INFLUENCE OF IMPLEMENTATION OF CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEES PERFORMANCE: A CASE OF KENYA POWER COMPANY, NAIROBI COUNTY.

BY

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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 project to my parents Mr. & Mrs. Sammy Ndutu who inspired me to attain my academic potential not forgetting their moral support, my heartfelt appreciation, I will forever be indebted to you. To my siblings; Loi, Ben, Winnie and Mwenze for their unfailing support, to my fiancée George Kigo for his support, motivation, patience and understanding were attributes without which I would not have successfully completed the project.

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ABBREVIATIONS AND ACRONYMS

CMS	Conflict Management Strategies
KPC	the Kenya Power and Company
KPLC	Kenya Power and Lighting Company Limited
MoEP	Ministry of Energy and Petroleum
NSE	Nairobi Securities exchange
CASA	Conflict Affected States in Africa
SWOT	Strength, Weaknesses, Opportunities and threats
Co. Ltd	Company Limited
SPSS	Statistical Package for social sciences

ABSTRACT

Conflict management strategies is marker for the variety of ways by which people handle grievances—standing up for what they consider to be right and against what they consider to be wrong. Conflict is not just about simple inaptness, but is often connected to a previous issue, thus it's important to understand why conflict arises so as to be able to resolve it before it escalates and affects performance. The objective of this study was to establish the influence of implementation of conflict management strategies on employee's performance at Kenya Power Company. Descriptive research design was used in the study. The target population composed of 1055 respondents. The study used a sample size of 290 respondents who constituted of 11 senior managers, 11 line managers and 268 supporting staff team, taken through simple random sampling design and purposive sampling. Questionnaires were used as main data collection instrument in the study. Questionnaires were deemed appropriate as they ensured confidentiality of the respondents. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The research supervisor's opinion was obtained to ensure content validity of the research instrument. The test re-test technique was used to estimate the reliability of the instruments. Pearson Coefficient of values greater or equal to 0.7 was acceptable indicator of internal consistency; in my case 0.9 was accepted. The data collected from the field was analyzed using Statistical Package for social sciences version 20 and descriptive statistics such as mean percentages and standard deviation was used, also inferential statistics such as pearson correlation was used. Data was presented using cross tabulation tables to facilitate comparisons and conclusions. The closed ended response questionnaire used a five point likert scale. The results of this study showed that majority of respondents with a mean of 1.87 agreed to a very great extent that dialogue influences employee performance; also respondents with a mean score of 1.99 agreed to a very great extent that incorporation of employees in conflict management leads to achievement of mutual optimal solution so integrating strategy improves employee performance if used to manage conflicts, In obliging strategy the study showed that majority of the respondents supported that ease of adjustment to new organizational policies and accommodation of employee different personalities improves employee performance to a very great extent adjustment with a mean score 1.68 and accommodation with a mean score of 1.71 in dominating strategy only few respondents supported the use of the strategy for example use of exploitation scoring a mean of 4.58 no extent, use of force scoring a mean of 4.18 little extent. The study also concludes there is a relationship between conflict management strategies and employee performance and that the strategies popularly used were integrating, avoiding and obliging strategy and it is advisable for the Kenya power company to highlight and use at least two or one strategy so that objectivity is observed. The study therefore recommends efforts to be made by the management to organize seminars/workshops on organizational conflict management, from time to time for the employee and also the management of Kenya power company should ensure that they are clear on conflict management strategies that govern the employees in the organization and have at least a specific strategy that is suitable for the organization management of conflicts. Frequent research should be carried out so as to understand what other organizations do in case of conflicts.

CHAPTER ONE
INTRODUCTION

1.1 Background to the study

Globally there are diverse conflicts in various nations, brought by differences in religion, culture, personalities, dissimilar interests in political power, economic, social and status. Conflicts pose a challenge of possible civil wars among nations. In history there is USA and Japan war which resulted to massive hatred after Hiroshima and Nagasaki atomic bombings, integrating strategy was used to build their relations again (Davidann, 1998). Syrian war, Afghanistan and Iraq war among others are good example of consequences of irresolvable conflicts, currently Venezuela is in a state of disagreement due to political instability and this might worsen with time affecting the country's performance. Different nations have employed varied strategies to solve their disputes, for example integration, use of domination whereby leaders dictate, sometimes worsening the situation and bringing about demonstrations which shatters peace ensuing poor co-ordination of activities subsequently spoilt relations with other nations.

In Africa, integrated strategies targeted to support economic recovery and growth in nine sub Saharan African countries: Burundi, Central African Republic, Cote d'Ivoire, Democratic Republic of Congo, Guinea, Liberia, Mali, Sierra Leone, and South Sudan have been developed. This initiative is to help conflict affected states in Africa (CASA). In Kenya there are boundary disputes and frequent conflicts in the government and almost in all organizations they have interpersonal conflicts Rivers, (2005). These fights have destroyed growth and performance of organizations hence low productivity and poor economy of the country (Campbell & Campbell, 1988).

The need to improve employee's performance has gained prominence as part of efforts to enhance achievement of goals and objectives in organizations (Purkayastha & Chaudhari, 2011). In order to achieve performance there is need to align the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. Although performance has been traditionally conceptualized in terms of financial measures, some scholars have proposed broader performance construct

that incorporate non-financial measures including integration, obligation, among others. (Purkayastha & Chaudhari, 2011).

Conflict is a state of human interaction where there is disharmony; it emerges when parties compete over perceived or actual goals, values or interests, therefore, it occurs when parties confront each other with opposing actions and counter-actions and it is an indicator that something is changing, has changed or needs to change (Angaye, 2003). Managing and identifying the causes of the conflict among employees and putting strategies in place to help avoid conflicts can help in achieving good performance, conflict is classified in four levels that is intra-personal, inter-personal, intra-group and inter-group.

Strategy implementation is concerned with the execution of plan based on various factors such as integrating people, processes and systems and it is significant to a company's victory especially in reaching the desired goals and objectives and it focuses on the entire organization, (Thompson & Strickland, 2002). Implementation occurs after environmental scans, SWOT analyses, and identifying strategic issues and goals (Porter, 1991).The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes, Olson (2005).

Conflict management strategy (CMS) is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict by use of styles and techniques in managing conflict between individuals or between groups (Boulden, 2003). Conflict is as inevitable in a project environment as change seems to be, (Pearce & Robinson, 2011). Overall conflict management aims to minimize affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict management strategy to effectively bring about the first two goals, and also to match the status and concerns of the two parties in conflict (Rahim, 2002). Conflict management strategies are designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems, Blake and Mouton (1964). The conflict management strategies include integrating, obliging, dominating and avoiding strategy.

The Kenya Power and Lighting Co. Ltd is a key player in the electric utility and it manages electric metering, licensing, billing, emergency electricity service and customer

relation. Kenya Power owns and operates the national transmission and distribution grid, and retails to more than two million customers throughout Kenya. Kenya Power is a limited liability company (KPLC 2013 - Annual Report).

The company initiated policy document which sets out the obligations of employees with regard to conflicts of interest and the declaration and management of these interests. As a result it is the expectation that employees should avoid interests, activities, investments, relationships and influences that might compromise the objectivity, effectiveness and the faithful performance of duties. The conflict management policy aim is to achieve the highest standards of customer service and to ensure the company long term technical and financial viability.

The company has been inexistence for over seventy years. July 2011 it was rebranded to 'Kenya Power'. KPC has approximately 8500 permanent employees with 2240 members who are management staff while the rest are in union (KPLC-2013 annual report). Kenya Power Company has three main offices in Nairobi which were targeted in the study that is the Aghakan walk, Eastleigh and Ngara offices (stima plaza).

1.2 Statement of the problem

Conflicts are inevitable in organizations (Pruitt and Rubin 1986), and Kenya Power is an organization that offers vital energy services that support other sectors of the economy and its performance invariably affects the economy of the country (Rivers, 2005). The motivation to carry out my study at Kenya power comes from the knowledge of Kenya power as a huge company with many employees (8500) resulting to high cost of labor, also it's tasked with implementing many projects on a regular basis consequently creating good grounds for conflicts (KPLC-2013 annual report), besides Kenya power is a monopoly with monopoly power in employing workers, for instance due to the fact that those employees who have gained skills from that organization can hardly apply those skills in other organizations (for example Transformer electrical technicians) they are given low wages thus bringing about complaints. (http://www.businessdailyafrica.com). Due to the challenge of conflict which affected performance to a great extent on September 2010 where the employee planned on a countrywide strike because of the prolonged wrangles experienced with the management, there was also dismissal threats for the participants in the strike

(http://www.nation.co.ke/News), with conflict management strategies study carried out at Kenya power, it will ensure efficient and effective service delivery.

Kenya power is mostly a project oriented company, it has been carrying out lots of project as far as power distribution is concerned, recently it has been engaged in projects such as country wide replacement of wooden based power poles with concrete poles, transformer replacement, and last mile connectivity which is a government funded project, in the process of implementing all these projects as part of the mandate of any parastatal, the organization top management is torn in-between saving cost by reducing the wage bill and thus increasing profit for the shareholders and fulfilling its role of power distribution to the remotest parts of the country despite the low returns thus resulting to low salaries compared to employees in other organizations and bringing about wage protest ((KPLC-2015 annual report),).

Available studies on various aspects on conflict management include conflict management strategies adopted by commercial banks in Kenya by (Wangari, 2013) the researcher found out avoidance and collaboration were strategies popularly used, the effect of conflict management on bank performance, a case of keystone bank Makurdi by (Simon, 2013) the findings were persistent conflicts affect productivity, the conflict management styles of educational managers by (Fleetwood, 1987) the researcher explored conflict management and resolution.

In the above studies, it is evident that the researchers have not really narrowed down to focus on the influence of implementation of conflict management strategies on employee's performance. By bridging the gap researched, the researcher noted that there was need to inform and increase awareness on implementation of conflict management strategies as well as concentrating on highlighting effective conflict management strategy that could stimulate better employee's performance.

1.3 Purpose of the study

The purpose of this study was to establish the influence of implementation of conflict management strategies on employee's performance

1.4 Objectives of the study

The study was guided by the following objectives

i.) To assess how implementation of integrating strategy influence the performance of Kenya Power employees
ii.) To evaluate how implementation of obliging strategy influence the performance of Kenya Power employees
iii.) To determine how implementation of dominating strategy influence the performance of Kenya Power employees
iv.) To establish how implementation of avoiding strategy influence the performance of Kenya Power employees

1.5 Research questions

The study sought to address the following research questions

i.) How does implementation of integrating strategy influence Kenya Power employees' performance?
ii.) Which way does implementation of obliging strategy influence Kenya Power employee's performance?
iii.) How does implementation of dominating strategy influence Kenya Power employee's performance?
iv.) Which way does implementation of avoiding strategy influence Kenya Power employee's performance?

1.6 Research hypothesis

To determine how the implementation of independent variable affects the dependent variable, the study tested the following research hypothesis;

H01: There is a significant relationship between the implementation of the integrating strategy and performance of Kenya Power employees

H02: There is a significant relationship between the implementation of the obliging strategy and performance of Kenya Power employees

H03: There is a significant relationship between the implementation of the dominating strategy and performance of Kenya Power employees

H04: There is a significant relationship between the implementation of the dominating strategy and performance of Kenya Power employees

1.7 Significance of the study

This study may be of great use to the Kenyan Government through the ministry of energy and petroleum (MoEP) as it is in a position to identify the influence of implementation of conflict management strategies on employees performance and the best strategy which increases productivity of any firm, mostly the study provides a lot of knowledge and understanding to Kenya Power Company management on conflict management strategies.

These strategies may be effectively useful in other organizations in Kenya and to potential and current scholars, as it gives information on strategic responses in organizations and identified areas of further study.

The study may benefit other researchers through helping them in developing frameworks concerned with the study. It provides support and enriched model and speculation of conflict management strategies in public organizations that has similarities in their character of service with the Kenya Power in handling strategic issues. The study hopes to create greater awareness among organizations on the importance of implementing a proper conflict management strategies framework as a vehicle to organizational effectiveness.

1.8 Delimitation of the study

The study is carried out at Kenya Power public company listed in the Nairobi Securities Exchange (NSE), at Nairobi in the three main registered offices Aghakan walk office at town centre, eastleigh office and stima plaza at Ngara, this is because the others are customer care offices for receiving calls with no administration. The respondents are the permanent employees of the three main offices of Kenya Power Company.

1.9 Limitations of the study

A key limitation that the researcher encountered was respondents" truthfulness. The researcher encountered cases where the respondents were not fully truthful, and may have provided what they thought the researcher want to hear as opposed to what is the exact situation. To counter this, the researcher assured the respondents anonymity and confidentiality, and reassured them that the feedback was only for the purpose of the study. Secondly, the researcher faced difficulties in accessing top level management at Kenya power. On the difficulties imposed by accessing top level management, the researcher attempted to reach them via electronic means, for instance the use of emails. Finally, the researcher faced financial constraints in collecting the information from all employees. This is because the study required a lot of financial injection to cover the scope. To counter this, the researcher used research assistants to aid in dropping and picking the questionnaires and do the data collection in one day hence avoiding extra bus fares costs in other trips.

1.10 Basic Assumption of the study

The respondents would make time to fill in the questionnaire honestly as required. The data given by the respondents would be correct and accurate.

1.11 Definition of significant terms

Avoiding strategy - seeks to put off conflict indefinitely. By delaying or ignoring the conflict, the avoider hopes the problem resolves itself without a confrontation

Dominating strategy – is a technique used in resolving conflicts and is characterized by a high concern for self and a low concern for others is applicable only by those interested in getting what they want

Employees Performance – Is the alignment of the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results, also including steps to improve or redirect activities as needed and having policies to manage conflicts

Implementation of conflict management strategy – This is carrying out a plan or pattern based on various factors like integrating people and processes so as to minimize affective disputes, quarrels, struggles and fights and maintain good relationship between parties, employees or groups ensuring good organizational performance.

Integrating strategy – Is a conflict solving strategy which represents a high concern for both self and others, it is seen as the best and it involves collaboration in quest for effective gains

Obliging strategy - It's sacrificing one's own concerns to satisfy the other persons. The obliging strategy used in conflict management essentially entails giving the opposing side what it wants.

1.12 Organization of the study

The study is organized in five chapters, Chapter one provides the background of conflict management strategies, research problem, research objectives, research questions and hypothesis, significance of the study, scope, assumption of the study definitions of significant terms and the limitations that is encountered in the course of the study. Chapter two presents literature review on the investigation of the influence of implementation of conflict management strategies and a conceptual framework. Chapter three focuses on the methodology which explains and describes the methods and procedures which are used in conducting the study. In chapter four the data is analyzed and interpreted using descriptive findings, inferential statistics and hypothesis tests as per the objectives. Chapter five provides summary of findings, discussions, conclusion and recommendation for policy action.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the past relevant literature review related to the topic: influence of implementation of conflict management strategies on employee performance from a global, African and local perspective. It focuses on the theories that guide the study, the empirical review of the literature, the research gap and summary of literature reviewed. Finally, the chapter presents a conceptual framework on which the entire study revolves.

2.2 Employee Performance and concept of strategy

Employee performance is an evaluation process (Campbell & Campbell, 1988), whether a person executes their duties and responsibilities well, many companies asses their employee's performance on quarterly or on an annual basis in order to define certain areas that need improvement. Often one combines both oral and written element, hence management evaluates and provides feedback on employee job performance, redirecting activities and involving steps to upgrade as needed. Performance is a critical factor in organizational success Erez & Judge, (2001), for people to progress at work and other aspect of life, there must be cooperation and communication which is essential to ensure task attainment and stability in life.

It is increasingly being recognized that planning and an enabling environment have a critical effect on employee performance, with performance goals and standards, appropriate resources, guidance and support from the managers all being central (Purkayastha & Chaudhari, (2011). Job satisfaction for example, has for a long time been seen as key to affecting business performance as well as commitment, Measuring performance is of great importance to an incentive plan because it communicates the importance of established organizational goals.

Strategy is a multifaceted concept that has been defined in several ways. According to Thompson Strickland (2002), strategy is a game plan for achieving good organizational performance. This means that strategy is some kind of a plan to help a business excel above competitors. The same view is echoed by Ansoff & McDonnel, (1990) Strategy, therefore, results in utilizing and allocating the scarce resources within the organizational environment so as to meet the present objectives (Pearce & Robinson, 2011). Strategy gives a general direction for the organization and its various components to achieve a desired state; Strategy

addresses major initiatives, either intended or emergent, which involve managers using resources to enhance performance in competitive environments (Porter, 1991).

Strategy implementation involves organization of the firm's resources and inspiration of the employees to achieve objectives. The environmental conditions facing many organizations have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated (Porter, 1991).

2.3 Integrating strategy and employee performance

A positive correlation between democratic management strategies and organizational stability was reported by Rahim (2002). He noted that democratic strategies would promote inclusion in decision and by consequence workers identification with decisions and commitment to the organization. Pruitt & Carnevale (1993), indicated that a confrontation strategy dealing with group conflict was used to a significant degree in higher than in lower performing organizations, the authors commented on the integrating strategy of handling conflict which showed that this strategy resulted in high joint benefits for the parties.

In giving preference for management of conflict through integration", Follett (1940) studies in America argued that when conflicting interest meet, they needed not oppose, but only confront. What is to be sought in such confrontation of differing interest is an integration that gives all parties what they really desire. This seems to receive the approval of Follett as the best, each party has to recognize the importance of ex-raying all the various aspects of the conflict to be put forward for discussion, usually in round table conference. Conflict management strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems (Boulden, (2003). Integrating strategy aims at involving the parties in the conflict in a problem solving process that leads to collective learning and organizational effectiveness leading to high performance of employees in an organization Gary (2009) observed that.

Integrating strategy of handling conflict results in high shared benefits for the employees Korbanik, Baril and Watson, (1993) wrote that in their studies. The use of more integrative conflict management strategies is likely to have higher commitment than employees that use less integrative strategy while a supportive leader engendered respect, job satisfaction and higher productivity from his employees. Integrating strategy is seen as an integral factor and best approach for conflict management which led to performance improvement of employees.

A study carried out in Turkey suggested that organizations eager to accomplish strategic goals implemented well defined integrated strategies. A well-defined strategy is one that involves employees and aligns with the organization's business goals (Vigil-King, 2000).

Conflict involves the total range of behavior and attitudes that is in opposition between individual owners and managers Azamosa (2004) in his study in Nigeria suggested that, integrating strategy realizes that employees are proactive rather than passive inputs into productive processes, they are capable of development, and worthy of trust therefore emphasizes that performance of employee is achieved through collaboration, participation and informed choice, (Rahim, 2002), the conflict literature suggested that the integrating mode of handling conflict is preferred over others because it is likely to yield win-win solutions. What's more, high concern for others is likely to occur when there is an expectation of a long-term dependency on the other party.

Research proves that when human beings are united and have no conflicts between themselves they tend to be productive. This is seen as another way an organization can apply integrating strategy on conflict management so as to improve performance Hansen and Wernerfelt (2004) wrote that. When managers take time to settle a certain conflict and recognize that whenever employees are faced with conflicts they performe poorly, then a solution has to be found to enhance employees' performance (Goudge, 2006). Integrating strategy does not require either side to give up a valued position. Rather, both sides honestly to seek new and common higher grounds. This kind of problem-solving requires an atmosphere of trust and mutual respect, the surfacing of hidden agendas, and a genuine willingness on both sides to resolve the conflict and those characteristics are important to improve performance.

Conflict is a problem which hinders employee performance, and the use of appropriate conflict handling approach plays a vital role and can pave way for employee's performance along with organizational performance (Campbell & Campbell 1988). According to Hansen and Wernerfelt, (2004) study, integration is suitable for solving employee conflicts as it implies a direct confrontation, with disagreement addressed directly. Conflict is treated as a problem for which both employees are interested in finding a mutually acceptable solution. This approach requires a give-and-take attitude between the employees, meaning that both are somewhat assertive and somewhat cooperative. It involves pinpointing the issue and resolving it objectively by defining the problem, gathering necessary information, generating and analyzing

alternatives, and selecting the best alternative under the circumstances, this proves that integrating strategy is illustrated by individuals who have a high concern for themselves and for others (Gordon, 2003).

The Integrating strategy, also known as Problem Solving, states that it is important for employees that are willing to reach a mutual and acceptable solution through honesty, examination and exploration of differences for arriving to a constructive solution that goes far beyond personal and limited visions of the problem Gary (2009). The two distinctive elements of this strategy include, confrontation that is characterized by open communication, clarifying misunderstanding, examining the underlying causes of conflicts; and problem solving. Confrontation is considered as prerequisite of problem solving that implies the identification of appropriate solutions aiming to provide maximum and reciprocal satisfaction of concern of employee involved Pruitt & Carnevale, (1993).

Integrating strategy of managing conflicts is the best strategy that can be implemented by organization whose aim is to achieve exceptional employee performance and good relations between different employees Robbins, (1991) this is typically achieved by confutation of the issues and the willingness of the involved recognizing that something is wrong and needs attention.

Implementing of integrating strategy of conflict management requires trust in the other party and both parties work together toward common goal rather than framing the conflict as a win or lose scenario. Integrating is related to openness, collaboration, information exchange, and an awareness of inter-party differences that is used to reach a mutually beneficial outcome of excellent employee performance (Rahim, 1992).

Employees utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible. Khun and Poole (2000) found that the integrative model resulted in consistently better task related outcomes than those using the distributive model. The conflict literature suggests that the integrating mode of handling conflict is preferred over others because it is most likely to yield win-win solutions. What's more, high concern for others is most likely to occur when there is an expectation of a long-term dependency on the other party (Pruitt & Carnevale, 1993).

2.4 Obliging strategy and employee performance

Obliging strategy of conflict management indicates that an individual cares about the desires of others by refusing his or her own wants, presenting that an individual has a low anxiety for self and high anxiety for others. Rahim, 1992), argued that most organizations use obliging strategy if they want to be harmonious and create good will and ensure that performance is not affected by conflicts thus maintaining good employee and management relations.

In obliging strategy situation the similarities between the two parties are emphasized and the differences are downplayed (Gordon, 2003) noted that in his research on obliging strategy, dwelling on the differences affects employee performance negatively as it causes disagreement, but residing on the similarities ensures peace and improved employee performance, this means that this strategy has a tendency to give in to the other's concerns while giving up one's own needs and interests. Rubin and his colleagues (1994) suggested that some conditions like the presence of time pressure encouraged obliging. In addition, this strategy is unlikely to be employed if a party fears appearing weak. Follet (1940) argues that, this strategy can be used in an organization when the management or employer needs to create obligation for a trade-off at a later time.

The obliging strategy of managing conflicts is associated with a low degree of concern for self and a high degree of concern for others (Rahim, 1992). It is related to ensuring satisfaction of the other party while being vocally opposed to voicing of differences between parties (Rahim, 1992) maintained. According to (Thomas, 1992) implementing obliging strategy in an organization ensures improved performance as employees feels valued, cared for, thus performing better.

The Obliging strategy of dealing with conflict involves a significant degree of cooperation (Thomas, 1992) observed, he insisted that this strategy involves sacrificing one's own needs or desires to end conflict. In an organization, when there are conflicts arising from misunderstandings, or conflicts stemming from personal differences and interests among the employees or between the management and employees, one party surrenders ensuring harmony in the organization, this builds a conducive environment for the employees to carry out their duties hence generating a high quality performance Thompson & Strickland (2002) concluded that.

Obliging is self-effacing; the opposite of competing Davidann (1998) writes, obliging strategy essentially entails giving the opposing side what it needs. The use of accommodation often occurs when one of the Parties wishes to keep the peace or perceives the issue as minor (Hocker & Wilmot, 2008), When one party in an organization ignores issues which can interrupt peace and cause disagreement creating enmity between employees is using obliging strategy, if employees requests a pay rise and they are given, then a feeling of motivation and appreciation is created and a good relationship is enhanced leading to increased employee morale, better customer care as well as increased productivity and in general the performance is improved (Morris, 2007).

Obliging strategy is associated with pleasing the partner, passively accepting the decisions the partner makes, yielding or conceding statements, denying or failing to express ones needs, and explicitly expressing accord and cooperation in a conflict episode (Hocker & Wilmot, 2008). (Blake & Mouton, 2004) insisted that this strategy is excellent when implemented in an organization as it ensures a state of agreement between employees and the management since in times of disputes they compromised reaching an agreement thus ensuring superb performance as decisions were made easily without opposition. Faith (2013), in her study observed that in Kenyan organization when management comes up with new harsh rules employees are likely to agree to the new rules, in quest to retain their jobs and in pursuit to maintain good relationship with the management consequently employees continue to carrying out their tasks and maintaining a good performance.

Obliging involves negotiation and a high degree of flexibility (Algert and Watson, 2002) states. It is referred to as the win/lose- win/lose positegion since both parties in the conflict gets some of what they want, while at the same time giving up something in the process. Morris, (2007) states that sometimes in conflict one has to give up something so as to ensure tranquility he further says in an organizations where one employee leaves early to attend classes and an urgent project comes up requiring attention and need to be accomplished within a specified time, the employee therefore is likely to take an academic leave and go back for classes after the termination of the project, here the employee gives in to avoid disagreement consequently taking long time in school. According to Gary, (2009) this agreement guarantees the achievement of organizational goals and objectives through performance.

Obliging has a non-confrontation element characterized by the attempt of minimizing differences, it is used when goal to be reached are overarching, any solution is adequate, when stakes are low and when one is sure to lose in the conflict at the end Lee, (2011).

Obliging strategy has aspects of deliberately elevating others which is useful especially if your position within the company is not a politically precarious one Vigil-King, (2000) writes, use of obliging by raising another's status is good way of managing conflicts. Saduman (2010) suggests that this strategy ensures minimal conflicts and improved performance of the employees, he also adds that this strategy is useful at work place if a manager is unsure of a position by using the obliging strategy; the manager passively accepts the power of others, buying time to assess situations and survey alternatives. The obliging strategy gives power to other employees. If you've got expendable power, it can build trust and confidence in employees. If you are secure in your position, it can be used as a method of delegation Vigil-King, (2000) concluded.

Smoothing, or accommodating, is an appeasing strategy of emphasizing on areas of agreement while avoiding points of disagreement, it is implemented in an organization so as to keep harmony and avoid outwardly conflictive situations ensuring undisturbed performance, and it works when the issues are more important than the personal positions and aspirations of the parties involved Rahim, (1983).

2.5 Dominating strategy and employee performance

After analyzing the elements of a conflict management process and leadership organizational change and the benefits of managing conflict, Hotepo (2010) concluded that leadership approaches were the key important factors for conflict management. The study recommended that managers in various organizations to encourage open communication policy, so that all employees get the right information at the right time.

This strategy of conflict management is identified with win–lose point of reference (Algert and Watson, 2002) writes. It is often described as a win–lose style of handling interpersonal conflict and is associated with dysfunctional outcome, usually, the focus is on winning the conflict at all costs, rather than seeking the most appropriate solution for everyone concerned, is an attempt at complete victory. Power is used to end disputes when dialogue fails, and when accommodation and avoidance are unsuccessful. (Rahim, 1992) maintained that, dominating strategy should be implemented in an organization to ensure that employees continue carrying out their tasks and conflicts are stopped immediately ensuring employee performance is not affected and productivity of the organization is also not interfered. Thomas's (1992) insisted that this strategy engendered the common win or lose scenario.

Dominating strategy is linked with high concern for self and low concern for others, whereby one party goes all out to succeed his or her objective and, as a result, often ignores the needs and expectations of the other party (Blake & Mouton, 2004). Here each party strives to gain at other's expenses. In extreme cases, one party achieves its desire to exclusive of other party's want. (Goudge, 2006) urged that this strategy should be implemented in an organization when relationship among employee is not important and he further said that when employees are not in good terms with one another they tend to concentrate with what they are doing, and never spend much time in gossip or talking, as a result conflicts are reduced and strikes caused by incitements are hard off, as a consequence employee performance becomes splendid with high growth in the organization. (Rahim, 2002) concluded that this strategy has patronizing apprehension for self and little apprehension for other.

This strategy of conflict management involves a person forcing problems to fulfill his or her wants, and it is the most confrontational strategy (also labeled "contending" or "competing") Rahim, (1992). This mode of conflict management is characterized by the use of forceful tactics such as threats and put-downs, an unwillingness to move from one's initial position, and a focus on defeating the opponent Pruitt and Rubin (1986) adds that this strategy is applicable in an organization when stakes are high. Ngu, (2008), in his study in Nigeria wrote that if an organization has a highly competitive business deal at stake and two or more sales people in the organization are fighting for the same account and continued fighting results to the company loosing the deal, what happens is that the management is forced to use power and threats, ensuring that performance is not affected. Boulden, (2003) points out that, when there is no common ground on which to bargain or negotiate and both parties are uncooperative and strong-willed; management is obliged to use dominating strategy when an issue is vital to the well-being of the project or organization. Under such circumstances, Management takes the risk and simply dictates the action in order to move things forward.

The nature of leadership power in an organization mediates the needs of conflict management strategies Rahim, (1992) states, thus organizational stability may be maintained even when the leader is low in conflict management because workers sometimes exhibit acceptance behavior over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression in consequence it is good to implement this strategy in an organization as it guarantees superb employee performance ensuring achievement of

organizational ambitions Rahim (2011), when the management of an organization is harsh, employees fear making mistakes and involving themselves in conflicts as they avoid being reported to the management, thus keeping away from making mistakes thereby bringing about improved performance.

This strategy of conflict management is appropriate when time is core and when quick decisions are required or when unpopular issues such as budget cuts, fast-tracking, or staff cutbacks are essential in a project or organization Pruitt & Rubin, (1986). Forcing usually takes less time than compromise and negotiation; this strategy is implemented when time is of essence in an organization Rahim, (2011).

Dominating strategy is more likely to be used in African countries by most presidential leaders to rule and as a result a solution in which one person seems willing to yield, Azamosa (2004) further writes if there are conflicts between core employees and the management, the employees may take advantage forcing the management to give them a pay rise, and so the management gives in to the employee demands thus ensuring performance is not affected by the employee quitting employment.

Dominating may mean that individual's stands up for others 'rights and defends positions that they believe to be correct and right to, Rahim (2011) mentions. (Duke, 1999) writes, in two departments, finance and logistics departments fighting over the attendance of the human resource and accounts seminar, the management is likely to support finance department as it is the one affected directly by the issues discussed in the seminar. By standing up for what is right, the management is protecting the employees from getting into terrible conflicts, this guarantees that performance is not affected by the conflicts as they are solved way before shooting up.

Dominating strategy is used when the outcome is known to be of less importance for the other party, this style may be effective (Rahim, 2011), Dominating strategy stands up for own rights and ignore others' requirements and expectation Fiore, (2009). In an organization if applied it makes employees feel protected and a sense of belonging is created Campbell & Campbell (1988) added that, this motivates employees making them work better ensuring an exceptional performance in the organization.

Dominating strategy is used in an organization when Important principles are at stake Follet (1940), maintains it is used in a do or die" situation present; this saves an organization ensuring performance is not affected.

The management of conflict through domination implies a victory for one party over the other. It requires the use of force and suppression of the party by the strong. In this case, it does not necessarily mean that the conflict is resolved. As far as Follett (1940) is concerned, this method of managing conflict is like sweeping the dust under the carpet Sapru, (2009).

Dominating strategy leaves hard feelings because people dislike having others' views imposed on them Fiore, (2009). Conflict resolved by force may develop again and haunt the enforcer at a later date although forcing definitely resolves the conflict quickly Follet (1940), for instance one party wins as superior skills and outright domination allows her desire to be forced on other (Duke, 1999).

Dominating is assertive and uncooperative, this strategy operates as a zero-sum game, and highly assertive personalities often fall back on competition as a conflict management strategy. The dominating strategy works best in a limited number of conflicts, such as emergency situations Pruitt & Rubin, (1986) concludes.

2.6 Avoiding strategy and employee performance

Conflicts can arise between employees in an organization if the goals are not specified or when the management shifts blame on all or a unit involved in work process. However, not all conflicts are bad and not all conflicts are good Duke (1999) argued.

Avoiding strategy of conflict management involves an individual restraining or moving back, buck-passing, or sidestepping situations Rahim (2011) wrote that. Rahim (1992) argued that when both employees and managements avoids confronting each other, then calm is achieved and the possibility of having conflicts is minimal, thus it is a conducive environment for work leading to employee improved performance.

Withdrawing constitutes a refusal to deal with the conflict by ignoring it as much as possible (Ngu, 2008) in his study in Nigeria. Studies for the British workers emphasizes that this strategy is appropriate when a cooling-off period is needed to gain better understanding of the conflict situation and also when the other party is both unassertive and uncooperative they further maintain that withdrawal is a passive, stopgap way of handling conflict and it is useful when implemented in an organization as by buying time proper investigation is done before handling the conflict reassuring employees of undisturbed peace hence maintaining good performance Guest and Conway, (1999).

There is a belief in the traditional view that conflict is destructive, and its impact is always negative as it usually leads to gradual loss of employee performance, and as such, it is good to avoid conflict (Lee, 2011), he further maintains that fear of having conflict in an organization makes employees keep away from making mistakes and fear stepping on other employee or management, hence respect is maintained, and disagreements and conflicts are hard, with this strategy implemented in any organization wonderful performance is then going to be observed. (Robbin, 1983), writes conflict is viewed as a negative and undesirable aspect of organizational life in the early days of management research and theorizing.

Avoiding is a strategy of dealing with conflict by not dealing with conflict, it is often employed when the cost of dealing with the conflict is very high or the probability of winning is very low This brings both sides in the conflict to withdraw Saduman (2010). Withdrawing helps to ensure that one party does not feel superior over the other, shunning away from a competitive environment and from a lose, win scenario which is caused by one party succeeding the other. Kuhn and Poole, (2000) notes that it reduces the expense and saves time of going through the process of solving a conflict this ensures that employee performance is not interfered and organizations productivity is not reduced.

This strategy of conflict management is often described as a lose–lose style of handling interpersonal conflict which does not satisfy the concern of either party and is associated with dysfunctional outcomes, because neither side is able to deal with the issue, much less manage or resolve it Duke, (1999). In a lose-lose situation conflict of personal interests which hinder performance are eliminated as no one wants to be involved in disputes and constant fights (Robbins, 1991) concludes.

This strategy may take the form of pushing back a concern until a better time, or simply pulling out from a hazard situation Rahim (2011) suggests, this strategy of conflict management often reflect little concern toward the issues or parties involved in conflict, and denying to acknowledge the existence of a conflict in public. Ansoff, & McDonnel, (1990) argued that implementing this form of conflict management strategy could be of huge benefit as denying of existence of conflicts in public paints a very good image ensuring that business deals are not affected and the number of sales are maintained or better increased and employee performance remains impressive, in addition Angaye (2003) notes that when one pulls out from a conflict

then the conflict is not likely to escalate and the other party is likely to imitate thus evading conflict which affects performance.

Avoiding purportedly occurs because either the benefit in pursuing the conflict is small or because the other party to the conflict is unlikely to make satisfactory concessions Gordon, (2003) discusses that. Azamosa (2004) observes that this strategy of conflict management is implemented if parties involved gain nothing from the conflicts.

Employees engaged in the conflict may hope that, if left alone, the conflict will somehow go away (Pruitt & Rubin, 1986). According to Korbanik, 1993 when an issue is ignored for some time, the party involved tend to forget about it, the problem fading out with time preventing conflicts from happening and evading performance from being influenced negatively.

Withdrawing incline towards ignoring or delaying tactics, which do not resolve conflict but temporarily slows down the situation he suggests that avoiding strategy of conflict management may be appropriate when confrontation with other parties' effects on the relationships, exceeds the benefits solution of conflict Olson, (2005). Rahim & Bonoma (1979) observes that, an organization will choose to maintain its relationship if it's more important to the employee performance than the solution to the conflicts and as a result the differences will be ignored. Erez, & Judge, (2001) writes, this form of conflict management may be useful when the task or problem to solve is simple.

Avoiding is unassertive and uncooperative. Trying to sidestep or postpone the conflict, satisfying neither person's concerns. The avoidance strategy seeks to put off conflict indefinitely. By delaying or ignoring the conflict, the avoider hopes the problem resolves itself without a Confrontation. Those who actively avoid conflict frequently have low esteem or hold a position of low power.

Avoiding strategy is useful when a party fails to satisfy his or her own concern as well as the concern of the other party (Robbins, 1991) therefore, this strategy should not be implemented if the conflict deals with an issue that is of immediate concern or is important to the successful employee performance. In the short term, it fails to provide a permanent long-term solution to the undying conflict and conflict reappears again in another form (Baril 1993).

2.7 Theoretical frame work

This study was anchored by two theories.

Contingency theory

The contingency theory of leadership was proposed by the Austrian psychologist Fiedler, (1964). It emphasized on the importance of both the leader's personality and the situation in which that leader operates. It is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent upon the internal and external constraints which include the managerial assumption about the employee, the size of the organization, how its adapts to its environment, differences among resources and operation activities, strategies and technology used

The theory explains that employee performance is result of interaction of two factors situational favorable and leadership style. Fiedler further states the effective decision procedure depends on the situation and the mount of relevant information and the likelihood that sub-ordinates will co-operate in trying to make a good decision if followed to co-operate.

Basically, contingency theory asserts that when managers make a decision, they take into account all aspects of the current situation and act on those aspects that are key to the situation at hand. The relevance of this theory to the study was that to increase the employee performance of Kenya Power Company, the management should analyze a situation and determine what variables influence the decision to implement a specific strategy for conflict management in the organization.

Human relation management theory

The human relation theory was postulated by Mayo, (1933), he examined the effects of social relations, motivation and employee satisfaction on factory productivity. Mayo stressed on the power of natural groups, in which social aspects take priority over functional organizational structures, the need for reciprocal communication, in which communication is two way, from worker to chief executive as well, and the development of high quality leadership to communicate goals and to ensure effective and coherent decision making.

Companies need their employees to be able to successfully communicate and convey information, to be able to interpret others' emotions, to be open to others' feelings, and to be able to solve conflicts and arrive at resolutions as this theory does not recognize conflict as a creative force. By acquiring these skills, the employees in management positions and the customer can maintain more compatible relationships. Some of the conflict management strategies are linked to this theory, whereby integrating strategy aims at solving conflicts through two way communication and it shows concern for both self and other employees, also

conflict is seen as bad or a problem just like avoiding strategy does. This theory may be of essence to Kenya Power Company if they choose to use integrating and avoiding strategy to manage conflicts.

2.8 Conceptual framework

Conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions, organize and hold together the ideas comprising a broad concept. It provides a schematic presentation of the relationship between the variables under investigation Ravitch, and Riggan (2012). Employee performance is perceived to be influenced by integrating, obliging, dominating and avoiding strategies.

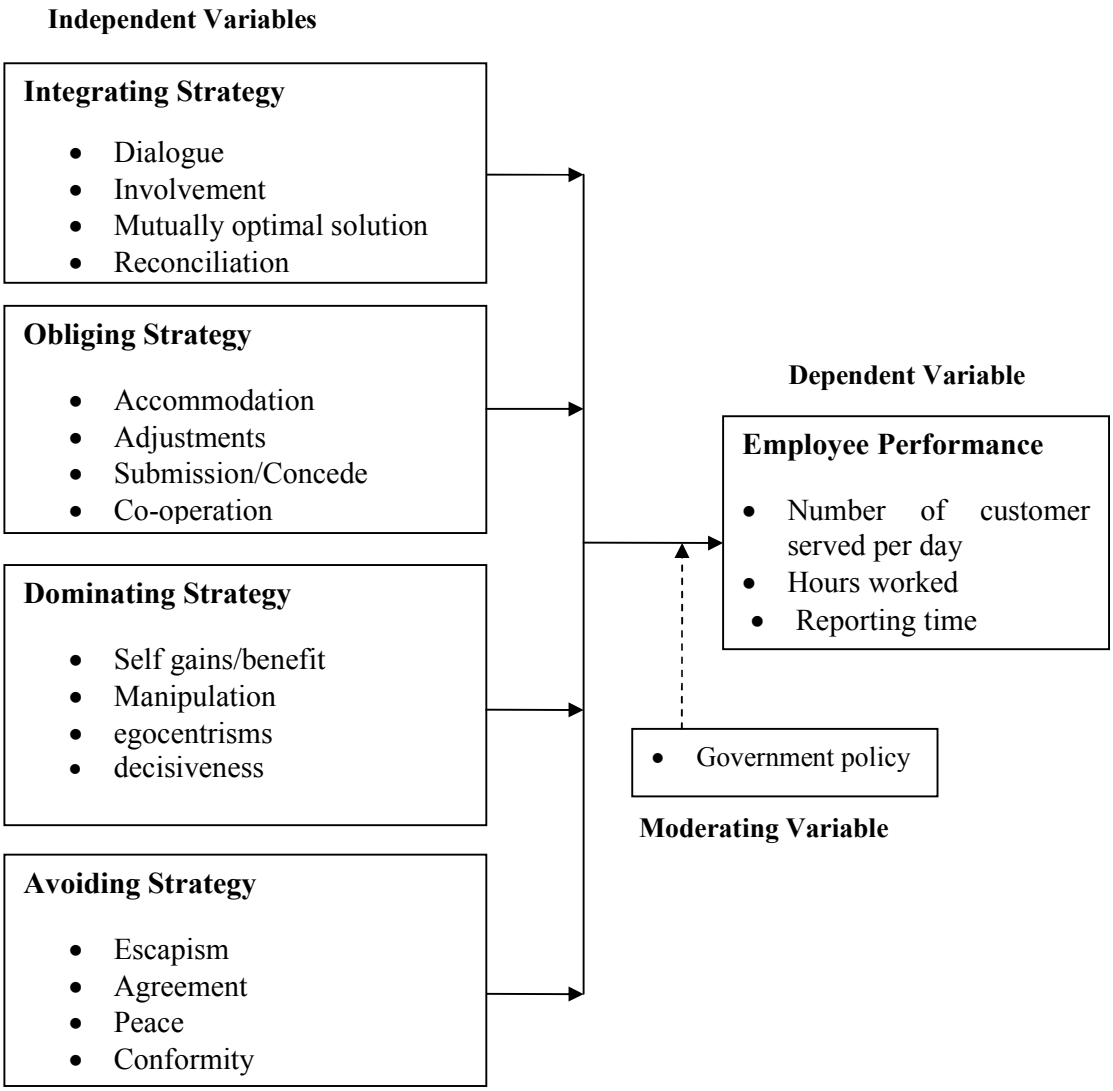

Figure 1: conceptual framework

Employee performance is influenced by integrating strategy leading to outstanding employee performance whereby dialogue, involvement and reconciliation are used in managing conflicts. Obliging strategy is required for improved employee performance and results to co-operation and accommodation of employees. There have been cases where dominating strategy has led to improved employee performance. Avoiding strategy leads to achievement of good employee performance and government policy heads conflict management strategies guidelines and employee performance code of ethics.

2.9 Knowledge Gap

Previous studies focused on effects of conflict management on corporate productivity (kehinde, 2011). This study discovered that the sources of conflict in the organization are diverse and cut across unacceptable employment terms, work conditions, perceived improper strategies of management by the officers and ineffectiveness means of grievance communication. It was revealed that the main sources of conflict in the organization relate to perception and value problems (RoseFaith 2013); however the study did not explore the four strategies and how the implementation of the strategies could help the organization achieve good employee performance

In order to inform on strategic choices made by the management of organizations in Kenya power, there will be need to investigate and document the correlation on performance of past competitive choices made by the management.

2.10 Summary of literature reviewed

This chapter reviewed the existing literature on conflict management strategies from the global, African and Kenyan perspectives. It has also presented a number of relevant studies done to support the study and also a conceptual frame work. The review of the literature indicated that conflict is inevitable in organization and all over the world plus it affects performance and in order to survive in a conflict environment, it becomes necessary for the management to be aggressive in their research and development so as to implement strategies that manage conflicts well, providing a good environment for performance Rahim & Bonoma, (1979).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research design, target population, sample size and sampling procedure, data collection instruments, pilot testing of the instruments, validity and reliability of the instruments, data collection and procedures, data analysis techniques, ethical considerations and operationalization of variables.

3.2 Research Design

The research adopted a descriptive survey research design which is the best for the study as it describes and explains the characteristics associated with the subject population. Descriptive design discovers and measures the cause and effect of relationships between variables (Cooper & Schindler, 2003). The justification for choosing the research design is the fact that we can only describe or explain the relationships, if any, that exists between variables but we cannot alter those relationships.

3.3 Target population

Target population is an entire group of individuals, events or objects having common observable characteristics that are being investigated (Mugenda & Mugenda, 2003). The target populations for this study was the Kenya power company employees in three main registered offices. The target population constituted of 11 senior managers, 39 line managers and 1005 supporting staff team .

Table 3.1: Target population

Management Levels	**Aghakan Walk**	**Stima Plaza Head Office**	**Eastleigh office**	**Total Population**	**Percentage**
Senior Managers	0	11	0	11	1
Line managers	1	38	0	39	4
Support staff	350	651	4	1005	95
Total	**351**	**700**	**4**	**1055**	**100**

3.4 Sample Size

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda and Mugenda, 1999). This subgroup is carefully selected to be representative of the whole population with the relevant characteristics. The sample size of employees is calculated based on Yamane's (Yamane 1967)

- 95% confidence level

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = Sample size

N = Total population

e = The error of percentage 5

By using Yamane formula of sample size with an error of 5% and with a confidence coefficient of 95% (Yamane 1967) the calculation from a Target population of 1055 employees, gave a sample size of 290 which was used, for purposes of convenience and a rare population, purposive sampling also known as judgmental sampling which concentrates on subjects which have similar and homogeneous characteristics was used to take a sample of 11 senior managers, to get the sample size of line managers the researcher took the total number of line manager divided by target population times the sample size to get a sample size of 11, the remaining sample of 268 was the support staff. The study therefore used a sample size of 290 respondents.

Table 3.2 Sample size

Management Levels	**Target Population**	**Sample size**	**Percentage**
Senior Managers	11	11	4
Line managers	39	11	4
Support staff	1005	268	92
Total	**1055**	**290**	**100**

3.4 .1 Sampling procedure

Sampling is a means of selecting part of a group of the population to represent the entire group of interest. It reduces the length of time needed to complete the study and cuts costs. It is also manageable and mirrors sample population (Saunders, Lewis & Thornhill, 2000) simple random sampling design was suitable for the study since no much information was available about the population and data collection could be efficiently conducted on randomly distributed items. The purpose of data sampled was to study the target population. The process of sampling was designed to minimize errors when estimating the true population

3.5 Data Collection Instrument

The study used primary data collection method. Data was collected through drop and pick questionnaires. The questionnaire contained both structured and unstructured questions. The questionnaire was structured based on the research Objectives or hypothesis. Structured questionnaires referred to questions which were accompanied by a list of all possible alternatives from which the respondents selected the answer that best described their situation, (Mugenda and Mugenda, 2003).Unstructured Questionnaires are usually formulated around open questions. Open questions may give more valid data, as respondents can say what is important to them and express it in their own words.

3.5.1 Pilot testing of the instruments

According to Mugenda and Mugenda (2003), a pilot test is a method that is used to test the instrument before carrying out the research. It involves conducting an initial test, the pretest sample is between 1% and 10 % depending on the sample size. The pretest questionnaires were distributed equitably to the selected respondents in order to gather a cross-sectional feeling of respondents. This helped in ascertaining the robustness of the instrument. Out of 1055 targeted population, 10 respondents were used to pilot test the data collection tools. Questionnaires were distributed among 10 employees of Kenya power Aghakan walk office in Nairobi, and then they were collected back after two days in which analysis was done to verify if the data collection tool could be adopted or adjusted in case of spelling mistakes, unfinished sentences and ambiguities, this also helped the researcher to find out whether the respondents understood the concepts given in the questionnaires. Once the corrections and

adjustments were done the final questionnaire was printed and dispatched to the field for data collection with the help of research assistant.

3.5.2 Validity of the instruments

Validity is a prior qualitative procedural test of the research instruments in an attempt to ascertain their accuracy and correctness in eliciting the intended data for the study (Mugenda and Mugenda, 2003). Validity refers to the extent in which a researcher measures what he/she hopes to measure. A questionnaire which is well structured should yield valid results. A valid measure should satisfy two criteria; face validity and content validity. Face validity is the assessment whether a measure appears on the face of it to measure the concept it is intended to measure. A measure should satisfy this criterion. Content validity concerns the extent to which a measure adequately represents all the facets of a concept.

Questionnaires were administered to the respondent to complete the questions themselves, the questionnaires were hand-delivered to the respondents. After the analysis, data was presented in form of tables, and according to the research questions. Content Validity was ensured through having the questionnaire reviewed by experts in this area. The questionnaire was reviewed by the supervisors who are experts in this area. Face validity was ensured through comparing tools that were used by other studies in reviewing related literature.

3.5.3 Reliability of the instrument

Reliability is concerned with the ability of an instrument to measure consistently. It should be noted that the reliability of an instrument is closely associated with its validity. An instrument cannot be valid unless it is reliable. However, the reliability of an instrument does not depend on its validity. It is possible to objectively measure the reliability of an instrument

Reliability enhanced the dependability, accuracy of the instruments. Mugenda and Mugenda (1999) say that reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. To ensure reliability of the study, the test re-test method was applied. This involved administering the same questionnaire to 10 employee of Kenya power at Aghakan walk at an interval of one week and then comparing the two scores. This aimed at finding out if the results were consistent.

The survey instruments were subjected to overall reliability analysis by calculating the Cronbach Alpha a test with reliability of values greater or equal to 0.7 is acceptable indicator of internal consistency, that is, items correlate highly among themselves (Mugenda and Mugenda, 2003). This study accepted values greater or equal to 0.7. In my case 9 out of 10 questionnaires were returned, giving the study a success rate of 0.9.

3.6 Data Analysis Techniques

Both quantitative and qualitative approaches were used for data analysis. Once the data was collected it was checked for completeness and readiness for analysis. The collected quantitative data from the questionnaire was coded and entered into the computer for computation of descriptive statistics. The Statistical Package for the Social Sciences software was used to run descriptive statistics such as percentages, mean and standard deviation so as to present the quantitative data inform of cross tabulation tables based on the major research questions. The qualitative data generated from open ended questions was categorized in themes in accordance with research objectives and reported in narrative form along with quantitative presentation. The qualitative data was used to reinforce the quantitative data. Inferential statistics such as pearson correlation was used.

3.7 Ethical Consideration

Before coordinating the research, the researcher obtained authorization from the University of Nairobi. The letter was taken to all the offices of Kenya Power Company for approval of carrying out the research in their organizations and authorized that the research was only done for academic purposes. The researcher sought consent from the respondents and assured them that the research was solely for academic purposes and any confidential information obtained was not revealed to any unauthorized third party. The researcher respected people's opinions in endeavor to embrace confidentiality.

3.8 Operationalization of variables

This is finding a measurable, quantifiable, and valid index for your variable (independent and dependent variables), and finding a way to manipulate the variable in such a way as to have two or more levels.

3. Table 3.3: Operationalization of variables

Objective	Variable	Indicator(s)	Measurement	Scale	Data collectio	Data Analysis
To assess how implementation of Integrating strategy influence the performance of Kenya Power employees	**Independent variable** Integrating strategy	-Dialogue -Involvement -Mutually optimal solution -Reconciliation	-Participation - Interaction and contributions - Ideal results for	Ordinal	Questionnaire	Descriptive And inferential Statistics
To evaluate how implementation of obliging strategy influence the performance of Kenya Power employees	**Independent variable** Obliging strategy	-Accommodation -Adjustment -Submission -Co-operation	-Understanding -Change -Acceptance -Co-ordination and teamwork	Ordinal	Questionnaire	Descriptive And inferential Statistics
To determine how implementation of dominating strategy influence the performance of Kenya Power employees	**Independent variable** Dominating strategy	-Dictatorship -Self gains -Manipulation -Decisiveness	-Controlling -low pay, neglect ion -Exploitation -Timely decisions	Ordinal	Questionnaire	Descriptive And inferential Statistics
To establish how implementation of avoiding strategy influence the performance of Kenya Power Employees	**Independent variable** Avoiding strategy	-Escapism -Agreement -Peace -Conformity	-Diversion -Progress -Level of conflicts/trust and stability -obedience	Ordinal	Questionnaire	Descriptive And inferential Statistics
Performance of employees Kenya power Company (Nairobi County)	**Dependent variables** Employee performance	-Number of customer served per day -Hours worked -Reporting time	-customers served in a day -Hours worked in a week -Normal	Ordinal	Questionnaire	Descriptive And inferential Statistics

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter contains the analysis of data, interpretation and the presentation of the research findings. (Cooper & Schindler, 2003) defined data analysis as the process of reducing large amount of collected data to data that addresses the initial proposition of the study. The research findings related to the research questions that guided the study. The purpose of the study was to establish the influence of implementation of conflict management strategies on employee performance: A case of Kenya power, Nairobi County. The study targeted 290 employees. Out of the total of 290 respondents targeted, 275 filled and returned their questionnaires.

4.2 Questionnaire Return Rate

Table 4.1 presents the return rate of questionnaires of the target population and this shows the response rate which is the single most important indicator of how much confidence can be placed in the results of the study.

Table 4.1: Return Rate

	Frequency	Percentage
Returned questionnaires	275	95
Non returned questionnaires	15	5
Total	290	100

The study targeted 290 respondents who included senior managers, line managers and support staff. A total of 275 questionnaires were returned giving a response rate of 95%. Majority of the respondents to whom the questionnaires were administered provided a response.

4.3 Demographic Information

In order to capture the general information of the respondents, issues such as gender, job category, level of education and years worked were sought.

4.31 Gender of the respondents

Table 4.2 presents the gender of the respondents thus the researcher is able to get an idea of the gender with the highest number in the organization and the data can be used for planning and for assessing the attained level of development of the economy and culture of the nation

Table 4.2: Gender representations of the respondents

Gender	Frequency	Percentage
Male	173	63
Female	102	37
Total	**275**	**100**

Majority of the employees at Kenya Power Company who responded were male making up (173)63% of the respondents and female gender made up (102)37% of the respondents. This is because the population of male working in the organization is higher than that of female.

4.3.2 Category of respondents

Table 4.3 presents the number of respondents in each target group and helps the researcher to know the kind of respondents he/she is dealing with and how to handle them.

Table 4.3 Category of respondents

Category	Frequency	Percentage
Senior Managers	3	1
Line managers	8	3
Support Staff	264	96
Total	**275**	**100**

Majority 96% (264) of the respondents were support stuff, 3% (8) of the respondents were line managers, senior managers formed 1% (3), this is because support staff are many and as we go up the management level the number reduces thus few line and senior managers as an organization can only have a limited number of powerful decision makers.

4.3.3 Age of the respondents

Table 4.4 presents the age brackets of the respondents working at Kenya power company hence a researcher knows the accuracy age of the respondents and also data on the changing distribution of the population.

Table 4.4: Age of the respondents

Age	Frequency	Percentage
20 – 29 years	41	15
30 – 39 years	126	46
40 – 49 years	79	29
Above 50 years	29	10
Total	**275**	**100**

15% (41) of the respondents were below 30 years, 46% (126) of the respondents were below 40 years, 29% (79) of the respondents were below 50 years while the remaining 10% (29) were above 50 years. This therefore meant that most of the employees at Kenya Power Company are young people.

4.3.4 Level of Education

Table 4.5 presents the level of education attained by the respondents and this helps the researcher to know what to expect from the responses and data on education ensures transparency and effectiveness. Education is one of the most powerful instruments for reducing poverty and inequality and lays a foundation for sustained economic growth

Table 4.5: Level of education

Education level	Frequency	Percentage
Primary level	0	0
Secondary level	17	6
College level	159	58
University level	99	36
Total	**275**	**100**

None of the Kenya power employees' was below Secondary level of education, 6% of the employees had secondary education and a huge number of employees (58%) had gone to college. The remaining percentage of employees (36%) had at least attained a degree certificate. This information tells the researcher he or she is dealing with an educated population.

4.3.5 Years worked

Table 4.6 presents the age brackets of the respondents at Kenya power company and this helps the researcher to understand his target population better and know the level of experience the respondents have.

Table 4.6: Years worked

Years	Frequency	Percentage
1 – 5 years	58	21
5 – 9 years	60	22
10– 15 years	129	47
Above 16 year	28	10
Total	**275**	**100**

Majority of the employees 47% (129) have worked at Kenya Power company for between 10 and 15 years, followed by 22% (60) percent of the employees who have worked for between 5-9 years and 21%(58) percent have worked for 1-5 years and finally those who have worked for over 16 years constitute 10% (28) of the employees, this shows that most employees have worked for Kenya power company for many years.

4.4 Integrating Strategy

The following section show an analysis of the data collected with regard to integrating strategy of conflict management that influence the performance of employees.

4.4.1 Participation of employees in dialogue

Table 4.7 shows whether or not employees are engaged in dialogue while solving conflicts because dialogue is key when using integrating strategy.

Table 4.7: Employee participation in dialogue

Employee participation	Frequency	Percentage
Yes	102	37
No	173	63
Total	**275**	**100**

Most of the employees 173(63) did not take part in dialogue and therefore they felt left out when issues relating to them were being discussed and resolved.

4.4.2 Frequency of Employee participation in dialogue

Table 4.8 shows how often employees participate in dialogue while solving conflicts

Table 4.8: Frequency of employee participation in dialogue

Participation in dialogue	Frequency	Percentage
Monthly	3	1
Quarterly	19	7
Half Yearly	80	29
Yearly	173	63
Total	**275**	**100**

There was no adequate participation of employees in dialogue on a regular basis with only 1% (3) of employees participating in dialogue on a monthly basis, this is because integrating strategy is not fully implemented at Kenya power company.

4.4.3 Influence of use of reconciliation in conflict management

Table 4.9 shows how employee relationship with each other is influenced by use of reconciliation in solving conflicts. Reconciliation aims to encourage cooperation and improve harmony between employees

Table 4.9: influence of reconciliation

Influence of reconciliation	Frequency	Percentage
Positively	223	81
Negatively	52	19
Total	**275**	**100**

According to the findings 81% (223) of the employees' relationship was influenced positively by reconciliation, and only 19% (52) indicated that reconciliation influenced relationship negatively. This shows that employee relationship with each other is influenced positively by use of reconciliation during conflict management.

4.4.4 Influence of trust between afflicted parties in a project

Table 4.10 shows if lack of trust between afflicted parties in the same project influences performance negatively. Trust is a vital ingredient to a successful relationship and great employee teamwork is built on a foundation of trust.

Table 4.10: Employees views on the negative influence of lack of trust

Negative outcome of lack of trust	Frequency	Percentage
Yes	206	75
No	69	25
Total	**275**	**100**

Only 25% (69) of the respondents disagreed with the idea that lack of trust influences employee performance negatively while a whopping 75% (206) of the respondents agreed. This proves that employee trust is important especially while resolving conflicts.

4.4.5 Employees opinion on how to achieve the best solution

Table 4.11 shows employee opinion on achieving most mutually agreeable solution in conflict management, Mutual optimal solution for all employees ensures satisfaction for all.

Table 4.11: Employee opinion on the best solution

Employee Opinion	Frequency	Percentage
All afflicted Employees involvement	179	65
Involvement of key managers only	30	11
Involvement of HR office only	66	24
Total	**275**	**100**

From the responses, majority of the respondents 65% (179) feels that involvement of all the afflicted employees yields the best solution, and involvement of key managers has the least number of respondents at 11% (30), 24% (66) prefers the involvement of the HR office, According to the responses the best way is to involve all the afflicted employees as they face and listen to one another as well as confronting issues together, hence a permanent solution is reached at.

4.5 Obliging strategy

The following sections provide an analysis of the data collected with regard to obliging strategy of conflict management that influence employee performance.

4.5.1 Influence of employees submission on performance

Table 4.12 shows the number of employees who believe that submission of employees reduces conflicts improving performance. Submission means agreeing to without questioning.

Table 4.12: Employees who believe in submission

Employees views	Frequency	Percentage
Yes	126	46
No	149	54
Total	**275**	**100**

Most of the employees 54% (149) did not believe in submission as way of reducing conflicts while improving performance, only 46%(126) believed in submission, this is because submission does not permanently resolve a conflict, the conflict is likely to re-emerge so many did not believe in it.

4.5.2 Results of Accommodation of employee different personalities on conflicts

Table 4.13 shows the results of use of accommodation on employee's different personalities on conflicts management. Accommodation is viewed as the "peacekeeper" mode as it focuses more on preserving relationships.

Table 4.13: Results of accommodation of employee different personalities

Accommodation of different personalities	Frequency	Percentage
Reduces conflicts	224	81
Increases Conflicts	51	18
Total	**275**	**100**

81% (224) of the respondents reported that accommodation of employee different personalities reduces conflicts. This shows most employees accommodate each other's differences with ease.

4.5.3 Extent of positive influence that employee co-operation has on performance

Table 4.14 shows the extent of the positive influence of employee co-operation on performance. Cooperation is important in an organization because it allows employees and management to work together to achieve a common goal or derive mutual benefits.

Table 4.14: Extent of the influence of employee co-operation

Influence of employee co-operation	Frequency	Percentage
High	190	69
Moderately	71	26
Low	14	5
Total	**275**	**100**

Most respondents 69% (190) feels that employee co-operation has high positive influence on performance while 26% (71) of the respondents, feels that co-operation of employees has Moderate influence on performance. This shows that co-operation increases employee performance because only few respondents 5% (14) feels that it has low positive influence. Therefore co-operation is important for good results.

4.5.4 Results of employee adjustments to new policies

Table 4.15 shows the results of employees ease of adjustment to new policies on reduction of conflicts. Being flexible and easy to adapt to change in a calm manner is a good weapon for the employees understanding the challenges ahead.

Table 4.15: Results of employee adjustments in conflict reduction

Results of employee adjustment	Frequency	Percentage
High rate reduction of conflicts	245	89
Low rate reduction of conflicts	30	11
Total	**275**	**100**

89% (245) of respondents indicates that employee ease of adjustment to new policies has high rate reduction of conflicts and this improves performance, only 11% (30) indicates that it has low rate reduction of conflicts.

4.6 Dominating strategy

The following sections provide an analysis of the data collected with regard to dominating strategy of conflict management that influence employee performance.

4.6.1 Controlling of employees by management

Table 4.16 shows the level at which controlling of employees by management reduces conflicts thus improving performance, having an authoritarian management can influence performance negatively or positively.

Table 4.16: Level at which conflicts are reduced through management control

Results of management control	Frequency	Percentage
High	52	19
Moderately	110	40
Low	113	41
Total	**275**	**100**

Majority of the respondents 41% (113) were of the feeling that management control does not help in conflict reduction to a high extent, 40% (110) of the respondents were of the view that management control moderately reduces conflicts, only a few 19% (52) who feels that management control helps in reduction of conflicts. Majority of employees do not support use of control because it benefits the decision makers or the powerful ones only.

4.6.2 Negative influence of use of force on conflict management

Table 4.17 shows employees views on their performance when force is used to resolve conflicts. Force is used as the last result when all other ways fail.

Table 4.17: results of whether use of force has negative influence on conflict management

Employees Response	Frequency	Percentage
Yes	201	73
No	74	27
Total	**275**	**100**

Majority of the employees 73% (201) were of the view that use of force does not help to resolve conflicts while the remaining percentage 27% (74) was of the contrary opinion that use of force helps in resolving conflicts, Force is only used by those in power and employees may refuse to accept the decision made by management hence causing conflicts.

4.6.3 Results of employees Exploitation through low wages

Table 4.18 shows the influence of employee exploitation through low wages on performance.

Table 4.18: Employees views on influence of exploitation through low wages

Employees Views	Frequency	Percentage
Negative	250	91
Positive	25	9
Total	**275**	**100**

Majority of the respondents 91% (250) are of the view that employee's exploitation through low wages has negative influence on their performance. A very small percentage of the respondents 9% (25) are of the view that it has a positive influence on performance. Paying employee low wages demotivates them hence poor performance, that's why many employees do not support it.

4.6.4 Outcome of timely decision making on performance

Table 4.19 shows how timely decision making by managers influences employee performance. When decisions are made in time proper planning is done.

Table 4.19: Outcome of timely decision making by management

Employees opinion	Frequency	Percentage
Improved performance	258	94
Poor performance	17	6
Total	**275**	**100**

From the respondents provided above, majorities 94% (250) were of the feeling that timely decision making by management improves performance; a few 6% (17) were of the view that it influences performance negatively.

4.7 Avoiding strategy

The following sections provide an analysis of the data collected with regard to avoiding strategy of conflict management that influence employee performance.

4.7.1 How keeping off from conflicts influence employee performance

Table 4.20 presents how keeping off from conflicts helps in improving employee performance. Keeping off from conflicts ensures peace and it's hard to completely run away from conflicts thus it is important to see the views of the respondents.

Table 4.20: Employee views on whether keeping off from conflicts helps improve performance

Employees Views	Frequency	Percentage
Yes	171	62
No	104	38
Total	**275**	**100**

Most of the employees 62% (171) were of the view that keeping off from conflicts helps to improve performance while another 38% (104) of the employees thought that keeping off from conflicts did not help in improvement of performance. Those who supported conflicts is because conflict is unavoidable and conflict is not bad but when it is not managed it escalates influencing performance negatively.

4.7.2 Reduction of conflicts through ease of agreement between employees

Table 4.21 shows how ease of agreement between employees reduces conflicts improving performance positively.

Table 4.21: Employees opinions on how ease of agreement can help in conflict reduction

Employees opinion	Frequency	Percentage
lengthens conflict Management duration	55	20
Shortens conflict management duration	220	80
Total	**275**	**100**

Majority of the respondents 80% (220) feels that ease of agreement helps to shorten conflict management duration while 20% (55) feels that it lengthens conflict management duration. When employee agree easily conflict caused by disagreements never arise hence performance is not influenced negatively.

4.7.3 Influence of employee obedience in conflict reduction

Table 4.22 shows employee views on the influence of obedience to their seniors/management in relation to conflict management.

Table 4.22: Results of employees obedience on conflict management

Employees views	Frequency	Percentage
Reduced conflicts	221	80
Increased conflicts	54	20
Total	**275**	**100**

Obedience of the employees to the management or seniors helps in conflict management as it reduces conflicts, 80% (221) of the respondents support that, the least number of respondents were 20% (54) and they felt that obedience increases conflicts, when employees obey they reduce chances of conflict arising unlike when they disobey.

4.7.4 Outcome of peaceful co-existence of employees on performance

Table 4.23 shows views on peaceful co-existence between employees and the influence on performance. Harmonious employees provides good working environment.

Table 4.23: Employees views on outcome of peaceful co-existence on performance

Employees views	Frequency	Percentage
Improved performance	212	76
Poor performance	63	34
Total	**275**	**100**

76% (212) were of the view that peaceful co-existence between employees helps improve performance. 34% (63) of the respondents felt otherwise, so peaceful co-existence is important.

4.8 Employee Performance

The following sections provides an analysis of the data collected with regard to measure of employee performance

4.8.1 Various ways used to measure employee performance

Table 4.24 shows various ways in which individual employee performance is measured. Measuring and managing employee performance is important because it gives you the ability to properly gauge worker efficiency and identify who is working hard.

Table 4.24: Shows various ways used to measure employee performance

Ways mentioned by employees	Frequency	Percentage
Customers served per day	190	69
Electrical faults attended to	85	31
Total	**275**	**100**

According to the respondents employee's performance is measured differently, and this is determined by the area of specialization and department an employee is in. Majority of the respondents feels that performance is measured by customers served per day.

4.8.2 Results of reporting late to work on employee performance

Table 4.25 shows how reporting to work late influences employee performance. It is important to measure reporting time as this shows its influence on performance.

Table 4.25: Employees views on the influence of reporting late on Performance

Employees Opinions	Frequency	Percentage
Delayed Project Completion	97	35
Conflict with management	76	28
Increased customer complaints	102	37
Total	**275**	**100**

Reporting to work late has negative influence on performance and increases conflicts as there is delayed project completion, increased customer complaints and lastly increased conflict with the management, thus we can conclude that all the respondents 100% (275) feels that reporting late influences employee performance negatively.

4.8.3 Hours worked in a day on performance

Table 4.26 shows the number of hours supposed to be worked in a day to ensure improved performance. Measuring working hours is important for estimating average hourly earnings and labor productivity.

Table 4.26: Employees views on the most ideal number of hours they are supposed to work.

Employees Answers	Frequency	Percentage
8 hours	228	83
10 hours	30	11
12 hours	17	6
Total	275	100

Majority of the respondents 83% feels that 8 hours are ideal working hours to ensure productivity. A smaller percentage (11%) feels that 10 hours of working are ideal while an even smaller percentage (6%) feels that 12 hours are ideal.

4.9 Descriptive analysis

Descriptive analysis was used to analyze the data. Descriptive measure of central tendency mean and dispersion standard deviation was used. The section is organized according to the study objectives. Table 4.27 presents the responses to the likert scale questions given to the respondents.

Table 4.27: Likert scale questions

	Mean	Standard Deviation
Integrating Strategy		
Implementation of dialogue helps in achieving quality employee performance	1.87	0.789
Implementing reconciliation brings peace hence improved employee performance	2.08	1.068
Trust affects the process of solving conflicts resulting to poor performance	2.15	1.064
Incorporation of employees in conflict management leads to mutual optimal solution	1.99	1.027
Obliging strategy		
Submission of employees ends disputes without affecting performance	2.00	1.122
Accommodation of different personalities reduces conflicts	1.71	0.950
Employees co-operation while dealing with issues increases performance	1.76	0.932
Employee ease of adjustment to new organizational policies reduces conflicts	1.68	0.797
Dominating strategy		
Controlling of employees ends conflicts thus increasing performance	4.10	1.187
Use of force by management ensures increased employee performance	4.18	0.978
Exploitation of employees for self gains improves performance	4.58	0.877
Making of timely decision improves employee performance	2.26	1.344
Avoiding strategy		
Keeping off from conflicts improves employee performance	3.27	0.997
Ease of agreement helps in conflict reduction	2.12	1.267
Obedience of employees reduces conflicts improving performance	2.99	0.865
Peaceful co-coexistence of employees helps in increasing performance	2.46	0.948
Employee performance		
Number of customer served is the key employee performance indicator	1.63	0.829
Reporting time affects employee performance negatively increasing conflicts	2.64	1.090
Prolonged working hours improves employee performance	4.67	0.733

**VGE-Very Great extent GE – Great extent ME-Moderately extent LE-Little extent*

Table 4.27, on integrating strategy majority of the respondents indicated that implementation of dialogue in the management of conflicts helps in achieving quality employee performance with a score of 1.87 (Very great extent) followed by those who indicated that incorporation of employees in conflict management process leads to achievement of mutual optimal solution with a mean score of 1.99 (Very great extent) third in line were those who felt that reconciliation improved employee performance with a mean score of 2.08 (great extent) and finally Trust was the last with a mean score of 2.15 (great extent).

On obliging strategy majority of the respondents felt that Employee ease of adjustment to new organizational policies reduces conflicts with a mean score of 1.68 (Very great extent), followed by those who were of the view that accommodation of different personalities reduces conflicts with a mean score of 1.71(Very great extent), third in line were those who were of the idea that employees co-operation while dealing with issues increases performance with a mean score of 1.76 (Very great extent) and finally submission of the employees was the last with a mean score of 2.00 (great extent).

Few of the respondents in dominating strategy indicated that exploitation of employees for self gains improves performance (no extent) scoring a mean of 4.58, followed by use of force by management ensured increased employee performance with (little extent) 4.18 mean score, thirdly Controlling of employees ends conflicts thus increasing performance followed (little extent) a mean score 4.10, lastly majority of the respondents believed that making of timely decision improves employee performance with 2.26 as mean score (great extent)

Majority of the respondents in avoiding strategy indicated that Ease of agreement helps in conflict reduction (great extent) scoring a mean of 2.12, followed by Peaceful co-coexistence of employees helped in increasing performance with (great extent) 2.46 mean score, thirdly Obedience of employees reduces conflicts improving performance with (moderate extent) 2.99 as a mean score, lastly keeping off from conflicts improves employee performance had (little extent) a mean score of 3.27.

Majority of the respondents in employee performance indicated that number of the customers served measure employee performance with a mean score of 1.63 (Very great extent), few of the employees were of the opinion that prolonged working hours improves

employee performance with a mean score of 4.67 (no extent), lastly many felt that reporting time affected employee performance with a mean score of 2.64 (great extent).

4.10 Inferential statistics on performance of employees

The study used inferential statistics in trying to reach conclusions that extend beyond the immediate data alone. Inferential statistics were used to infer from the sample data what the population might think or to make judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. The study correlated variables using the Pearson correlation analysis to determine the relationship between the variables.

Table 4.28 Correlation of variables

		Employee Performance	Integrating Strategy	Obliging Strategy	Dominating Strategy	Avoiding Strategy
Employee Performance	Pearson Correlation	1.00	0.618 *	0.870 *	0.714	0.742
	Sig.(2 tailed)	0.05	0.000	0.020	0.016	0.000
Integrating Strategy	Pearson Correlation	0.611	1.00	0.467	0.651*	0.584
	Sig.(2 tailed)	0.004		0.058	0.062	0.004
Obliging Strategy	Pearson Correlation	0.625 *	0.425	1.00	0.581 *	0.794
	Sig.(2 tailed)	0.002	0.003		0.001	0.002
Dominating Strategy	Pearson Correlation	0.835	0.723	0.521	1.00	0.457
	Sig.(2 tailed)	0.000	0.006	0.005	0.004	0.001
Avoiding Strategy	Pearson Correlation	0.731	0.547	0.833	0.462	1.00
	Sig(2 tailed)	0.007	0.02	0.006	0.000	

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

From the above correlation table all the variables have a relationship with each other at 0.05 significance level. We can therefore derive that integrating, obliging, dominating and avoiding strategies all have a positive relationship with employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings of the research and then discusses these findings against literature. The chapter then offers a conclusion before giving recommendations and also suggests areas of further research.

5.2 Summary of findings

The purpose of the study was to establish the influence of implementation of conflict management on employee's performance, a case of Kenya power company, the study used simple random design and purposive sampling, target population was 1055, a sample size of 290 respondents was picked using Yamane formula 1967, 275 questionnaires were returned with responses and data was analyzed using statistical package for the social sciences to run descriptive statistics, inferential statistics was used too.

5.2.1 Demographic Characteristics of Respondents

Majority of the respondents were male making up 63% with only 37% female. Majority 96% of the respondents were support stuff, with 3% line managers and 1% senior managers. 15% of the respondents were below 30 years, 46% of the respondents were below 40 years, 29% of the respondents were below 50 years while the remaining 10% were above 50 years. Most of the Kenya power employees had higher level of education with 58% having college education and 36% with university education only 6% had secondary education. Lastly most of the employee had stayed in the organization between 10 and 15 years.

5.2.2 Integrating strategy and employee performance

From the study it is seen that majority of the employees preferred being involved in dialogue when conflicts relating to them were being resolved. Reconciliation is also key while resolving conflicts and yields improved employee performance this was supported

by a huge number of 81% of the respondents, reconciliation resolves conflicts in a peaceful manner. Trust is needed between the parties involved in conflict management process and lack of trust leads to prolonged duration of conflict management.

5.2.3 Obliging strategy and employee performance

It was noted that when employees submit conflicts were not completely resolved and had high potential for re- emerging in future. Employee's ease of adjustments to new organizational policies reduced conflicts to a very great extent and majority of the employees 89% supported that idea, accommodation of employee different personalities is important when it comes to conflict reduction with 81% respondents supporting that. Lastly employee co-operation was seen as key ingredient in the achievement of employee outstanding performance this is due to the fact that unity or teamwork helps in bringing different ideas on the table, tasks are carried out easily and incase of challenge or a problems solution is found easily due many brains working together and also where there is co-operation disputes are minimal thus a conducive working environment is created.

5.2.4 Dominating strategy and employee performance

Controlling of employees leads to fear and makes employees not to be outspoken, hence only the superior party that is the management emerges as winner, so only a few employee supported controlling. It was also clear from the study that use of force does not help when it comes to conflict management. An insignificant number of employees supported the idea that employee exploitation through low wages helped in improving performance, however a very huge number of employees agreed with the idea that timely decision making led to improved employee performance

5.2.5 Avoiding strategy and employee performance

The study also revealed that when employees keep off from conflicts chances of their performance being affected negatively were low. Additionally it was also noted that reduction of conflicts through ease of agreement between employees shortens conflict management duration. Not many saw obedience of employees to their seniors as a good way of reducing conflicts on the other hand quite a huge number supported that peaceful co-existence of employees led to improved performance

5.3 Discussions

The following section discusses the findings of this study and relates these to other research previously done on the same.

5.3.1 Integrating strategy and employee performance

The study established that employee performance was affected positively by use of reconciliation and dialogue thus leading to achievement of mutual optimal solution, Dialogue was seen as the best as it involved all affected parties in the conflict management process hence future reoccurrence the same conflicts was a hard off as measures proposed by both parties were implemented although it was not frequently used at Kenya power.

These findings concur with Hansen and Wernerfelt, (2004) study, dialogue is suitable for solving employee conflicts as it implies a direct confrontation, with disagreement addressed directly. Conflict is treated as a problem for which both employees are interested in finding a mutually acceptable solution. This approach requires a give-and-take attitude between the employees, meaning that both are somewhat assertive and somewhat cooperative. It involves pinpointing the issue and resolving it objectively by defining the problem, gathering necessary information, generating and analyzing alternatives, and selecting the best alternative under the circumstances, this proves that integrating strategy is illustrated by individuals who have a high concern for themselves and for others (Gordon, 2003).

5.3.2 Obliging strategy and employee performance

Performance is affected positively by adjustment of employee to new policies, co-operation and accommodation of different personalities. Majority of the employee supported the use of the three as this brought about harmony thus creating a conducive working environment. Smoothing, or accommodating, is an appeasing strategy of emphasizing on areas of agreement while avoiding points of disagreement, it is implemented in an organization so as to keep harmony and avoid outwardly conflictive situations ensuring undisturbed performance, and it works when the issues are more important than the personal positions and aspirations of the parties involved Rahim, (2002).

In obliging strategy situation the similarities between the two parties are emphasized and the differences are downplayed (Gordon, 2003) noted that in his research on obliging strategy, dwelling on the differences affected employee performance negatively as it caused disagreement, but residing on the similarities ensured peace and improved employee performance, this meant that this strategy has a tendency to give in to the other's concerns while giving up one's own needs and interests

5.3.3 Dominating strategy and employee performance

Performance is affected negatively by use of force and controlling of employees in conflict management as this leads to satisfaction of one party that's the powerful one and in this case, the managements and the other party remains unsatisfied, hence tension is created and performance is affected hence low productivity of the organization. Most employees did not support the use of the two.

As indicated by Fiore, (2009) dominating strategy leaves hard feelings because people dislike having others' views imposed on them. Conflict resolved by force may develop again and haunt the enforcer at a later date. one party wins as superior skills and outright domination allows her desire to be forced on other (Duke, 1999)

This strategy of conflict management involves a person forcing problems to fulfill his or her wants, and it is the most confrontational strategy (also labeled "contending" or "competing") Rahim, (1992). This mode of conflict management is characterized by the use of forceful tactics such as threats and put-downs, an unwillingness to move from one's initial position, and a focus on defeating the opponent Pruitt and Rubin (1986) adds that this strategy is applicable in an organization when stakes are high

5.3.4 Avoiding strategy and employee performance

Keeping off (escapism) from conflicts and agreeing with ease does not solve conflicts permanently and the same conflicts tend to re-emerge later on in life but it ensures peace, only few employee supported, in addition both parties lose in the conflict management.

Avoiding strategy is useful when a party fails to satisfy his or her own concern as well as the concern of the other party (Robbins, 1991) therefore, this strategy should not be implemented if the conflict deals with an issue that is of immediate concern or is important to the successful employee performance. In the short term, it fails to provide a permanent long-term solution to the undying conflict and conflict reappears again in another form (Baril 1993).

5.4 Conclusion

The study tries to establish, the influence of implementation of conflict management strategies on employee performance at Kenya Power Company in Nairobi. It has been argued in the literature that the influence of conflict on organizational performance has two overriding results, the positive and negative results. The study established that conflict could be dysfunctional if not properly managed, because both the management and employees mutually depend on the end product that is employees who depend on the organization for their salaries put their best performance and this improved performance would lead to increased productivity that would in turn yield profit for the organization. From the study the strategies popularly used were integrating, avoiding and obliging strategy. It is advisable for the Kenya power company to highlight and use at least two or one strategy so that objectivity is observed although it is the organizations choice Pruitt and Rubin (1986) emphasizes that the decision to use one strategy or another is a strategic choice based on the likelihood that a strategy will be successful in a given situation. This perspective suggests that a party's concern for one's own outcomes and the other's outcomes will vary depending on contextual features of the conflict.

5.5 Recommendation

The following are the recommendations of the study:

i) The management of the Kenya power company should take bold step on trainings on conflict management strategies to have the knowledge of managing conflict. Efforts should be made by the management to organize seminars/workshops on organizational conflict management and to get a long lasting solution all employees should be incorporated.

ii) The Management must be flexible in the adoption of strategies of conflict management. The circumstances of the organization and the relationship subsisting between the parties must be allowed to determine the choice of management strategy. A mindset that accommodates conflicting viewpoints is necessary for effective management of conflicts.

iii) The management of Kenya power company should ensure that they are clear on conflict management strategies that govern the employees in the organization .

iv) Frequent research should be carried out so as to understand what other organizations do in case of conflicts. Through research, they will be able to consumer behavior and hence adopt to a certain strategy that will be able to address the conflict instead of avoiding conflicts.

5.6 Suggestions for further study

The following are suggestions on areas for further study:

i) A study can also be done to establish the strategies adopted by another organization to check whether there could be similarity too to those of my findings in the Kenya power company.

ii) Research can also be carried out to identify other factors which may influence performance but which have not been studied to determine their effects. Such findings can enhance employee performance.

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Appendix IV: Questionnaire

The information supplied will be purely and exclusively used for academic purpose and will be treated with a lot of confidentiality. Kindly feel your cooperation highly appreciated.

Instructions: Fill in the gaps/ tick where appropriate

SECTION A

Background information

i) Indicate your gender

a) Male ☐ b) Female ☐

ii) Category

a) Senior manager ☐ b) Line Managers ☐ c) Support staff ☐

iii) Your age bracket (years)

a) 20-29 ☐ b) 30-39 ☐ c) 40-49 ☐ d) 50 & above ☐

iv) Level of education

a) Primary ☐ b) Secondary ☐ c) College ☐ d) University ☐

v) How many years have you worked in Kenya power Company?

a) 1-5 ☐ b) 5-9 ☐ c) 10-15 ☐ d) 16 and above ☐

SECTION B

i. Integrating Strategy

1. i) Do all employees participate in dialogue while solving problems or conflicts?

a) Yes ☐ b) No ☐

ii) How often do employees hold dialogue?

a) Monthly ☐ b) Quarterly ☐ c) Half yearly ☐ d) Yearly ☐

2. Does the use of reconciliation as a means of resolving conflicts affect employee's relationship with each other negatively or positively?

a) Positively ☐ b) Negatively ☐

3. Does lack of trust between afflicted parties involved in the same project affect performance negatively?

a) Yes ☐ b) No ☐

4. In your opinion how do we get the most mutually agreable solution during conflict management.

……

……

ii. Obliging Strategy

1. Do you think submission or yielding of employees reduces conflicts help improving performance?

a) Yes ☐ b) No ☐

2. What are the effects of accommodating employees' different personalities on conflicts?

……

…….

3. To what extent does employee co-operation while working on a common project increase performance?

a) High ☐ b) Moderately ☐ c) Low ☐

4. Do you think the adjustment of employees with ease to new Human resource policies reduce conflicts?

……

…….

ii. Dominating Strategy

1. To what extent does controlling of employees by management reduce conflicts and increase the overall performance of the organization?

   a) High ☐ b) Moderately ☐ c) Low ☐

2. Do you think the use of force to resolve conflicts will affect employee performance negatively?

   b) Yes ☐ b) No ☐

3. Does exploiting certain employees by paying them low wages for specific self gains affect the overall performance of the organization negatively or positively?

   a) Positively ☐ b) Negatively ☐

4. Effects of timely decision making by managers on employee performance?

   a) Yes ☐ b) No ☐

   ……

   ……

iii. Avoiding Strategy

1. Does keeping off from conflicts or a problem help in increasing employee performance?

   a) Yes ☐ b) No ☐

2. In your opinion does employees agreeing easily with one another help in reduction of conflicts

   ……

   ……

3. Does employee obedience to their seniors/ management orders and directives help in conflict management?

   a) Reduced conflicts ☐ b) Increased Conflicts ☐

4. Does peaceful employee co-coexistence help in achieving outstanding performance?

   ……

   ……

iv. Employee Performance

1. Kindly mention the various ways in which Kenya power uses to determine individual?

……

……

2. What are the effects of reporting late at work on employee performance?

……

……

3. How many hours is an employee supposed to work in a day to ensure increased performance?

……

……

SECTION C

The following are likert scale statements that relate to influence of implementation of conflict management strategies on employee performance. Using scale 1-5 where 1- Very great extent and 5- No extent. Indicate the extent to which they are effective

VGE – Very Great Extent GE– Great Extent ME– Moderate Extent LE – Little Extent NE –

No extent

Table 3.4 Likerts Table

Integrating Strategy	**VGE**	**GE**	**ME**	**LE**	**NE**
Implementation of dialogue in managing conflicts helps in achieving quality employee performance					
Implementing reconciliation in resolving differences brings peace resulting to improved performance of the employees					
Trust affects the process of solving conflicts resulting to poor performance					
Incorporation of employees in conflict management process leads to achievement of mutual optimal solution					
Obliging strategy					
Submission of employees ends disputes without affecting performance					
Accommodation of different personalities reduces conflicts					
Employees co-operation while dealing with issues increases performance					
Employee ease of adjustment to new organizational policies reduces conflicts					
Dominating strategy					
Controlling of employees ends conflicts thus increasing performance					
Use of force by management ensures increased employee performance					
Exploitation of employees for self gains improves performance					
Making of timely decision improves employee performance					
Avoiding strategy					
Keeping off from conflicts improves employee performance					
Ease of agreement helps in conflict reduction					
Obedience of employees reduces conflicts improving performance					
Peaceful co-coexistence of employees helps in increasing performance					
Employee performance					
Number of customer served is the key employee performance indicator					
Reporting time affects employee performance negatively increasing conflicts					
Prolonged working hours improves employee performance					

APPENDICES

Appendix 1: Letter of Transmittal

University of Nairobi
P.O Box 30197-00100
Nairobi, Kenya

To the Human Resource Manager
Kenya power Company
Nairobi, Kenya

Dear sir/ Madam

RE: Request for participation in a research study

I am Catherine Mwikali pursuing a master's degree in Project Planning and Management at the University of Nairobi. I am currently undertaking a research on "the influence of implementation of conflict management strategies on employee performance in Kenya power Company at Nairobi County."

I would be grateful if you could spare some time from your busy schedule and participate in providing the required information. All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality. Kindly contact me in case of any queries or clarification on any of the questions.

Thank you for your cooperation.

Sincerely,

Catherine Mwikali

Appendix II: Letter from the institution

23rd July, 2016

REF: UON/CEES//NEMC/23/539

TO WHOM IT MAY CONCERN

RE: CATHERINE MWIKALI SAMMY- REG NO. L50/75979/2014

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "Influence of implementation of conflict management strategies on employee's performance". A Case of Kenya power Company Nairobi County.

Any assistance given to her will be appreciated.

UNIVERSITY OF NAIROBI CEES
P.O. Box 30197
23 JUL 2016
NAIROBI
NAIROBI EXTRA MURAL CENTRE

CAREN AWILLY

CENTRE ORGANIZER

NAIROBI EXTRA MURAL CENTRE

Appendix III: Permit Letter from NACOSTI office

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420
Fax:+254-20-318245,318249
Email:dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/37011/12798**

Date: **1st August, 2016**

Catherine Mwikali Sammy
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Influence of implementation of conflict management strategies on employees performance: A case of Kenya Power Company, Nairobi County,"*** I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **29th July, 2017.**

You are advised to report to **the Managing Director, Kenya Power and Lighting Company Ltd, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Managing Director
Kenya Power and Lighting Company Ltd.

The County Commissioner
Nairobi County.

THIS IS TO CERTIFY THAT:
MISS. CATHERINE MWIKALI SAMMY
of UNIVERSITY OF NAIROBI, 0-622
Nairobi,has been permitted to conduct
research in *Nairobi County*

on the topic: *INFLUENCE OF IMPLEMENTATION OF CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEES PERFORMANCE: A CASE OF KENYA POWER COMPANY NAIROBI COUNTY*

for the period ending:
29th July,2017

Permit No : NACOSTI/P/16/37011/12798
Date Of Issue : 1st August,2016
Fee Recieved :ksh 1000

.....
Applicant's Signature

.....
Director General
National Commission for Science, Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A 10395

CONDITIONS: see back page