate your level of your agreement with the statements relating to Dominating Strategy of Conflict management whereby; Strongly Disagree [1], Disagree [2], Neither Agree or Disagree [3], Agree [4], Strongly Agree [5]. Please mark only one objective response as per the statement and answer all questions.

	SD (1)	D (2)	N (3)	A (4)	SA (5)
6a. Top management making all decisions about project implementation improve relationships between the project staff					
6b. Top management making all decisions in case of a conflict affects morale negatively					
7a. Top management making all decisions in case of a conflict avoids the creation of victors and failures in the matter					
7b. Depending on how top management handles conflict team dynamics can be enhanced					
8a. Top management always involves all stakeholders in decision making concerning project outcomes.					

8b. In case of conflict among the stakeholders, management always encourages an amicable solution that is supported by the majority involved.					
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9a. Is dominating strategy of conflict management suitable in some cases of conflict at your workplace? Yes/No

Explain:

9b. Should the project manager maintain the sole role in making decisions about conflict that might arise during project implementation? Yes/ No

Explain:

9c. Is quick decision making on the way forward more important in times of conflict? Yes/No

Explain:

Part 2: Compromising Strategy of Conflict Management

In this section, indicate your level of your agreement with the statements relating to Compromising Strategy of Conflict management whereby; Strongly Disagree [1], Disagree [2], Neither Agree or Disagree [3], Agree [4], Strongly Agree [5]. Please mark only one objective response as per the statement and answer all questions.

	SD (1)	D (2)	N (3)	A (4)	SA (5)
10a. In case of conflict Top Management should use compromise for a temporary agreement while exploring for a win-win plan.					
10b. In case of conflict compromise leads to short term solutions which are unsatisfactory.					
11a. In case of conflict compromising makes the solution somewhat positive for everyone and clears the conflict up quickly and amicably.					
11b. In case of conflict compromise will maintain cordial relationships between project staff, the management, and the beneficiaries.					
12a. In case of a conflict, compromise is fine if the end result is a fair share for all involved					

12b. In case of conflict top management using compromise encourages an all-inclusive decision-making process					
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13a. In your opinion how does individual personalities affect conflict management at your workplace?

Explain:

13b. In your opinion, does compromise in conflict situations influence employee performance?

Explain:

13c. In your opinion, how important is the relationship between management and employees & employee and employee affect project performance?

Explain:

Part 3: Accommodating Strategy of Conflict Management

In this section, indicate your level of your agreement with the statements relating to Accommodating Strategy of Conflict management whereby; Strongly Disagree [1], Disagree [2], Neither Agree or Disagree [3], Agree [4], Strongly Agree [5]. Please mark only one objective response as per the statement and answer all questions.

	SD (1)	D (2)	N (3)	A (4)	SA (5)
14a. In cases of conflict, it is always better that personal needs are overlooked in favor of the majority needs.					
14b. In times of conflict, it is always better if there is submission or yielding of from both parties in conflict.					
15a. Top management should always look at different solutions to one problem and create a synthesis of solutions.					
15b. Top management should always be accommodating as it improves the performance of the project.					
16a. Top management should always collect and act on information on ways to make everyone comfortable with each other to avoid conflict.					
16b. It is always important for project staff to share information with each other about what is causing the conflict					

17a. Accommodating strategy of conflict management encourages harmony in the organization and thus improves performance of the project. Yes/No Explain:

17b. It is always important for top management to know about personal views about a conflict which will enable them to know how it should be best handled. Yes/No

Explain:

17c. It is always possible for management, project staff, and beneficiaries to co-exist even if they don't agree on certain ways of doing things. Yes/No

Explain:

Part 4: Integrating Strategy of Conflict Management

In this section, indicate your level of your agreement with the statements relating to Integration Strategy of Conflict management whereby; Strongly Disagree [1], Disagree [2], Neither Agree or Disagree [3], Agree [4], Strongly Agree [5]. Please mark only one objective response as per the statement and answer all questions.

	SD (1)	D (2)	N (3)	A (4)	SA (5)
18a. Top management always gathers all information concerning a conflict from all parties before a conclusion is made.					
18b. In case of conflict, Top management encourages open communication and dialogue among all employees during the conflict management process.					
19a. In case of conflict top management always encourages permanent and satisfactory solutions for all.					
19b. In cases of conflict top management favors reconciliation as it affects employee’s relationship with each other positively					
20a. In case of conflict all parties should always be satisfied with the solution to the conflict to enhance project and organizational productivity.					

20b. Top management should always seek to improve work relationships among project staff, management and beneficiaries.					
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21a. In your opinion, how does dialogue and reconciliation influence the performance of employees in your organization?

21b. How important is it to find solutions to the problem rather than continuing with the project activities because of timelines?

21c. Only the parties in conflict should be involved in the conflict resolution process. Yes/No

Explain: _____

Section C:

Youth Project Performance

In this section, indicate your level of your agreement with the statements relating to project performance whereby; Strongly Disagree [1], Disagree [2], Neither Agree or Disagree [3], Agree [4], Strongly Agree [5]. Please mark only one objective response as per the statement and answer all questions.

	SD (1)	D (2)	N (3)	A (4)	SA (5)
22a. The method of conflict management currently employed at my workplace keeps employees motivated to work					
22b. Motivation to perform is always affected by how conflict is managed at the organization					
23a. Project staff always participate in decision-making on issues that affect them and their jobs.					
23b. Top management always involves all stakeholders when making decisions about the project and its performance.					
24a. The quality and amount of work produced is always dependent on good relations between staff and management					
24b. Quality of work produced is always dependent on positive team dynamics					

25a. In your opinion, is the youth project performance greatly influenced by how conflict is managed in your organization?

25b. In your opinion, can the youth project performance be improved in your organization in relation to the conflict management practices at this time?

25c. Which strategy is more commonly used in your organization to solve conflicts with projects? Is it effective?

THANK YOU FOR YOUR PARTICIPATION AND GOD BLESS YOU.

Apendix III: Letter from University



**UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF PROJECT MANAGEMENT & CONTINUING STUDIES
KISUMU LEARNING CENTRE**

The Secretary
National Council for Science and Technology
P.O Box 30623-00100

18th JUNE, 2021

NAIROBI, KENYA

Dear Sir/Madam,

RE: JOYFRIDA ELIZABETH ANINDO L50/36445/2020

This is to inform you that **Joyfrida Elizabeth Anindo** named above is a student in the University of Nairobi, College of Education and External studies, School of Project Management & Continuing Studies, Kisumu Campus, Kisumu Campus.

The purpose of this letter is to inform you that **Joyfrida** has successfully completed her Masters Course work and Examinations in the programme, has developed a Research Proposal and submitted before the School Board of Examiners, which she successfully defended and made corrections as required by the School Board of Examiners.

The research title approved by the School Board of Examiners is: **“influence of conflict management strategies on performance of youth projects in Kenya, a case of Amani Kibera youth community-based organization, Nairobi County.”** The Project is part of the pre-requisite of the course and therefore, we would appreciate if the student is issued with a research permit to enable her collect data and write a report. Research project reflect integration of practice and demonstrate writing skills and publishing ability. It also demonstrates the learners’ readiness to advance knowledge and practice in the world of business.

We hope to receive positive response so that the student can move to the field to collect data as soon as she gets the permit.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Isaac Abuya'.

DR. ISAAC ABUYA, PhD

CO-ORDINATOR- SPM&CS

KISUMU CAMPUS

Cc: file copy

Appendix V: Similarity Index

INFLUENCE OF CONFLICT MANAGEMENT STRATEGIES ON PERFORMANCE OF YOUTH PROJECTS IN KENYA: A CASE OF AMANI KIBERA YOUTH COMMUNITY-BASED ORGANIZATION, NAIROBI COUNTY

ORIGINALITY REPORT

15%

SIMILARITY INDEX

13%

INTERNET SOURCES

3%

PUBLICATIONS

7%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Nairobi Student Paper	2%
2	erepository.uonbi.ac.ke Internet Source	2%
3	ir-library.ku.ac.ke Internet Source	2%
4	erepository.uonbi.ac.ke:8080 Internet Source	1%
5	pdfs.semanticscholar.org Internet Source	1%
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