CONFLICT RESOLUTION STRATEGIES AND EMPLOYEE PERFORMANCE IN KAMPALA CAPITAL CITY AUTHORITY, UGANDA

BY

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DECLARATION

I declare that this thesis is my original work and has not been submitted for any other award of a degree and published at any institution of higher learning.

_____   _____

Tumwebaze Ester   **Date**

APPROVAL

I declare that this thesis has been done by the student under my supervision and is ready for submission.

_____   _____

Dr. Augustine Wandiba   **Date**

DEDICATION

I dedicate this thesis to my parents who supported me throughout my academic years at Kampala International University.

ACKNOWLEDGEMENTS

LIST OF ACRONYMS

AMA   American Management Association

BBC   British Broadcasting Corporation

CVI   Content Validity Index

KCCA   Kampala Capital City Authority

NCMG   Negotiation and Conflict resolution Group

PLCC   Pearson Linear Correlation Coefficient

PTC   Principal-teacher Conflict

SACCO   Saving and Credit Cooperative Organizations

SPSS   Statistical Package for Social Sciences

TSC   Teacher-student Conflict

TTC   Teacher-teacher Conflict

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

This study investigated the effect of conflict resolution strategies on employee performance in Kampala Capital City Authority (KCCA). The following objectives guided the study: i) to establish the effect of negotiation as a conflict resolution strategy on employee performance in KCCA; ii) to establish the effect of third party intervention as a conflict resolution strategy on employee performance in KCCA; and iii) to establish the effect of compromise as a conflict resolution strategy on employee performance in KCCA. This study adopted descriptive cross-sectional survey design. The target population was 498 participants and the sample was 222 respondents. The study used simple and purposive sampling technique. The main research instruments included: questionnaires and interviews. Data was analyzed using frequency and percentage tables, mean and standard deviations, and linear and multiple regression analysis. The study made the following conclusions: The study revealed that Negotiation significantly affects employee performance at KCCA due to the use of win-win, and win-lose strategy that enables employees to amicably address their grievances successfully to their satisfaction(Adjusted R Square=0.079, p=0.00). In addition, the study revealed that Third party intervention significantly affects employee performance at KCCA due to the involvement of the third party whom the conflicting parties are well acquainted with hence the best way of resolving conflicts (Adjusted R Square=0.173, p=0.00). Similarly, the study also revealed that Compromise significantly affects employee performance at KCCA because the compromise strategy of conflict resolution is the easiest and cheapest means of solving a conflict (Adjusted R Square=0.243, p=0.00).Therefore the study concluded that conflict resolution has significant effect on employee performance. Thus the study made the following recommendations: KCCA management should adopt the use of negotiation so as to address issues that can lead to conflicts before they break open. KCCA management should adopt the use of third party intervention as a form of conflict resolution strategy. The management of KCCA should also encourage the use of compromise as a conflict resolution strategy. Contribution to Knowledge: Several studies have been done in the area of conflict resolution and employee performance but with mixed results, e.g. studies by Olang (2017); Ajike et al., (2015); Awan and Saeed (2015); Toku (2014). However, the current study adds to the body of knowledge that three different types of conflict resolution strategies, that is, negotiation, third party intervention, and compromise all have significant influence on employee performance, with compromise strategy providing the greatest evidence of improvement in employee performance.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter outlines background of the study, the problem statement, purpose of the study, objectives, research questions, hypothesis, significance of the study, and definitions of key terms.

1.1 Background to the Study

The background of the study was presented in four perspectives, mainly; historical perspective, theoretical perspective, conceptual perspective, and contextual perspective.

1.1.1 Historical Perspective

In the early 1900's, conflict was seen as an indicator of poor organizational management which needed to be avoided, in the mid 1950's, it was accepted passively and perceived as normal and expected; managers focused on resolving conflict, while in the 1970's, conflict was viewed necessary as not good or bad but could be used to promote growth, in the 1990's, managers needed to confront and manage conflict appropriately (Zhu, 2013). Conflict has historically been viewed in Britain as undesirable, something to be avoided (Kinnander, 2011). The Classical organization theorists believed that conflict produced inefficiency and was therefore undesirable, detrimental to the organization and should be eliminated or at least minimized to the extent possible (dysfunctional conflict). However, in the early 1990s in the United States, perceptions about conflict changed with the emergence of social systems and open system theory (Heather, 2016). According to the social system theories, conflict is one of the central forms of interaction. Conflict is normal and positive as well as negative. This view was supported by Durkheim that conflict is normal and functional because it brings about positive changes in an organization. Conflict, however, becomes negative if it is not resolved and allows reaching a dysfunctional stage (Rahim, 2002). Furthermore, it should be noted that conflict among workers in an organization is inevitable, thus if managed properly, it will bring catalyst for change and can have a positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Kinnander, 2011).

In sub-Saharan Africa, conflict resolution strategies have become one of the major areas of concern to many human resource managers over the past two decades. According to Igbinoba (2016), in Nigeria, management executives are spending twice as much time settling employees' disputes than they did a decade ago. For instance in Kenya, traditional workplace practices and systems with their hierarchical structures, tight divisions of labor, narrowly defined jobs, detailed rules, limited employee involvement, and managerial decision making, authority, and control are no longer considered adequate since they foster conflict (Olang, 2017). On the other hand, in Tanzania, due to frequent organizational conflict, performance in most organizations has taken a comparatively low sequence (Masalu, 2015). The frequent agitation by workers for improved working conditions and other interests have led to a down toll which eventually affected organizations performance (Manyenga, 2016). Key indicators such as sales return on investment and profit margins have reduced due to poor conflict resolution strategies in several public institutions (Ngowi, 2014).

In Nigeria, most of the available studies about conflict resolution strategies such as Adebile and Ojo (2012), Osisioma *et al*., (2012), Ajike, *et al*., (2015) investigated causes of conflicts across various organizational settings and suggested several measures or strategies for managing organizational conflict. These researches were also theoretical studies whose findings were subjectively based on researchers' personal opinions. It is noted that the past studies did not give attention to the impact of conflict resolution strategies on organizational performance, as well as highlighting effective conflict resolution strategies that can stimulate better organizational performance. It is perceived that the strategies developed by management to resolve conflicts could increase subordinates' satisfaction and subordinates with high levels of satisfaction are more likely to be committed to the organization, thereby, improving organizational performance.

In Uganda, conflict has been the center of attention in most public institutions. For instance, there was conflict in the parliament of Uganda when in September 2017, members of parliament decided to fight due to poor strategy of conflict resolution strategies (BBC News, 2017). As for KCCA, conflict has been recurrent between the technical wing and the political wing headed by the Executive Director and Lord Mayor respectively. In 2011, the Mayor accused the Executive Director of usurping his political powers and vowed to fight the Executive Director relentlessly (Semakula, 20111). In 2017, the Executive Director and the Lord Mayor while appearing before

parliament presented two conflicting reports regarding the operations of the Law Enforcement Unit, an indication of a complex working relationship between the duo (Nakatudde, 2017). In October 2018, the Executive Director announced her resignation, something that prompted a celebration from the Lord Mayor. The Lord Mayor accused the executive director of impunity, disrespect, absconding from duty and being 'power' obsessed (Okullo, 2018). However, Awan &Anjum (2015) notes that if conflicts are managed properly by applying the best course of action, the organization can increase it is performance in terms of utilizing the scarce resources and achieving the organizational objectives. Conversely, unmanaged conflict negatively impacts both employee satisfaction and performance. Thus timely management of conflict has the potential of improving employee satisfaction and overall employee performance.

According to Ahmad *et al*. (2019), the success of any business is directly affected by the performance of the employees within the organization, whether or not those employees are dealing directly with customers. Businesses that clearly understand the impact of their employees' performance are better able to manage employee output and productivity. Properly managing employee performance helps any business to increase profits and consistently meet sales goals. Yusuf and Abiddin (2018) explain that some very large businesses, such as chain grocery stores and department stores, often cut down on employee costs (therefore performance) while still maintaining maximum profitability. These companies keep employee pay, benefits and training at a bare minimum, which has a negative effect on performance. But these businesses offset the losses from poor performance by severely cutting costs on insurance, pay raises and quality training programs. In these companies, the large buying power allows them to offer much lower prices than competitors, which helps customers to continue shopping there despite the poor employee performance. Thus this study will investigate the effect of conflict resolution on employee performance at KCCA.

1.1.2 Theoretical Perspective

This study was guided by The Thomas–Kilmann Conflict Mode Instrument (TKI), and traditional and modern theory of conflict resolution. The Thomas–Kilmann Conflict Mode instrument consists of thirty pairs of statements. For each pair, the respondent must choose either the A or B item (for example, one item depicts collaborating while the other item describes avoiding). Each pair of statements was specifically designed, through a multi-stage research

process, to be equal in social desirability. The TKI uses two axes (influenced by the Mouton and Blake axes) called "assertiveness" and "cooperativeness" (Slabbert, 2004). The TKI identifies five different styles of conflict: Competing (assertive, uncooperative), Avoiding (unassertive, uncooperative), Accommodating (unassertive, cooperative), Collaborating (assertive, cooperative), and Compromising (intermediate assertiveness and cooperativeness).

Furthermore, according to the traditional view, any conflict in an organization is outright bad, negative and harmful (Tidwell, 1998). Although conflicts are of different types, but the traditional view only sees conflict as dysfunctional and destructive. It suggests that organizational conflict must be avoided by identifying the malfunctioning causes. Moreover, the traditional view on organizational conflict identifies poor communication, disagreement, lack of trust among individuals and the failure of managers to be responsive to their employees' needs as the main causes and reasons of organizational conflict (Schellenberg, 1996).In the Modern view, an organization or group with no conflict is more likely to become static, non-responsive, inflexible and un adaptable. It states that a minimum level of conflict is actually beneficial for the group, because it maintains a certain level of creativity, self-evaluation and competition among the individuals (Deutsch *et al*., 2000). All these things result in increased group performance, more creative solutions to problems and better outcomes. However, do note that even the modern view does not claim that every type of conflict is beneficial and healthy. It clearly states that only the functional and constructive forms of conflict help the group, while the dysfunctional or destructive forms of conflict should be avoided (Deutsch *et al*., 2000).

1.1.3 Conceptual Perspective

Conflict resolution strategy refers to the method and process involved in facilitating the peaceful ending of conflict and retribution(Fisher, 2010). According to Behfar *et al*., (2008), conflict resolution strategy is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. On the other hand, Ishak and Ballard (2012) believe that conflict resolution strategy involves the reduction, elimination, or termination of all forms and types of conflict. Lang (2009) refers to conflict resolution strategy as the practice of recognizing and dealing with disputes in a rational, balanced and effective way. Conflict resolution strategy is defined by Swanstom and Weissmann (2005) as a requirement that is needed to initiate

preventive measures to conflicts. The author further added that managing conflict required putting down appropriate measures to prevent the problem from reoccurring.

Girard and Koch (1996) viewed conflict resolution as the act of putting in place measures to prevent a person from becoming ineffective. These authors further explained that anytime there is conflict, the person involved is considered ineffective. On the other hand, conflict resolution is defined by the American Management Association (AMA) (2008) as recognizing the potential value of conflict for driving change and innovation. This means knowing when to confront, and when to avoid a conflict and understanding the issues around which conflict revolve. It means looking for those win/win solutions and seeking agreement on a solution while eliciting commitment to making it work effectively in points (Zhu, 2013). Furthermore, Rahim (2002) defined conflict resolution as the process of maximizing the positive aspect of conflict while minimizing the negative aspect of conflict in order to enhance learning and improve organizational effectiveness. Conflict resolution was also defined by Burton (1998) as the process of identifying the main causes of tension in relationships be it interpersonal or intra-personal and dealing with them. Conflict resolution was operational in this study as negotiation, third party intervention and compromise.

Performance is defined by Elena-Iuliana and Maria (2016) as the achievement of objectives and how these objectives are achieved. High performance results from appropriate behavior, especially discretionary, and the effective use of the required knowledge, skills and competencies. According to Carton (2014), performance refers to the act of performing or carrying into execution or recognizable action, achievement or accomplishment in the undertaking of a duty. Carton and Hofer (2016) defines performance as working of individuals in an organization to be more effective. Employee performance is defined by Iqbal *et al*., (2015) as the effectiveness of employee's specific actions that contribute to attain organizational goals. Employee performance is defined by Podsakoff *et al.,* (2013) as the way to do the job tasks according to the prescribed job description. In this study, employee performance was operational zed as effectiveness, efficiency, and quality work.

1.1.4 Contextual Perspective

Globally, employee performance has over the years been affected by a number of factors such as high employee turnover, poor management, poor leadership style, low financial performance among others. In Malaysia, for instance, employee performance of public organizations have often been affected by high level of corruption, abuse of office by public officers, and low level of employee motivation (Dambolina, 2018). In the African setting and specifically in Nigeria, employee performance in public institutions is low because of the high of level of corruption and lack of transparency. Nigeria is ranked the 4th most corrupt country in the World. Countries in East Africa such as Kenya, Tanzania, and Rwanda often have the employee performance of their public institutions affected by political interference, lack of proper accountability and lack of transparency (World Bank, 2016). In Uganda for instance, employee performance of public institutions are affected by poor pay, delay in disbursement of approved budgeted funds, political bickering and corruption (Ngwomoya, 2018).

Kampala Capital City Authority (KCCA) is a corporate body which has often suffered hugely from poor employee performance. KCCA is the governing body of the Capital City and administers Capital City on behalf of the central government subject to KCCA Act. KCCA is mandated to facilitate the delivery of quality services to the people in the City in a manner that ensures value for money. In its undertaking, KCCA meets its mandate by implementing programs financed by Government, Development Partners and Locally generated revenues (KCCA annual report, 2013).

Over the past eight years of its existence, KCCA has successfully undertaken a series of reforms to set the path for sustainable City development. These reforms have not only focused on implementing short-term recovery activities but also designed to address the medium and long-term strategic development needs of the City. In the first half of the Financial Year 2017/18, KCCA engaged in a number of activities and projects all aimed at delivering quality services to the people of Kampala. As has been the case over the past eight years, KCCA emphasis was tagged on road improvement, upgrading of the City education and health infrastructure, waste management, decongesting the City and development of alternative employment avenues for youth and women (Turwomwe, 2018).

These efforts have yielded positive performance for KCCA over the years and among the major achievements in the period under review are: a) Significant Progress in the implementation of the Kampala Infrastructure and Institutional Development Project including the reconfiguration of the Fairway junction, commencement of dueling of some of the City roads; b) Completion of Civil works at Kiruddu and Kawempe Hospitals that are now supporting the on-going renovation of Mulago Referral Hospital; c) Commencement of the City Wide Property Revaluation exercise that is expected to significantly improve our Local Revenues on implementation; d) Finalized the Kampala Climate Change Action Strategy that was developed with assistance from AFD the French Development Agency, that will help to mainstream climate change response in all the Kampala City services (Turwomwe, 2018).

1.2 Statement of the Problem

There is poor level of employee performance at KCCA. This was indicated by the high level of inefficiency in the overall level of the performance of KCCA as an organization. The poor employee performance was attributed to majorly lack of motivational incentives, poor leadership, high employee turnover, political interference, lack of transparency and accountability, and high level of corruption among top officials (Nagganda, 2018). For instance, a report by Ministerial Policy Statement (2017/2018) indicated that over the last four years, KCCA has been operating at 40% of the approved staff establishment. Government allocates UGX 24 billion to cater for staff costs yet the requirement is UGX 78 Billion. This implies that with all the above limitations in KCC's operations, it is impossible for KCCA to perform effectively, efficiently, timely or provide quality services. In addition, the problem of poor leadership due to the wrangles among the Minister of Kampala, former KCCA Executive Director and Kampala Mayor leave little to be desired of how an institution of that nature can be able to perform effectively (Ngwomoya, 2018). Apparently, the technical wing (headed by executive director) of the institution in several cases does not agree with the political wing (headed by the mayor) thus causing difficulty in the performance of KCCA. It is against this background that the current study will investigate to find out how conflict resolution strategy affects the employee performance in KCCA.

1.3 Purpose of the Study

To determine the effect of conflict resolution strategy on employee performance in Kampala Capital City Authority (KCCA).

1.4 Objectives of the Study

i. To establish the effect of negotiation as a conflict resolution strategy on employee performance in KCCA.

ii. To establish the effect of third party intervention as a conflict resolution strategy on employee performance in KCCA.

iii. To establish the effect of compromise as a conflict resolution strategy on employee performance in KCCA.

1.5 Research Question

i. What is the effect of negotiation as a conflict resolution strategy on employee performance in KCCA?

ii. What is the effect of third party intervention as a conflict resolution strategy on employee performance in KCCA?

iii. What is the effect of compromise as a conflict resolution strategy on employee performance in KCCA?

1.6 Hypotheses

i. Ho_1: There is no significant effect of negotiation as a conflict resolution strategy on employee performance in KCCA.

ii. Ho_2: There is no significant effect of third party intervention as a conflict resolution strategy on employee performance in KCCA.

iii. Ho_3: There is no significant effect of compromise as a conflict resolution strategy on employee performance in KCCA.

1.7 Scope of the Study

1.7.1 Geographical Scope

This study was conducted at KCCA headquarters located on Sir Apollo Kaggwa Road, Kampala Nakasero Hill in the central business district of Kampala. The headquarters are immediately south-west of the Uganda Parliament Building.

1.7.2 Content Scope

This study was limited to the effect of negotiation as a conflict resolution strategy on organizational performance, the effect of third party intervention as a conflict resolution strategy on organizational performance, and the effect of compromise as a conflict resolution strategy on organizational performance.

1.7.3 Time Scope

This study will look at data for a period of 4 years, that is, from 2016-2019. However, the actual academic study period will take 10 months, that is, from December 2018 to September 2019. This period will be instrumental in proposal writing, field data collection, report writing and viva voce.

1.8 Significance of the Study

It is hoped that the findings of this study will be of importance to the following entities:

The Management will benefit from this study, because conflict if left unresolved could lead to lower employee morale, poor customer service and employee turnover. The study would help the organization project a positive corporate image to the public.

Furthermore, the study would benefit among others employees in the organization who would be able to understand the importance of conflict resolution and its impact on working together as a team.

The study will also benefit the general public because it would expand knowledge of the importance of resolving conflict in everyday life.

Similarly, future researchers and scholars may find the results of this study useful as reference source when carrying out a similar study in a different sector or country.

1.9 Operational Definitions of Key Terms

Conflict resolution strategy: refers to minimizing the negative outcomes of conflict and promoting the positive outcomes of conflict with the goal of improving learning in an organization through negotiation, third party intervention and communication.

Negotiation: refers to the process by which two parties, each with its own viewpoint and objectives, attempt to reach a mutually satisfactory result on a matter of common concern.

Third party intervention: refers to an actor that helps the conflict parties resolve the conflict or regulate the level of violence.

Compromise: refers to an agreement or settlement of a dispute that is reached by each side making concessions.

Employee Performance: refers to the efficiency, effectiveness, and quality of work at which KCCA delivers its services.

Efficiency: refers to a process characteristic indicating the degree to which the process produces the required output at minimum resource cost.

Effectiveness: refers to a process characteristic indicating the degree to which the process output (work product) conforms to the requirements.

Quality of work: refers to the degree to which a product or service meets public requirements and expectations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviewed different literature from different researchers and scholars about conflict resolution and organizational performance. The chapter was further subdivided into theoretical review, conceptual review, review of related studies and gap of the study.

2.1 Theoretical Review

2.1.1 Thomas Kilmann Mode Instrument

The Thomas Kilmann Mode Instrument (developed by Thomas Kilmann, 1974) has been the leader in conflict resolution assessment for more than thirty years. This instrument is used by Human Resources (HR) and Organizational Development (OD) consultants as a catalyst to open discussions on difficult issues and facilitate learning about how conflict-handling modes affect personal, group, and organizational dynamics. The Thomas Kilmann Instrument is widely used to assess conflict management styles. The instrument uses two parameters, i.e., assertiveness and cooperation, resulting in five distinct styles: avoiding, competing, collaborating, accommodating and compromising.

Thomas and Kilmann (1974) identified five main styles of dealing with conflict that vary in their degrees of cooperativeness and assertiveness. Avoiding style of conflict management is low on both assertiveness and cooperativeness and might be appropriate when the issue perceived is trivial by nature. Competing style is also known as the win-lose approach. A manager using this style, characterized by high assertiveness and low cooperativeness, seeks to reach his/ her own preferred outcomes at the expense of other individuals. This approach may be appropriate when quick, decisive action is needed, such as during emergencies. It can also be used to confront unpopular actions, such as urgent cost cutting. Accommodating conflict resolution style reflects a high degree of cooperativeness. It has also been labeled as obliging. A manager using this style subjugates his/her own goals, objectives, and desired outcomes to allow other individuals to achieve their goals and outcomes. This behavior is appropriate when people realize that they are in the wrong or when an issue is more important to one side than the other. This conflict resolution style is important for preserving future relations between the parties. Compromising is moderating level of both assertiveness and cooperativeness. Compromise can also be referred to

as bargaining or trading. It generally produces suboptimal results. This behavior can be used when the goals of both sides are of equal importance, when both sides have equal power, or when it is necessary to find a temporary, timely solution. It should not be used when there is a complex problem requiring a problem-solving approach. Collaborating approach is high on both assertiveness and cooperativeness; it is often described as the win-win scenario. Both sides creatively work towards achieving the goals and desired outcomes of all parties involved.

Thus the effectiveness of a given conflict-handling mode depends upon the requirements of the specific conflict situation and the skill with which the mode is used. Each of us is capable of using all five conflict-handling modes: none of us can be characterized as having a single, rigid style of dealing with conflict. However, any given individual uses some modes better than others and therefore, tends to rely upon those modes more heavily than others, whether because of temperament or practice. The conflict behaviors which individuals use are therefore the result of both their personal predispositions and the requirements of the situations in which they find themselves. The Thomas-Kilmann Conflict Mode Instrument is designed to assess this mix of conflict-handling modes.

2.1.2 Traditional and Modern Theories of Conflict Resolution

Over the years three distinct views have evolved about conflict. The traditional view (dominant from the late nineteenth century until the mid-1940s) assumes that conflict is bad, always has a negative impact, and leads to declines in performance as the level of conflict increases. Conflict must therefore always be avoided. In this view conflict is closely associated with such terms as violence, destruction, and irrationality (Tidwell, 1998). The response to conflict in the traditional view is to reduce, suppress, or eliminate it. Following this theory, in organizations, the manager is responsible for freeing the project of any conflict, often using an authoritarian approach. This negative view of conflict played a role in the development of labour unions. Violent or disruptive confrontations between workers and management led people to conclude that conflict was always detrimental and should therefore be avoided (Schellenberg, 1996).

However, this theory has certain drawbacks. Although this approach worked sometimes, it was not generally effective. This is because when employees are suppressed, the root causes of conflict cannot be identified, and the potentially positive aspects of conflict cannot emerge. Furthermore, mild conflict suppressed has often led to huge blow outs further along the way, so

it is often best to tackle conflict by addressing the underlying issues when conflict first occurs. Despite the criticism this theory has known, this traditional view of conflict is still widely held because industrial and business institutions that have a strong influence on society concur with it (Schellenberg, 1996).

On the other hand, the modern view, also known as the human relations view, emerged in the late 1940s and held sway through the 1970s. It argues that conflict is natural and inevitable in all organizations and that it may have either a positive or a negative effect, depending on how the conflict is handled. Performance may increase with conflict, but only up to a certain level, and then decline if conflict is allowed to increase further or is left unresolved. This approach advocates acceptance of conflict and rationalizes its existence. Because of the potential benefits from conflict, organizational managers should focus on managing it effectively rather than suppressing or eliminating it (Deutsch et al., 2000).

The attributes of this theory are that if conflict is allowed to exist, people develop crisis management skills and learn to co-exist. Furthermore, conflict may lead to competition which generally increases production. Critics of this theory have advanced that it is unhealthy to allow any amount of conflict to exist in an organization and that conflict can never be termed healthy (Deutsch et al., 2000).

The newest perspective, the interactionist view assumes that conflict is necessary to increase performance. According to Tidwell (1998), while the behavioral approach accepts conflict, the interactionist view encourages conflict based on the belief that a harmonious, peaceful, tranquil, too-cooperative project organization is likely to become static, apathetic, stagnant, and unable to respond to change and innovation. This approach encourages managers to maintain an appropriate level of conflict. This should be enough to keep projects self-critical, viable, creative, and innovative. As a general rule, the interactionist perspective is based on meaning. Conflicts erupt during interaction and conflict results when one part malfunctions.

This theory has a few basic criticisms. In first instance, the Interactionist view proposes that conflict can be a positive force in a group and explicitly argues that some conflict is necessary for a group to perform effectively. However critics of this theory view conflict as disruptive and unproductive. According to the interactionist view, conflict can be functional or dysfunctional.

Functional conflict supports the goals of the group and improves its performance while dysfunctional conflict hinders group performance (Tidwell,1998). Conflict can also be described by type: task, relationship, or process. Task conflict relates to the contents and goals of the work, while relationship conflict focuses on interpersonal relationships. Process conflict, in contrast, relates to how the work gets done. A major criticism of this theory is that studies such as Fisher(1997) study on '*Interactive conflict resolution'* indicate that relationship conflict is almost always dysfunctional, while low levels of process conflict and low to moderate levels of task conflict are functional. In an institution where conflict is promoted, it becomes difficult to curtail relationship conflict, thus leading to low production.

In conclusion, benefits from the three main theories of conflict resolution exist. However, there does not exist a superior method of conflict resolution. All theories are valid and are all better suited to certain milieus. Conflict resolution is dynamic and what works in one setting or at one time might not work in a different setting or era. The first stage towards successful conflict resolution remains a thorough understanding of the background of the aggrieved parties so as to best determine which theory, then which model of conflict resolution to apply. By increased understanding of the parties, their values, and development, a mediator will be more able to resolve conflicts successfully.

2.2 Conceptual Review

Figure 2.1: Conceptual framework

Independent Variable (IV)   **Dependent Variable (DV)**

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┌─────────────────────────────┐        ┌─────────────────────────────┐
│ Conflict Resolution         │        │ Organizational Performance  │
│ Strategies                  │        │                             │
│                             │        │   • Efficiency              │
│   • Negotiation             │──────→ │                             │
│                             │   ↑    │   • Effectiveness           │
│   • Third party intervention│   │    │                             │
│                             │   │    │   • Quality of work         │
│   • Compromise              │   │    │                             │
└─────────────────────────────┘   │    └─────────────────────────────┘
                                   │
                        ┌──────────┴──────────────┐
                        │ Intervening Variable    │
                        │                         │
                        │   • Leadership style    │
                        │                         │
                        │   • Organizational culture│
                        │                         │
                        │   • Working conditions  │
                        └─────────────────────────┘
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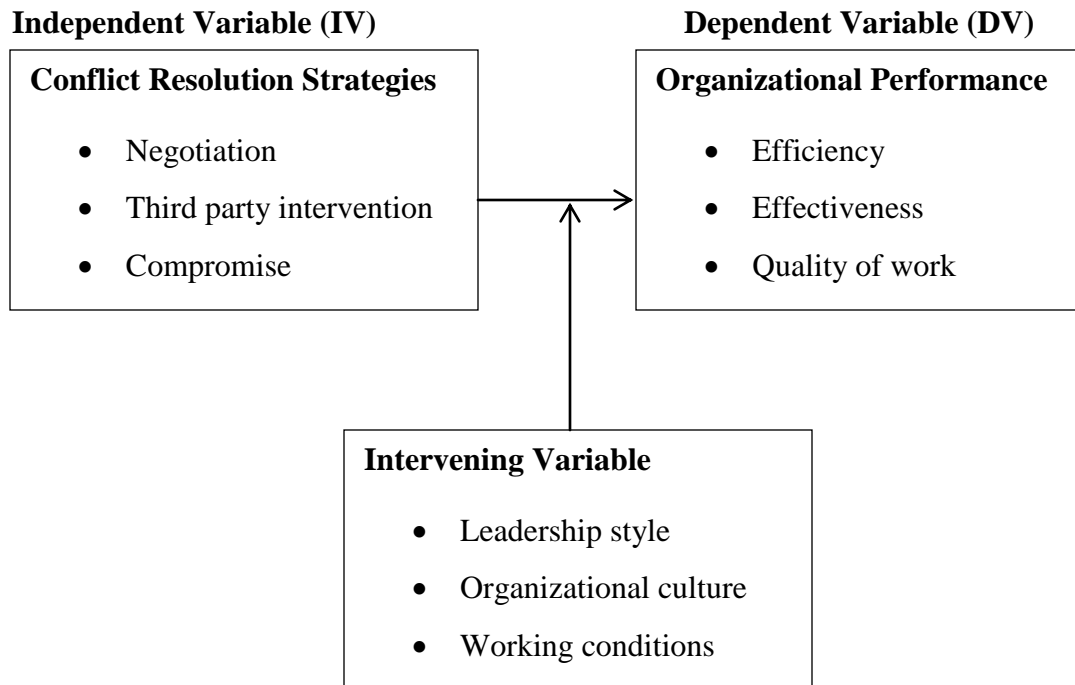
Source: Adapted from Olang (2017); Richard *et al.,* (2009); Kaplan and Norton (1992)

Figure 2.1 shows that conflict resolution is the independent variable while employee performance is the dependent variable. The independent variable is measured using negotiation, third party intervention and communication, while the dependent variable is measured using efficiency, effectiveness, and quality of work. The effect of the independent variable on the dependent variable is that when conflict is resolved using negotiation, or third party intervention or communication, employees' will be motivated and their performance will improve which will result in the overall performance of the organization. However, if there is conflict among employees and no better methods of resolving such a problem is used, then the employees will be demotivated to work and talented workers and hardworking employees will quit and choose to work else. When this happens, the employee performance in terms of efficiency, effectiveness, and quality will greatly be affected.

2.3 Review of Related Literature

2.3.1 Conflict Resolution Strategy

According to Donkor (2016), conflict resolution implemented within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus to the company's overall goals. Bankovskaya (2017) opines that conflict resolution minimizes the negative outcomes of conflict and promotes the positive outcomes of conflict with the goal of improving learning in an organization. De Moyer and Desmidt (2015) explain that properly managed conflict increases organizational learning by increasing the number of questions asked and encourages people to challenge the status quo. According to Omayo (2016), conflict resolution implies reduction, elimination, or termination of conflict and a large number of studies on negotiation, bargaining, mediation, and arbitration fall into the conflict resolution category.

According to Osisioma *et al*., (2013), there are various styles that can be used to resolve conflicts in organizations. Among the early writers, Follett suggested three main ways to handle conflict: domination, compromise and integration. Moreover, she also found other such as avoidance and suppression (Adebile&Ojo, 2011). Blake and Mouton (1964) were the first management thinkers to present the conceptualization of the five conflict styles into: avoiding, obliging, dominating, compromising and integrating. Visinki (1995) cited in Saduna (2012) suggested that one of the five methods of coping with conflict is competition. The competition approach to conflict resolution is an attempt at complete victory (Saduna, 2012). It is a win/lose approach, a "winner takes all" position. Usually, the focus is on winning the conflict at all costs, rather than seeking the most appropriate solution for everyone concerned.

The second method of coping with conflict is accommodation, which is the opposite of competition. It is a lose/win approach. The third method is avoidance, where both sides in the conflict withdraw. It is referred to as the lose/lose outcome in managing conflict because neither side is able even to deal with the issue, much less manage or resolve it. The fourth one is collaboration, which is usually considered the best method to cope with conflict. It is called a win/win approach. It does not require either side to give up a valued position. Rather, both sides honestly 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. The fifth method is compromise-conflict resolution. It involves negotiation and a high degree of flexibility. It is referred to as the win/lose-win/lose position since both parties in the conflict will get some of what they want, while at the same time giving up something in the process (Obasan, 2016).

Hotepo (2010)noted that conflict can be managed in different ways, some focusing on interpersonal relationships and others on structural changes. Robinson et al., (1974) advocates that managing conflict toward constructive action is the best approach in resolving conflict in organization. When conflict arises, we need to be able to manage them properly, so that it becomes a positive force, rather than a negative force, which would threaten the individual or group.

Butler (1993) has discussed styles used by negotiators and found that those negotiators who use integrating (collaborating), obliging (accommodating) or avoiding style were more effective than those who use dominating (competing) style. Individuals who use integrative (collaborative style) conflict handling style experience lower level of work conflict and stress at job, but people using avoiding or dominating (competing) style were facing more conflicts and work stress (Friedman et al. 2000).

Overall conflict resolution should aim at minimizing affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict resolution 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). Thus conflict resolution strategies should satisfy certain criteria. These criteria are particularly useful for not only conflict resolution, but also decision making in management. The first criteria are organization learning and effectiveness. In order to attain this objective, (Heather, 2016) advises that conflict resolution strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems. The second criterion is the needs of stakeholders. Sometimes multiple parties are involved in a conflict in an organization and the challenge of conflict resolution would be to involve these parties in a problem solving process that will lead to collective learning and organizational effectiveness.

Furthermore, Kinnander (2015) discourses that organizations should institutionalize the positions of employee advocate, customer and supplier advocate, as well as environmental and stockholder

advocates. Ethics is noted to be the third criterion for conflict resolution strategies to be effective. A wise leader must behave ethically, and to do so the leader should be open to new information and be willing to change his or her mind. By the same token subordinates and other stakeholders have an ethical duty to speak out against the decisions of supervisors when consequences of these decisions are likely to be serious. Toku(2014) sums that without an understanding of ethics, conflict cannot be handled.

2.3.1.1Negotiation and Employee Performance

Organizational conflict occurs, as actors engage in activities that are incompatible with those of colleagues within their network, members of other organizations, or unaffiliated individuals who utilize the services or products of the organization (Rahim, 2002). This often leads to disagreements and buildup of tensions that require intervention through conflict resolution (Akanji, 2015).The conflict resolution process encompasses a wide range of activities including negotiation, problem solving, dealing with emotion, and understanding positions (Brett, 2001). According to Dawson (2016), negotiation is a process by which two parties, each with its own viewpoint and objectives, attempt to reach a mutually satisfactory result on a matter of common concern. Negotiation can also be defined as the interaction between two or more parties with divergent interests in order to reach an agreement (De Dreu&VanVianen, 2011). Negotiation is used to minimize conflict affecting individuals so as to maximize cooperation and keep conflict to acceptable levels. This in turn drives performance (Wall & Callister, 2015).

According to Olang (2017), there are several negotiation tactics that can be applied. These include Face–to-face tactic whereby a mutual confidence as a foundation for negotiation can be established, Persuading tactic which assumes using different methods and manners to win over partners and to reach a better negotiating position, Deceitfulness tactic which assumes presenting false data and arguments, Threat tactic is based on deterrence from the side which holds a better position, or has more power. Promise tactic is based on having a better position and more power, with the stronger side persuading the weaker that it will keep its promises and Concession tactic which is the most important tactic in the negotiation strategy. All actors in the conflict count on both sides making a concession since negotiation increasingly gains importance as a popular and constructive way to manage conflict. De Dreuand Weingart(2013) assert that negotiators can help adversaries communicate with each other in many ways.

A survey of more than 550 employees of large Canadian organizations by Downie (2017) revealed that employees wanted to feel involved in decisions that affect them by negotiating with managers before decisions were made. Employees equated negotiation with fairness since participation led to creation of shared values. The survey report concluded that the components of a high performance workforce included effective voice for employees in strategy and governance, contingent compensation, teamwork and employee involvement in negotiation in problem solving. It further cautioned employers to recognize that employees had clear expectations of their employers and, in turn, that employers actions were critical since employees needed to have ownership of Strategy if they are to fully realize organizational performance.

Furthermore, Wanjiru (2012) carried out a study in Kenya on negotiation and its influence on the performance of commercial banks. The study found that negotiation had an influence on performance in the bank. For instance, negotiation was required before arriving at a compensation package agreeable by both parties. Moderate amount of conflict would be expected in the process but this would barely hinder performance, if handled properly.

Ajike *et al*., (2015) observed that negotiation and its influence on performance can be seen in an organizations performance appraisal process. It goes without saying that an effective performance appraisal system can lead an organization to take strides towards organization performance and growth by leaps and bounds (Ajike *et al*., 2015). These measures give top managers a fast but comprehensive view of the organization's performance and conversely, an ineffective performance appraisal system can seal the fate of an organization by creating chaos and confusion from top to bottom in the administrative hierarchy. This may result into conflict if employees feel that they are appraised unfairly. It can also result in poor performance if the employees do not clearly understand what is expected of them. It is therefore important that a negotiation be at the beginning of the performance contract so that an employee is well informed of what is expected (Osisioma *et al*., 2013).

Ideally,Reys (2011) explains that performance appraisal negotiations provide employees with useful feedback they can immediately apply to improve their performance. This feedback includes suggestions for change, as well as encouragement to continue with positive behavior. Managers show employees how improving their overall performance and developing new skills will lead to additional responsibilities, promotions and increased monetary benefits (Miller

&Swope, 2006). Employees appreciate this honest feedback and become motivated to improve their performance. In addition, managers benefit by receiving insightful input on ways to improve both their leadership styles and departmental operations. Most would agree however, that organizations' performance appraisal processes operate in ways that are less than ideal (Thompson, 2005).

A study by Okoth (2013) on conflict resolution strategies used in secondary schools in Kisumu Municipality, Kisumu County concludes that the conflict resolution strategies of negotiation used in secondary schools in Kisumu municipality are effective in increasing performance. Therefore, negotiation was key to corporate performance since it helps to secure a consensus in resolving conflicts by making sure all members understand the reasons behind the compromises made by individual members.

The outcomes of negotiation to a large extent determine if the opposing teams will gain a mutual understanding and work towards the achievement of organizational goals to improve performance. According to Laddha *et al*., (2017), in any negotiation exercise the outcome will either promote group cohesiveness or buildup of tensions. The outcomes include win -win, win-lose and lose -lose outcome. The win-win negotiating outcome applies to many situations, including contract negotiations as well as conflict resolution. Negotiation is not one party dictating or imposing terms on another. When that happens, the outcome will rarely produce mutual satisfaction. The result can only be mutually satisfactory if both differences and common interests are considered (Khan *et al*., 2015).

2.3.1.2 Third party Intervention and Employee Performance

Conflicts impact negatively on employee performance, and organizational conflicts should be dealt with effectively and expeditiously (Olang, 2017). There is therefore a need to have in place effective conflict resolution mechanisms to deal with them. This section examined the existing legal and institutional framework in place for the management of conflicts, emphasis being on third party intervention as a conflict resolution strategy and its influence on employee performance, with a view to identifying the challenges to the effectiveness in managing conflicts. According to Elmagri (2017), if negotiation strategy does not show results, it is recommended to apply the strategy of the third-party intervention. A third party is defined as an actor that helps the conflict parties resolve the conflict or regulate the level of violence (Arrow *et al*., 2014).

A third party might be needed because the parties to a conflict cannot find a solution without external assistance. They may need help with issues, process and substance (Ford, 2017). A third party assists in resolving the dispute by advising and providing information and options but leaves the final decision to the parties themselves since performance declines as the level of conflict increases (Jehn&Mannix, 2018). Third party intervention is a process that is used only when an impasse occurs between the employee and higher management levels or a co-worker. There are several definitions on the concept of a third-party. For example Jehn and Bendersky (2016) assert that a third party is someone who provides procedural assistance to help individuals or groups in conflict to resolve their difference, where attention is placed on procedural assistance to the disputants.

Conflict may have either a positive or a negative effect on employee performance, depending on the nature of the conflict and how it is managed (Armstrong, 2009). For every organization, an optimal level of conflict exists which is considered normal. On the other hand, if the conflict levels become too high and too low, the result is chaotic to an organization and also threaten its survival (Kazimoto, 2016). Thus for a group to be effective, individual members need to be able to work in a conflict-positive environment so if conflict is well-managed, it adds to innovation and productivity. Rahim (2005) asserts that litigation will be a resort for conflicts resulting from misunderstandings of more complex human right issues. Third party intervention as a conflict resolution strategy is therefore adopted when the conflict level is too high that it becomes dysfunctional to performance (Manning & Robertson, 2017).

Third-party is often used to refer to a person or an entity that is not one of the two involved in some form of relationship. Richmond et al., (2017) claim that third party intervention has been practiced as long as two people have fought, while another person tried to bring the fight to an end, and for them the definition of third party intervention is 'a process of conflict resolution, related to but distinct from the parties' own effort where the disputing parties or their representatives seek the assistance, or accept an offer of help, from an individual, group, state or organization to change, affect or influence their perceptions or behavior, without resorting to physical force or invoking the authority of the law (Simons & Peterson, 2016). Studies done in Kenya on Conflict Analysis of the 2007 Post-election Violence in Kenya , which led to a power sharing deal between the conflicting parties involved revealed the role of third party intervention

in fostering economic productivity (Roberts, 2009). Economic performance of Kenya was affected before the power sharing deal was concluded. Adversely, organizations use third party intervention to improve organizational performance.

Third-party intervention may worsen a conflict if the level of the intervention is not sufficiently high (Shmueli& Ben Gal, 2016). Conflict resolution behaviors have primarily been studied either as individual styles of the third party that are stable traits of individuals, as types of behaviors (such as threats or compromises), or as generalized behavioral orientations (Shelton & Darling, 2014). The history and establishment of third party conflict resolution system in Nigeria dates back to 2005, when the Negotiation and Conflict resolution Group (NCMG) initiated the concept in Nigeria with establishment of the Lagos Multi-Doors Courthouse in 2004. The introduction of the third party processes are attached in Nigeria is a response to the reform of judicial sector. Following the introduction, it is believed that performance output is increased when there is confidence in third party conflict resolution because once it is resolved, it becomes final, and there is no appeal to suggest that one party was dissatisfied with the initial outcome or court judgment. A study on conflict in the Public service commission Rwanda (Muganza, 2013) showed that conflict has negative impact on the working environment and the organizational performance, not mentioning the government loss of funds totaling 293,642,068Frw through court cases (PSC Annual Report: 2012-2013). This study sought to find out the influence of third party intervention as a conflict resolution strategy on employee performance in KCCA.

Muigua (2015) conducted a study on Conflict resolution in East Africa. The study showed that disputes within organizations can be resolved by the use of a third party in three different ways, mediation, arbitration and litigation. Conflict resolution refers to a process where the outcome is based on mutual problem sharing with the conflicting parties cooperating in order to define their conflict and their relationship (Muigua, 2015). Resolution is non power based and non - coercive thus enabling it achieve mutual satisfaction of needs without relying on the parties' power. A resolution digs deeper in ascertaining the root causes of the conflict between the parties by aiming at a post conflict relationship not founded on power. This outcome is enduring, non-coercive, mutually satisfying, addresses the root cause of the conflict and it is also not zero-sum since gain by one party does not mean loss by the other; each party's needs are fulfilled. Such

needs cannot be bargained or fulfilled through coercion and power. These advantages make resolution potentially superior to settlement.

2.3.1.3 Compromise and Employee Performance

Compromise is described as being a win and lose agreement in which both parties get something of what they want but not all of what they want (Bankovskaya, 2012). Most disputes typically start with a competitive or collaborative strategy where the best possible outcome is the goal for both sides. However, a number of factors such as time requirements, financial costs, use of power and influence, and practical matters often enter into the equation. According to Omayo (2016), the realization that initial desired goals may be unachievable move parties to a negotiation process involving give and take in order to reach a compromised mutual agreement.

Salleh *et al*. (2012) assert that the compromising strategy typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable, solution. This strategy prevails most often in conflicts where the parties hold approximately equivalent power. Business owners frequently employ compromise during contract negotiations with other businesses when each party stands to lose something valuable, such as a customer or necessary service. Dwomoh *et al*. (2015) opine that a person who typically uses a compromising conflict style attempts to balance the needs of both or all sides in a conflict by encouraging everyone to give in on at least some points. This style of conflict can be more time-consuming and require more "people skills" than other conflict resolution techniques. It is, however, often regarded as less problematic within a business environment than avoidance, accommodation or competitive combativeness.

Chaudhry (2012) explain that there may be a need to "agree to disagree" on some points when the dispute seems intractable and the reality that they will not be able to totally agree sets in. Agreeing to disagree is required more often when there is disagreement over values or principles rather than facts or methods. When both parties are able to truly listen and attempt to respectfully understand the position of the opposing party they can often come to accept their disagreements. The mutual acceptance of differences increases the likelihood of a productive resolution to the dispute (Afful-Broni, 2012).

2.3.2 Employee Performance

Employee performance is the most critical subject which plays an important role in accomplishing employee performance(Wang *et al*., 2015). According to Rizwan *et al*., (2014) employee performance contains a quality and quantity of results driven from individual or group struggle completion. In another meaning job performance can be described as the ability of individuals to achieve their respective work aims, then meet their expectations, achieve benchmarks or accomplish their organizational goals (Ismail *et al.,* 2009). Employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and compensation practices, performance evaluation and promotional practices are determinants of employee performance (Ahmad &Shahzad, 2011). It can be said that performance is affected by stress level and type. This relation can be explained through decrease and increase in work load.

According to Hambuda (2017), when the stress level is low, the worker's performance is sustained. When the worker is not exposed to stress while performing his/her duties, the performance is actually improved. Werang and Agung (2017) argue that the low stress stimulates workers and provides them with the incentive for better performance. In other words, the stress can be responsible for initiative, creativity and invention. On the other hand when stress level is high, negative effects will appear such as fatigue, dissatisfaction, absence and even quitting. Noori (2014) adds that hostile behavior will also appear such as vandalism and sabotage. Therefore, performance and achievement is inversely proportional to stress. The stress level should be at some degree to provide positive stimulations (Ahlam *et al*. 2012).

According to Arinanye(2015), employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to Sorsatakaro and Wako (2014), organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customers would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad, 2012). Employee performance is actually influenced by motivation because if employees are motivated

then they will do work with more effort and by which performance will ultimately improve (Dukhan *et al.* 2017).

From an employee's point of view employee performance is essentially the result of a series of behaviors. The various tasks performed on a daily basis contribute to employee performance in general (Hrakhouskaya& van Schuppen, 2011). In this line of thought, Campbell (1990) developed an influential model containing eight dimensions to measure employee performance: a) Job-specific task proficiency: behavior related to core tasks of the job; b) non-job-specific task proficiency: general work behavior; c) written and oral communication task proficiency; d) demonstrating effort: level of commitment to core tasks; f) maintaining personal discipline; g) facilitating peer and team performance; h) supervision/leadership; and i) management/administration. From a supervisor's perspective, on the other hand, outcomes are the key elements for employee performance appraisal. After all, at the end of the day results are more important to an employer than the activities leading to those results (Hrakhouskaya& van Schuppen, 2011).

According to Vroom (1964), an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance is divided in those five factors (Schmidt, 2002). Some researchers even argue that a person's personality has a more specific role in job performance (Hurtz& Donovan, 2000). However, according to various researchers, it is not what performance exactly means, but how it is composed and how it is measured (Yahaya *et al.*, 2012). Some researchers even argue that personality has a more specific role in job performance. However, according to Ndungu (2017), job performance contains a problem; namely the measurement of performance.

Employee performance is one of the most important constructs in management research (Zulkiffli, 2014). Continuous performance is the objective of any organization because only through this, can organizations grow and progress. Moreover knowing the determinants of employee performance is important especially in the context of the current economic crises because it enables the identification of those factors that should be treated with an increased interest in order to improve the performance. Performance measurement estimates the parameters under which programs, investments, and acquisitions are reaching the targeted results (Belvedere

&Gallmann, 2014). According to Gavrea et al., (2011), most performance measures could be grouped into six general categories: effectiveness, efficiency, cost, quality, timeliness, innovation and productivity.

2.3.2.1 Effectiveness

Effectiveness is a process characteristic indicating the degree to which the process output (work product) conforms to the requirements (Richard *et al*., 2009). Effectiveness is the extent to which stated objectives are met, that is to say, the policy achieves what it intended to achieve (Mandl, 2014). Effectiveness should be understood on deliverable basis and the achievement of goals. Its concept works around the fact that if an objective was accomplished or not. Doing a good performance in terms of effectiveness is to deliver on time what was expected. Most directors and senior executives have in charge the responsibility to meet such criteria. If its division, business unit or company is working hard but not delivering the internal requests or the ones of the market then they are not effective. The best way to assess effectiveness is to set the objectives before the kickoff of a project or activities and see if they were achieved or not under the standards set at the beginning (Drucker, 2006).

According to Herman (2018), highly effective organizations exhibit strengths across five areas: leadership, decision making and structure, people, work processes and systems, and culture. For an organization to achieve and sustain success, it needs to adapt to its dynamic environment. Evaluating and improving organizational effectiveness and efficiency is one strategy used to help insure the continued growth and development of an organization. Mitchell (2017) argues that measuring organizational effectiveness can be an inexact science, since each individual entity will have a different list of criteria and priorities to weight and consider through self-assessment. Thus understanding a company's level of effectiveness is important for several reasons: it serves as a check-in to see how well internal procedures are meeting an initial vision, it provides investors, donors, or employees with an idea of the company's strengths, and it highlights areas of ineffectiveness that can be the focus of improvements (McLaughlin & Jordan, 2016).

Organizational effectiveness measures the big-picture performance of a business, across a broad range of criteria. Financial performance, long-term planning, internal structure, and adherence to core values may all be critical components in understanding organizational effectiveness (Richard *et al*., 2009).To get a clear idea of an organization's effectiveness, Martz (2018) advises

that it is important to create a clear list of criteria to assess. No two organizations will have the same list of criteria, which is why many for-profit and non-profit groups measure effectiveness through self-assessment. Employees and company personnel are often in the best position to intimately understand the needs, goals, and performance of their company. Self-assessment of effectiveness can also help company personnel reconnect with the initial mission of an organization. By working creatively to invent new business strategies for areas of ineffectiveness, workers may develop a stronger sense of loyalty, purpose, and dedication to the job (Eydi *et al*., 2017).

Solanke (2014) opines that since effectiveness of an organization is difficult to express in a concrete formula, a company may choose to state the results of an assessment through specific goals achieved or desired. Turning up areas of ineffectiveness can also be tremendously beneficial to an organization. Areas that need improvement give a company a concrete strategy for the future, and allow workers, shareholders, donors, or customers to get excited about the improvements coming down the pipeline. Treating current weaknesses as a road map for future changes is a great way to increase effectiveness (Sharif & Ahmad, 2015).

However, Kent (2016) argues that effectiveness of teams can be hindered by conflict arising from unresolved issues within the group. An individual in the group may encounter some frustration when a certain obstacle is in the way of him/her achieving his/her goal, thereby creating what is called frustration (Keshtkaran&Moadab, 2013). This, in turn, may create a kind of defense such as justification, withdrawal, aggressive behavior, inertia or the acceptance of a compromise or an alternative. The negative consequences of frustration ultimately affect the morale of individuals working with the affected individual and their performance could be compromised (Abdulrahim, 2015).

2.3.2.2 Efficiency

Efficiency is a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (Richard *et al*., 2009).According to Uyarra and Flanagan (2015), efficiency as the relationship between goods and services produced and resources used to produce them. The authors go on further to stress that an efficient operation produces the maximum output for any given set of resource inputs; or, it has a minimum input for any given quantity and quality of services provided. Efficiency could also mean the right use

of resources to accomplish a task. It means the wise consumption of inputs on which the work is completed. Once that the goals are attained it is fundamental to see how they can be met with the least effort. Improving Efficiency means that the company is in a trend of reducing wastes and consuming less to deliver the same amount of value.

According to Afonso *et al*., (2013), a proper way to measure efficiency is by acknowledging the process to complete a task and allocating the right amount of resources. By doing so, the company can estimate if the volume of input was enough or not to complete the activity. Then the results are used to evaluate a new set of inputs that will determine if the amount can be even reduced or requires to be raised. However, Efficiency is not always measured in the amount of resources but rather in the use of the proper practices to accomplish a task. It means if the same amount of resources can be used to accomplish a work load, sometimes the method helps to identify which is best way to work and proceed to deliver under the least possible effort. This concept can be easily understood under the business phrase "don't work hard, work smart" or "less is more" it conceives; to set priorities, to place the right volume of inputs and to tackle problems in the easiest way to achieve the same result as working hard.

In the organizational context, Conflict may arise in departments due to the functional nature of their tasks if they are interdependent on each other for service delivery. Efficiency may be hampered if one department delays in meeting deadlines which in turn affects all the departments that rely on it (Afonso *et al*., 2013).

2.3.2.3 Quality

Quality is the degree to which a product or service meets customer requirements and expectations (Richard *et al*., 2009). According to Byremo (2015), quality of work is the value of work delivered by an individual, team or organization. This can include the quality of task completion, interactions and deliverables. Work quality is a common consideration in managing the performance of programs, projects, vendors and individuals. According to Mohammed and Nimalathasan (2011), quality work is service that is completed efficiently and with little direction and supervision. Employees who do quality work have beneficial characteristics, including professionalism, strong work ethic, self-motivation, positive attitude and confidence.

Employees make jobs run smoothly when they are dependable, responsible, honest and have integrity.

Altrasi (2014) argues that in order to maintain a quality business, many elements are implemented, such as improved quality of new employees, recognize and preserve higher-ranked employees and expand employee growth. Accurate job placement affects quality work as well. Staff underperforms when placed in the wrong position, or if a task has not been clearly communicated. When all options have been exhausted and the person is not producing quality work, the business may need to let them go (Tung *et al*., 2011).

On the other hand, Karanja *et al*., (2017) explains that unresolved conflict may prevent an organization from achieving its goals, and compromise on the quality of service given. For instance, a study by Dison, (2005) revealed that the quality of customer service was improved when the interpersonal and intrapersonal conflicts of the customer service officers was managed. This in turn had a ripple effect on their morale and performance.

2.4 Related Studies

Olang (2017) conducted a study on the influence of conflict resolution on employee performance among SACCO companies in Kenya. A descriptive survey research design was adopted. The target population was employees from all cadres from top management, operational employees and other employees on casual basis. The study used the census technique hence the total sample size was 153 employees. Structured questionnaires were the method used to collect data based on the research questions. A linear regression model was used to determine the nature of impact that the independent variables had on the dependent variable. The findings of the study revealed a positive relationship between negotiation and organizational performance. Furthermore, the study revealed a positive relationship between third party intervention and organizational performance. Lastly, the study revealed no positive relationship between communication and increased organizational performance. The study concluded that there is a good conflict resolution strategy in place. The study recommended that management should focus on increasing the utilization of conflict resolution strategies like negotiation and third party intervention to increase organizational performance.

Ajike *et al*., (2015) conducted a study to examine the effect of conflict resolution on employee performance of banks in Nigeria using Access Bank Plc as a case study. A sample size of eighty-one (81) out of the numerous employees of the bank was administered with questionnaires in three branches of the bank located in Lagos State. A descriptive and regression analysis with the aid of SPSS was used to analyze the relationship between conflict resolution on employee performance of Access Bank Plc. The result of the study found that there was a significant positive relationship between conflict resolution and employee performance(r= 0.715; p<0.05). It is therefore recommended that management should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level in the organization.

Awan and Saeed (2015) conducted a study on conflict resolution and employee performance in a commercial bank in Pakistan. The study used formal questionnaire to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation and variance, and factor analysis were applied to analyze and interpret the data. Themajor findings are that Education does not have any effect on the opinion of respondents on Conflict resolution Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance. The study suggested that management should adopt conflict resolution strategies that improve the performance of the organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

Toku (2014) conducted a study to explore conflict resolution in basic schools in Ashanti Region of Ghana. Face to face interviews were used to solicit responses from teachers alongside participant observation. The sampling technique used by the researcher which aided in the collection of data was the purposive sampling technique. Content analysis was used in analyzing the data collected. The study discovered that the integrating style of resolving conflict was the most widely used conflict resolution style in basic schools in the region. This style placed more emphasis on high concern for self and others as well. It was also discovered that of all the challenges encountered in managing conflicts, lack of cooperation on the part of the two parties was considered the most striking challenge. Furthermore, it was also discovered that conflict

resolution played a major role in strengthening the bond between management and workers. The study concluded on the note that the most influencing factor in resolving conflict in organizations was organizational culture. The study also recommended that organizations should organize training and educational programs for their members to enable them accommodate and deal effectively with the issue of individual differences in the workplace.

Mukolwe *et al*., (2014) investigated the effect of interpersonal conflict on employee performance of selected hotels in Kisii town, Kenya. The study employed both descriptive survey and explanatory research designs and targeted a population of 368 employees of purposively selected hotels. The data was analyzed using descriptive and inferential statistics while multiple regression was used to test the hypotheses. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect employee performance respectively, while outcomes of interpersonal conflict does not significantly affect organizational performance.

Furthermore, Uchendu *et al*., (2013) examined the relationship that exists between principals' conflict resolution and employee performance in Cross River State, Nigeria. The authors employed questionnaire to gather their data. The instrument was a 4 point likert type scale consisting 32 items. Pearson Product Moment Correlation Coefficient Analysis was used in analyzing the data. The result of the analysis revealed that, there is a significant relationship between principals' conflict resolution in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and organizational performance.

Hotepo *et al*., (2010) investigated the effect of organizational conflict on employee performance in Nigeria. The study employed descriptive research design and used questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be used to encourage organizational innovativeness and build cooperation among the employees.

Adomi and Anie (2006) investigate the pattern of conflict resolution in Nigerian libraries. The researchers employed descriptive design and questionnaire to collect data from professional and

para-professional staff of three Nigerian University libraries. Majority of the respondents perceive conflict as positive and can be stimulated by library managers. The study further found out that interpersonal conflicts are the dominant conflicts in Nigerian libraries, and accommodation ranks highest as technique of conflict avoidance.

Rahim (2001) reported a positive correlation between democratic management styles and organizational stability. He noted that democratic strategies would promote inclusion in decision and by consequence workers identification with decisions and commitment to the organization. Schramm-Nielsen (2002) indicated that a confrontation style dealing with group conflict was used to a significant degree in higher than in lower performing organizations. Lang (2009) commented on the integrating style of handling conflict which shows that this style results in high joint benefits for the parties. While Rahim (2004) have suggested that the nature of leadership power in an organization mediates the needs of conflict resolution strategies. Thus, organizational stability may be maintained even when the leader is low in conflict resolution because workers sometimes exhibit acceptance behavior over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression.

Kazimoto (2016) analyzed the elements of a conflict resolution process and leadership organizational change and the benefits of managing conflict. The author concludes that leadership approaches are the key important factors for conflict resolution. The study recommends that managers in various organizations should encourage open communication policy, so that all employees get the right information at the right time.

Min-Chih(2010) examined the relationship conflict has a greater impact on learning performance than does process conflict. The effects of dysfunctional conflict on learning performance in a Chinese cultural context were explored with cognitive style as a moderator. The results of their analysis show that the relationship between process conflict and learning performance is quadratic. In addition, it was discovered that relationship conflict has a greater effect on learning performance than does process conflict.

2.5 Gaps of the Study

All the studies by Olang (2017); Ajike *et al*., (2015); Awan and Saeed (2015); Toku (2014); Mukolwe *et al*., (2014); Uchendu et al., (2013); and Hotepo *et al*., (2010) have been conducted in

Kenya, Nigeria, Ghana, and Pakistan, however, none has been conducted in Uganda and specifically in public sector entity thus presenting a contextual gap that study intends to close. Furthermore, only Olang (2017), Ajike *et al*., (2015), and Awan and Saeed (2015) have conducted a study on conflict resolution and organizational performance, however, the current study looked at conflict resolution instead of conflict resolution. In addition, none of the above studies measured employee performanceusing effectiveness, efficiency, and quality of work of service delivery, instead the above studies used financial measures of performance such as return on assets, return on equity, profit margin and sales. This presented a content gap that the current study intended to explore.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter contains the following sections: research design, study population, sample size, sampling procedure, data source, data collection method, research instruments, validity and reliability, data collection procedure, data analysis, and ethical consideration.

3.1 Research Design

This study adopted descriptive cross-sectional survey design, because it aims at studying a particular phenomenon (or phenomena) at a particular time. Cross-sectional studies often employ the survey strategy (Mugenda, 2008). The researcher sought to describe the incidence of a phenomenon (for example, conflict resolution and employee performance of KCCA). Furthermore, the study employed both quantitative and qualitative approaches. Quantitative approach was predominantly used as a synonym for questionnaire data collection technique so as to generate statistical and numerical data. On the other hand, qualitative approach was used as a synonym for interview data collection technique so as to generate non-numerical data (Creswell, 2011).

3.2 Study Population

KCCA has 10 Directorates with an approved total establishment of 1,425 technical staff (KCCA Ministerial Statement, 2017/2018). Thus the study population of this study was 1,425 respondents. However, the study targeted 498 technical staff using simple random sampling technique from only two directorates, namely: administration and human resource management, and Office of the Executive Director because they are most knowledgeable of the study elements than other categories of directorates. The technical staff were selected in the study because they are the ones directly affected by conflicts on a daily basis so they were deemed the most appropriate to participate in the study.

3.3 Sample Size

The sample size was 222 determined using Slovene's formula;

$n = \frac{N}{1+N\,(\alpha)^2}$; Where n=sample size; N=target population; α=0.05 level of significance.

$$n = \frac{498}{1 + 498(0.05)^2}$$

$$n = 222$$

Therefore, the sample size of this study was 256 respondents.

Table 3.1 gives the summary of the target population and the sample size.

Table 3.1: Quantitative Sample Size

Directorates	Target Population	Sample Size
Technical staff	476	212
Managerial staff	22	10
Total	**498**	**222**

Source: KCCA Ministerial Statement, 2017/2018

Table 3.2: Qualitative Sample Size

Directorates	Sample Size
Human resource manager	1
Department managers	9
Total	**10**

Source: KCCA Ministerial Statement, 2017/2018

3.4 Sampling Procedure

The study used simple random sampling to select the technical staff. This was achieved by the researcher writing the names of participants in pieces of papers. The papers were then be put in a bowel and shaken to randomize them. The researcher then randomly selected the names of the respondents from the pieces of papers until she was satisfied with the numbers of respondents that she needed. This sampling technique was preferred because it gives equal opportunity for each participant to be included in the study without bias. On the other hand, purposive sampling technique was use to select the managers because of their level of knowledge about the topic under survey.

3.5 Data Source

This study used primary source of data from questionnaires, and interviews respectively.

3.5.1 Primary Source

The primary sources of data were questionnaires and interviews collected during field data collection exercise.

3.6 Data Collection Method

Data was collected using survey, interview, and document review methods. The researcher preferred to use survey method because it is good for gathering descriptive data, relatively easy to administer, cost effective and time saving. This method was used to get information about conflict resolution and employee performance using structured questionnaires. Furthermore, interview method was used because it gives opportunity for clarifying questions. The researcher used face to face interviews to collect data about conflict resolution and employee performance from human resource managers and departmental managers.

3.7 Research Instruments

This study used two types of researcher instruments, namely; questionnaires, and interviews.

3.7.1 Questionnaire

The researcher used closed ended questionnaires that were addressed to the technical staff. The study preferred to use a five Likert Scale questionnaire because of its universal nature. The five Likert scale included: 1=strongly disagree; 2=disagree; 3=not sure; 4=agree; and 5=strongly agree. The questionnaire was subdivided into three sections, namely: Section A included information about the profile of the respondents (i.e. gender, age, education and work experience); Section B included information regarding conflict resolution strategy measured using negotiation (5-items), third party intervention (4-items); and compromise (5-item). Section C captured information regarding employee performance which was measured using efficiency (5-items), effectiveness (5-items), and quality of work (5-items). Questionnaire was preferred in this study because it can be used to collect data from a large population within a short period of time at a lesser cost compared to other research instruments; provides respondents with adequate time to understand the questions asked and provide answers accordingly; a researcher is able to collect data from a wide range of samples from the target population, group or elements under

investigation; and questionnaires maximise objectivity since the researcher is dependent on respondent's views/ opinion.

3.7.2 Interview

This study used interview guide using structured questions. Structured interview involves asking specific questions from a specific research area while expecting specific responses (Churchill & Brown, 2004). Kumar (2011) point out that, through conducting interview the researcher is able to exercise the freedom of determining the format and content of the questions, and the wording and order in which to ask the questions. The researcher can choose to be either flexible or inflexible when asking the question. As explained by Kumar (2011), flexible approach allows the researcher to thinks, formulate and ask the question as they come in mind during the interview. In addition, an inflexible (rigid) approach is when the wording and the wording sequence of questions are planned beforehand and they are also asked in a planned manner. This study adopted inflexible approach.

3.8 Validity and Reliability

3.8.1 Validity

This study used content validity to establish the validity of the instruments. Content validity is the extent to which the items in the instrument represent the content of the attribute being measured. The researcher ensured this through judgment of the items by experts (two researcher supervisors). According to Amin (2005), most often researchers compute the Content Validity Index (CVI) for each item in the instrument as rated by two or more experts in order to determine how valid the study instrument is. Amin (2005) says, if the CVI is ≥ 0.70, the instrument can then be considered valid.

Content Validity Index formula:

$$CVI = \frac{Number\ of\ items\ rated\ relevant\ by\ all\ judges}{total\ number\ of\ items\ in\ the\ instrument}$$

$$CVI = \frac{31}{34}$$

$$\boldsymbol{CVI = 0.91}$$

The study found that the CVI of the instrument was 0.91 thus using the recommendation by Amin (2005), the instrument was confirmed as valid.

3.8.2 Reliability

Reliability enhances repeatability and generalization of study findings. It can be ensured through: test/re-test method and internal consistency method. In the test/retest method, the researcher pretested twice the instrument on 10 technical staff from the Directorate of Physical Planning of KCCA in a pilot study but they were not included in the final study. The correlation of the results in the first and second pilot study was determined using Pearson Linear Correlation Coefficient (PLCC); consistency in the results with correlation values of ≥ 0.70 was an indication that the instruments were reliable. According to Sekaran (2003), a correlation coefficient of ≥ 0.70 is often recommended in most studies.

Furthermore, the study used internal consistency method. This method involved pre-testing the instrument once to a sample of respondents. The scores of the responses were correlated using Cronbach's alpha coefficient. According to Field (2005), if the Cronbach's alpha value $\alpha \geq 0.70$ then the instrument will be considered reliable. In this study, the Cronbach alpha values were all above 0.70 recommendations by Field (2005) thus confirming high internal consistency and subsequently implying that the instruments were highly reliable. The summary of the findings are indicated in table 3.3 below.

Table 3.3: Reliability

Variables Tested	No. Items	Cronbach's Alpha
Conflict resolution strategy	14	0.772
Employee Performance	20	0.852
Overall	34	0.878

Source: primary data, 2019

3.9 Data Collection Procedure

An introduction letter was obtained from the College of Economics and Management Sciences of Kampala International University (KIU) for the researcher to solicit approval to conduct the study from KCCA headquarters. The researcher administered the questionnaires herself so as to

explain any irregularities properly to the respondents and also properly and adequately oriented them about the study and why it was being carried out. The respondents were requested to sign the informed consent form. They were also guided on how to fill the questionnaires, and the importance of answering every item of the questionnaire without leaving any part unanswered. The respondents were requested to kindly respond to the questionnaire on time. The researcher retrieved the filled questionnaires within two hours from the time of distribution. After retrieving them back, she thoroughly checked to ensure that all items were adequately answered by the respondents.

3.10 Data Analysis

After retrieving back the questionnaire and collecting the required data, it was then prepared for analysis by using Statistical Package for Social Scientists (IBM SPSS, version 22.0) software. In this process, the data underwent data editing which involved checking the filled questionnaires for any omissions or mistakes; then data coding which involved giving each item of the questionnaire or variable a code to be used when imputing the data into the computer, and lastly data entry into the computer for analysis.

After processing the collected data, the researcher analyzed it. The analysis was conducted using frequency and percentage distribution tables to analyze data the profile of the respondents. Mean and Standard Deviations were used to compute the central tendency and measure of dispersion of conflict resolution and employee performance respectively. To interpret the mean values, the following numerical values and descriptions were used as indicated in table 3.4 below.

Table 3.4: Mean Interpretation Values

#	Mean Range	Response Mode	Interpretation
5	4.21-5.00	Strongly agree	Very satisfactory
4	3.41-4.20	Agree	Satisfactory
3	2.61-3.40	Not sure	Fairly satisfactory
2	1.81-2.60	Disagree	Unsatisfactory
1	1.00-1.80	Strongly disagree	Very unsatisfactory

Furthermore, inferential statistics was used to determine the variations in the dependent variable. Specifically, linear regression analysis was used to determine the effect of the independent

variables on the dependent variable. In addition, multiple linear regression analysis was used to determine the highest predictor variable in the independent variable. Similarly, the null hypothesis was determined at p=0.05 level of significance. The **decision rule** was that: if p≤0.05, the null hypothesis would be rejected, and the alternative hypothesis accepted.

Qualitative data was analyzed using coding on the transcripts to identify the significant statements across individual interviews. Subsequent readings of the significant statements helped in identifying meaning of units or sub-themes emerging within the patterns. The study described significant statements used to write what the participants experienced. In addition, the study interpreted the context or setting that influenced participants' experiences but provided the quotes of participants in italics.

3.11 Ethical Consideration

This study being both quantitative and qualitative, the researcher's interaction with participants was imminent. As such it was the researcher's obligation to respect the rights, needs, values and desires of respondents (Creswell, 2003). Accordingly, the researcher was aware of the following before, during and after research.

Ensuring participants have given informed consent: A fundamental ethical principle of social research is: Never coerce anyone into participating; participation must be voluntary at all times. Permission alone is not enough; people need to know what they are being asked to participate in so that they can make an informed decision. In this study, participants were made aware of their rights and what they were getting involved in by reading and signing a statement giving *informed consent* (i.e. an agreement by participants stating they are willing to be in a study and they know something about what the research procedure will involve).

Ensuring no harm to participants: the researcher ensured that no participants were put in a situation where they could be harmed as a result of their participation; be it physical or psychological. Thus in this study, the questionnaires and interviews were conducted in well furnished rooms with good lighting, furniture and flooring.

Ensuring participant's privacy, confidentiality, and anonymity: Adhering strictly to all the ethical guidelines serves as standards about the honesty and trustworthiness of the data collected

and the accompanying data analysis. The researcher ensured that the confidentiality and anonymity of the participants was maintained through the removal of any identifying characteristics before widespread dissemination of information. The researcher made it clear that the participants' names were not used for any other purposes, nor would information be shared that revealed their identity in any way.

CHAPTER FOUR
PRESENTATION, INTERPRETATION, AND ANALYSIS

4.0 Introduction

This chapter presents the analysis of the data gathered and interpretation thereof. It gives the demographic characteristics of the respondents and variables used.

4.1 Response Rate

The study distributed 222 questionnaires, and also successfully retrieved 222 questionnaires, thus the response rate was 100%.

4.2 Demographic Characteristics of the Respondents

This section determines the demographic characteristics of the respondents. To achieve it, questionnaires were distributed to capture these responses. Frequencies and percentage distribution table was employed to summarize the demographic characteristics of the respondents in terms of gender, age, education level, and work experience. The following tables give the summary of the demographic characteristics of the respondents.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percent (%)
Male	142	64.0
Female	80	36.0
Total	**222**	**100.0**

Source: primary data, 2019

Table 4.1 shows that majority, 64% of the respondents were male while 36% were female. The dominance of the male respondents was because most of the activities within KCCA administrative and political wings need the involvement of men because they are contentious and fragile and women may not have the gender capacity to address them accordingly.

Table 4.2:Age of Respondents

Age of Respondents	Frequency	Percent (%)
20-29	32	14.4
30-39	82	36.9
40-49	76	34.2
50 and above	32	14.4
Total	**222**	**100.0**

Source: primary data, 2019

Table 4.2 shows that majority, 36.9% of the respondents were within the age group of 30-39 years, followed by 34.2% who were within the age group of 40-49 years while the respondents within the age group of 20-29 years and 50 and above were represented by 14.4% respectively. The dominance of the respondents within the age group of 30-39 implies that KCCA has a staffing that is middle aged and therefore are passionate and fervent in performing their duties.

Table 4.3: Educational Level of the Respondents

Education Level	Frequency	Percent (%)
Certificate	61	27.5
Diploma	88	39.6
Bachelor Degree	65	29.3
Master's Degree	8	3.6
Total	**222**	**100.0**

Source: primary data, 2019

Table 4.3 shows that majority, 39.6% of the respondents were Diploma Holders, followed by 29.2% Degree Holders, and 27.5% Certificate Holders. Only 3.6% had Master's Degree and none of the respondents had a PhD. The dominance of the respondents with Diploma Holders implies that KCCA has well educated staff who are cheap to pay and supervise thus improving their performance and the overall performance of KCCA as an Institution.

Table 4.4: Work Experience of the Respondents

Work Experience	Frequency	Percent (%)
Less than 1 year	5	2.3
1-5 years	56	25.2
6-10 years	61	27.5
More than 10 years	100	45.0
Total	**222**	**100.0**

Source: primary data, 2019

Table 4.4 shows that majority, 45% of the respondents have more than 10 years of work experience, followed by 27.5% with 6-10 years of work experience, while those with 1-5 years and less than 1 year work experience were represented by 25.2% and 2.3% respectively. The dominance of the respondents with work experience more than 10 years implies that KCCA has a staff composition who are competent and knowledgeable of their work roles thus improving their performance and the overall performance of the institution.

4.3 Descriptive Statistics of Conflict Resolution

This section looks at the descriptive statistics of the independent variable of the study which is conflict resolution. The independent variable was measured using negotiation, third party intervention and compromise. The descriptive statistics were determined using mean and standard deviations and the results were summarized in table 4.5 as indicated below.

Table 4.5: Conflict Resolution

Conflict Resolution	Mean	Std. Deviation	Interpretation	Ranks
Negotiation				
I explore issues with others to find solutions that meet everyone's needs.	4.22	0.632	Very satisfactory	1
I prefer to be in a negotiation where we both lose (lose-lose negotiation).	4.19	0.597	Satisfactory	2
I try to discuss my stand point and also listen to the other party's argument and then we agree on one issue.	4.15	0.579	Satisfactory	3
I prefer to be in a negotiation where both of us win (win-win negotiation).	4.10	0.623	Satisfactory	4
I prefer to be in a negotiation where I or the other party wins or loses (win-lose negotiation).	4.08	0.661	Satisfactory	5
Average Mean	**4.15**	**0.618**	**Satisfactory**	
Third Party Intervention				
I prefer to involve a neutral person to make a resolution on our behalf during a conflict.	4.25	0.599	Very satisfactory	1
I tend to involve a trusted friend or supervisor to settle a conflict between us.	4.17	0.525	Satisfactory	2
I prefer to go to court to settle any conflict.	4.16	0.592	Satisfactory	3
I prefer a mediator (e.g. guidance counselor) to address our conflict.	4.13	0.621	Satisfactory	4
Average Mean	**4.18**	**0.584**	**Satisfactory**	
Compromise				
I try to meet the expectations of others.	4.23	0.500	Very satisfactory	1
When I disagree with someone, I try to talk it through with them.	4.12	0.582	Satisfactory	2
I prefer to compromise when solving problems and just move on.	4.10	0.623	Satisfactory	3
I prefer to keep the peace in case of a conflict.	4.02	0.659	Satisfactory	4
I prefer to accommodate the wishes of my friends.	4.01	0.659	Satisfactory	5
Average Mean	**4.10**	**0.605**	**Satisfactory**	
Overall Average Mean	**4.14**	**0.602**	**Satisfactory**	

Source: primary data, 2019

Table 4.5 shows that the overall assessment of conflict resolution a KCCA was satisfactory (overall average mean=4.14, Std=0.602). This implies that KCCA has a framework that helps them to successfully and satisfactorily provide resolutions to conflicts among employees. This

could be the reason as to why all the strategies employed in this study were found to be satisfactorily used in the institution, i.e., negotiation, Third Party Intervention, and compromise.

Indeed, table 4.5 shows that negotiation was assessed by the respondents as satisfactory (average mean=4.15, Std=0.618). This was attributed to the fact that majority of the respondents strongly agreed that they explore issues with others to find solutions that meet everyone's needs (mean=4.22, Std=0.632). In addition, respondents agreed that they preferred to be in a negotiation where they both lose (lose-lose negotiation) (mean=4.19, Std=0.597), or try to discuss their stand point and also listen to the other party's argument and then agree on one issue (mean=4.15, Std=0.579). Similarly, respondents agreed that they preferred to be in a negotiation where both of them win (win-win negotiation) (mean=4.10, Std=0.623). Likewise, respondents agreed that they preferred to be in a negotiation where they or the other party wins or loses (win-lose negotiation) (mean=4.08, 0.661). This implies that the employees of KCCA explore negotiation options with their colleagues such as lose-lose negotiation, win-lose negotiation or win-win negotiation so as to address any conflicts arising amongst them.

Qualitative data

The researcher interviewed key informants who included the human resource manager and departmental mangers of the various departments in KCCA. The researcher posed this question to them: how are conflicts resolved in KCCA using a negotiation strategy? Their responses were summarized as indicated below:

> *We employ a win-win strategy. When both parties gain something, the situation becomes a win-win scenario because both decide to make a deal. Rather than fighting over who is to blame or hiding their real motives to gain an advantage and win at all costs, both parties decide to leave with something tangible of value. By gaining consensus, opposing parties reach a common goal* (Human Resource Manager).

> *We try to employ the strategy of anger management. For example when two sides of a situation reach its peak, anger typically results. Therefore we use effective negotiation skills to help minimize the impact of the confrontation and resolve the conflict successfully. We tend to define the major causes of the anger and analyze the biases so*

that we can more objectively view the situation. To function effectively in challenging situation, we make sure we are able to diffuse anger and focus on resolving the problem at hand (Department manager, operations).

We ensure that we do adequate preparation and planning before starting a negotiation meeting, and define the best alternative to a negotiated agreement. This plan describes what we will do if no agreement can be reached. Our zone of possible agreement describes the agreements we think both parties can decide upon (Department manager, Quality assurance).

Furthermore, table 4.5 shows that third party intervention was assessed by the respondents as satisfactory (average mean=4.18, Std=0.584). This was attributed to the fact that majority of the respondents strongly agreed that they preferred to involve a neutral person to make a resolution on their behalf during a conflict (mean=4.25, Std=0.599). Similarly, respondents agreed that they tend to involve a trusted friend or supervisor to settle a conflict between them (mean=4.17, Std=0.525). On the other hand, some respondents agreed that they preferred to go to court to settle any conflict (mean=4.16, Std=0.592); though some preferred a mediator (e.g. guidance counselor) to address their conflict (mean=4.13, Std=0.621). This implies that the employees of KCCA tend to resolve conflicts by involving different entities so as to help solve any impending clashes amongst themselves. For instance some of the most used strategies in this context included but not limited to involvement of a neutral person, trusted friend, or mediator, or at extreme cases seeking court injunction.

Qualitative data

The researcher interviewed key informants who included the human resource manager and departmental mangers of the various departments in KCCA. The researcher posed this question to them: How are conflicts resolved in KCCA using a third party intervention strategy? Their responses were summarized as indicated below:

We sometimes use mediation to help the disputing parties resolve the dispute on their own. A mediator will not resolve the dispute, but will help facilitate a discussion between parties in conflict with an aim of finding a solution. We ensure that mediation is a

voluntary process in which the mediator helps with communication between the parties which will allow them to reach a mutually acceptable agreement. Mediation often is the next step if negotiation proves unsuccessful(Department manager, Finance).

In this department, once in a while we use the arbitration technique where a neutral third party is brought in to arbitrate or resolve the dispute. Parties that fail to resolve their disputes in mediation will often seek arbitration. Unlike in mediation, in arbitration, the arbitrator makes a decision resolving the dispute. Arbitration will always bring an end to the dispute as long as it is binding, meaning that both parties are required to comply with the decision. However, unlike mediation, many arbitrations end up with winners and losers(Department Manager, Human Resource).

Well, we normally at extreme cases prefer to use litigation methods where it involves filing a lawsuit and having the dispute resolved either by a judge or jury. Litigation helps the conflicting parties to make use of the courts and civil justice system to resolve legal controversies with the objective of settling disputes in a more justifiable manner (Department manager, Environmental management).

Furthermore, table 4.5 shows that compromise as a conflict resolution strategy was assessed by the respondents as satisfactory (average mean=4.10, Std=0.605). This was attributed to the fact that majority of the respondents strongly agreed that they try to meet the expectations of others (mean=4.23, Std=0.500). Similarly, respondents agreed that when they disagree with someone, they try to talk it through with them (mean=4.12, Std=0.582). In addition, respondents agreed that they prefer to keep the peace in case of a conflict (mean=4.10, Std=0.623). Likewise, some respondents agreed that they preferred to accommodate the wishes of their friends (mean=4.02, Std=0.659), and sometimes compromised when solving problems and just move on (mean=4.01, Std=0.659). This implies that employees of KCCA prefer to talk things over, or allow the other party to win even when they are on the wrong for the sake of peace or at most act tolerantly or ignore the conflict as baseless and purse other better things that are important at work.

Qualitative data

The researcher interviewed key informants who included the human resource manager and departmental mangers of the various departments in KCCA. The researcher posed this question

to them: How are conflicts resolved in KCCA using a compromise strategy? Their responses were summarized as indicated below:

We normally use compromise because it is an effective method for managing conflict and differences but it is not always the best choice. Sometimes resorting to compromise when other conflict modes may be more appropriate can result in a process or outcome that is not helpful for the situation at hand. Thus we ensure that vital issues or significant requirements are not lost in the course of compromise (Department Manager, Operations).

Often times we use the compromising strategy to typically call for both sides of a conflict to give up elements of their position in order to establish an acceptable, if not agreeable solution. However, we only use this strategy when the parties in conflict hold approximately equivalent power (Department Manager, Environmental management).

We ensure that courage and considerations are used when both parties look for common ground. We often use compromise strategy by agreeing to negotiate larger points and let go of the smaller points (Department Manager, Information Technology).

4.4 Descriptive Statistics of Employee Performance

This section looks at the independent variable in terms of employee performance and was measured using efficiency, effectiveness, and quality of work. The descriptive statistics were determined using mean and standard deviations and the results were summarized in table 4.6 as indicated below.

Table 4.6: Employee Performance

Employee Performance	Mean	Std. Deviation	Interpretation	Ranks
Efficiency				
I love the work environment of my work place.	4.36	0.550	Very satisfactory	1
I am able to meet deadlines.	4.30	0.550	Very satisfactory	2
I use the most effective methods when performing my work.	4.09	0.576	Satisfactory	3
Resources are readily available to complete my work perfectly.	3.83	0.577	Satisfactory	4
My supervisor and colleagues are supportive when I am at work.	3.76	0.681	Satisfactory	5
Average Mean	**4.07**	**0.587**	**Satisfactory**	
Effectiveness				
I get a job done by doing whatever it takes, within an appropriate time frame.	4.07	0.579	Satisfactory	1
I handle and deliver multiple projects simultaneously.	4.05	0.640	Satisfactory	2
I ensure follow-through to desired results.	4.02	0.590	Satisfactory	3
I implement plans and make mid-course changes when necessary to achieve goals.	4.01	0.586	Satisfactory	4
I set daily, weekly, monthly, quarterly and annual project goals, creating specific plans to meet them.	3.97	0.623	Satisfactory	5
Average Mean	**4.02**	**0.604**	**Satisfactory**	
Quality of Work				
I complete the assigned duties and responsibilities as stipulated in the job description.	4.10	0.608	Satisfactory	1
I have speed when performing my duties.	4.05	0.625	Satisfactory	2
I maintain very high standards in performance.	4.03	0.600	Satisfactory	3
I do my work consistent with the norms of the profession.	4.02	0.616	Satisfactory	4
I do my work with care and persistence.	3.97	0.623	Satisfactory	5
Average Mean	**4.04**	**0.614**	**Satisfactory**	
Overall Average Mean	**4.04**	**0.602**	**Satisfactory**	

Source: primary data, 2019

Table 4.6 shows that the overall assessment of employee performance at KCCA was satisfactory (overall average mean=4.05, Std=0.600). This was attributed to the fact that all the measurable of employee performance used in this study were all assessed as satisfactory, i.e., efficiency, effectiveness, quality of work, and timelessness.

For example, table 4.6 shows that efficiency of employee performance was assessed by the respondents as satisfactory (average mean=4.07, Std=0.587). This was attributed to the fact that

majority of the respondents strongly agreed that they love the work environment of their work place (mean=4.36, Std=0.550). In addition, respondents strongly agreed that they are able to meet deadlines (mean=4.30, Std=0.550). On the other hand, respondents agreed that they use the most effective methods when performing their work (mean=4.09, Std=0.576) because resources are often readily available for them to complete their work perfectly (mean=3.83, Std=0.577). Respondents also agreed that their supervisors and colleagues are supportive when they are at work place (mean=3.76, Std=0.681). This implies that the availability of resources, supportiveness of supervisors, good work environment and respect of meeting deadlines makes employees to achieve a better work efficiency.

Furthermore, table 4.6 shows that effectiveness of employee performance at KCCA was assessed by the respondents as satisfactory (average mean=4.02, Std=0.604). This was attributed to the fact that majority of the respondents agreed that they get their job done by doing whatever it takes, within an appropriate time frame (mean=4.07, Std=0.579). In addition, respondents agreed that they ensure follow-through to desired results (mean=4.05, Std=0.640), and handle and deliver multiple projects simultaneously (mean=4.02, Std=0.590). Similarly, respondents agreed that they implement plans and make mid-course changes when necessary to achieve goals (mean=4.01, Std=0.586). Likewise, respondents agreed that they set daily, weekly, monthly, quarterly and annual project goals, creating specific plans to meet them (mean=3.97, Std=0.623). This implies that the employees of KCCA are effective in their job because of the work culture where jobs must be delivered at the required time frame, so as to meet daily, weekly, monthly and yearly goals.

Furthermore, table 4.6 shows that quality of work in employee performance at KCCA was assessed by the respondents as satisfactory (average mean=4.04, Std=0.614). This was attributed to the fact that majority of the respondents agreed that they complete the assigned duties and responsibilities as stipulated in the job description (mean=4.01, Std=0.608), and also have speed when performing their duties (mean=4.05, Std=0.625). Similarly, respondents agreed that they maintain very high standards in their performance (mean=4.03, Std=0.600), and do their work consistent with the norms of the profession (mean=4.02, Std=0.616). Other respondents indicated that they do their work with care and persistence (mean=3.97, Std=0.623). This implies that the

employees of KCCA perform quality job because of adherence to precision, excellence, and standards set by the institution in the delivery of work.

Qualitative data

The researcher interviewed key informants who included the human resource manager and departmental mangers of the various departments in KCCA. The researcher posed this question to them: How effective and efficient are the performances of employee performance in the past 2 years? Their responses were summarized as indicated below:

> *We employ people who are well educated, experienced, competent and understand the work principles very well…..our employees know what they are doing and they do it to the best of quality and the satisfaction of the clients and even us the managers* (Department Manager, Environmental Management).

> *Yes, there is a penalty for shoddy work,…..this has made our employees to give their best using the resources available……the results have often times been effective, except for some unavoidable human errors once in a while* (Department Manager, Operations).

> *At least the employees we have are well trained and they are capable of doing what we want…we have also given them computers so as enhance their performance and things have been moving on impressively so far* (Department Manager, Information Technology).

> *Yea, most of them love their jobs and they ensure that they complete their tasks in time and even offer to assist their colleagues where need may arise* (Department Manager, Human Resource).

4.5 The Effect of Negotiation as a Conflict Resolution Strategy on Employee Performance in KCCA

The first objective of this study was to establish the effect of negotiation as a conflict resolution strategy on employee performance in KCCA. Table 4.7 gives the summary of the findings as indicated below.

Table 4.7: The Effect of Negotiation as a Conflict Resolution Strategy on Employee Performance in KCCA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.289[a]	.083	.079	.29718	.000

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.766	1	1.766	19.994	.000[b]
	Residual	19.429	220	.088		
	Total	21.195	221			

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.044	.226		13.492	.000
	Negotiation	.242	.054	.289	4.471	.000

a. Dependent Variable: Employee Performance

Table 4.7 shows that negotiation significantly affects employee performance at KCCA. This is attributed to the fact that negotiation can explain a total variance of 7.9% in employee performance (Adjusted R Square=0.079, p=0.00). This implies that the use of lose-lose negotiation strategy, win-win negotiation strategy and win-lose negotiation strategy has the capacity to influence the improvement in employee performance by 7.9%.

Hypothesis I: There is no significant effect of negotiation as a conflict resolution strategy on employee performance in KCCA.

The decision rule was that: if p≤0.05, the null hypothesis would be rejected, and alternative hypothesis accepted.

Therefore, the finding in table 4.7 shows that the null hypothesis that there is no significant effect of negotiation as a conflict resolution strategy on employee performance in KCCA was rejected, and the alternative hypothesis that there is a significant effect of negotiation as a conflict resolution strategy on employee performance in KCCA was upheld.

Furthermore, the study revealed that the regression model was the best fit for predicting the effect of negotiation on employee performance (F=19.994, p=0.000). Similarly, the study

revealed that every unit change in negotiation would significantly predict a variance in employee performance by 28.9% (Beta=0.289, p=0.000). This implies that the application of a good negotiation strategy like 'win-win' strategy would improve the performance of employees by 28.9%.

4.6 The Effect of Third Party Intervention as a Conflict Resolution Strategy on Employee Performance in KCCA

The second objective of this study was to establish the effect of third party intervention as a conflict resolution strategy on employee performance in KCCA. Table 4.8 gives the summary of the findings as indicated below.

Table 4.8: The Effect of Third Party Intervention as a Conflict Resolution Strategy on Employee Performance in KCCA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.420[a]	.177	.173	.28162	.000

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.747	1	3.747	47.245	.000[b]
Residual	17.448	220	.079		
Total	21.195	221			

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	2.681	.200		13.407	.000
Third party intervention	.328	.048	.420	6.873	.000

a. Dependent Variable: Employee Performance

Table 4.8 shows that third party intervention significantly affects employee performance at KCCA. This is attributed to the fact that third party intervention can explain a total variance of 17.3% in employee performance (Adjusted R Square=0.173, p=0.00). This implies that the use of a neutral person, a trusted friend, guidance counselor, or court in settling conflicts can cause an improvement in employee performance by 17.3%.

Hypothesis II: There is no significant effect of third party intervention as a conflict resolution strategy on employee performance in KCCA.

The decision rule was that: if p≤0.05, the null hypothesis would be rejected, and alternative hypothesis accepted.

Therefore, the finding in table 4.8 shows that the null hypothesis that there is no significant effect of third party intervention on employee performance in KCCA was rejected, and the alternative hypothesis that there is a significant effect of third party intervention on employee performance in KCCA was upheld.

Furthermore, the study revealed that the regression model was the best fit for predicting the effect of third party intervention on employee performance (F=47.245, p=0.000). Similarly, the study revealed that every unit change in third party intervention would significantly predict a variance in employee performance by 42% (Beta=0.420, p=0.000). This implies that the intervention of a third party strategy is very instrumental in conflict resolution and therefore should be used in case employees' performance is in crisis.

4.7 The Effect of Compromise as a Conflict Resolution Strategy on Employee Performance in KCCA

The third objective of this study was to establish the effect of compromise as a conflict resolution strategy on employee performance in KCCA. Table 4.9 gives the summary of the findings as indicated below.

Table 4.9: The Effect of Compromise as a Conflict Resolution Strategy on Employee Performance in KCCA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	
1	.496[a]	.246	.243	.26952		.000
Model	Sum of Squares		df	Mean Square	F	Sig.
1　Regression	5.214		1	5.214	71.773	.000[b]
Residual	15.981		220	.073		
Total	21.195		221			

	Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	T	Sig.
1　(Constant)	2.445	.190		12.855	.000
Compromise	.392	.046	.496	8.472	.000

a. Dependent Variable: Employee Performance

Table 4.9 shows that compromise significantly affects employee performance at KCCA. This is attributed to the fact that compromise can explain a total variance of 24.3% in employee performance (Adjusted R Square=0.243, p=0.00). This implies that accommodating the wishes of the offender, or preferring to keep peace in case of a conflict or choosing to ignore the conflict and 'move on' with life has the potential of improving the performance of the person offended.

Hypothesis III: There is no significant effect of compromise as a conflict resolution strategy on employee performance in KCCA.

The decision rule was that: if p≤0.05, the null hypothesis would be rejected, and alternative hypothesis accepted.

Therefore, the finding in table 4.9 shows that the null hypothesis that there is no significant effect of compromise on employee performance in KCCA was rejected, and the alternative hypothesis that there is a significant effect of compromise on employee performance in KCCA was upheld.

Furthermore, the study revealed that the regression model was the best fit for predicting the effect of compromise on employee performance (F=71.773, p=0.000). Similarly, the study

revealed that every unit change in compromise would significantly predict a variance in employee performance by 49.6% (Beta=0.496, p=0.000). This implies that the use of a compromise strategy saves a lot of time in unwanted quarreling, thus giving more time for employees to concentrate on their positive side and their work, hence improving performance.

Table 4.10: Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.536[a]	.287	.277	.26331	.000

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.952	.243		8.023	.000
Negotiation	.069	.055	.083	1.258	.022
Third party intervention	.144	.057	.185	2.520	.012
Compromise	.295	.053	.374	5.554	.000

a. Dependent Variable: Employee Performance

Table 4.10 shows that conflict resolution can significantly explain a total variance of 27.7% of employee performance (Adjusted R Square=0.277, p=0.000). This implies that a combination of negotiation, third party intervention and compromise as conflict resolution strategies significantly affect employee performance by up to 27.7%.Furthermore, table 4.10 shows that compromise is the highest predictor of employee performance since it significantly explains the highest variance, that is, 37.4% (Beta=0.374, p=0.00), followed by third party intervention, 18.5% (Beta=0.185, p=0.012) and negotiation, 8.3% (Beta=0.083, p=0.022). This implies that KCCA administrators should emphasis the use of compromise during any conflict resolution efforts among employees.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the study guided by the study objectives. The discussion of this study findings were done by reviewing related literature, and comparing and contrasting with other previous studies. The study was later concluded and appropriate recommendations accruing from the findings were made.

5.1 Discussion of the Findings

5.1.1 The Effect of Negotiation as a Conflict Resolution Strategy on Employee Performance in KCCA

The first objective of this study was to establish the effect of negotiation as a conflict resolution strategy on employee performance in KCCA. The study revealed that negotiation significantly affects employee performance at KCCA. This implies that the use of win-win negotiation strategy and win-lose negotiation strategy has the capacity to influence the improvement in employee performance.

The finding of this study is in line with the findings of the following studies: Olang (2017), Downie (2017), Wanjiru (2012), Reys (2011), and Okoth (2013). For example, Olang (2017) conducted a study on the influence of conflict resolution on employee performance and a positive relationship between negotiation and employee performance. Similarly, in a survey of more than 550 employees of large Canadian organizations, Downie (2017) found out that employees wanted to feel involved in decisions that affect them by negotiating with managers before decisions were made. Employees equated negotiation with fairness since participation led to creation of shared values. The survey report concluded that the components of a high performance workforce included employee involvement in negotiation in problem solving.

Furthermore, Wanjiru (2012) in his study on negotiation and its influence on performance found out that negotiation had an influence on performance in the bank. For instance, negotiation was required before arriving at a compensation package agreeable by both parties. Similarly, Reys (2011) in his study found out that performance appraisal negotiations provided employees with

useful feedback that they could immediately apply to improve their performance. This feedback included suggestions for change, as well as encouragement to continue with positive behavior.

In like manner, a study by Okoth (2013) on conflict resolution strategies used in secondary schools in Kisumu, Kenya found out that conflict resolution strategies of negotiation used in secondary schools were effective in increasing performance. Therefore, negotiation was key to corporate performance since it helped to secure a consensus in resolving conflicts by making sure all members understand the reasons behind the compromises made by individual members.

It should therefore be known that the outcomes of negotiation to a large extent determines if the opposing teams will gain a mutual understanding and work towards the achievement of organizational goals to improve performance. This is because in any negotiation exercise the outcome will either promote group cohesiveness or buildup of tensions. The outcomes include win -win, win- lose and lose -lose outcome. However, the win-win negotiating outcome applies to many situations, including contract negotiations as well as conflict resolution.

5.1.2 The Effect of Third Party Intervention as a Conflict Resolution Strategy on Employee Performance in KCCA

The second objective of this study was to establish the effect of third party intervention as a conflict resolution strategy on employee performance in KCCA. The study revealed that third party intervention significantly affects employee performance at KCCA. This implies that the use of a neutral person, a trusted friend, guidance counselor, or court in settling conflicts can cause an improvement in employee performance. This is because the third party assists in resolving the dispute by advising and providing information and options, but leaves the final decision to the parties themselves since performance declines the level of conflict increases.

This study agrees with that of Olang (2017), Manning and Robertson (2017), and Muigua (2015). For example, Olang (2017) conducted a study on the influence of conflict resolution on employee performance found a positive relationship between third party intervention and employee performance. In addition, Manning and Robertson (2017) found out that third party intervention as a conflict resolution strategy is adopted when the conflict level is too high that it becomes dysfunctional to performance. Likewise, Muigua (2015) conducted a study on conflict

resolution in East Africa and found out that disputes within organizations can be resolved by the use of a third party in three different ways, mediation, arbitration and litigation.

Therefore, third party intervention should be known to be a strategy that digs deeper in ascertaining the root causes of the conflict between the parties by aiming at a post conflict relationship. However, the outcome of third party strategy is enduring, non-coercive, mutually satisfying, addresses the root cause of the conflict and it is also not zero-sum since gain by one party does not mean loss by the other; each party's needs are fulfilled. These advantages make resolution potentially superior to settlement.

5.1.3 The Effect of Compromise as a Conflict Resolution Strategy on Employee Performance in KCCA

The third objective of this study was to establish the effect of compromise as a conflict resolution strategy on employee performance in KCCA. The study revealed that compromise significantly affects employee performance at KCCA. This implies that accommodating the wishes of the offender, or preferring to keep peace in case of a conflict or choosing to ignore the conflict and 'move on' with life has the potential of improving the performance of the person offended.

This study is in agreement with the findings of other studies by Ajike et al., (2015), Awan and Saeed (2015), Toku (2014), Rahim (2004), and Kazimoto (2016). For example, Ajike et al., (2015) conducted a study to examine the effect of conflict resolution on employee performance and found that there was a significant positive relationship between conflict resolution and employee performance. In addition, Awan and Saeed (2015) conducted a study on conflict resolution and employee performance and found a significant relationship between third party intervention and employee performance. Likewise, Toku (2014) conducted a study to explore conflict resolution in basic schools in Ghana and found that the challenges encountered in managing conflicts, lack of cooperation on the part of the two parties was considered the most striking challenge.

Furthermore, Kazimoto (2016) analyzed the elements of a conflict resolution process and leadership organizational change and the benefits of managing conflict and found that leadership approaches are the key important factors for conflict resolution. Similarly, Rahim (2004) found that the nature of leadership power in an organization mediates the needs of conflict resolution

strategies. Thus, organizational stability may be maintained even when the leader is low in conflict resolution because workers sometimes exhibit acceptance behavior over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression.

It should therefore be known that for KCCA to use the compromise strategy to settle a conflict or dispute requires the parties involved to be consciously aware that the outcome might be less than they had originally hoped for. The final decision may be one that is acceptable but not optimal. There can be reluctance or resistance to using compromise as an approach to conflict resolution when the result seems like a loss. However, if the focus is on what is achieved, rather than on what has been given up, there is a greater likelihood that the parties will leave with feelings of satisfaction and acceptance. Compromise is more successful when the parties have a range of tangible outcomes that are open for consideration such that the final decision is one that remains "within the box" for both parties.

5.2 Conclusion

Objective one: Negotiation significantly affects employee performance at KCCA due to the use of win-win, and win-lose strategy that enables employees to amicably address their grievances successfully to their satisfaction. In other words it provides exploration of conflict resolution options that each aggrieved party will find it difficult to feel that they have been biased against or sidelined. Thus once a conflict is resolved in a manner that leaves all the parties involved-satisfied, their participation in work improves hence improving their overall performance.

Objective two: Third party intervention significantly affects employee performance at KCCA due to the involvement of the third party whom the conflicting parties are well acquainted with hence the best way of resolving conflicts. This can be a trusted friend, superior leader, say, manager or a neutral but well respected person by both parties. However, sometimes, if such people fail to address such a conflict, the aggrieved parties can still seek redress in the courts of law and must be satisfied with the court ruling or at least appeal to a higher court until the matter is amicably resolved. It is likely that once the matter is well settled to the satisfaction of the conflicting parties, they can easily concentrate on their jobs thus improving their performance.

Objective three: Compromise significantly affects employee performance at KCCA because the compromise strategy of conflict resolution is the easiest and cheapest means of solving a

conflict. Between the two conflicting parties, one must 'swallow' their pride and concede defeat even when they are on the right, or they can just choose to ignore the matter like it never happened or at most opt to apologize to the other party even if they are the ones on the right. This helps to bridge friendship very fast and quench any escalation that could have risen due to retaliation. Thus with a matter quickly attended to by apologizing or conceding, employees can easily focus on their jobs and thus improve their performance.

5.3 Recommendations

Objective one: The Effect of Negotiation on Employee Performance in KCCA

KCCA management should adopt the use of negotiation so as to address issues that can lead to conflicts before they break open. In a similar vein, conflict situations should be promptly confronted and addressed whenever they occur rather than being avoided.

Objective two: The Effect of Third Party Intervention on Employee Performance in KCCA

KCCA management should encourage the use of third party intervention as a form of conflict resolution strategy. The intervening party must maintain a neutral attitude to avoid worsening the problem. The size of the intervention should be more than adequate to guarantee success. Sensitivity to potential conflicts makes it easy to apply different conflict management strategies within the organization. The overall impact is an improved employee performance because employee morale is high and the cost of conflicts is reduced.

Objective three: The Effect of Compromise on Employee Performance in KCCA

The management of KCCA should encourage the use of compromise as a conflict resolution strategy. The circumstances of each department and the relationship subsisting between the parties must be allowed to determine the choice of conflict resolution strategy.

5.4 Contribution to Knowledge

Several studies have been done in the area of conflict resolution and employee performance but with mixed results, e.g. studies by Olang (2017); Ajike et al., (2015); Awan and Saeed (2015); Toku (2014). However, the current study adds to the body of knowledge that three different types of conflict resolution strategies, that is, negotiation, third party intervention, and

compromise all have significant influence on employee performance, with compromise strategy providing the greatest evidence of improvement in employee performance.

5.5 Areas for Further Studies

This study was conducted in only KCCA institution, thus the findings may be difficult to generalize to other public institutions. Thus future studies using the same topic should look at different public institutions including but not limited to the Ministry of Works and Transport, Ministry of Health, Ministry of Education, Ministry of Justice and Constitutional Affairs, and Ministry of Public Service.

In addition, future studies should use comparative analysis to assess how conflicts are resolved in public institutions vis-à-vis private institutions.

5.6 Limitations of the Study

The study was done in only one institution thus generalizing its findings to other public institutions would not be sustainable. However, the researcher ensured that she used two research instruments namely, questionnaires and interviews to capture information from the technical and managerial staff. Thus their responses can be considered rich and resourceful to future researchers.

The research instruments used in measuring conflict resolution and employee performance in this study were not standardized instruments; rather they were researcher devised so as to suit the context of the study. However, the relevance of the instruments were established by employing content validity index where experts in the field of human resource management were given to review the instruments accordingly. In addition, a pilot study was conducted to substantiate the reliability of the instruments.

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APPENDICES
APPENDIX I: INTRODUCTION LETTER

I am a Masters candidate for Human Resource Management at Kampala International University undertaking a research study on the topic **"Conflict Resolution and Employee Performance in KCCA"**. In view of this, I request you to participate in this study. Kindly answer this questionnaire without leaving any question unanswered. Please be assured that the information you give will be treated with utmost confidentiality and will be used for academic purpose only. Before answering this questionnaire kindly read and sign the attached informed consent.

Thank you very much in advance.

Yours faithfully

……………………………….

Tumwebaze Ester

APPENDIX II: CONSENT FORM

I am giving my consent to be part of the research study of Ms. Tumwebaze Ester on the topic:
"Conflict Resolution strategies and Employee Performance in KCCA Uganda".

Please tick

1   I confirm I have read and understood the information provided for the above
    research and had the opportunity to ask questions.

2   I understand my participation is voluntary and that I am free to Withdraw at
    any time without giving a reason.

3   I agree to take part in the research

4   I agree to the interview being audio recorded.

APPENDIX III: QUESTIONNAIRES

Section A: General Information

The purpose of this questionnaire is to collect data on the influence of conflict resolution on employee performance in KCCA. This section contains general bio data regarding the respondent. Please tick as appropriate in the boxes using a tick (√)

1. **Gender**

   a) Male ☐   b) Female ☐

2. **Age**

   a) 20-29 years ☐   b) 30-39 years ☐

   c) 40-49 years ☐   d) Above 50 years ☐

   c) **Educational Level**

   a) Certificate ☐   b) Diploma ☐

   b) Bachelor Degree ☐   d) Master's Degree ☐

4. **Work Experience**

   a) Less than 1 year ☐   b) 1-5 years ☐

   c) 6-10 years ☐   d) More than 10 years ☐

Section B: Conflict Resolution

Instruction: Please indicate to what extent you agree or disagree with each of the following statement about conflict resolution in KCCA by ticking (√) the appropriate number in each row. Where I=you strongly disagree: 2=you disagree; 3=you are not sure; 4=you agree and 5=you strongly agree

#	Conflict Resolution	1	2	3	4	5
A	**Negotiation**					
1	I explore issues with others to find solutions that meet everyone's needs.					
2	I try to discuss my stand point and also listen to the other party's argument and then we agree on one issue.					
3	I prefer to be in a negotiation where both of us win (win-win negotiation).					
4	I prefer to be in a negotiation where I or the other party wins or loses (win-lose negotiation).					
5	I prefer to be in a negotiation where we both lose (lose-lose negotiation).					
B	**Third Party Intervention**					
1	I tend to involve a trusted friend or supervisor to settle a conflict between us.					
2	I prefer to go to court to settle any conflict.					
3	I prefer to involve a neutral person to make a resolution on our behalf during a conflict.					
4	I prefer a mediator (e.g. guidance counselor) to address our conflict.					
C	**Compromise**					
1	I prefer to keep the peace in case of a conflict.					
2	I prefer to accommodate the wishes of my friends.					
3	I prefer to compromise when solving problems and just move on.					
4	When I disagree with someone, I try to talk it through with them.					
5	I try to meet the expectations of others.					

Section C: Employee Performance

Instruction: Please indicate to what extent you agree or disagree with each of the following statement about employee performance in your institution by ticking (√) the appropriate number in each now. Where I=you strongly disagree: 2=you disagree; 3=you are not sure; 4=you agree and 5=you strongly agree

#	Employee Performance	1	2	3	4	5
A	**Efficiency**					
1	I am able to meet deadlines.					
2	I love the work environment of my work place.					
3	My supervisor and colleagues are supportive when I am at work.					
4	Resources are readily available for to complete my work perfectly.					
5	I use the most effective methods when performing my work.					
B	**Effectiveness**					
1	I get a job done by doing whatever it takes, within an appropriate time frame.					
2	I handle and deliver multiple projects simultaneously.					
3	I implement plans and make mid-course changes when necessary to achieve goals.					
4	I set daily, weekly, monthly, quarterly and annual project goals, creating specific plans to meet them.					
5	I ensure follow-through to desired results.					
C	**Quality of Work**					
1	I maintain very high standards in performance.					
2	I have speed when performing my duties.					
3	I complete the assigned duties and responsibilities as stipulated in the job description.					
4	I do my work with care and persistence.					
5	I do my work consistent with the norms of the profession.					

The End

Thank you for your time and cooperation

APPENDIX IV: INTERVIEW GUIDE

Instruction: For human resource manager and departmental managers only

1. What negotiation strategies are commonly used in your institution?
2. How are conflicts resolved in KCCA using a negotiation strategy?
3. How are conflicts resolved in KCCA using a third party strategy?
4. How are conflicts resolved in KCCA using a compromise strategy?
5. How effective and efficient are the performance of employee performance in the past 2 years?

THANK YOU FOR YOUR TIME AND CORPERATION

THE END