



ESJ Social Sciences

# Organizational Conflict Management: The All Important Public Universities Performance Strategy Under Neglect in Kenya

*Gertrude Muthoni Mwaniki*  
*Stephen, M. A. Muathe*  
Kenyatta University, Kenya

[Doi:10.19044/esj.2021.v17n12p181](https://doi.org/10.19044/esj.2021.v17n12p181)

Submitted: 15 March 2021

Accepted: 02 April 2021

Published: 30 April 2021

Copyright 2021 Author(s)

Under Creative Commons BY-NC-ND

4.0 OPEN ACCESS

*Cite As:*

Mwaniki, MG., and Muathe, MAS. (2021). Organizational Conflict Management: The All Important Public Universities Performance Strategy Under Neglect in Kenya, European Scientific Journal, ESJ, 17(12), 181. <https://doi.org/10.19044/esj.2021.v17n12p181>

## Abstract

Workplace conflicts are inevitable in any work-organization. However, there is contestation as to whether management of organizational conflicts enhances or deteriorates employees' performance. This study sought to determine the effect of organizational conflict management techniques, namely negotiation, mediation, collaboration and avoidance, on employees' performance in selected public universities in Kenya. The study was based on the human relations, human capital and contingency theories. The study adopted a positivist quantitative approach - a methodological approach that seeks to quantify data and generalize results from a sample of a target population in an objective manner using statistical means. The study adopted descriptive research design. The study population was employees of the selected public universities in Kenya. A sample of 160 participants was chosen using stratified and simple random sampling methods. Gathered data was analyzed using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences. Both ANOVA and regression analysis were utilized in analysis of the data. The study established that there was a strong positive and significant relationship between negotiation,

mediation as well as collaboration and employees' performance in the selected public universities in Kenya as the three variables had positive beta coefficients and p-values less than the set significance level threshold. However, avoidance was found to have a negative and significant relationship with employees' performance in the selected public universities in Kenya as denoted by its negative beta coefficient value and a p value less than the set significance level threshold. The study concluded that negotiation, mediation and collaboration positively influenced employees' performance while avoidance adversely affected employees' performance. Consequently, the study recommends that the managements of public universities in Kenya may apply a mix of these organizational conflict management techniques to achieve optimal outcomes in resolution of organizational conflicts.

---

**Keywords:** Organizational conflicts, Negotiation, Mediation, Collaboration, Employees performance, Universities

## Introduction

Performance in the firm is a process that is characterised by the management of the employees and coming to an agreement on the best practices to use to achieve agreed results. This process is continuous and flexible (Armstrong & Taylor, 2014). Performance in any firm is as a result of a sequence of processes that are done in an agreed flow from the gathering of resources to development of competencies and capabilities and coming up with systems to act as a guide to ensure that the firm employees achieve the desired results (Al-Matari, Al-Swidi & Fadzil, 2014). In view of this, firm performance can be viewed as the end result or outcomes of organizational activities and operational processes (Stannack, 2016). The essence of an organization's performance, as noted by Al-Matari et al. (2014) and Lazarus (2014), lies in its link to employees' and customers' satisfaction, employees' productivity and reported margins for the organization.

The evolution of the resource-based view (RBV), amplified the role of employees in an organisation's performance. Through it, the contributions of an entity's human resource are now identified as a core measure of its performance (Olang, 2017). Today, employees are regarded as important assets of any firm. The performance of employees has further been shown to influence firm performance (Agwu, 2013). According to Lazarus (2014), for employees to perform as expected, there should be directional and motivational factors that help them perform their duties with efficiency and effectiveness. Stannack (2016) argued that employee performance denotes individual employee's results after making an effort to do their responsibilities. Similarly, Siljanen (2010) pointed that the performance of

an employee is characterized by completion of his or her responsibilities as provided for by the firm.

From these perspectives of employee performance, it is evident that in simple words, employee performance means the contribution that an individual employee makes towards the attainment of organizational goals (Parmenter, 2015). Measuring the performance of an individual worker requires providing the worker with certain tasks and expectations, motivating and enhancing the competencies of the worker and assessing the outcome and giving constructive feedback (Williams, 2012). When well handled, management of staff performance is meant to lead to more engaged and motivated workers, greater focus on improving business results and a more nurtured talent (Ndulue & Ekechukwu, 2016). To optimize employee performance, deliberate effort must be made by those in authority within the organization to enhance the facilitators/enablers of employee's performance while at the same reducing or eliminating any factors that adversely impact on employee performance (Stannack, 2016).

The nature of today's firms, whether in the service or manufacturing industry and whether public or private, inevitably generates conflicts which result from the scarcity of freedom, positions and resources, structurally challenges such as communication and leadership problems as well as differences in the personality, attitudes, feelings, needs and perceptions between and/or among the staffs (Saranya, 2016). Workplace conflict is thus endemic in most of the contemporary organizations and manifests in various forms including rivalries, fight for power and favor, jealousy, personal conflicts or in more serious forms such as staff strikes and legal actions (Mughal & Khan, 2013).

Longe (2015) explains workplace conflict as the lack of good rapport that happens because the actual or perceived needs, goals, interests or values of the different members of the same do not agree and there is frustration as each of them tries to bring their own contribution to the achievement of the firm's goals. Organizational conflicts are bound to occur especially because the firm has different individuals and the daily relationship with others can lead to disagreements and discord in the firm (Awan & Saeed, 2015). Thus, conflict in the workplace is common and will always happen especially because there is competition for security, recognition, power and roles (Olang, 2017).

In the management of today's organizations, executives face difficult decisions relating to the choice of conflict resolution mechanisms and choosing the best means to resolve conflict fairly while still motivating the employees to do their best so that they can deliver organizational goals and objectives (Kazimoto, 2013). However, conflicts in the work place are not always a bad thing. In some instances, they provide a chance for

reconciliation and learning opportunities for the good of the worker and the firm (Kehinde, 2011). This is suggestive of the fact that a conflict that is resolved properly can enhance the organization through identification of viable solutions that take into account the various interests and needs of the conflicting parties (Agwu, 2013). Indeed, if properly handled, conflicts can improve the performance of an individual (Awan & Saeed, 2015). However, their effects can lead to negative consequences especially if they result to hate among the employees or teams in the workplace with attendant negative consequences such as missed deadlines, delayed decisions, depression, reduced teamwork and opting to solve problems alone rather than as a team, distrust, poor customer service, disruptions while doing tasks, diversion of employees' time and energy from the main issues, among others (Mwangi & Ragui, 2013; Awan & Saeed, 2015).

Organizational conflict management (OCM) reduces the negative elements of conflict and increases the positive conflict elements by use of various styles and techniques in managing the conflict(s) between and/or among individuals or groups (Prause & Mujtaba, 2015). According to Ajike et al. (2015) organizational conflict management involves the firm identifying the root of the conflict and coming up with ways to minimize or stop the conflict. Similarly, Rahim (2017) expressed the view that organizational conflict management is characterized by coming up with effective methods to control conflict and to improve the positive effects of conflict so as to allow the workers to learn and be effective in completing their responsibilities. This therefore shows that organizational conflict management techniques refer to methods that the management uses to resolve workplace disputes (Currie et al., 2017).

In this study, four organizational conflict management techniques were used as the study variables. These included avoidance - which employs a lose/lose approach where both parties of the conflict withdraw or fail to deal with the issue(s) causing the dispute; mediation - where parties in conflict involve an impartial third party to help them resolve the dispute; negotiation - this is a conversation made among parties especially in times of conflict whose aim is to reach a beneficial outcome for all the parties involved and to solve the issues at hand; and collaboration - where everybody wins and the parties to the dispute agree willingly to meet the other party's needs (Currie et al., 2017).

### **1.1 Statement of the Problem**

Employee performance is an integral part of every organization and an organization's overall performance largely reflects the performance of its employees (Agusioma, 2018). Attaining high levels of work performance

among the universities employees in Kenya has proved to be challenging for the universities' management (Ibua, 2017). Over the years, the performance of employees in the country's institutions of higher learning have been adversely affected by persistent workers strikes and go-slows, which paralyze learning in the institutions, as the university staffs protest over poor working conditions, low pay, understaffing among other grievances (Ng'ethe, 2013).

As a consequence, the low performance of the universities employees in the country is manifested in high levels of absenteeism, high staff turnovers, failure of students to complete their courses within the prescribed timeline and generation of graduates who barely fit into the job market (Mwanza, 2012). Given that organizational conflicts are inevitable within university settings owing to the diversity and dynamism of the workforce, it was imperative that an empirical investigation was carried out to examine how conflict management affected employees' performance in these institutions.

Studies on management of organizational conflicts and its effect on employees' performance by Mughal and Khan (2013) in South Korea, Pradhan and Jena (2017) in India, Agwu (2013) and Ajike et al. (2015) in Nigeria and Donkor et al. (2015) in Ghana - all emphasized on the need for organizations to utilize relevant conflict resolution mechanisms to achieve amicable resolution of conflicts to safeguard employees' performance. Similarly, local studies on workplace conflicts and employees' productivity including Mwangi and Ragui (2013) - air transport sector; Mwikali (2016) - Kenya Power and Olang (2017) - Stima Sacco Society Limited, shared the view that lack of conflict resolution mechanisms negatively affected work performance of workers.

None of the local studies evaluated the impact of organizational conflict management techniques on employees' performance in Kenya's public universities. This indicated that there was dearth of empirical literature on organizational conflict management techniques and employees performance in Kenya's public universities which was the research gap addressed by the current study.

## **2.0 Review of Literature**

### **2.1 Theoretical Review**

The two theories that formed the basis of this study were human relations theory and contingency theory. Human relations theory is attributed to Mayo who is hailed for its development in 1933. Mayo examined the impact of motivation, social relations and satisfaction levels of workers on the productivity of the employees. Mayo stressed on the power that is in

natural teams where he explained that social relations are always more important than the structure of the organizations. According to him, communication which is a two-way process between the employee and the manager and vice versa is important. Additionally, leaders should effectively communicate to the employees their work objectives to allow them to make the right decisions (Currie et al., 2017).

Firms also expect their members of staff to efficiently communicate information to others, to openly express their feelings, to deduce the feelings of others and to amicably resolve disputes and come to an understanding as this theory does not recognize conflict as a creative force (Prause & Mujtaba, 2015). When executives are able to have such competencies, they can maintain good relationships with their customers (Mughal & Khan, 2013). The theory emphasizes conflict resolution and its effect on employee performance making it relevant to the current research study.

Contingency theory is a behaviorist theory formulated in 1958 by Woodward. The theory argues that there are many ways of managing a firm. The best course of management is contingent or depends on internal and external forces. Firms should come up with the best managerial system for that time after considering the conditions and situation the firm is in (Armstrong & Taylor, 2014). Thompson points out a big challenge for firms in his 1967 classic organization in action model as the achievement of originality in a world faced by uncertainties. According to him, firms seek to meet certain results. However, they are in a dynamic environment that is surrounded by uncertainties which makes it difficult for them to come up with the right plan that can be fully employed to give the desired results. According to Thompson, although firms are open systems the environment in which they are is uncertain and the firms have little control over it (Cole & Kelly, 2011).

According to the contingency theory, a firm should come up with clear decisions and actions which have a relationship with some defined environments that are able to create a match (Islam & Hu, 2012). The theory further postulates that the organization does not only owe a duty of care to its shareholders only but to its stakeholders too. Examples of these stakeholders include employees, suppliers, customers, communities, creditors, government and regulatory bodies, and current and potential investors all who impact the firm performance in a significant way (Agusioma, 2018). But those who are against the theory's arguments base their arguments on the notion that the theory lacks an explanation on the action to be taken where the leader and the situation at hand do not match and that the theory further fails to give an explanation as to the reasons why some leaders with their leadership styles do well in some situations but fail terribly in others (Lazarus, 2014).

When applied to organizational conflict management, this theory argues that the choice of the conflict management techniques is contingent on the setting/context from which the conflicts arise (Toku, 2014). This theory thus advances the notion that conflict management approaches or mechanisms can vary considerably, depending on the organizational circumstances that led to the emergence of the conflicts. Thus, the management must carefully select conflict management techniques in light of prevailing circumstances in the organization and the desired conflict outcomes (Cole & Kelly, 2011). The theory was relevant to the current research since it evaluates the impact of contingent variables such as conflicts on organizational workforce performance.

## **2.2 Empirical Review**

In an empirical study conducted among Icelandic organizations on conflict management methods, intergroup and interpersonal forms of workplace conflicts were found to be common. The study observed that diverse conflict resolution approaches had a positive impact on organizational effectiveness and led to a rise in employee productivity (Violetta, 2012). Similarly, Zhu (2013) in a study conducted in China, agreed with the view that negotiation as a method of conflict management was an antecedent to employees in the organization to have constructive dialogues and increased their willingness to stay with the organization. Similar observations were made by Iravo (2011) who in a study on conflict management and its impact on performance of public secondary schools in Machakos County, Kenya concluded that it was evident that a positive significant association did exist between effective management of conflicts and the schools' performance. However, while these studies illuminated the discourse on conflict management in organizations' context, they failed to establish the link between various conflict resolution techniques and employee performance, a gap addressed by the current study.

In an empirical investigation carried out in Nigeria, Ajike et al. (2015) examined how conflict management influences organizational performance of Nigerian Access Bank Plc. This was a case study using 81 members of staff as the sample who were from three Lagos branches of the bank. They were administered with questionnaires to respond to. Descriptive and regression analysis with the help of SPSS helped determine the association between conflict management and the bank's organizational performance. The results indicated a favorable association between the two variables under study ( $r= 0.715$ ;  $p<0.05$ ). A recommendation made was that the banks management should come up with different and proper methods to resolve disputes immediately they arose before they could escalate to unsolvable levels. The current study differed from this study in that it was

based on institutions of higher learning as the study units and not a bank as was the case in Ajike et al.'s study. Further, while Ajike et al.'s study was a case study, the current one was a survey involving several institutions.

In another Nigerian study, Longe (2015) sought to know the impact of conflict in the workplace on organizational performance using the case of a Nigerian manufacturing organization. The study participants consisted of 250 employees of the firm chosen by the use of the stratified random sampling method. A validated structured questionnaire was the data gathering research tool. Data analysis was made with the help of inferential and descriptive statistics. The results indicated a favorable and significant positive association between collaboration as an integrative conflict management technique and the organizational performance of the selected manufacturing firm. Regression analysis outcomes showed that the variable that gave the highest positive correlation with the performance of the organization was collaboration. The conclusion made was that conflict could not be avoided in contemporary organizations and depending on the conflict management methods adopted, it could positively or adversely influence organizational performance. While this study was done in a manufacturing firm in Nigeria, the current study was done in universities in Kenya.

In a study carried out in Kenya, Mwikali (2016) investigated the impact of the use of methods of managing conflict on the performance of staff of Kenya Power Limited. The descriptive study had a target population of 1055 respondents. The sample has 290 participants who were chosen by purposive and random sampling methods. Questionnaires were the data gathering tools in the study. Inferential and descriptive statistics with the assistance of SPSS version 20 analyzed the primary data. The results of the study showed that many of the participants were in agreement to a great extent that mediation as a conflict resolution mechanism influenced employees' performance and that involvement of impartial third parties to mediate parties in conflict had a high chance of achieving a positive outcome in relation to resolving of organizational conflicts. However, while this study was based on a firm in the energy sector in Kenya, the current study is based on institutions in the country's education sector. Further, Mwikali's study also focused on a single entity while the current study derived its data from several institutions.

### **2.3 Study Hypotheses**

The null and alternate hypotheses tested in the study included;

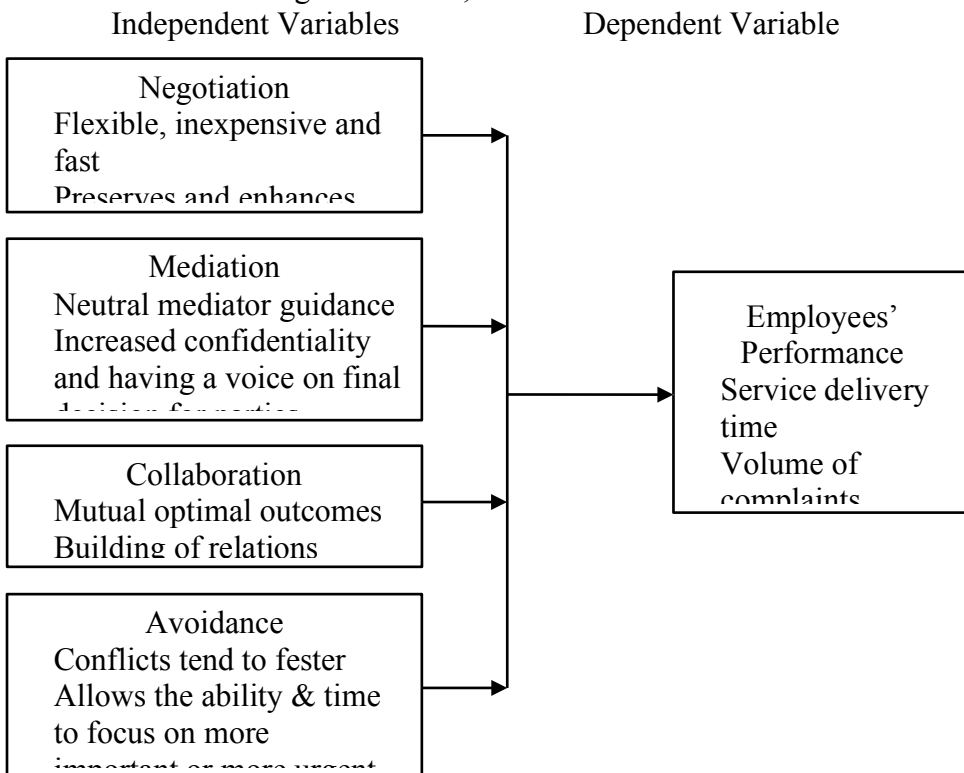
Ho(1). Negotiation had no significant effect on employees' performance in selected public universities in Kenya.

H1(1). Negotiation had a significant effect on employees' performance in selected public universities in Kenya.



- Ho(2). Mediation had no significant effect on employees' performance in selected public universities in Kenya.
- H1(2). Mediation had a significant effect on employees' performance in selected public universities in Kenya.
- Ho(3). Collaboration had no significant effect on employees' performance in selected public universities in, Kenya.
- H1(3). Collaboration had a significant effect on employees' performance in selected public universities in, Kenya.
- Ho(4). Avoidance had no significant effect on employees' performance in selected public universities in Kenya.
- H1(4). Avoidance had a significant effect on employees' performance in selected public universities in Kenya.

The conceptual framework showing the study variables and their indicators was as illustrated in Figure 1 below;



**Figure 1: Conceptual framework**

### 3.0 Research Methodology

The study adopted a positivist quantitative approach - a methodological approach that seeks to quantify data and generalize results from a sample of a target population in an objective manner using statistical means. This approach was deemed suitable for the study as it is systematic, scientific and objective in nature and allows formulation of a hypothesis and the collection of numerical data to test this hypothesis. Thus, positivism gives rise to quantitative methodology - a methodology that involves the collection of 'scientific' data that is precise and based on measurement and is often analysed using statistics with the intention that the findings be generalizable. The study adopted descriptive research design. Kothari (2004) and Muathe (2010) points out that this kind of design provides a glimpse of the current situation in its environment. The design aims to give reliable data on the behaviors, events and situations as they happen naturally. This design was preferred as it enabled the description of the subject under review devoid of bias or manipulation. The study population was 1,600 employees of the selected public universities in Kenya. A sample of 160 participants was chosen using stratified and simple random sampling methods. The analysis of the gathered data was done using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences. The research findings were presented in the form of frequencies, means, percentages and standard deviation. Association between the study variables analysis was achieved using correlation and multiple linear regression analysis. Confidentiality of information obtained, anonymity in processing and reporting of study data, voluntary participation and using the study data for research purposes only, formed this study's ethical considerations.

The multiple regression analysis model adopted for this study was as follows;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Dependent variable (employees' performance)

X<sub>1</sub> = Negotiation

X<sub>2</sub> = Mediation

X<sub>3</sub> = Collaboration

X<sub>4</sub> = Avoidance

β<sub>1</sub> - β<sub>4</sub> = Beta coefficients of independent variables

ε = error term                      α = constant

The significance of the regression model was evaluated using F statistic while the significance of the regression estimators was evaluated using t statistic, both at 5% level of significance. However, prior to conducting the multiple regression analysis, the researcher performed three

diagnostic tests which included correlation, normality and multicollinearity tests. The diagnostic tests done were important as they helped ensure the data gathered met the given assumptions made in the use of regression analysis.

## 4.0 Findings and Discussion

### 4.1 Descriptive Statistics

#### 4.1.1 Negotiation as a Conflict Management Technique

The study sought to establish the effect of negotiation as a conflict management technique. The study determined the level of agreement by the respondents with different aspects on negotiation as a conflict management technique in their organization using a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. Table 1 contains the findings.

**Table 1: Respondents' level of agreement with statements on negotiation as a conflict management technique**

Statements	Mean	Std. Dev
Negotiations provide a quick, inexpensive and flexible approach to conflict resolution	4.13	0.650
Negotiations help enhance communication among conflicting parties which preserves their relationships	4.29	0.595
Negotiations are usually risk-free since communication are prejudice free and when the parties can't come to an agreement, they are free to seek other	4.05	0.854
Negotiations can help clarify and narrow down issues and encouraging an environment of co-operation, openness and collaboration even when an agreement on the best decision is not achieved	4.21	0.628
Negotiations may lead to enhanced satisfaction and adherence to settlements when parties are made part of the decision making and the coming up with agreements	4.36	0.589

**Source: Survey Data, 2020**

The outcomes provided in Table 1 above indicate that workers of the chosen universities in Kenya were in agreement that negotiations may lead to enhanced satisfaction and adherence to settlements when parties are made part of the decision making and the coming up with agreements (mean = 4.36); negotiations help enhance communication among conflicting parties which preserves their relationships (mean = 4.29); negotiations can help clarify and narrow down issues and encouraging an environment of co-operation, openness and collaboration even when an agreement on the best decision is not achieved (mean = 4.21); negotiations provide a quick,

inexpensive and flexible approach to conflict resolution (mean = 4.13) and that negotiations are usually risk-free since communication are prejudice free and when the parties can't come to an agreement, they are free to seek other options (mean = 4.05). This implied that employees of the selected public universities in Kenya acknowledged the significance of negotiation as a conflict management technique in their organizations.

This agreed with Oni-Ojo et al. (2014) who also identified negotiation as one of the key conflict resolution techniques that yielded positive conflict resolution outcomes. The study espoused the view that negotiations were a viable dispute resolution mechanism that could help organizations manage workplace conflicts; thereby contributing to their success in attainment of organizational goals. Similar sentiments were shared by Ndulue and Ekechukwu (2016) and Olang (2017) who also observed that negotiation, as a conflict resolution technique, allowed parties in conflict to foster a climate of openness, cooperation and understanding leading to quicker settlement of disputes in turn enhancing staff performance. Awan and Saeed (2015) agreed adding that negotiations enhance relationships between warring parties and increases the likelihood of the parties' compliance with mutually agreed settlements to the conflict.

#### 4.1.2 Mediation as a Conflict Management Technique

The study sought to examine the effect of mediation as a conflict management technique. The study sought to know the agreement levels of the respondents with different statements on mediation as a conflict management technique in their organization using a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The results were as provided in Table 2.

**Table 2: Respondents' agreement level with statements on mediation as a conflict management technique**

Statements	Mean	Std. Dev
In mediation, the parties are active participants in dispute resolution and are provided with the chance to listen to each other without confrontation and in a confidential setting	4.14	0.691
Mediation enhances staff productivity as there is potential to a speedy resolution of conflicts, saving various resources including time and money	4.09	0.827
Mediation provides the conflicting parties with a chance to test the strengths, weaknesses and theories of their case	4.01	0.760
Mediation enhances staff performance as it preserves or allows continuing relationships between parties in conflict	4.20	0.650
Mediation facilitates staff performance as it is the parties, rather than the mediator who makes the final decision	4.27	0.679

**Source: Survey Data, 2020**

The study findings in Table 2 above indicate that the chosen public universities employees concurred that mediation facilitates staff performance as it is the parties, rather than the mediator who makes the final decision (mean = 4.27); mediation enhances staff performance as it preserves or allows continuing relationships between parties in conflict (mean = 4.20); in mediation, the parties are active participants in dispute resolution and are provided with the chance to listen to each other without confrontation and in a confidential setting (mean = 4.14); mediation enhances staff productivity as there is potential to a speedy resolution of conflicts, saving both time and money (mean = 4.09) and that mediation gives an opportunity for the conflicting parties to test the theories, weaknesses and strengths of their case (mean = 4.01). This implied that employees of the selected public universities in Kenya did acknowledge the importance of mediation as a conflict management technique and its role in enhancing staff performance in their organizations.

This concurred with Ajike et al. (2015) who also identified mediation as a viable conflict management technique by parties in conflict an opportunity to be heard in a confidential setting. Similar observations were made by Lazarus (2014) who pointed that mediation helps prevent lengthy contracted conflicts by allowing speedy resolution of arising conflicts. Olang (2017) and Mwikali (2016) also shared the view that mediation was a conflict resolution mechanism that had a high chance of achieving positive outcomes in relation to resolving of organizational conflicts.

#### 4.1.3 Collaboration as a Conflict Management Technique

The study sought to investigate the effect of collaboration as a conflict management technique. The study sought to know the agreement levels of the respondents with different statements on collaboration as a conflict management technique in their organization using a scale of 1-5 where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree. The findings were as shown in Table 3.

**Table 3: Respondents' agreement with statements on collaboration as a conflict management technique**

Statements	Mean	Std. Dev
Embracing dialogue in managing conflicts results into positive conflict outcomes in turn leading to better employee performance	4.41	0.585
Collaboration helps in achievement of mutual optimal outcomes in conflict resolution given its focus on building relations and integrating solutions	4.22	0.693
Collaboration enhances employees performance as it emphasizes that the conflicting parties should be willing and prepared to meet each	4.18	0.675

other demands in full

The collaborating conflict management style provides a suitable way to bring together the different insights of individuals on the various problem perspectives and the end result can be an unwavering commitment to the decision made from all the parties	4.11	0.746
Through collaborating conflict management style, all conflicting parties feel understood and valued	4.29	0.622

---

**Source: Survey Data, 2020**

The study findings in Table 3 above indicate that staff from the chosen public universities in Kenya agreed that embracing dialogue in managing conflicts results into positive conflict outcomes in turn leading to better employee performance (mean = 4.41); through collaborating as a conflict management style, all conflicting parties feel understood and valued (mean = 4.29); collaboration helps in achievement of mutual optimal outcomes in conflict resolution given its focus on building relations and integrating solutions (mean = 4.22); collaboration enhances employees performance as it emphasizes that the conflicting parties should be willing and prepared to meet each other demands in full (mean = 4.18) and that the collaborating conflict management style provides a suitable way to bring together the different insights of individuals on the various problem perspectives and the end result can be an unwavering commitment to the decision made from all the parties (mean = 4.11). This implied that employees of the selected public universities in Kenya were cognizant of the important role that collaboration played in conflict resolution and creating an enabling working environment in their organizations.

The findings were in agreement with those of Toku (2014) who in a study on conflict resolution techniques in Ghana found that collaboration was a desirable conflict management technique as it strengthened the bond among organization members. The findings also agreed with Agwu (2013) who in a study carried out in Nigeria supported utilization of collaboration as a conflict management technique given its emphasis that the conflicting parties should be willing and prepared to meet each other's demands if possible. Agusioma (2018) and Iravo (2011) also shared the view that collaboration was one of the most effective conflict resolution techniques as it allowed resolution of organizational conflicts through dialogue, relationship building and integrating of varied solutions while also making parties to a conflict feel valued and appreciated.

#### **4.1.4 Avoidance as a Conflict Management Technique**

The study sought to determine the effect of avoidance as a conflict management technique. The study sought to know the agreement levels of the respondents with different statements on avoidance as a conflict

management technique in their organization using a scale of 1-5 where 1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree. The responses were as provided in Table 4.

**Table 4: Respondents’ level of agreement with statements on avoidance as a conflict management technique**

Statements	Mean	Std. Dev
Keeping off from insignificant conflicts improves an employee’s performance	4.06	0.824
The avoidance technique adversely impacts employees performance by allowing conflicts to fester	4.35	0.614
The avoidance technique focuses on the giving of time and ability to more urgent or crucial challenges instead	4.19	0.646
The avoidance technique gives one to prepare and gather data before acting	3.94	0.849
By failing to address conflicts, organizational long-term goals may fail to be met	4.39	0.608

**Source: Survey Data, 2020**

The responses in Table 4 above show that the chosen public universities in Kenya employees were in agreement that by failing to address conflicts, organizational long-term goals may fail to be met (mean = 4.39); the avoidance technique adversely impacts employees performance by allowing conflicts to fester (mean = 4.35); the avoidance technique focuses on the giving of time and ability to more urgent or crucial challenges instead (mean = 4.19); keeping off from insignificant conflicts improves an employee’s performance (mean = 4.06) and that the avoidance technique gives one time to better prepare and collect information before acting (mean = 3.94). This implied that employees of the selected public universities in Kenya did acknowledge that avoidance was not a favourable conflict management technique in their organizations.

This was in line with the findings of Longe (2015) who in a study carried out in Nigeria observed that avoidance was a conflict management approach that adversely impacted on organizational operation effectiveness as it led to delayed response to causes of organizational conflicts in turn leading to the conflicts exacerbating. Similar observations were made by Kehinde (2011) who also argued that avoidance was not a desirable conflict resolution technique due to its tendency of leaving conflicts to get out of hand due to causes of the conflicts remaining unaddressed. As argued by Ndulue and Ekechukwu (2016), timely conflict resolution is instrumental to workplace harmony and better staff performance. However, this cannot be achieved by leaving conflicts to fester as is the case with avoidance as a

conflict resolution technique, which makes it undesirable. These sentiments were also acknowledged by Oni-Ojo et al. (2014) and Saranya (2016).

#### 4.1.5 Employees' Performance in the Selected Public Universities

The study also evaluated the respondents' agreement level with different statements made on employees' performance in their organization using a scale of 1-5 where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. Table 5 shows the findings.

**Table 5: Respondents' extent of agreement with statements on employees' performance**

Statements	Mean	Std. Dev
There is notable decrease in client service waiting time in our organization	4.09	0.874
There is notable increase in employee productivity in our organization	4.03	0.764
There is a notable reduction in clients' number of complaints regarding the service quality of our organization	4.30	0.611
There is notable decrease in problem/complaint resolution time in our organization	4.24	0.655
There is improved transparency and accountability in service delivery in our organization	3.88	0.984
There is notable improvement in employees meeting the set objectives	4.12	0.717

**Source: Survey Data, 2020**

The responses in Table 5 above indicate that the staff members of the chosen public universities in Kenya were in agreement that there was a notable reduction in clients' number of complaints regarding the service quality of their organization (mean = 4.30); there was notable decrease in problem/complaint resolution time in their organization (mean = 4.24); there was notable improvement in employees meeting the set objectives (mean = 4.12); there was notable decrease in client service waiting time in their organization (mean = 4.09); there was notable increase in employee productivity in their organization (mean = 4.03) and that there was improved transparency and accountability in service delivery in their organization (mean = 3.88). This implied that there was general consensus among the majority of the employees of the selected public universities in Kenya that their performance at work had notably improved. In studies by Longe (2015) and Mwikali (2016), effective conflict resolution was also found to lead to improved employee performance. Similarly, Kehinde (2011) and Mughal and Khan (2013) were of the view that timely and effective conflict resolution creates a conducive working environment enabling employees to perform at the highest possible level translating into improved overall organizational performance.



## 4.2 Inferential Statistics

### 4.2.1 Diagnostic Tests Results

The diagnostic tests performed were correlation, normality and multicollinearity tests. The tests were important as they helped the study meet the provided assumptions made during the regression model analysis. The findings of the tests done were as detailed below.

#### 4.2.1.1 Correlation Analysis

The researcher used the Pearson’s correlation analysis to evaluate the association between the study’s independent variables and the dependent variable at 5% significance level. The correlation analysis outcomes were as summarized in Table 6.

**Table 6: Correlation matrix**

	Employees’ performance	Negotiation	Mediation	Collaboration	Avoidance
Employees’ performance (r)	1.000				
(p) Sig. (2 tailed)					
Negotiation (r)	0.716	1.000			
(p) (2 tailed)	0.000				
Mediation (r)	0.662	0.037	1.000		
(p) Sig. (2 tailed)	0.018	0.321			
Collaboration	0.743	0.115	0.236	1.000	
	0.000	0.207	0.131		
Avoidance (r)	-0.481	0.088	0.045	0.123	1.000
(p) Sig. (2 tailed)	0.021	0.149	0.327	0.182	

**Source: Survey Data, 2020**

Results of the Pearson’s correlation coefficients, shown in Table 6 above, depicts that there was a strong favourable and significant correlation between negotiation ( $r=0.716$ ,  $p\text{-value} < 0.05$ ); mediation ( $r=0.662$ ,  $p\text{-value} < 0.05$ ) as well as collaboration ( $r=0.743$ ,  $p\text{-value} < 0.05$ ) as conflict management techniques and employees’ performance in the selected public universities in Kenya. The findings also indicate that there was a negative and significant correlation between avoidance ( $r=-0.481$ ,  $p\text{-value} < 0.05$ ) as a conflict management technique and employees’ performance in the selected public universities in Kenya.

Therefore, it is implied that the use of negotiation, mediation and collaboration as conflict management techniques positively influenced employees’ performance in the chosen public universities in Kenya while the use of avoidance, as a conflict management technique, had a negative impact on the performance of the said employees. This agreed with Agwu (2013), Longe (2015), Lazarus (2014) and Olang (2017) all of whom reported that negotiation, mediation and collaboration as organizational conflict

management techniques positively influenced employees' performance. The findings also agreed with those of Oni-Ojo et al. (2014) and Saranya (2016) who identified a negative association between avoidance and employee performance.

#### 4.2.1.2 Normality Tests

In this study, normality of the gathered data testing was done with the help of the Shapiro - Wilk test. The study's significance level was  $p = 5\%$ . For  $p \geq 0.05$  the assumption made was that there exists normality while for  $p < 0.05$ , the assumption made was that there was deviation from normality. The outcomes of this test are depicted in Table 7.

**Table 7: Tests of Normality**

Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Negotiation	.881	52	.675
Mediation	.917	52	.724
Collaboration	.921	52	.703
Avoidance	.862	52	.649
Employees' performance	.945	52	.781

**Source: Survey Data, 2020**

From the outcomes in Table 7 above, the Shapiro-Wilk tests significance values were 0.675 for negotiation, 0.724 for mediation, 0.703 for collaboration, 0.649 for avoidance and 0.781 for employees' performance. From the results it's evident that the p-values of Shapiro-Wilk tests for each of the study variables were higher than the given alpha level of 0.05. This leads to the acceptance of the hypothesis that data used came from a normally distributed population. The outcome of the tests shows that the population was normally distributed. Since the normality test was encouraging and there was no violation of the normality requirements, the researcher could go on and perform the regression analysis.

#### 4.2.1.3 Multicollinearity Test

Multicollinearity tests if the independent variables are highly correlated. The key emphasis of this test is that in case the extent of multicollinearity rises, the coefficients of the regression model end up being unstable and the coefficient standard errors become highly inflated. Multicollinearity, for this research was determined using Variance Inflation Factor (VIF) and Tolerance values with VIF values of  $\leq 3$  and Tolerance values of  $> 0.1$ . This was proof that there was no multicollinearity among the existing variables. Table 4.8 contains the multicollinearity tests results.

**Table 8: Multicollinearity tests results**

Variables	Collinearity Statistics	
	VIF	Tolerance
Negotiation	1.366	0.724
Mediation	1.511	0.618
Collaboration	1.140	0.857
Avoidance	1.709	0.915

**Source: Survey Data, 2020**

From the test results provided in Table 8 above, multicollinearity among the research independent variables doesn't exist as all the VIF results were lower than 3 while the variables Tolerance results were all  $>0.1$ . Since no multicollinearity exists in the research independent variables, it was okay to do the regression analysis.

#### 4.2.2 Regression Analysis

A multiple regression analysis was conducted to determine the relationship between the variables being studied. The independent variables (negotiation, mediation, collaboration and avoidance) were regressed against the dependent variable (employees' performance). The outcomes were as summarized below;

**Table 9: Model summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.847 <sup>a</sup>	0.718	0.708		.5435

Predictors: (Constant), negotiation, mediation, collaboration and avoidance

**Source: Survey Data, 2020**

According to Table 9 above, R square is the coefficient of determination indicating the change in the dependent variable due to variations in the independent variables. The R square value is at 0.718 indicating that a 71.8% change in employees’ performance in the chosen public universities in Kenya was due to variations in the use of negotiation, mediation, collaboration and avoidance as organizational conflict management techniques. Hence, 28.2% of variation in the dependent variable (employees’ performance in the chosen universities in Kenya) could only be explained by other factors that were not part of the study model and were unstudied in this research.

**Table 10: ANOVA (Analysis of Variance)**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	91.714	4	22.92850	75.71	.0000 <sup>a</sup>
1	Residual	36.039	119	0.30285		
	Total	127.753	123			

a. Predictors: (Constant), negotiation, mediation, collaboration and avoidance

b. Dependent Variable: Employees’ performance

**Source: Survey Data, 2020**

Analysis of Variance (ANOVA) is made up of tests that give data on the variability levels within a regression model and are the basis on which the model significance is based on. The "F" column gives the statistic for determining the hypothesis that all  $\beta \neq 0$  against the null hypothesis that  $\beta = 0$  (Denscombe, 2014). From the results shown in Table 10 above, the significance value is .0000 which is lower than the given significance level of 0.05, showing that the regression model was statistically significant in determining the way negotiation, mediation, collaboration and avoidance as organizational conflict management techniques affected the performance of employees in the selected public universities in Kenya. Further, outcome of the F critical at a level of significance of 5% is 2.58. Because the value of F calculated at 75.71 was higher than the value of F critical at 2.58, this is

enough affirmation that the used regression model was significant. The regression coefficients results were as provided in Table 11 below.

**Table 11: Regression coefficients results**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.571	.645		5.536	.000
Negotiation	0.707	.151	.661	4.682	.000
Mediation	0.621	.187	.582	3.321	.001
Collaboration	0.736	.143	.714	5.147	.000
Avoidance	-0.469	-.209	-.427	2.244	.027

**Source: Survey Data, 2020**

From the findings obtained from the regression coefficients in Table 11 above, the regression model is given as;

$$Y = 3.571 + 0.707 X_1 + 0.621 X_2 + 0.736 X_3 + -0.469 X_4 + \ell$$

According to the above equation, taking the 4 predictor variables (that is, negotiation, mediation, collaboration and avoidance) at a constant level of zero, employees’ performance in the selected public universities in Kenya would be 3.571. The regression analysis model also espoused the following results;

A unit change in application of negotiation as a conflict management technique would lead to a 0.707 positive change in employees’ performance in the selected public universities in Kenya. Given that the p value for negotiation (a value of .000) was lower than 0.05 the significance level, the relationship between application of negotiation as a conflict management technique and employees’ performance in the selected public universities in Kenya was significant. Thus, there exists a strong positive and significant relationship between application of negotiation as a conflict management technique and performance of employees in the selected public universities in Kenya. Consequently, the null hypothesis is rejected and the study accepted the alternate hypothesis that negotiation as a conflict management technique had a significant impact on the performance of employees in selected public universities in Kenya. Similar findings were reported by Zhu (2013) and Longe (2015) that negotiation as an organizational conflict management technique positively influenced employees’ performance.

A unit change in application of mediation as a conflict management technique would lead to a 0.621 positive change in employees’ performance in the selected public universities in Kenya. Given that the p value for mediation (a value of .001) was lower compared to the significance value of 0.05, the relationship between application of mediation as a conflict management technique and employees’ performance in the selected public universities in Kenya was significant. Thus, there was a strong positive and

significant relationship between application of mediation as a conflict management technique and performance of employees in the selected public universities in Kenya. Consequently, the null hypothesis was rejected and the study accepted the alternate hypothesis that mediation as a conflict management technique had a significant effect on the performance of employees in the chosen public universities in Kenya. In their studies, Ajike et al. (2015) and Lazarus (2014) reported similar findings that mediation as an organizational conflict management technique had a positive effect on employees' performance. Mediation, as a conflict resolution technique, was also found to favourably affect employees' performance as reported by Olang (2017) and Mwikali (2016).

A unit change in application of collaboration as a conflict management technique would lead to a 0.736 positive change in employees' performance in the selected public universities in Kenya. Given that the p value for collaboration (a value of .000) was lower than the selected significance level of 0.05, the relationship between application of collaboration as a conflict management technique and employees' performance in the selected public universities in Kenya was significant. Thus, there was a strong positive and significant relationship between application of collaboration as a conflict management technique and performance of employees in the selected public universities in Kenya. Consequently, the null hypothesis is rejected and the study accepted the alternate hypothesis that collaboration as a conflict management technique had a significant impact on employees' performance in selected public universities in Kenya. This concurred with findings by Toku (2014) and Longe (2015) who also identified a positive and significant association between collaboration as an organizational conflict management technique and employees' performance. Similarly, Iravo (2011) and Mwikali (2016) also reported that collaboration as a conflict resolution approach had a positive influence/effect on performance of organizational employees.

A unit change in application of avoidance as a conflict management technique would lead to a 0.469 negative change in employees' performance in the selected public universities in Kenya. Given that the p value for avoidance (a value of .027) was lower than 0.05 the given significance level, showing that the relationship between application of avoidance as a conflict management technique and employees' performance in the selected public universities in Kenya was significant. Thus, there was an inverse (or negative) and significant relationship between application of avoidance as a conflict management technique and performance of employees in the selected public universities in Kenya. Consequently, the null hypothesis is rejected and the study accepted the alternate hypothesis that avoidance as a conflict management technique significantly impacts employees'

performance in selected public universities in Kenya. The findings were in line with those of Kagucia (2014) and Awan and Saeed (2015) who also established that avoidance as a conflict resolution technique adversely impacted employees' performance, a view also espoused by Oni-Ojo et al. (2014).

## **5.0 Conclusions and Policy Recommendations**

### **5.1 Conclusions**

The study concluded that application of negotiation, mediation as well as collaboration, as conflict management techniques was instrumental in enhancing the performance of employees in the selected public universities in Kenya. This is given that these three conflict management techniques had a positive and significant effect on the performance of employees in the selected public universities in Kenya. However, application of avoidance as a conflict management technique negatively impacted the performance of employees in the selected public universities in Kenya. This means that avoidance as a conflict management technique should not be used to resolve workplace conflicts in Kenya's public universities unless the conflicts in the question are trivial or inconsequential. Consequently, the study accepted the alternate hypothesis that negotiation, mediation, collaboration and avoidance organizational conflict management techniques had a significant effect on employees' performance in selected public universities in Kenya.

This study makes a theoretical contribution towards enhancing the performance of public universities' employees in Kenya. This is by providing insights regarding the effect of various organizational conflict management techniques on the performance of the universities' employees. This is in appreciation of the fact that attaining high levels of work performance among public universities' employees in Kenya is at the core of ensuring that university education attains its mandate of supporting the Kenyan economy in producing highly competent and capable human capital required to drive the country's progress. It is also in appreciation that organizational conflicts are inevitable within the universities' settings owing to the diversity and dynamism of their workforce, hence the need to apply diverse organizational conflict management techniques to achieve amicable resolution of these conflicts especially in light of their potential adverse effect on employees' performance, if left unresolved. The results of this study may therefore be used to inform implementation of better policies within the institutions of higher learning to address workplace conflicts in an effort to enhance employee's performance.

## **5.2 Policy Implications**

Among the selected universities staff and between them and the management(s) of these institutions, there should be greater emphasis in public universities in Kenya on the application of negotiation, mediation and collaboration organizational conflict management techniques in resolving workplace conflicts in light of their positive effect on employees' performance.

The administrators of Kenya's public universities should limit the use of avoidance as an organizational conflict management technique in light of its adverse effects on employees' performance. This organizational conflict management technique should only be applied when dealing with insignificant/less important conflicts.

The managements/administrators of Kenya's public universities should institute regular evaluations on how work disputes impact employees' performance within the institutions in the country. This could be helpful in guiding management decisions and choices as to the most effective organizational conflict management techniques to apply to resolve existing workplace conflicts.

Depending on the nature of organizational conflicts being experienced, the managements/administrators of Kenya's public universities may apply a mix of different organizational conflict management techniques to achieve optimal outcomes in resolution of organizational/workplace conflicts. This is in appreciation of the fact that a single organizational conflict management technique may not yield optimal resolution of the existing organizational conflicts. This is also in appreciation of the fact that organizational conflicts are diverse in nature and while one conflict management technique may yield positive results with respect to a given organizational conflict, it may not yield the same good results in a different kind of an organizational conflict.

## **5.3 Limitations of the Study**

Primary raw data was collected from the employees of selected public universities in Kenya using a questionnaire as the research tool which helped in the provision of information to be used for the research. The researcher had no way to ascertain the honesty of responses given by the respondents. To limit the impact of this limitation, the researcher encouraged the participants to respond to the research tool honestly and assured them that their responses wouldn't be assessed by unauthorized individuals and would only help in coming up with the study findings and conclusions.

Some cases of incomplete or missing data in the questionnaires were encountered. To counter this limitation, the researcher performed data cleaning before the final analysis to ensure completeness of the information



availed through questionnaires. In addition, the study was limited to the universities' campuses located at the Kenya as the study units and hence the research outcomes may not be generalized to all the universities in the country. To counter this limitation, the study has recommended for a broader study on the research topic covering other universities in the country. Lastly, the current study failed to find sufficient literature on the study subject from local sources. As such the researcher also utilized literature materials from other external sources.

## References:

- Agusioma, N.L. (2018). The Influence of Staff Conflict Resolution on Employee Performance at Public Service Commission in Kenya. *International Journal of Current Aspects in Human Resource Management*, 1(2), 1-10. <https://doi.org/10.35942/ijcab.v3i1I.2>
- Agwu, M. O. (2013). Conflict management and employees performance in Julius Berger Nigeria PLC. Bonny Island. *International Journal of Academic Research in Management*, 2(4), 125-139. <https://ssrn.com/abstract=2371540>
- Ajike, E.O., Akinlabi, B.H., Magaji, N., & Sonubi, A.O. (2015). Effect of conflict management on the performance of financial service organization in Nigeria: An empirical study of Access Bank Plc. *International Journal of Economics, Commerce and Management*, 3(7), 260-272. <https://doi.org/10.26377/ijcem/2348.0386>
- Al-Matari, E. M., Al-Swidi, A. K., & Fadzil, F. H. B. (2014). The measurements of firm performance's dimensions. *Asian Journal of Finance & Accounting*, 6(1), 24-49. <https://doi.org/10.5296/ajfa.v6i1.4761>
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. London: Kogan Page Publishers.
- Austin, R. (2013). *Measuring and managing performance in organizations*. Addison-Wesley.
- Awan, A. G., & Saeed, S. (2015). Conflict Management and Organizational Performance: A Case Study of Askari Bank Ltd. *Research Journal of Finance and Accounting*, 6(11), 88-102. <https://www.iiste.org/Journals/index.php/RJFA/article/view/23356>
- Bennett, W., Lance, C., & Woehr, D. (2014). *Performance measurement: Current perspectives and future challenges*. New York: Psychology Press.
- Bititci, U., Garengo, P., Dörfler, V., & Nudurupati, S. (2012). Performance measurement: challenges for tomorrow. *International Journal of Management Reviews*, 14(3), 305-327. <https://doi.org/10.1111/j.1468-2370.2011.00318.x>
- Cole, G. A., & Kelly, P. (2011). *Management theory and practice*. Mason: South-Western Cengage Learning.
- Currie, D., Gormley, T., Roche, B., & Teague, P. (2017). The management of workplace conflict: Contrasting pathways in the HRM literature. *International Journal of Management Reviews*, 19(4), 492-509. <https://doi.org/10.1111/ijmr.12107>
- Denscombe, M. (2014). *The Good Research Guide: For Small-Scale Social Research Projects*. Buckingham, England: Open University Press

- Donkor, P., Afriyie, S., AdjeiDanquah, B., & Nimsah, W. K. (2015). Effect of Conflict on Employees Performance: Evidence from Coca Cola Company Limited, Kumasi Branch. *American Scientific Research Journal for Engineering, Technology, and Sciences*, 14(3), 44-53. [https://asrjetsjournal.org/index.php/American\\_Scientific\\_Journal/article/view/1023](https://asrjetsjournal.org/index.php/American_Scientific_Journal/article/view/1023)
- Ibua, M.P. (2017). Employee empowerment and performance of public universities in Kenya. *Strategic Journal of Business & Change Management*, 4(3), 479 - 495. <https://strategicjournals.com/index.php/journal/article/view/521>
- Iravo, S. (2011). Effect of conflict management on performance of public secondary schools in Machakos County. *Journal of Management and Strategy*, 9(1), 27-35. [http://journals.jkuat.ac.ke/index.php/pgthesis\\_abs/article/view/639](http://journals.jkuat.ac.ke/index.php/pgthesis_abs/article/view/639)
- Islam, J., & Hu, H. (2012). A review of literature on contingency theory in managerial accounting. *African journal of business management*, 6(15), 5159. <https://doi.org/10.5897/AJBM11.2764>
- Kagucia, C.N. (2014). Effect of dominance conflict resolution strategy on employee performance in Kenyan Public Universities. *International Journal of Management Research & Review*, 4(7), 704-714. [https://www.researchgate.net/publication/320044953\\_effect\\_of\\_dominance\\_conflict\\_resolution\\_strategy\\_on\\_employee\\_performance\\_in\\_kenyan\\_public\\_universities](https://www.researchgate.net/publication/320044953_effect_of_dominance_conflict_resolution_strategy_on_employee_performance_in_kenyan_public_universities)
- Kazimoto, P. (2013). Analysis of conflict management and leadership for organizational change. *International journal of research in social sciences*, 3(1), 16-25. [http://ijsk.org/uploads/3/1/1/7/3117743/2\\_conflict\\_management.pdf](http://ijsk.org/uploads/3/1/1/7/3117743/2_conflict_management.pdf)
- Kehinde, O. (2011). Impact of conflict management on corporate productivity: An evaluative study. *Australian Journal of Business and Management Research*, 1(5), 44-52. <http://ajbmr.com/articlepdf/ajbmr01n0506.pdf>
- Kothari, C.R. (2004). *Research methodology: methods and techniques*, (2nded.). New Delhi: New Age International (P) Limited
- Lazarus, U. K. (2014). Conflict management techniques and employees productivity in a Nigerian State Civil Service. *Journal of Business and Management Sciences*, 2(4), 90-93. <https://doi.org/10.12691/jbms-2-4-2>
- Longe, O. (2015). Impact of workplace conflict management on organizational performance: A case of Nigerian manufacturing firm. *Journal of Management and Strategy*, 6(2), 83-89. <https://doi.org/10.5430/jms.v6n2p83>

- Muathe, S.M.A. (2010). *The Determinants of Adoption of Information and Communication Technology by Small and Medium Enterprises within the Health Sector in Nairobi, Kenya*. Unpublished PhD Thesis, Kenyatta University
- Mughal, M.R., & Khan, M. (2013). Impact of conflict and conflict management on organizational performance. *International Journal of Modern Business—Issues on Global Market*, 1(3), 1-19.
- Mwangi, C., & Ragui, M. (2013). Effects of work place conflicts on employee performance in the air transport industry in Kenya. *Prime Journal of Business Administration and Management*, 3(6), 1083-1089. <https://doi.org/10.8714/pjbam.v7k31.6>
- Mwanza, N.M. (2012). *Determinants of employee performance in the public universities: a case of the Academic Division at Main Campus, University of Nairobi*. MA in PPM Thesis, University of Nairobi. <http://erepository.uonbi.ac.ke/handle/11295/8194>
- Mwikali, C.S. (2016). *Influence of implementation of conflict management techniques on employees' performance: A case of Kenya Power Company, Nairobi County*. Master of Arts in Project Planning and Management, University of Nairobi. <http://erepository.uonbi.ac.ke/handle/11295/97186>
- Ndulue, T. I., & Ekechukwu, H. C. (2016). Impact of conflict management on employees performance: A study of Nigerian Breweries Plc, Iganmu, Lagos State, Nigeria. *European Journal of Business and Management*, 8(8), 70-76. <https://iiste.org/Journals/index.php/EJBM/article/view/29466/30256>
- Ng'ethe, J.M. (2013). *Determinants of academic staff retention in public universities in Kenya*. *International Journal of Humanities and Social Science*, 2(13), 205-212. [http://www.ijhssnet.com/journals/Vol\\_2\\_No\\_13\\_July\\_2012/22.pdf](http://www.ijhssnet.com/journals/Vol_2_No_13_July_2012/22.pdf)
- Olang, B. (2017). *The influence of conflict management on organizational performance: A case of Stima Sacco Society Limited*. Masters of Science in Organizational Development Thesis, United States International University. <http://erepo.usiu.ac.ke/11732/3191>
- Oni-Ojo, E., Iyiola, O., Osibanjo, A., & Igbinoba, E. (2014). Managing Workplace Conflicts in Business Environment: The Role of Alternative Dispute Resolution (ADR). *European Journal of Business and Management*, 6(36), 74-82. <https://www.iiste.org/Journals/index.php/EJBM/article/view/17353>
- Parmenter, D. (2015). *Key performance indicators: developing, implementing, and using winning KPIs*. John Wiley & Sons. <https://doi.org/10.1002/9781119019855>

- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.  
<https://doi.org/10.1177/2278533716671630>
- Prause, D., & Mujtaba, B. G. (2015). Conflict management practices for diverse workplaces. *Journal of Business Studies Quarterly*, 6(3), 13-22.  
<https://search.proquest.com/openview/a5b3884d6973bc811daab8221938d63b/1?pq-origsite=gscholar&cbl=1056382>
- Rahim, M. A. (2017). *Managing conflict in organizations*. London: Routledge. <https://doi.org/10.4324/9780203786482>
- Saranya, S. (2016). Influence of Conflict Management Styles and its Impact on Organizational Commitment among Women Employees in IT Sector in Chennai City, Tamil Nadu, India. *The International Journal of Business & Management*, 4(8), 253-258.  
<http://internationaljournalcorner.com/index.php/theijbm/article/view/126991>
- Siljanen, M. (2010). Employee performance management. *Research Journal of Finance and Accounting*, 2(7), 37-44.  
<https://doi.org/10.1603/rjfa.1219-5587>
- Stannack, P. (2016). Perspectives on employee performance. *Management research news*, 19(4/5), 38-40. <https://doi.org/10.1108/eb028456>
- Toku, E. (2014). *Conflict management practices in selected basic schools in the Ashanti Region*. Unpublished MBA Thesis, Kwame Nkrumah University of Science and Technology.  
<http://hdl.handle.net/123456789/7633>
- Violetta, B. (2012). Development of conflict management strategies to increase the organizational effectiveness in Nordic companies. [Doctoral Dissertation] *Reykjavik University*.  
[https://skemman.is/bitstream/1946/12716/1/MIB0612\\_Thesis](https://skemman.is/bitstream/1946/12716/1/MIB0612_Thesis)
- Williams, R.S. (2012). *Performance management: Perspectives on employee performance (3rd Ed.)*. International Thomson Business Press.
- Zhu, T. (2013). *Conflict management between employees from different departments: Contribution of organizational identification and controversy*. Master's thesis, Lingnan University, Hong Kong.  
[http://dx.doi.org/10.14793/mgt\\_etd.24](http://dx.doi.org/10.14793/mgt_etd.24)