INFLUENCE OF CONFLICT MANAGEMENT APPROACH ON ORGANIZATIONAL DEVELOPMENT OF COFFEE CO-OPERATIVES: A CASE OF MACHAKOS CO-OPERATIVE UNION, KENYA.

BY

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This Dissertation is submitted in Partial Fulfilment of the Requirements for the Award of a Masters of Development Studies (MDS) from St. Paul's University.

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DECLARATION

This research project is a product of my own original work and is not the result of anything done in collaboration. It has not been previously submitted to any other institution. Where texts, data, figures and tables have been borrowed or other works quoted, the source has been accredited in referencing accordance to anti-plagiarism regulations. I agree that this dissertation may be available for reference and photocopying at the discretion of the University.

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Dr. Redempta Kiilu

DEDICATION

This Research project is dedicated to my daughter Khelsea M. Mutua who remains an inspiration and hope for my endeavors.

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Writing this research project was a tedious journey and an experience which would not have been possible without the support of some notable people such as: Dr. Wanjugu Wachira, Dr. Redempta Kiilu my supervisors and Dr. Wamũyũ T. Wachira my mentor who shed light on my work from the minute I started working on the research topic, and constantly provided positive criticism with patience in writing this document. I acknowledge Mr. Martin Malila the CEO MCU for allowing me to carry out the research in his organization, Mr. Henry Nyamu the County Cooperative Commissioner and Morphat Mutune for the immense support he accorded me.

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ABSTRACT

Organizations today are operating in an environment faced by various forms of violent conflicts. Resolving these conflicts pose challenges due to the approach adopted by an organization. The way conflicts are addressed can have adverse effects on organizational development and in achievement of their goals. Over the years, Co-operatives have over the years been caught in such conflicting situations. Therefore, the purpose of this study was to examine the influence of Conflict management approach on organizational development of coffee cooperatives in Machakos Co-operative Union in Machakos County. The objectives of the study were: to identify the adopted conflict management approach on organizational development in coffee cooperatives; to establish the influence of the contending conflict management approach on organizational development in coffee cooperatives and to determine the effects of yielding conflict management approach on organization development in coffee cooperatives. The research was conducted in Machakos Co-operative Union in the Lower Eastern part of Kenya. Descriptive research survey was used. The target population was drawn from 1500 employees of Machakos Co-operative Union who took part in the study. The sample size was305 employees drawn from different levels of management selected through cluster sampling technique. Systematic sampling was used to give each individual a chance to be chosen. Data collection was carried out through the use of Semi-structured questionnaire and interview guide. Both qualitative and quantitative technique was used to analyze data. Quantitative data was analyzed using descriptive statistics through content analysis and findings were analyzed and presented quantitatively and qualitatively in frequency tables, graphs pie charts and percentage while qualitative data was analyzed using thematic techniques and data presented in narrative forms. From the study, it was established that different conflict management approaches were employed in Machakos Coffee Cooperative, 22% of the respondents reported that accommodation strategy was used and 23% the Collaboration strategy which led to improved productivity in the organization and enhanced inter personal relationswhile54% of the respondents indicated that the contending approach which was mostly used influenced conflict management in the organization. The study recommends that organizations need to embrace the strategy in order to maximize productivity and encourage retention of human resource. It is expected that the results of the study will be impetus to the co-operative sector as a whole, scholars, researchers and government bodies and Conflict management practitioners.

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ABBREVIATION

CBK	Coffee Board of Kenya
CEDR	Centre for Effective Dispute resolution
GDP	Gross domestic product
MCU	Machakos Co-operative Union Ltd
NACOSTI	National Commission for Science and Technology.
SACCO	Savings and Credit Co-operative Society (SACCOs)
SPSS	Statistical Package for Social Sciences
USD	United States Dollar

CHAPTER ONE

INTRODUCTION

This chapter gives an overview of the issues to be addressed in regard to conflict management approach employed at the workplace. This is in view of its effects on organizational development in the case of this study at the Machakos Coffee Co-operatives in Kenya. The chapter contains the background of the study, statement of the problem, purpose of study, objectives, significance, and limitations of the research.

1.0 Background to the Study

Globally, conflict has adversely affected organization development consequently affecting economy development. Conflict can be viewed as disagreement on ideas or interests between parties and if not solved on time it can escalate and lead to violence. It occurs in a wide variety of settings of which organizations are no exceptions, affecting it productivity and in the long run development. Therefore, organizational conflicts include disharmony that occurs due to incompatible values, goals, interests of different groups or individuals, and who may frustrate or block others from realizing their objectives and organization development (Omweri, 2013). Conflicts in the work place may arise due to different causes which can either be inter-conflict that is conflict within the organization or intra-conflict which is conflict between different organizations. Conflict management is the process of solving conflict before it escalates. It helps in behavioral change and building of structures and relationships.

According to Foster (2018) conflict can have positive effect in the work environment and the organization. However, unresolved conflict can have negative outcomes like, unhappiness, depression hopelessness, and feeling of dissatisfaction leading to violence, termination of personal relations hostility, physical or emotional withdrawal and high turnover in organizations. The remedy and causes of conflict in most organizations is communication so it is important to understand how to effectively communicate and resolve disputes as this might affect organizational development (Foster, 2018). Adoption of conflict management approach creates peace in the

organization thus poor communication, conflict resolution styles must be amended and changed through skills enhancement for organization development.

Most often, the organization is prone to conflict due to the changing aspects of relationships, identifying, addressing the issues that lead to escalation of conflict can have a positive impact on the performance, productivity and organizational development.

Foster (2018) posits that conflict arises due to incompatibility of values and goals as the parties are concerned more on the outcome. This may happen when one wants to achieve individual goals within an organization without the knowledge that it may lead to disagreement and confusion. In addition, competition for both internal and external resources may result to conflict. Saitis (2018) explains that conflicts within the workplace may be caused by inadequate or lack of organizational support, or as a result of trying to satisfy different motives, needs, ambitions and targets. According to Agwu (2013) incompatibility on perception of issues affecting employees is of concern to the organization. Other root causes of conflicts in organizations include task interdependence, scarce resources, ambiguous job roles, incompatibility of goals, communication breakdown, unresolved issues especially from the past and poorly designed reward system (Obereke, 2014). Significantly, workplace conflict is inevitable in any organization as long as people compete for jobs, recognition, security and power.

According to Obereke (2014), conflict in an organization can be fueled by a lot of inter-dependency which may leads to disagreement and this can be prevented, managed or resolved through communication. Lack of open communication may fuel conflict silently and may escalate with time causing misunderstanding and hostility. For organizational development to take place goals and objectives must be achieved and this depends on the assistance and cooperation in the organization and may as a result raise conflict because they have to work as a team.

Increased interaction is a factor that causes conflict thus there is need for people to recognize others' needs priorities and points of view to avoid escalation of conflict. To build a strong team in any organization, the levels of participation and conflict resolution skills should also be increased. Conflict arises when there is a relationship

between two or more people who want to impose their designs to achieve objectives, incompatibility of ideas, beliefs, actions and goals.

According to Foster (2018), conflict arises due to the interrelationship between two or more people. In any organization we have two types of conflicts, the substantive conflict which can be resolved by addressing the issue and personality-based conflict which occurs between employees and it should be addressed even if mediation does not take place. It can be addressed by telling the employees to learn how they can work together despite their differences or else they would be reprimanded. Conflict can have positive effect because the parties agree to work together because they want to keep their jobs. As an organization, it is important to train employees to work together and use of good communication skills to maintain peace and enhance organization development.

Conflict within organizations may not be necessarily bad as it has been turned to produce creative collaborations among workers to complete tasks particularly when managed properly. However, when conflicts in the work place escalate, unresolved or when not properly managed, they may be destructive and compromise not only stability but profitability of organizations (Chung-Hsuan&Ting-Ya, 2017). Further, poor handling of conflicts can impair the organization development. Besides, conflict is considered as one of the most volatile factors that can prevent organization development and the productivity of an organization. Longe (2015) asserts that no meaningful development can take place in a crisis-ridden system torn apart by conflicts as witnessed in most organizations today.

Njoka & Wario (2014) argues that conflict management approaches are aimed at improving relationships and also for effective organization management. These leads to high morale, teamwork and leadership, increased output as a result of organization development. In addition, the conflict management approaches assist in solving not only solving conflicts but also in building relationships through inclusion in decision making which yields to organizational development (Jeong,2005). Jeong's theory of peace and conflict management as argued in the following chapter, builds on that of Kilmann who is also a peace scholar. He highlights two more conflict management styles (contending and yielding to Kilmann's five approaches; accommodation, competition, collaboration, compromise, avoidance. More so, Jeong

(2005) asserts that when resolving conflicts, the main goal should be an in-depth analysis of human behavior and its surrounding environment. With this in mind conflict management should also focus on organization development which will lead to social and economic development.

Organization development is a continuing effort achieved by applying behavioral science to help organizations develop people and systems and improve on its performance. Significantly, it is a major actor, particularly through a more effective and collaborative management of organization culture to an organization's problem-solving and renewal processes. However, this can be achieved with the assistance of a catalyst or a change agent and the use of applied behavioral science including action research (Lori, 2018). It focuses mainly on the values of formal groups in an organization with change in prevailing patterns of activities, norms interactions, sentiments (including feelings), values attitudes and products. According to Beckhard (2017), a contributor in the field, organization development is a strategy used by the top management to bring change in the entire organization so as to increase organization effectiveness and wellbeing through planned activities using behavioral-science knowledge.

Many organizations collapse due to lack of proper conflict management approaches and implementation of the ones that have been put in place. In organizations where there is no conflict management approach, perhaps, there is a decrease in productivity of employees hence weakens the organization as its affects its productivity and efficiency. This might lead to losses or low profit margin which cannot sustain them hence leading to collapse of the organization. Due to these reasons, the researcher was motivated to carry out the study in this sector to help in coming up with appropriate conflict management approach and program that will enhance organizational development of Coffee Co-operatives in Kenya. Therefore, this research purposes to examine the influence of conflict management approach on organizational development.

Globally, it is estimated that employees in the United states lost $359 billion in paid hours (based on average hourly earnings of $17.95) with an equivalent of 2.8 hours per week in 2008 which amounted to an equivalent of 385 million working days (Lawler, 2010).

Conflicts have been destructive to most organizations affecting productivity and organization development. Supervisors spend more than 25% of their time on conflict resolution and managers spend more than 18% of their time on interpersonal conflict resolution and the rate has doubled since the 1980s (Land,2017). A study by the Centre for Effective Dispute Resolution (CEDR) discloses that British business conflict costs businesses £33 billion annually and 80 percent of disagreements have a substantial impact on organizational development (Mukolwe et al., 2015).

According to Zorlu (2012), sustainable business growth affected by the global economic crisis which seriously affected the economy of the world in the mid-2008 challenging individuals, managers and investors on organizational development. These affected synergy, productivity and group interactions. However, relational conflict led to decrease in motivation due to work-related conflicts in the organizations and also affected individual interactions and group performance. Causes of inter-conflict in organizations can arise due to perceptions, purposes, communication, behaviour, doubt and scarce resources. Furthermore, social and political environment delays the process due to obstacles related to ethnicity, sexuality, and physical appearance, perception on inequality, wage and status that result to conflict in organizations.

High performing organizations have adopted effective conflict management and leadership styles through organization learning and effectiveness, building strong organizational culture and relationships. Currently the business environment has revolved from the traditional way of doing business to the international standards. They have adopted the process of globalization and competition which require businesses to have trained professional leader to help in adoption of change required by organizations. However, swift communication technologies have made it tough to differentiate both concepts of conflict management. The effects of globalization in organizations leadership are, proactiveness, cooperation, teambuilding, forethought and learning required cultural beliefs. Therefore, in global businesses organizational conflict originates from diversities, uncertainties, personal interests, and imperfection-exaggeration resulting from culture. Therefore, international leaders must be knowledgeable in regard to inclusion of both general and organization culture (Rahim,2014). In this background, solving conflict in business organizations through

adoption of the conflict management styles would contribute to performance, productivity and organizational development. Hence, the role of conflict management in organizations underpins the success of long term stability and success of the organization.

Organizations in Sub-Saharan Africa have not been spared by conflicts. For instance, Prieto-Remón, Cobo-Benita, Ortiz-Marcos and Uruburu (2015) indicates that conflicts in South Africa, affect performance of many projects and about 45% of projects are unable to meet the project scope specifications due to problems among the various stakeholders. Although conflicts incidences are inevitable in most organizations, conflicts management approaches are matters of concern and have remained topical issues to policy makers, individuals, groups and researchers, (Adeyemi & Ademilua, 2012).

According to Weaver (2003) successful conflict resolution provides opportunities to the needs of all the parties and addresses their interests adequately so that each party is satisfied with the result of conflict resolutions.

A review of other studies, for instance, a study in Nigeria established that, the avoiding strategy was the most successful in the management team and indicated that some of the adopted conflicts management approaches are more effective than others especially in terms of enhancing organizational development (Adeyemi & Ademilua, 2012). However, other studies contradict that idea, explaining that conflicts management can be effective if the various types of conflict management strategies are combined (Dijkstra et al., 2009). In the same way, some authors consider that compromising strategy to be more effective in conflict management and enhances organization development (Dijkstra et al., 2009). The contradictions are apparent in the views expressed by the scholars and they make a strong case for the investigation of conflicts management approaches and their influence on organization development.

Just like other African countries, most organizations in Kenya are experiencing turbulent times with many succumbing to unresolved conflicts. Such is the dilemma coffee cooperative unions in the country are in. This is despite the fact that coffee cooperatives contribute to about 43 per cent of Kenya's Gross Domestic Product

(GDP) and besides providing opportunities for self-employment employs more than 300,000 people in the country (Co-operative movement report, 2010).

Machakos Cooperative Union has been experiencing numerous conflicts affecting the organizational development. According to Machakos Co-operative Union (MCU) report (2016) the Union was put under receivership in 1982 and most of the employees laid off and others willingly resigned after the downfall, this was an indication of organizational underperformance. Perhaps, this may be attributed to conflict management approaches that the organization has been using over the years. It is against this context that the study seeks to examine the influence of conflict management approaches on organizational development in coffee cooperative unions, with special reference to Machakos Co-operative Union Ltd.

Scholars in conflict management have identified various conflict management approaches which comprise of the internal systems used by the various authorities in resolving conflict. Some of the conflict management approaches include but not limited to competing, collaboration, compromising, avoiding and accommodation. As a result, implementation of conflict management approaches within the organizations, helps the organization gains its strategic advantage and hence increase the stages of organization development (Edwin, 2013). Additionally, conflict management strategies are the key factors that managers should adopt when making decisions in their organizations (Buckley, 2004). In an organization there are five strategies of conflict management which play a major role in conflict resolution which in reality determines the relationship and stages of organization development. In most cases people are inclined to choose avoiding and accommodation leaving out, contending and yielding styles (Jeong,2010). This prompted the researcher to select the two styles and examine them further in regard to their influence on conflict management.

Organizational development assists organizations to improve individuals and systems by use of applied behavioral science as seen in Richard Beckhard's models and strategies of conventional organization development. Significantly, the main objective is to bring purposeful and meaningful change and help people function better within an organization using research, assessment and improved interventions (Beckhard, 2017).

Therefore, organization development is geared at improving effectiveness through management from top while adhering to values, culture of organization maximizing employees' potential at the same time helping them increase their contributions to the accomplishments of the organization. It evaluates the organization by creating an assessment which aligns human behavior to structures, processes objectives, strategies through promotion of values in the organization to create change (Lori,2018).

Conflicts in organizations are inevitable and can be associated with a strong form of competition in development of the organization in the business world (Rahim,2014). Equally, it can be compared to fundamental laws practiced in the natural world as it enhances control of scarce resources in the surrounding environment.

According to Johnson (2013), organizational conflict occurs when there is a state of discord or disagreement resulting from conflicting goals, interests, values and needs of the people working together. In any organization, conflicts come as a result of opposing views between either those in authority and the workers or inter personal conflicts involving the workers. They range from division of revenue, salaries to inter departmental conflicts. How these conflicts are managed therefore is vital to the development of the organization. Conflicts could be either at inter or intra level and should be addressed at these levels to improve organizational development (Clark, Kotchen, & Moore, 2003; Eslami & Gharakhani, 2012).

Adopting the approaches of conflict management leads to improved relationship and positive environment between managers and staff increasing organization outcome (De Dreu, Van Dierendonck, & Dijkstra, 2004). However, in order to bring peace in the organization, the adoptions of styles of conflict management are key and there is need to develop the managers' skills on the same.

Additionally, the collaboration style of managing conflicts plays a positive role in improving of organizational culture. The adoption of this approach shows how managers handle their responsibilities and organization affairs. Thus, managers need to pay attention to the surrounding environment in order to carry their affairs, relationships and development at all levels. If conflicts are not addressed effectively, this might lead to interpersonal conflicts and negatively affect organizational development. Similar research shows that while managing conflict the weaker side

may use non-violent confrontation like sabotage and hunger strike which may eventually encourage the eruption of violent resistance and should be avoided at all cost (Jeong, 2005).

In the 1950s African smallholder farmers in cash crops such as coffee were allowed to promote and register Co-operatives after they fought for the right to organize. Back in 1964, Machakos Co-operative Union was established and registered in 1972 under the Co-operative Societies Act as an umbrella organization for primary co-operatives in the former Machakos District. Marketing coffee for the producers was its main objective for producers within the larger Machakos District.

Machakos Co-operative union (MCU) is thus today an umbrella organization for 108 affiliated primary organizations serving over 60,000 individuals in the Machakos and Makueni Counties (comprised of 15 Sub Counties). It supports workers through the production, processing and global marketing of their diverse, high quality agricultural and handicraft products. These include coffee, cotton, dairy, horticulture, handicrafts and multi-purpose organizations, Housing Cooperatives and Savings and Credit Co-operative Society (SACCOs). The area of operation of MCU covers then the larger Machakos District, which today comprises of Machakos and Makueni Counties, which is currently comprised of fifteen (15) Sub-Counties born out of curving/sub-division of the district into smaller administrative units. These new are; Machakos, Kangundo, Mwala, Yatta, Kathiani, Matungulu, Masinga, AthiRiver, Makueni, Mbooni East, Mbooni West, Kaiti, Kibwezi East, Kibwezi West and Kilome Sub-Counties (MCU, 2016). It is against this background that the researcher saw the need to carry out the study on influence of conflict management approach on organizational behavior in coffee cooperatives.

1.2 Statement of the Problem

Over the years, the coffee sector in Kenya has experienced great challenges. These challenges range from a decline in production to never-ending inter group conflict and intra group conflicts within co-operative unions, the sector has been a victim of both demand and supply side constraints. Machakos County which has one cooperative union (MCU, 2017) that is an umbrella body of 34 primary coffee co-operative gives a good case of conflicts within coffee cooperative unions in the country (CBK, 2017).

Over the years, there have been reports in both the press and print media on how coffee sector is deteriorating in Machakos County. This might have attributed to some farmers quit coffee for bananas which also do well in the area (MCU, 2017). The government of Kenya has made several attempts to restore the coffee cooperative union back to its old glory as they are backbone of our economy (Co-operative movement report, 2000). Despite the efforts made in conflict management, significant changes have hardly been realized. Few studies have been conducted addressing the effects of conflict management approach on organizational development and most of those studies are based in other countries.

In Kenya, some studies on conflict management approach and employee satisfaction have been done in the banking sector but minimal research has been carried out in the coffee industry. Similarly, research has been carried out on interpersonal conflict management on organization performance in the hospitality industry and other studies on conflict management strategies on job satisfaction. However, literature reviewed indicates that there is little research carried out in regard tithe influence of conflict management approach on Organizational Development in Coffee Co-operative Union in Machakos County. Therefore, based on the background of the study and literature reviewed, the study on conflict management approaches on organizational development was carried out in Machakos Co-operative Union in Machakos County to address the knowledge gaps therein.

1.3 Objectives of the Study

1.3.1 Main Objective

The purpose of this study was to examine the influence of conflict management approach on Organizational Development in coffee co-operatives in Machakos County.

1.3.2 Specific Objectives

From the main objective, the study also sought the following specific objectives, which are:

i. To identify the adopted conflict management approach on Organizational Development in Machakos Co-operative Union.

ii. To establish the influence of contending conflict management approach on organizational development in Machakos Co-operative Union.
iii. To determine the effect of yielding conflict management approach on organizational development in Machakos Co-operative Union.

1.4 Research Questions

The study was guided by the following research questions:

i. What is the adopted conflict management approach on organizational development in Machakos Cooperative union?
ii. What is the influence of the contending conflict management approach on organizational Development in Machakos cooperative union?
iii. What are the effects of the yielding conflict management approach on organizational development in Machakos Co-operative Union?

1.5 Significance of The Study

The research project was envisaged to help cooperative societies to adopt an effective conflict management approach and. To the cooperative movement, it recommended ways it would improve organizational culture through analyzing the workplace conflict management approach on organization development. To organizations, the findings of the study will help to improve the development of organizations based on the fact that the findings will help in enhanced leaning for development to take place. Finally, to scholars the research findings would add new knowledge and bridge the gap that the previous researchers have left on conflict management approach on organizational development.

1.6 Research Assumptions

The assumptions in this research are that the Cooperative Union gave authority and provided adequate assistance in undertaking the research. This was managed by seeking authority from the human resource department of the union. It was also assumed that the respondents freely gave adequate information to the researcher without fear or contradiction and this was managed by assuring the respondents of anonymity and confidentiality. It was also assumed that the study would be beneficial

to the cooperative movement, scholars and other researchers. The research further assumed that the economic, social and other factors in regard to cooperatives in Machakos County remained constant during the period of study by involving the cooperative in the research process.

1.7 Limitations of The Study

Lack of reliable data was a limitation as it restricted the scope of analysis and on the other hand it was an obstacle when finding the trends and meaningful relationship. The limitation was as a result of the respondents not willing to give honest and clear information due to its sensitive nature. Therefore, the respondents were assured of confidentiality in handling data by using codes in place of respondents 'names so as to conceal their identity.

1.8 Scope of The Study

The research geographical scope was Machakos Coffee Cooperative Union which is a Coffee Co-operative Union in Machakos County. Significantly, it focused on work place conflict management approaches on organization development in coffee cooperatives basing it on six affiliate primary societies due to limited time frame provided for the research and diversity of the groups as they come from different geographical areas. The study targeted the entire management and staff of Machakos co-operative union and the affiliate primary co-operatives. Further on the methodological scope, the study used descriptive research design which focused on the particular phenomena which had similar characteristics without changing it.

1.9 Definition of Terms

Conflict Management: This refers to the process of solving disputes in a balance and effective way. It involves effective communication, problem solving ability and good negotiating skills to restore the focus to the company's overall goals.

Organization: This refers to a group of people who have come together voluntary with a common goal of achieving their goals and objectives.

Organizational Development: It refers to a planned effort aimed at improving an organization's effectiveness and implemented from the top.

Organizational Culture: It reflects the behavior, beliefs, values and norms of people in an organization in more visible or observable ways.

Co-operative Union means is an organization whose membership is voluntary and is restricted to primary societies.

Conflict management strategies: They refer to the methods used to resolve or manage conflict.

Contending strategy: It is a style that is used when one party focuses on winning and defeating the other party by using their power to prove that the other party is wrong.

Yielding strategy: It is a method used when one party offers independent concerns without thinking of their own.

1.10 Chapter Summary

This chapter accessed the influence of conflict management on organizational development. It is seen that conflict is normal in any organization and the conflict management approach used would either escalate the conflict or help in solving the issue. In organizations, conflict is inevitable and it can affect organization development. Organization are going through turbulent times affecting organization development due to conflict management. Subsequently, the literature reviewed was discussed based on the objective of the study and also on the theories related to the study. Consequently, these will bring out the gaps in regard to conflict management approach on organization development in Coffee Cooperatives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Conflict is an essential part of the fabric of a postmodern society that is increasingly competitive, complex, litigious, and alienating (Bryant, 2003). They are generally considered a normal part of human relations and therefore not necessarily destructive. However, it is how conflict is managed that determines whether its results will either be negative or positive (Deutsch, 2006). Managing of conflicts is a significant process that can produce reasonable or unreasonable outcomes. This chapter would therefore, examine the influence of conflict management approaches on organization development. Conflicts in organizations can have short and long-term consequences that are likely to affect organization development. This research took a broad view to the conflict management approaches employed in the coffee cooperative and its influence on organizational development over time.

2.1 Theoretical Framework

The research is underpinned by two theories that are key to the objective; these are the Jeong's theory of peace and conflict management and Max Weber bureaucratic theory. The Jeong theory of peace and conflict management combines both structural and behavioral analysis of the changing aspects of the conflict to bring about peace and the bureaucratic theory focuses on use of behavioral science for organizational development.

2.1.1 Jeong's Theory of Peace and Conflict Management

Jeong's model of peace and conflict management developed by Ho-won Jeong in 2000 has broadened Kilmann's model of conflict management of 1978. Kilmann's model highlights five key styles; collaborating, competing, avoiding, accommodating and compromising (Kilmann, 2008). Besides the styles highlighted by Kilmann, Jeong includes contending and yielding (Jeong, 2010). In addition, he emphasizes on the need for skills enhancement and inclusion of employees in decision making. Kodikal (2015) on the other hand identified eight styles of conflict management

which include resignation, withdrawal and cover up under Avoidance/Dysfunctional modes, isolation fighting, and negotiation under Approach/Functional modes, compromise and arbitration. However, Robbins (2006) has suggested a broader classification of conflict management strategies that include compromising, avoiding, accommodating, competing and collaborating strategies. In this study the researcher employed Jeong's theory to analyze the styles of conflict management in depth and how best they can be utilized to solve immediate conflicts. Further, Jeong (2005) states that the different strategies, styles and tactics are used to cope with the conflict. Some of them can lead to negative effects such as the actual physical control of adversaries, threats and harassment.

Jeong (2008) posits that conflict escalates where there exists struggle for resources, differences in values and confrontational relationships. In addition, Jeong (2010) notes that at times parties in conflict may feel very uncomfortable with the conflict and may want to get the easiest way out to fix the current situation. In his theory conflict is seen as mismatch of goals between parties. He states that as relations take different forms so is the way conflict is managed and resolved. Furthermore, peace is obtained by changing social structures that cause death, poverty and malnutrition. In addition, he states that peace brings about improvement of communication, understanding, tolerance and coexistence of different cultures and societies. He also combines the structural and behavioral analysis of the changing aspects of the conflict to bring about peace. He further underscores the fact that conflict can be managed by understanding what led to the escalation, how de-escalation can take place, how to end it, and resolution of both of violent and non-violent conflict between opponents, as well as the utility and limitations of external interventions.

This however does not focus on building of long-term relationships as advocates by seminal peace scholar and practitioner Lederach. He highlights the need to resolving conflicts in an organization and the need to consider other parties perceptions in conflict by building lasting relationships among the conflicting parties which goes beyond the issues in a given conflict. He further states that, if the parties are not satisfied with the immediate solution to their conflicts, there is need to address the content, structure and relationships in the organization (Lederach, 2003). This view and that of Jeong, goes beyond Kilmann's conflict management styles and arguments.

For instance, a contending strategy to managing of conflicts can be applied when scoring a victory by opposing defeat of the other party. This can be by attempting to prove that they are wrong and by weakening the hero. It could also be by securing a leading position in an attempt to gain advantage in the relationship because the weakness of the other party would result in recognition of personal strength. Therefore, the contending parties insist on concerns of an opponent and dwell on positional commitments holding to a particular position (Carnevale& Leung, 2001).

Equally, yielding strategy which is the fastest way of settling differences requires one party to offer unilateral concerns by taking the viewpoints of the other or interests more seriously. It can take place in a variety of close settings, ranging from interpersonal ties such as love, friendship and kinship relationships. This is important in any organization because it helps in creating a peaceful environment and tones down what could be an otherwise aggressive situation especially where each party has a hardline position (Rahim,2014).

Jeong (2010) claims that avoidance strategy is favored as a strategy for delay before resolving conflicts as the parties may choose to wait for the opportune time to confront its opponents. Postponement and delay is inevitable or advantageous if there is need for rebalancing power relations in future to favour one economically and also for military strength. The avoidance style focuses on delay, not taking action or ignoring painful issues by being non-committal. It assumes that doing away with the issue or delaying of conflict management interventions reduces direct interaction with adversaries which results from a decreased commitment to conflict. In conclusion, Jeong points out that if conflicts are not dealt with in an appropriate manner from an early stage, the initial phases become easily retractable and even reversed and the conflict management approach would not warrant any promise for building relationships.

The theory is important in relation to this study because it shades light on the different conflict management approaches and how they can be adopted. Equally, it also shows the importance of resolving conflict for peace building as it is normal in organizational development. It emphasizes on dynamics of behavioral and structural dynamics as they measure the level of conflict management, and in this case at the Coffee Co-operative in Machakos County.

2.1.2 Max Weber's Bureaucratic Approach

Max Weber a German Sociologist developed the Bureaucratic theory at the close of the 19th century defining it as an organization structure for administration and personnel which form a hierarchy of internal rules and procedures in organizations to carry out specialized tasks. Bureaucracy is mostly used in regard to officials in the civil service and the government when referring to its administration and organizations (Encarta, 2009). Bureaucracy has been referred as a designed administrative system to complete large-scale managerial tasks by analytically coordinating the work of organizations. According to Weber, there are three types of power in organizations: rational-legal or bureaucratic, charismatic and traditional power however, he emphasizes on the ideal power to be bureaucratic type of power (Smriti, 2010). Although Weber's writings are very rigid they are very different from Taylor and Fayol who use practitioner-oriented recommendation unlike his contribution which was termed as the base of the features of bureaucracy by the government (Buro, 2017).

Weber considered the organization as a part of broader society, basing the concept of the formal organization on the principles of, specialization, structure, stability predictability and democracy. However, a number of principles should be carried out in organizations for organizational development. In principle structures should be arranged in positions in a hierarchy showing responsibility and authority and distinguished tasks by a separate functional chain of command divided according to their specialization. The organization operates according to obvious and stable formal rules regulations and procedures. However, recruitment and selection of personnel should be carried out wisely, unbiased with democratic designation of responsibility and authority. When all these principles are followed they lead to organization development.

In criticism, it is found that Weber's theory is weak when it comes to dysfunctions in organizations such as inflexibility, impersonality, achieving objectives, classification, cost of controls, anxiety to improve status, self-perpetuation and empire building (Hicks & Gullett, 2018). On the other hand, this theory is important in relation to organizational development in the sense that the success or otherwise of the organization would be determined on how it is managed. Significantly, while his

theory targets on efficiency, it is not essentially the finest practice for leaders to implement. Many of Weber's opinions discourage collaboration and creativity in the workplace however, they do not take care of risks and are not flexible and in the long run they might affect organization development.

Unlike Jeong's theory discussed above in this chapter, this theory lacks the distinction between the different styles of conflict management which focus on normal assertiveness, empathy and stress conditions. However, despite this limitation, the model can be used in development of an organization, change management of such an organization and negotiation especially when conflicts occur among members of a particular organization. The theory will help to analyze the level of organization development and how it has been influenced by conflict management in the organization by ensuring that there are systems and structures in place which will enable the organization to improve on its production and performance. Some of the indicators that will be used to measure organization development include having a clear vision, good governance structure, organizational structure and a comprehensive strategic planning. Furthermore, in relation to this study, the theory demonstrates that the use of different conflict management styles and change organization culture through organization learning, utilizing their skills and competencies to improve the organizational performance. The theory is important in relation to organization development as development is measured through performance and productivity, and in this case at the Coffee Co-operative in Machakos County.

2.2 Empirical Review - Studies on Conflict Management Styles

This section gives empirical review analysis information on the objectives and how they link to the existing literature and reveal the gaps that need attention. Various studies have been carried out on performance of coffee cooperatives in Kenya. The researcher reviewed some of these related studies and found out that some of them have been done on the Coffee Cooperatives in Machakos County.

Some of the previous researches are on the role of value chain activities on job satisfaction (Njoka & Wario, 2014). Amoako (2009) study focuses on both organization management and the conflict management practices. However, in this study on conflict management approach, the argument is that it all depends on how

one wants to improve the organization productivity and performance. On the other hand, Herzberg (2015) shows that job satisfaction increases employee morale and motivation and thus leads to organizational development. It is seen that for organization performance to be improved there has to be structural and behavioral review on the organization which has been left out in the previous studies and further research needs to be carried out on conflict management and its influence on organizational development.

In another study on conflict management strategies that was carried out through a comparative analysis of the employees working for service sectors, established that more than 50% of the respondent chose the collaborating strategy to resolve conflicts, implying that they wish to give equal opportunity to the interest of the other party (Kodikal et al., (2015). However, the study had its own shortcomings in that it failed to relate the conflict management approach adopted with organizational development. On the other hand, it did not analyze the influence of the other styles and their effects on organizational development.

Another study by Mazaheri et al. (2012) used the impact of conflict management styles on customer service. It analyzed customer services through the lens of conflict management styles with respect to acquired attitudes that determine customer response to service failure. In particular, the objective of the study was to examine whether various conflict management styles could improve customer service. Significantly, the findings disclosed that collaborative styles had a positive outcome. However, although the study provides good insights, it fails to show the link between collaborating strategy and performance of the organization and the effect of the contending style and the yielding style on organizational development.

2.2.1 Conflicts Management Approaches

The conflict management approaches are the practices that are used to overcome conflict. When the conflict management strategies are not utilized effectively they influence organization development, growth of the organization and its performance. According to Rahim (2010), different styles like avoidance, collaboration, compromising and competition can be applied to resolve conflict and this can be achieved through negotiation, arbitration and resolution of the conflict.

Conflict can be avoided if resolution starts early and can diffuse anger and facilitate communication through negotiation, arbitration and resolution of the conflict. The peace-making process is delicate and if the parties have an option to revert to the use of argument it may easily break down. According to Rahim (2014), effectiveness of conflict management practices should be able to build relationships among employees, meet organization goals, stakeholders' needs and have ethics. Research shows that strained relationships between executives and employees may contribute to organization development or may significantly lead to 60 to 80 percent of all workplace conflict (Momanyi & Juma, 2016). On the other hand, corporate commitment, clear structures, internal capacity building and ethical values observed in daily practices leads to effectiveness in conflict management. Furthermore, delay in problem solving can lead to tension hence conflicts within organizations.

Barash (2016) states that the greatest challenge in adopting conflict management approaches in organizations is by developing a guidelines or structures to identify the sources of conflicts within an organization. Generally, conflict management strategies are critical when an organization has goals and objectives it wants to achieve. According to Rahim (2015), application of a variety of conflict management approaches such as avoidance, collaboration, compromise and competition influences organizational development.

In the avoidance style, the organization avoids the issue instead of solving the conflict at hand. It does this as a way of not creating more conflict. The avoidance strategy is aimed resolving the problem without confrontation through delay and ignoring the resolution although, research shows that those who actively avoid conflict hold a low position in power or have low esteem. Morris et al. (2011) found out that the avoidance style was mostly used by Managers in China due to their large degree of reliance on conformity and tradition. In avoidance, delay can be used as a strategy to solve the problem without a confrontation which is aimed at putting off the conflict completely. However, this approach of resolving conflicts may have negative effects on the organization such as holding of crucial information leading to lack of peace (Jeong, 2010).

Collaboration, on the other hand, works by assimilating ideas set out by all the parties involved in management of conflicts with the main objective of creating a solution

acceptable to everyone. Previous studies indicate that the collaboration strategy, calls for a significant commitment to time and is not appropriate to all conflicts although its useful (Mehrad, 2015, Adeyemi and Ademilua, 2012).

On the other hand, the confrontation strategy both parties involved in the conflict put their interests first without considering what the other party will feel. This can influence the organization development as it may end up into dispute or create relationships. Further, confrontation can end up demotivating the employees and affecting organizational development(Rahim,2014).

The compromise strategy employed in the work place to manage conflicts demands giving up elements of position by both parties in a conflict in order to establish a suitable, if not pleasant, solution and it can immensely affect organization performance. The organization decides to engage in this approach as a way of achieving its goals and objectives as opposed to being antagonistic. This strategy succeeds mostly where equivalent power is held by the parties involved. Dotigney (2017) indicates that business owners frequently employ a compromise strategy when negotiating with a customer, offering necessary customer service, during contract negotiations with other organizations or in an event when each party stands to lose something valuable.

The compromising style establishes an acceptable solution by prompting the two parties to give up their position in order to focus where there is equal power between parties. Hence, in the compromising style of conflict management, neither party totally wins or loses as a result of the decision in favour of what each party considers the most important. In reality, however, all parties are unable to get exactly everything they want so some are left feeling that they got less than what they deserved. Significantly, the management styles may be utilized in a given conflict depends on the complexity of the issue.

Competition strategy normally used by highly assertive persons as it operates on a wins and loose strategy to manage conflict. It is a strategy where the confident person wins by focusing on win – lose strategy. According to Rahim (2014), the strategy works best in emergency situations in order to solve crisis situations and decisions such layoffs and pay cuts which might result to disputes. Research shows that

organizations benefit from using the competitive strategy in resolving crisis situations and making decisions.

The accommodating strategy is achieved by putting the interest of opposing parties forward giving them what it desires. According to Dotigney (2017), the strategy can be used when one of the parties wishes to keep the peace or perceives to solve the issue. However, the use of the strategy may result to developing bitterness and keeping track of the issues and may lead to interpersonal conflict.

Accommodating style in conflict management fulfils mutual goals when all sides search for common interests (Hocker and Wilmot, 2011). Through accommodation, all sides put away their differences and concerns in order to please each other and cater for each other's interest. Steps to accommodating each other's interest are ideal as it assists in avoiding violent confrontations and for building healthy relationships among members in an organization. The accommodating style of conflict management therefore, stresses a win–win outcome by dwelling on each other's priorities. In this situation may not leave those whose vital needs have not been met. Jeong (2008) in his argument portends that accommodation and negotiation should not exclude corrective behavior for peace to be achieved.

The compromising style of conflict management does not focus on winning or losing but focuses on the result or decision made in favour of what each party considers most important. In reality, however, because all parties are unable to get exactly everything they want, some parties may feel that they got less than deserved. Significantly, one or all the management styles may be utilized in a given conflict depending on its complexity.

The contending style focuses on winning and defeating the other party by proving that they are wrong. By winning the party proves they are stronger and they take a lead position. On the other party may decide to take up coercive tactic which may lead to competition and affect relationships (Jeong,2005).

The yielding style is achieved when one party offers independent concerns without thinking of their own to solve conflict quickly like in relationships. The main goal is happiness and success of others which makes issues easier to solve. In other settings

one might end up putting their own interests first. Success of yielding depends on an accurate assessment of an opponent's motives and attitudes.

2.2.2 Application of the Contending Strategy

Addressing people's very real fears is a challenge in organizations especially when there is conflict. A determined behavior of not listening by individuals will cause mediation not to take work because of their values, other barriers or the fear that what they hear will change. Through the contending strategy they tend to prove a point by attempting to gain advantage of the other party due to their weakness especially when they identify a conflict within themselves. According to Dotigney (2017), conflicts can arise in any situation involving more than one-person, due power imbalances, normal differences and different goals. When conflict is not well managed it can lead to mistrust and low production which can affect organizational development. Unresolved conflicts can escalate if not resolved on time and they can lead to more problems. In this regard the yielding style can be used as it takes the other party perspective of interest seriously.

Commitment and motivation can be promoted by involvement in decision making and this makes employees to be responsible in their work and products they develop as they have greater authority in making decisions. Employees will end up being loyal to their employer and also work more effectively which will result to better flow of information between upper level management and low-level management through diverse views and generation of more ideas. With greater control over work environment due to high education levels employees desire to have greater responsibility in their work. This may create use a greater challenge and lead to conflict management thus affect organization development.

2.2.3 Application of the Yielding Strategy

Yielding strategy builds employee participation in decision making which can lead to poor communication, non-cooperation, wastage and infectious behavior. Management should build structures and relationships in the organization for the sake of increasing organization development.

As stated by Knippen and Green (2017), conflict can be handled effectively by analyzing the issue, involvement of the other party, resolving the conflict, taking in consideration action taken by each party to solve the conflicts and come up with recommendations on how to solve future conflicts that might arise.

However, lack of critical skills in managing organizations and related issues can result inter-conflict and thus conflict management strategies should be designed in a way that they can enhance critical and innovative thinking. Organizations should study how to analyze and involve themselves in the right issues. There is need for organizations to acquire skills and abilities that can manage conflict and result to positive growth due to the changing and turbulent environment. When conflicts are not addressed harmoniously they may reduce its effectiveness and productivity (Marquis & Huston 2014).

Restructuring in organizations for more flexibility has affected conflict management due to the changing environment, globalization and fast growth of computer-generated groups from different backgrounds and cultures working across vast regions and time zones. Use of modern technology for communication has led to misunderstanding and taking advantage by the other party if skills are not enhanced. Structural support can be developed to bring harmony in organizations through organization learning and effectiveness. Different strategies can be used in organization development although they are side-lined the rights-based structure (Mazaheri et al., 2012). In most organizations, rights-based approach is supported by its structure although, the interest-based problem- solving structure is different this might result to meeting the interests of the organization and forgetting rights and the interests of the people.

2.2.4 Types of Organizational Conflict

According to Beru (2015), intrapersonal conflict is caused by mutual dislike, personality clash, leadership, management, budget, and disagreement about core values between two or more people. It can also be as a result of differences among group members on personal issues and relationships that are not related to the organization (Barling & Cooper, 2008). The conflicts can help managers in solving issues as they understand personal attributes. Social conflict includes intergroup,

intragroup and interpersonal differences. Organizational conflict at the personal level includes disputes between friends as well as colleagues. These are caused by multiple roles assigned to people in organizations and can lead to conflict as they share interdependent tasks. Equally, it can be influenced by the expectations of others or by their own personality and expectations which extended to the external environment (Daniel & Robert, 2014).

Inconsistent demands by others may also lead to conflict especially when assigned to accomplish different tasks at the same with high production expectations. It can also arise when one is expected to meet the contrasting demands of different members of the organization and more so when an employee finds himself stressed by their senior on quality improvement and increase in production for the organization growth. However, it can increase anxiety and frustration at the same time trying to work on the conflicting roles. On the other hand, they may lead to motivation, productivity leading to frustration and inefficiency in the organization (Knowles & Saxberg, 2017).

Interpersonal conflict arises due to lack of freedom, position, and resources and may occur between two parties in an organization. When people value freedom they tend to resist decision made by others by following organizations rules. Those who seek for position, status and power tend to struggle with others within the organization. In most cases they perceive rewards and recognition as insufficient and improperly distributed resulting to unwanted competition. Intra group conflict can be intensified when winning is more acceptable than losing, and competition is more prevalent than cooperation. In most organizations meetings are often conducted in a win-lose strategy and individual or subgroup engagement is conducted for the purpose of determining a winner and a loser rather than for achieving mutual problem solving (Saxberg, 2017).

In any organization, conflict may lead to negative results such as wastage of time in regard to how they can be managed and meet the organizations objectives. In addition, when one party is not ready to cooperate this can result to more problems in the end. There is need for creative solutions which can be achieved when the group is able to deal with the issues when they arise particularly when organization fully involve its members in decision making it may automatically lead to conflict

resolution. Conflict can be helpful in organizations when they listen, accepts ideas from its members, value openness and share a common problem-solving attitude. They should ensure that there is investigation of all sides of a problem facing the organization. Intergroup conflict can be useful and also destructive as the events occur across all levels and functions in an organization. They may assist in generation of creative tension which can lead to effective contributions to the organization's goals (Daniel & Robert, 2014). Intergroup conflict separate teams working together and can be destructive especially when it results to the use of the win loose strategy. This can take place through competition and compromises and in the long run it can affect the overall result and organization development.

Intergroup conflict occurs in two general forms; the horizontal strain which involves competition between roles and the vertical strain which involves competition between hierarchical levels (Daniel & Robert, 2014). The vertical stresses the relationship between a group of employees and management and the horizontal stresses are the relationship between different departments. Certain attitudes and activities are well represented in an organization focusing on win-lose strategy as each party prepares itself to win and individuals show increased loyalty and support to their own groups solving slight and compound differences are sternly dealt with. Significantly, this increases organization morale when everyone is filled with a competitive spirit. The management of the conflict defines structure and power as the organization change embraces thinking and talking of the ideas (Mills, 2017).

In addition, each party assimilates its own opinion and those of the competing party stressing on what is perceived to be good and ignoring what is perceived to be bad by using the decision made with fairness. When organizations meet to solve issues their differences, constructive, rational behavior is severely reserved (Jones & Pfeiffer, 2017). Each party phrases its questions and answers in a way that strengthens its own position and criticizes the other by increasing hostility and negativity between the two parties. Joint solutions help to solve the problems as a result the parties possessing greater power wins and the other one loses, in other cases the conflict may go unresolved, and affect the organization negatively (Jones & Pfeiffer, 2017).

Disputes settled on the base of power, such as lockout, strike in most case bear a resentment by the loser as resolution may be influenced by secretive ways that are

difficult to detect and to counter leading to resistance and defeat. In an event the conflict is not solved, it can hinder cooperation and effectiveness between both parties which in turn seriously affect organization development. This occurs when the disputes are resolved by the higher authority causing resentment. Such settlements are carried out mostly on the basis of partial information supported by inadequate data to solve the conflict, thus the solution is seen not to be favorable and complete. Conflict and it can be used as a source of motivation in the organization however, when it is destructive the root cause of the problem should be addressed before it affects organizational development. A balanced conflict management process should be implemented with a planned action response involving the manager or the organization by adopting the suitable conflict approach that will lead to organization development (Johnson, 2005).

2.2.5 Causes of Organizational Conflict

According to Beru (2015), organizational conflict can be set up or contributed by many factors and this may affect organizational development. Significantly, the so-called growth school by Maslow, Argyris, McGregor, Rogers, and other writers state that human development inclines towards self-fulfillment, personality and self-actualization. This indicates that as a person develops, there is increased desire for more responsibility as they broaden their horizon and opportunity to develop their personal potential. On the other hand, this can be interrupted when the internal environment does not encourage and help them achieve their needs. Organizations formed on rational structures divert their focus to institutional control instead of individual control making decision pegged on feelings, sentiments and unreasonable behavior on human weaknesses. Thus, the principle of task specialization is seen as devices that make tasks simpler and grow the organization efficiency through the use of the available skills although it can lead to escalation of conflict.

The chain of command makes individuals more dependent on their managers as they integrate authority. However, assigning a maximum of six or seven employees to report to the chief executive reduces the number of individuals reporting to the head of the organization or to the manager of any subunit which creates the normal span of control. Significantly, it simplifies the managers' task although as a result it leads to increase of scrutiny of the employee depriving them freedom which can result to

escalation of conflict among employees and eventually affects the organizational development (Johnson, 2005). The change narrows the hierarchy and the jobs get fewer leading to competition for the remaining opportunities. To curb this, the organization restructures itself and implements task specialization which leads to employees narrowing and diverting their focus and their way of thinking eventually increasing the need for the managers to spend more time coordination hence leading to defense mechanism and conflict that may affect organizational development.

Organization change might be supported when employees end up forming informal groups which might compete with the organization goals, affect their norms and behavior causing conflict. Embracing order, control and having different organizational structure may cause conflict in the organization. According to (Johnson, 2005), order and control is major cause of conflict as people tend to find it hard to concede their personal freedoms to organizational control. However, in most cases employees might strive to advance to positions of higher authority and escape the controlling or decide to leave the organization when they are not able to adhere to the conditions and when the situation becomes intolerable.

Organizational conflicts can occur in individuals, between individuals, and between groups within the work environment and are caused by struggles over control, status, and scarce resources between groups in organizations that have similar origins. A rational process of problem solving, coupled with a willingness to look at issues in depth and alternatives and to listen to each other can lead to constructive resolution of the conflict (Johnson, 2017).

In general, causes of conflicts in organizations are numerous and they range from interpersonal sources such as behavior, attitude, contrasting tastes, lifestyles and competition for scarce organizational resources among others. They can also emanate from structural sources such as disputes over resources, power struggles, salary disputes, leadership styles, management processes and disagreements over working conditions among others.

On the other hand, the effects of organizational conflict take various forms including but not limited to the following; delayed decisions, wastage of time, creation of

deadlocks, regression e.g. withdrawal of expertise, experience, opinion etc go slows, strikes, lockouts, defensiveness and sabotage (Rahim,2014).

2.2.6 Organizational Development

According to Jeong (2008), tension in interpersonal relationships can occur through disagreements due to disparities in decision-making, power and trade imbalances in organizations. These organizations are made up of leaders from the government and multinational corporations thus labour management issues and rigid governing norms adjusted to new demands and expectations for employees. According to Rau-foster (2017), within the home or work environment, change can be helpful in bringing changes to the organization which are brought about by unresolved conflict. These conflicts can lead to organizational decline as could be witnessed through productivity and competency. This could further affect competency and lead to decline in production which in turn affects organization development.

Positive conflict management practices include; improved decision making, inclusion and group cohesion. As much as conflict can have positive effect there is possibility that it can be destructive in groups if not well managed. This has been seen when they affect organization development for instance by interfering with workplace operations. Also, conflicts can create interpersonal hostility and non-cooperation among employees. Unresolved conflicts too can lead to collection of more problems and this could escalate to violence (Rahim, 2014).

According to Morake, Monobwe and Dimde (2011) in organizations, conflicts can lead to lack of communication and personal hatred among members. This in turn can adversely affect not only the face of an organization but also its development. Conflict can have short term and long-term consequences that are likely to affect organizational development. According to Jeong (2008), when dealing with conflict we need to look at conflict with lenses of conflict management including yielding and contending in the conflict management approaches. In his theory it emerges that there is need to focus on the different conflict management styles and the environment to cope with the conflict and enhance organizational development

2.3 Conceptual Framework

The conceptual framework would help the researcher to access the relationship between the independent and the dependent variables by showing the relationship graphically or diagrammatically helping the reader to ascertain the proposed relationships. Organizational development relies mostly on the conflict management approach. Without use of proper approaches in place, the organization performance might be affected. Due to this reason the researcher clearly analyzed the workplace conflict management approach on organizational development.

Thus, the study's independent variables include the managerial conflicts management approaches, the contending conflict management approach and the yielding conflict management approach which are assumed to affect the organization development, taken here as the dependent variable. This relationship is diagrammatically presented in Figure 2.1 which shows how the independent and dependent variables relate as conceptualized by the researcher. The directions of the arrows show the interrelationships between the key variables of the study.

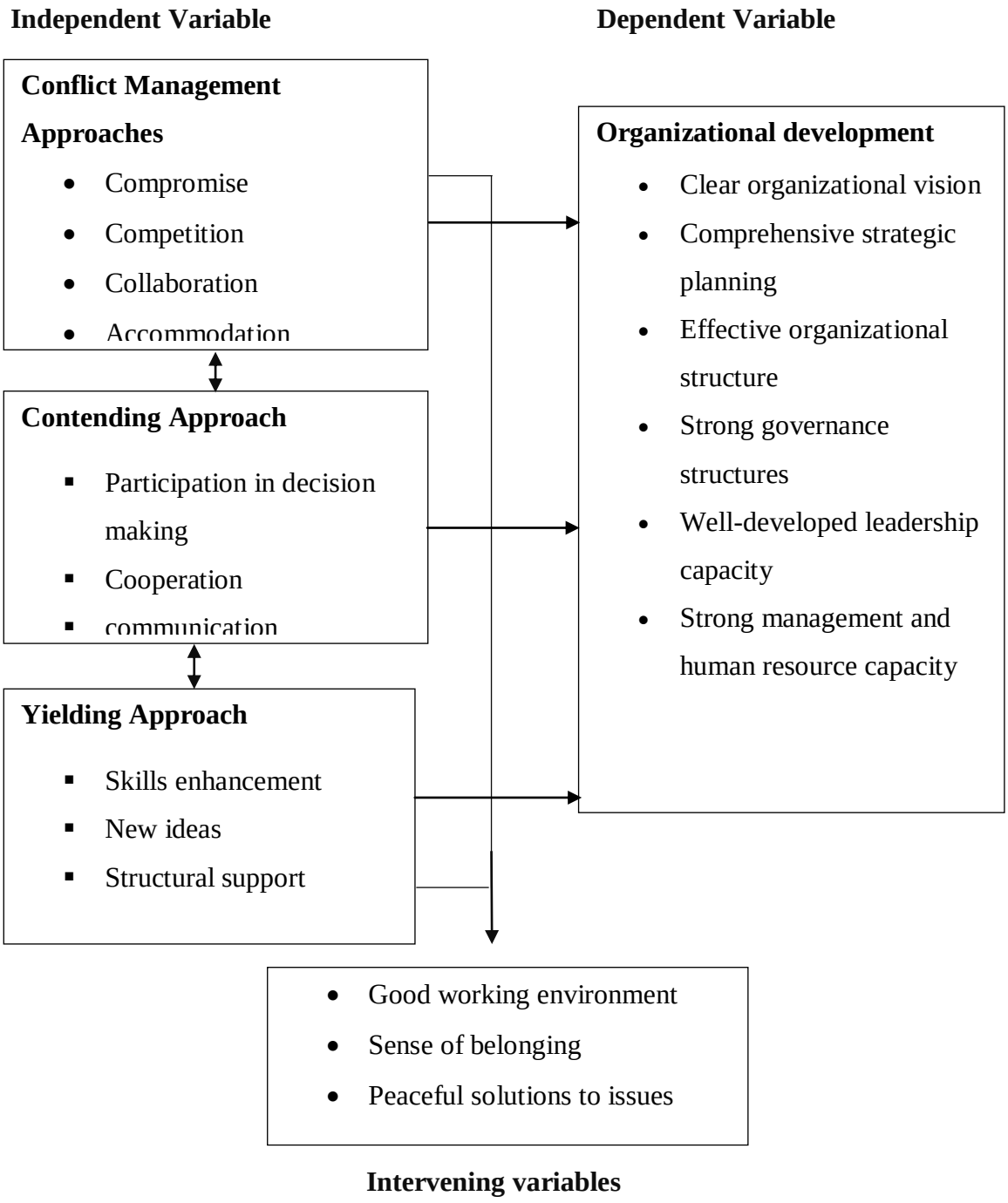


Fig 2.1Relationshipbetween Dependent and Interdependent Variable.

Source (Author,2019)

The Conflict management strategy adopted in the organization is the independent variable; this is because in this organization, it is part of their organizational approach. However, this strategy works well if there is acceptability and as such, the environment and the attitudes of the workers determine how successful the strategy is. The dependent variable is organizational development because the successful

employment of the conflict strategy leads to performance and productivity of the organization.

2.4 Summary

The literature review has highlighted the mixed arguments on conflict management approaches and the effect they would have on organization development in an organization. Equally, the chapter has highlighted the effects of the different conflict management styles and their relationship with organization development. It has been seen that conflict is inevitable and conflict management approach and different conflict styles have adverse effects on organization development. The study revealed clearly the different conflict management styles including the contending and the yielding theory by Jeong who is a peace scholar. It also showed that the avoidance strategy is commonly used in solving of conflicts as it focuses on delay ignoring painful issues which cause less direct relationship with the opponent. It posits that when conflict is dealt with at an early stage can easily be retracted and contribute to building of relationships supported by the Jeong theory and Max Weiber theory. The Jeong theory is very key in utilizing of skills and competency which would improve on production which measures its relationship to development. This research therefore examined the influence of Conflict management approach organization development in the coffee cooperative Union. It took a broad overview of the Co-operative conflict management approaches on organizational development. The next chapter looked at the methodology employed in carrying out the research project.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methodology that was used to carry out the study; it examines the method the study was carried out, (Mugenda & Mugenda, 2003). It includes the location where the research was carried out, the projects research design, population and sample, data collection method and data analysis procedures and data collection instruments which included validity and reliability of the instrument.

3.1 Research Design

The study used descriptive survey design. According to Orodho (2004), descriptive research design attempts to describe particular phenomena focusing upon an issue of what is happening, on how much has happened and why. Descriptive survey design was used by the researcher to gather information, summarize, present and interpret it so as to obtain more clarification on issues. In survey design, the participants answer questions by use of interviews or questionnaires thereafter the researcher describes the responses given. The questions should be properly constructed and clearly written for ease in understanding and for the survey to be both reliable and valid. This design is of interest to the researcher since it focuses more on the situation already existing in the field. The study was thus able to generalize the findings to the whole population of the study.

According to Orodho (2004), descriptive research helps to ascertain and describe characteristics of variables as they exist in a certain situation. Descriptive research is used when investigating the current status of a problem (Mugenda &Mugenda, 2003). The method is suitable for obtaining systematic and accurate information for decision making, identify current conditions and opinions thus establish a relationship among variables. Descriptive studies are not only limited to fact findings, but often result in formulation of important principles of knowledge and solution to significant problems. Thus, descriptive design is suitable for this study as it helped the researcher to determine the relationship between the independent variable (Conflict management approach) and dependent variable (Organizational development).

3.2 Location

The study was conducted in Machakos Coffee Cooperative union in Machakos County.

3.3 Target Population

According to Burns and Grove (2017) elements which include individuals, objects and events that meet the sample criteria would form the population. In this study the target population would be 1500 employees drawn from employees of six primary coffee co-operative who would take part in the study.

Table 3.1. Target Population

Category of employees	Total	Proportion
Top level management	10	0.7%
Middle level management	290	19.3%
Low level management	1200	80 %
Total	**1500**	**100%**

Source **(MCU, 2017)**

3.4 Sample Size

The study used cluster sampling technique and systematic sampling which gave each individual an equal chance to be selected (Mugenda & Mugenda, 2013). Studies in Conflict are based on large samples as pointed out in the previous studies. The sample size of 305 was obtained through cluster sampling which was achieved by sampling the cluster from the population through listing the population according to the different sub-groups then select using random numbers an appropriate sample from each cluster. The sample population of the study was determined by use of the Krejcie and Morgan (1970) table. In this case, the sample population was 305 individuals derived from the Union and six of its affiliates. The sample included management staff and employees from the affiliates who totaled to 305 respondents. According to Mugenda et.al, (2013) 10% of the actual population makes a sample. Research shows that a sample should be more than 150 units and in this case a sample of 305 was appropriate.

Table 3.2 Sample

cluster	Population	Sample	Sample	%
1	350	350/1500x306=71.40	71	20.2%
2	330	330x1500x306=67.32	67	20.3%
3	260	260/1500x306=53.04	53	20.3%
4	240	240/1500x306=48.96	49	20.4%
5	200	200/1500x306=40.80	41	20.5%
6	120	120/1500x306=24.48	24	20 %
Total	**1500**		**305**	

Source (Author, 2019)

3.5 Data Collection Method

This was carried out by use of semi-structured questionnaires to collect data. The use of questionnaires has been considered most appropriate in previous studies as consistency is maintained by all the respondents (Kothari, 2007). Data collection involved gathering of information required to answer the research question in order to achieve the research objectives. Qualitative data was collected by use of interview guide while Quantitative data was collected using questionnaires and content analysis was done on relevant information. The researcher used both primary and secondary data. Primary data was obtained from the field by use of semi structured questionnaires which were distributed to the respondents by the researcher while secondary data was collected from research journals and articles, M.C.U Impact reports for the period 2015- 2018, Company Survey forms and other publications (Mugenda & Mugenda, 2003).

3.5.1 Data Collection Instruments

Semi- Structured questionnaires were used by the researcher to collect the required data. Questionnaires in this study are perceived to be very useful since the researchers were able to collect a wide range of information from the study respondents (Kothari,2017). A drop and pick approach method were used when administering the questionnaires. The researcher was available to help the respondents in case of any issues in filling the questionnaires and also ensure maximum response rates. The questionnaires had open ended and closed ended questions to allow the respondents to give relevant answers. In addition, incidences of biasing error throughout the survey

were minimized through the adoption of this study instrument. Further, the study instruments also provided a greater anonymity for the research respondents.

The information which was intended to be collected through these questionnaires included employee general information on their education level, work experience and age. Appropriate and meaningful primary data for use in the study was collected using the set of semi structured questions. In this research, questionnaires were very useful in data collection since they are simple to administer, analysis and scoring of items (Mugenda & Mugenda, 2013). The relevant study information was easily captured by dividing the questionnaire in to three sections, section A covered demographic data, section B covered statements on conflict management and section C covered statements on organization development. Likert scale was used on the instrument to rate the scores. For positive statements five (5) Likert scales were rated as Strongly Agree (5), Agree (4), Neutral/I don't know (3), Disagree (2), Strongly Disagree (1) (Gay et al, 2009).

3.6 Piloting

According to Orodho (2004), pretesting is the process of identifying errors through trial administration of questionnaires to chosen respondents to determine whether questions and directions are well understood. All data collection instruments are piloted by pretesting the questionnaire with a small number of respondents. Pre-testing of questionnaires was done on the sample size. In this study, the researcher pre-tested the questionnaire on ten respondents who met the requirements. According to Orodho (2004), 10 to 15 questionnaires are enough samples for pre-testing in order to check and ensure that there is no irrelevant question is present in the questionnaire. Proportionate sampling was used to get the ten respondents by dividing the population into clusters then picking a sample from each cluster through random sampling. For this research, ten questionnaires were disseminated to respondents selected from the target population for them to complete accordingly. The respondents participating in the pilot study were excluded from the sample selected for the final study. This process helped the researcher to measure and assesses the validity and reliability. A Simple random sample size was selected within each stratum to get a sample of 10

3.6.1 Reliability

Consistency is carried out to measure the reliability of the research instrument through collection of data from both groups (Mugenda & Mugenda,2003). The study used the Split Half method approach which entails subjecting the data collection instrument to two different groups and comparing the results. This was achieved by completing and comparing the results of one half of a test with the results from the other half. Similarly, in this research the sample of ten (10) was divided into two, even and odd numbers and a result or similarity of 8 was gotten which was way above as results are between 1 and 10. A test can be split in half in several ways, e.g. first half and second half, or by odd and even numbers. In an event the two halves of the test provide similar results this would suggest that the test has internal reliability(Kothari,2017). The test was carried out to ensure that the instrument has minimal errors like bias in data collection by exhibiting common personal traits to all respondents for example friendliness and support. The researcher personally administered the questionnaires to ensure data was collected in a relaxed physical and psychological environment and ensured privacy, physical comfort and confidentiality by requesting respondents not to write their names on the questionnaires.

3.6.2 Validity

According to Orodho (2004), validity is achieved by measuring content of an instrument in representation of the factors under study. Equally, in this study the researcher used a variety of questions which were filled to the knowledge of the respondents. To attain validity the researcher distributed questionnaires based on the objective of the study to ten (10) respondents and the results showed that 7 out of the 10 respondents understood the relationship between conflict management and organizational development. The instruments distributed were measured by the ability to vary directly or indirectly with a measure of the same or an opposite theory. Content validity was used to ensure that the study is valid by comparing the content with an existing study (Mugenda, 2004).

3.7 Data Collection Procedures

Data collection procedure is an essential part in the production of the useful data for analysis. It involves contacting and collection of information from the selected

elements of study (Kothari, 2007). The researcher obtained research permit from NACOSTI (National Commission for Science Technology and Innovation) before data collection. The researcher sought permission to collect data from the human resource manager M.C.U. The researcher used the questionnaires to collect quantitative data while qualitative data was collected through the use of thematic technique. The questionnaires were delivered personally by the researcher to all respondents of the study accompanied by a brief introduction letter from the researcher on the purpose of the study. Completed questionnaires were collected at the time agreed with the individual respondents. Follow-up was made to enhance response rate.

3.8 Data Analysis and Presentation

The data was analyzed using content analysis and the variables were also measured qualitatively and quantitatively to see if they meet the objectives of the study. Data analysis is a process of discovering useful information with a goal of suggesting conclusions, and supporting decision making, inspecting, cleansing, converting, and exhibiting data (Orodho,2004). In this study, data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received were referenced, coded to facilitate data entry. Descriptive statistics such as frequency tables and percentages for all the quantitative variables and information presented inform of tables and figures.

Qualitative data was analyzed using thematic techniques and data presented in narrative forms. The qualitative data from the open-ended questions was analyzed by the researcher with the aim of measuring emerging characteristics and concepts using conceptual content analysis and presented in text. Feedback from the open - ended questions were grouped into few distinct categories and tallied accordingly. The quantitative data collected was tabulated according to their frequency and percentage were then analyzed accordingly. In content analysis response from different respondents are compared and summarized according to the objective of the study (Mugenda & Mugenda, 2010).

3.9 Ethical Considerations

To recognize and protect the rights of respondents when conducting research, honesty, integrity, diligence and expertise applied. Rights to self-determination, anonymity, confidentiality and informed consent were also observed to render the study ethical. To conduct this study, written permission was obtained from the County Co-operative Commissioner and the Chief Executive Officer Machakos Co-operative Union. Verbal permission was obtained from the Departmental heads. National Commission for Science Technology and Innovation (NACOSTI) permit was also obtained from the government to enable the researcher carry out the research.

3.9.1 Informed Consent

Informed consent was obtained from the respondents who agreed to participate, decline or withdraw from participation in the research at any time without penalty. The respondents were assured that there where be no costs or risks involved in undertaking the research and were informed about the purpose of the study and data collection.

3.9.2 Anonymity and Confidentiality

According to Burns & Grove (1993) respondents were not connected to their responses by the researcher and this is to ensure anonymity and confidentiality throughout the research. Anonymity was assured by detaching the written consent from the questionnaire and not disclosing the employees name on the questionnaire and research report. Confidentiality means that reports was not publicly reported in a way which identifies them. In this research confidentiality was maintained by not revealing the respondent's identities when reporting or publishing the study and by collected data kept in a confidential place.

3.10 Summary

This chapter has described the research methodology of this study. The research design was descriptive research design use to analyze the influence of Conflict management approach on organizational development. The study targeted305 employees of the Coffee Co-operative Union within Machakos County using

systematic sampling. Data was collected by use of semi- structured questionnaire and analyzed using Statistical Package for Social Sciences (SPSS). The results were presented grammatically using figures and tables in order to provide a clear picture at first glance. Qualitative data was analyzed thematically. In the corresponding chapter the research findings, analysis and discussions have been presented in length according to the objectives of the study.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

4.0 Introduction

This chapter analyses the data both qualitatively, quantitatively and goes ahead to present it systematically presenting the findings in relation the objectives. The general objective was to assess the influence of conflict management on organizational development of coffee co-operatives: A case of Machakos Co-operative Union, Kenya.

4.1 Questionnaire Return Rate

A total of 305 respondents were issued with questionnaires to fill, only 300 were returned. This represented a response rate of 98.4%. According to (Kothari, 2010) a response rate of more than 75% is sufficient for conducting a study. The questionnaire return rate is as shown in table 4.1 below.

Table 4.1. Questionnaire Return Rate

Questionnaires	Number returned	Percentage
Returned	300	98.4%
Discarded	5	1.6%
Total	**305**	**100%**

Source: Field Data (2019)

4.2 Demographic Information of the Respondents

This section represents the demographic information of the respondents. In order to understand the demographic information of the respondent, the data regarding age, marital status, job rank, level of education, department and duration of service. This formed a good base for the researcher to sample the experience of the respondent who understand the real situation regarding influence of conflict management on organizational development in Coffee Co-operatives in Kenya.

4.2.1 Gender

The gender of the respondent is an important variable that helps to ensure that the research involves every one. The gender of the respondents is presented in the table and figure below:

Table 4.2 Gender

Gender	Frequency	Percentage
Male	153	51%
Female	147	49%
Total	**300**	**100%**

Source: Field Data (2019)

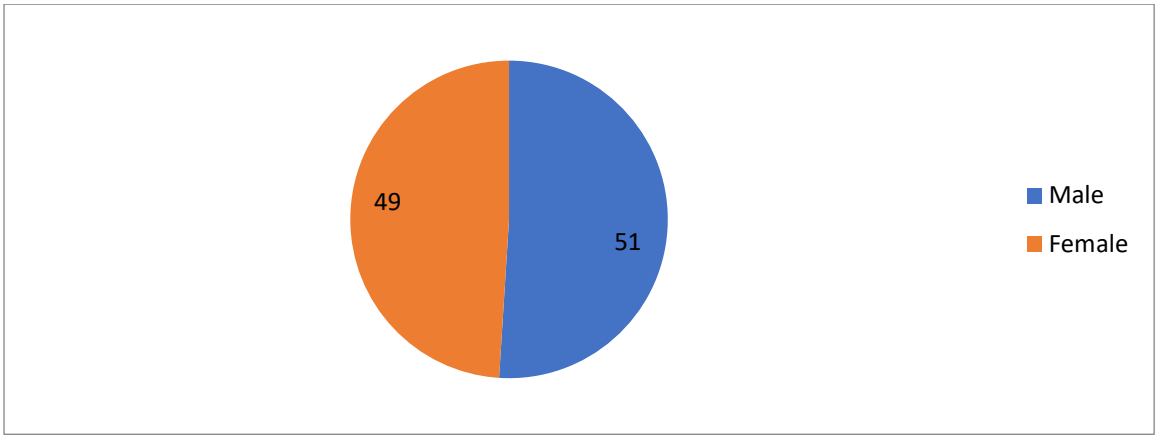


Figure 4.1: Gender of the respondents

Source: Field Data (2019)

The findings presented in table 4.2.1 and figure 4.1 above show that, the population of the respondents was almost equal but that of male being a bit higher at 51% as compared to the females who were at 49%. This was considered an equal representation given that in the company, the population of men is slightly higher as compared to that of women.

4.2.2 Job Rank

The respondents were also asked to indicate the rank they hold at the place of work. It was considered that the higher the rank, the more knowledgeable one was in terms of conflict resolution. The results were tabulated as follows:



Figure 4.2: Distribution of respondents by Rank at place of Work

Source: Field Data (2019)

The figure 4.3 above shows that a majority of those respondents, 50% were at managerial level while another 20% were at non-managerial. The remaining 30% were employees. Therefore, this was considered a sufficient sample to respond to the questions asked to them.

4.2.3 Level of Education

The respondents were also asked to indicate their level of education. It was considered that the higher the academic level, the more one is knowledgeable about issues including the area of study. The results were tabulated as follows:

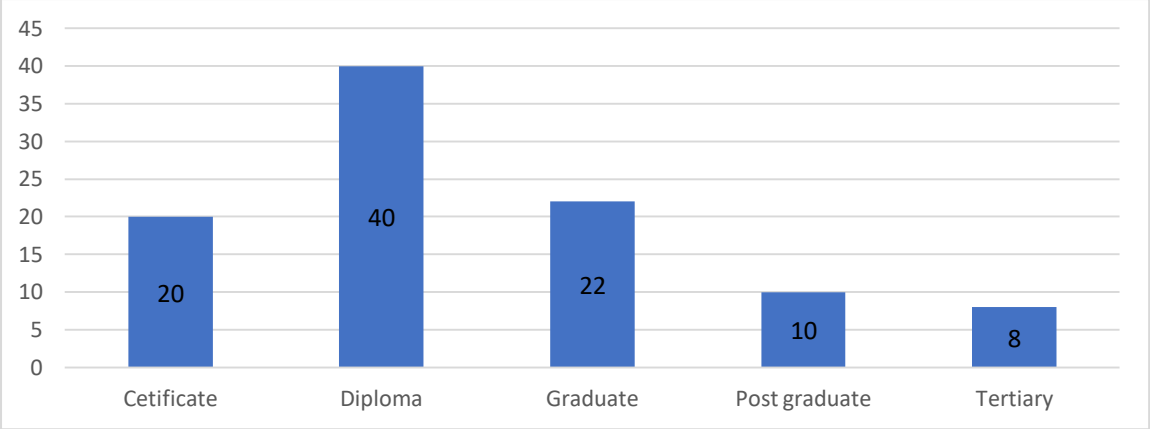


Figure 4.3: Level of education

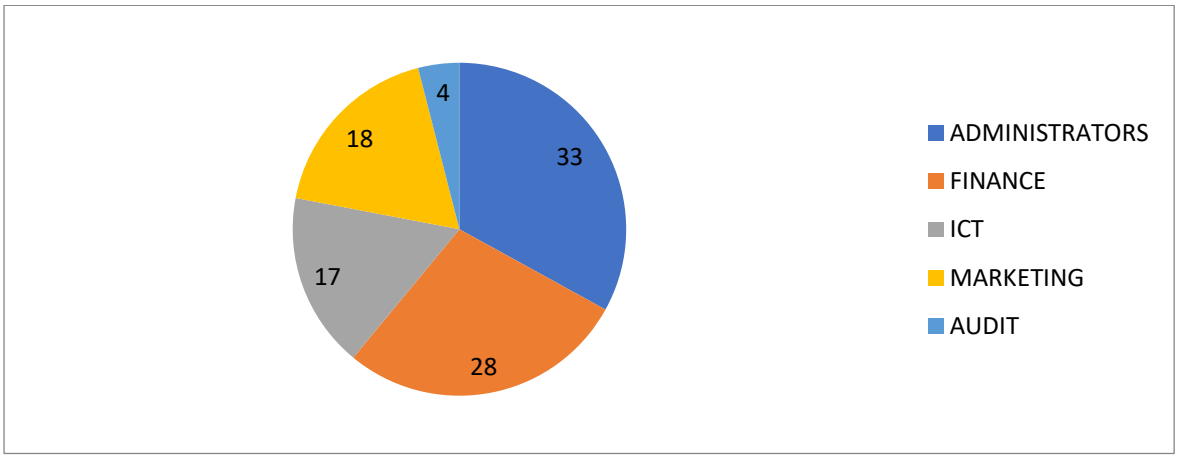
Source: Field Data (2019)

As represented in figure 4.4, respondents who indicated had diplomas were 40%, while 22% were graduates. At the same time, 10% of the respondents indicated that they had post-graduate qualifications while 20% indicated that they had certificates. A paltry 8% indicated that they had tertiary qualifications, which include vocational skills. This sample was considered as appropriate in responding to the issues that this study aimed at soliciting.

4.2.4 Department of Affiliation

This question sought to establish the various departments that the respondents worked in. The intention was to avoid monopolizing one department and at the same time get an overview of the entire organization with its departments. As seen in the table below, the administrators made the highest percentage, at 33% of the sample. They were followed by those who worked in finance at 28%. Others were the ICT department, 17%, marketing department, 18% and audit department, at 4%. This information is presented in the figure 4.5

Figure 4.4: Department that one works in



Source: Field Data (2019)

4.2.5 Length of Service

The respondents were also asked about the length of service. The length of service was considered important to the study because the longer one stays in the service; the more experienced one has pertaining how the organization operates. The results are tabulated in the figure below:

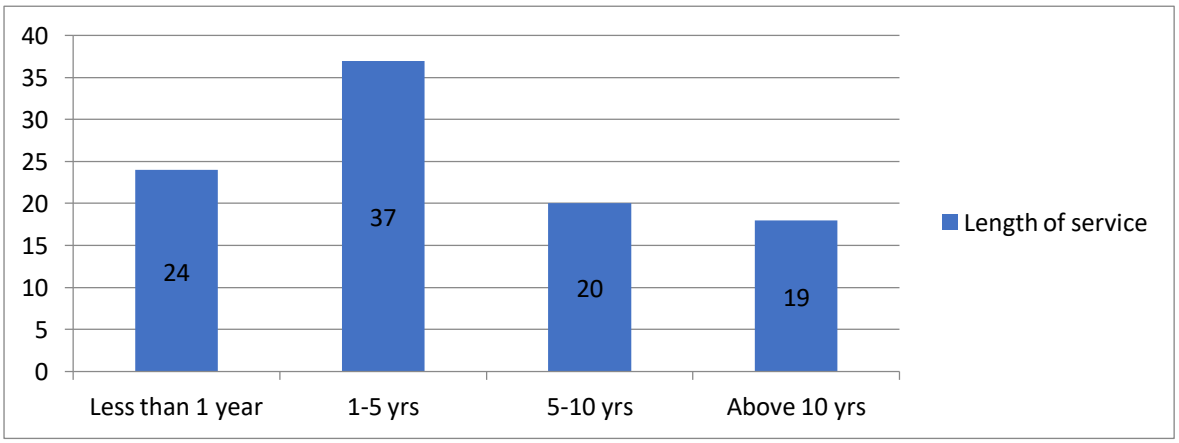


Figure 4.5: Length of service

Source: Field Data (2019)

It is clear from the figure 4.6 above; a majority of the respondents, 37% had been employed between 1-5 years. Another 25% were employed for less than 1 year while another 20% for between 5-10 years. A paltry 19% were employed for a period

exceeding 10 years. This suggested that the sample was competently poised to respond to the issues at hand.

4.3 The Type of Conflict Management Approach Adopted in the Organization

The respondents were asked to indicate the type of conflict resolution method that was used in their organization. This was based on the knowledge that there were conflicts in an organizational setting and as such, there has to be resolution methods. The results were as follows:

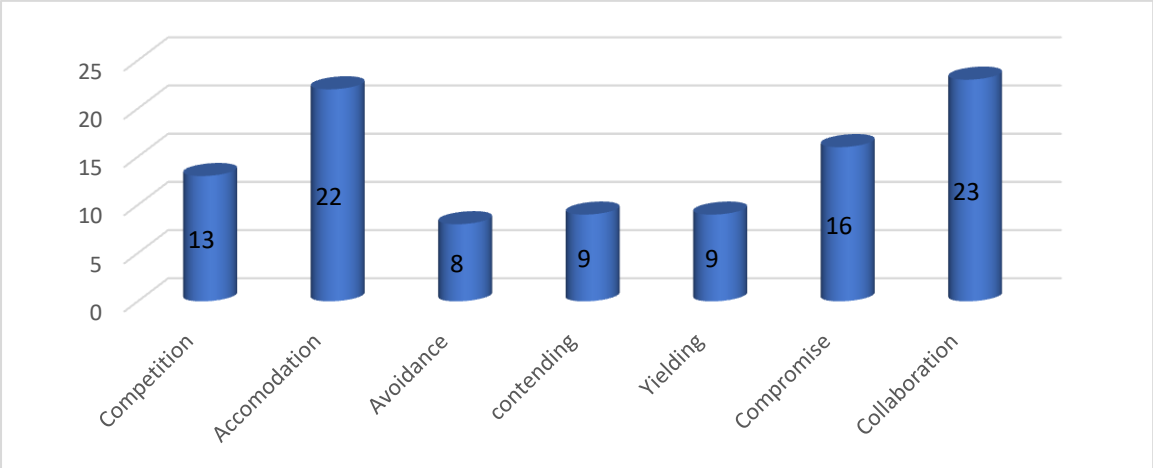


Figure 4.6: Type of conflict management approach

Source: Field Data (2019)

From the figure 4.7 above, it was established that the organization employed a wide range of approaches to resolve conflicts. The most commonly used method as per the responses was accommodation which was at 22%. It was followed by collaboration at 23%. Furthermore, the respondents cited competition as one of the strategies at 13%. The rest were avoidance, at 8%, contending at 9%, yielding at 9% and compromising at 13%. These responses were a clear indication that the organization has conflict resolution mechanisms in place and that it did not utilize only one approach but complimented these approaches. The respondents each explained how these strategies helped in resolving conflicts. The respondents were also asked about whether they let others take responsibility for their problems. This was aimed at assessing how each of the members contributes to a conflict or resolving it. 57% answered in the affirmative

while 42% in the negative and 1% did not respond on the question. This response was an indication that there was mutual awareness of either contributing or avoiding conflicts. Conflict management strategies when used effectively would have adverse effect on organization development (Jeong, 2015). He posits that there is need for inclusion in decision making and through enhanced organization learning and effectiveness. The peace scholar builds on the Kilmann's theory which includes the five conflict management styles by adding two more styles which are the yielding and contending style. The two styles give the opponents a chance to be included in decision making

These strategies were used interchangeably depending on the situation (Zafar,2018). Competition created win lose situation and the parties took a firm stand on what they wanted by use of power drawn position, rank, expertise, or persuasive ability. The strategy was used when making a quick decision in defense, trying to address the situation selfishly or when decision is unpopular. On the other hand, it left people hurt, discontented and angry when decision is not urgent.

Collaborative strategy on the other hand creates win-win situation by trying to meet the need of both parties. They are self-confident, cooperative and acknowledge that everyone is important unlike their competitor ending up to achieving the best solution in an event of unresolved conflicts in the organization to achieve a particular goal.

Similarly, the compromising strategy created a lose-lose situation by looking for a solution that would at least partially satisfy everyone or both parties giving up something (Zafar,2018). The approach was suitable when the cost of conflict is higher than the cost of losing ground, equal strength of adversaries and when there is a forthcoming deadline.

Besides, the accommodating strategy creates a win-win situation by willingness to meet the needs of others at the expense of the person's own needs (Imran,2018). The parties were ready to give in and can be convinced to surrender a position even when it is not warranted and can be assertive but highly cooperative. The approach would be appropriate when it benefits the other party focusing more on peace other than winning. Similarly, it may lead to negative outcome when the other party doesn't pay back and may want to benefit from the issue.

The theory of the Avoidance strategy creates a lose-lose situation and is used to evade conflict by avoiding debateable decisions without hurting the other party. It is used where there are no chances of winning or when someone else is in a better position to solve the issue. However, this is a weak and ineffective approach to adopt as it helps to choose the most appropriate approach depending on the situation at hand (Ali,2018).

Moreover, each conflict approach can help an organization to be more effective and led to organizational development when used in appropriately (Zafar, 2018). The avoidance strategy could resolve personality issues as they allow organization to collect information for decision making although if not well practiced it can lead to escalation of the issue by withholding information and sabotage. In competition the parties may dominate a discussion, ignore others, amplify, attack others, or avoid a decision that is going against them. In Collaboration, the parties may take a lot of time to analyse situations leading to waste of time in making decisions and finding consensus.

Similar to the current study, previous studies have also demonstrated that collaboration and accommodation strategy are key for organizational development and could be used effectively through inclusion in decision making and organization learning and effectiveness. Similarly, the use of descriptive research design was used to assess the conflict management approaches adopted on organization development as well as describe the situation as it was.

4.4 The Influence of the Contending Strategy on Organizational Development

The strategy is normally used when one party focuses on winning and defeating the other party by proving that they are wrong. By winning the opponent proves that they are stronger and they take a lead position. The respondents were asked whether contending strategy has an influence in conflict management. The responses were as follows:

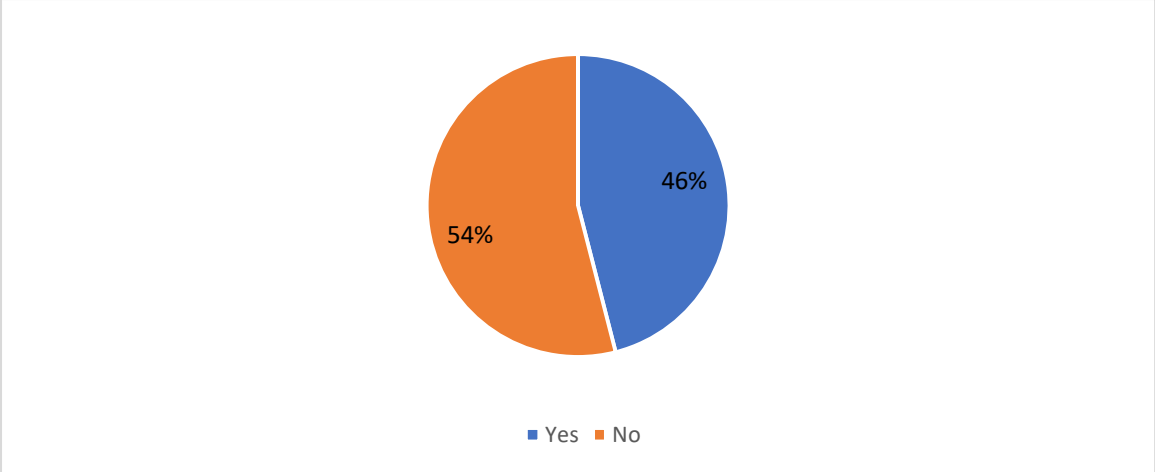


Figure 4.7: Influence of Contending approach

Source: Field Data (2019)

From the figure 4.8 above, a majority of the respondents, 54% indicated that the strategy did not influence conflict management in the organization, while 46% indicated in the affirmative. Asked how, the reasons were varied; 36% stated that it improved production, 20% stated that it enhanced communication, 14% argued that it increased participation in decision making while a partly 1% indicated that it helped in building cooperation and while 29% of the respondents had no preferences.

Those respondents who answered in the negative cited reasons such as it overshadowed others in an organization; made other people unhappy and that it could compound problems in an organization. However, the respondents who answered in the positive cited reasons such as it led to cooperation and good working relations; improved inter personal relations; enhanced good communication and encouraged team building and group bonding in an organization.

On the other hand, the strategies have adverse effect on organizational development and they can either lead to escalation of the conflict if not effectively used (Rahim, 2015). On the contrary if employees are not fully involved in decision making in the organization they may feel that they are not part of the organization goals and these may lead to conflict. Significantly, when they are involved they play a great role in the organizations development.

These findings tallied with those of Akoth (2017) which indicated that 64.4% of the respondents indicated that the negotiation strategy had positive influence on performance appraisal in Stima Sacco. In this research, majority of the respondents observed that the negotiation strategy is the most effective in the organization. The use of intervention through negotiation was supported by 71% of the respondents who believed it is the most effective strategy. Performance appraisal negotiation was seen as the most effective way to improve organizational performance by 55.2%.

4.5 Respondent Opinion on the Effect of The Contending Approach

The study assessed the general perception of the respondents on the effects of contending strategy on organizational development by asking the question "Does the contending strategy influence organizational development?" Some of the responses were as below:

Respondent 10 stated that, "It enhances communication as the managers exercise their power in conflict management" (Respondent 10, male)

Respondent 150 stated that, "It improves production which in turn leads to organization development" (Respondent 150, Female)

Respondent 225 stated that, "It improves working relations as there is cooperation between employees" (Respondent 225, Female)

4.6 Effects of the Yielding Strategy on Organizational Development

The other question that the research sought to find out was whether yielding strategy had an impact on organizational development. This strategy was widely used by organizations where the management assumes that the other person is more powerful and more important than them; by putting gaining of the approval of others well above what they wanted from a particular situation. The findings are tabulated below:

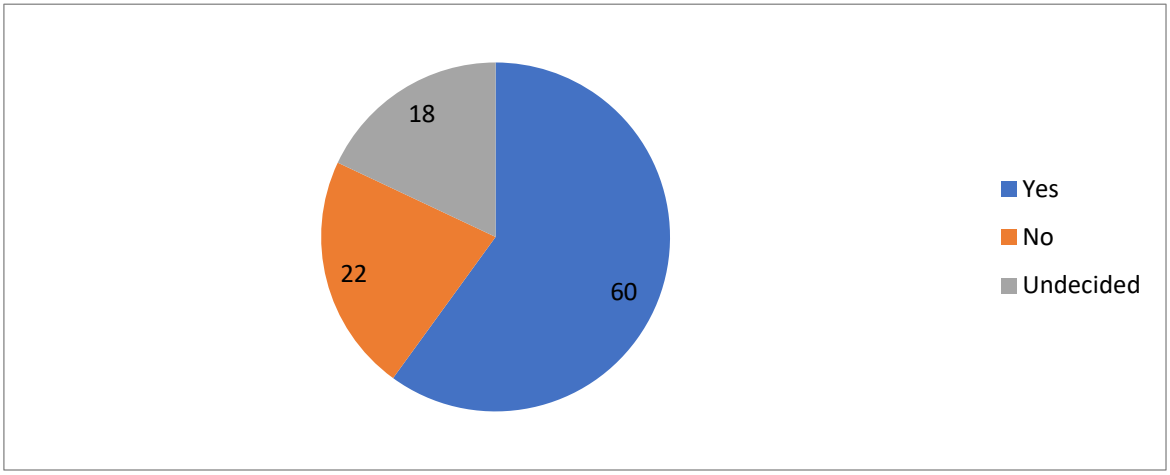


Figure 4.9 Influence of yielding strategy

Source: Field Data (2019)

From the figure 4.9 above, a majority of the respondents, 60% indicated that the strategy influenced organizational development. A few of them, 22% indicated in the negative while 18% were undecided. Those who answered in the affirmative indicted that yielding strategy had the following benefits; it enhanced formal sharing of ideas; promoted team work and inclusion of members; led to growth of an organization; it gave the members a sense of belonging in the organization; promoted peace; ensured a win-win situation in a place of work among members and enhanced communication. Those who disapproved stated that the method is insensitive to the needs of others, it created a belief of entitlement among some employees and it led to conflicts especially when the management sits back and those who were perceived to be aggressive challenged decisions of the organization under the pretext of yielding.

4.6.1 Level the Yielding Strategy can be Used

The respondents gave their opinion on what level the yielding strategy could solve conflicts in an organization, 32% indicated that it could be done at the top

management level, 43% stated that it could be done at the middle level, another 20% indicated that it could be done at the low level while 5% were uncertain. This meant that there was a perception among the employees that conflicts are handled by the management. Significantly the strategy can be used in the different levels of the organization as it helps in inclusion in decision making. Consequently, in the long run it would build relationships and improve organization performance(Jeong,2015).

Table 4.3 Use of the yielding strategy

Level of Management	Frequency	Percentage
Top	96	32 %
Middle	129	43 %
Low	60	20 %
Uncertain	15	5 %
Total	**300**	**100%**

Source: Field Data (2019)

4.6.2 Respondent Opinion on the Influence of the Yielding Strategy Organizational Development.

The study assessed the general perception of the respondents on the influence of the yielding approach on and organizational development by asking the question "Does the yielding strategy influences organizational development?"

Respondent 55 specified that, "It enhances production and quality in the organization". (Respondent 55, male)

Respondent 30 stated that, "It helps in development of strong governance structure as each and every member opinion is considered in decision making". (Respondent 30, female)

Respondent 2 stated that, "It encourages cooperation and team work in the organization". (Respondent 2, Male)

4.7 Summary

The researcher analyzed the data using conceptual content analysis both quantitatively and qualitatively focusing on conflict management and organizational development in Coffee Cooperatives in Machakos County. The findings clearly showed that the Collaboration strategy was used, followed closely by the accommodation style of conflict management affecting organization development. It was found out that, some parties tried to dominate during decision making through the use of the contending strategy which indicate that the organization focused on winning while the use of the yielding strategy presented that there was inclusion of all parties in conflict management. Equally, it was found out that inclusion in decision making, organization learning and effectiveness were very key for conflict management and organizational development to take place. The summary conclusion and recommendation according to the objective of the study are presented in the next chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter serves as the concluding chapter of the study. The chapter has three main components. First it gives a summary of the main findings of the research, secondly conclusions are derived from the findings and thirdly general recommendations are made in regard to effect of conflict management approach and organizational development in coffee cooperatives. The last part is suggestions on other studies.

5.1 Summary of the Main Findings

In regard to the objective of the study, the study was aimed at examining the influence of conflict management approach on organizational development of coffee co-operatives. The research was guided by the following objectives: To identify the adopted conflict management strategy on Organizational Development in Machakos Co-operative Union; To establish the influence of contending strategy on organizational development in Machakos Co-operative Union and to determine the effect of yielding strategy on organizational development in Machakos Co-operative Union.

In regard to the conflict strategy in Machakos Cooperative Union, it was reported that the organization has in place a conflict management strategy which combines Yielding, Accommodation, Collaborating, and Contending depending on the circumstances at hand. The approach was applied depending on the situation at hand; for example, in cases where the management did not want confrontations with the stakeholders, they adopted the Accommodation and collaborating strategy; however, in cases where there was need for involvement of the stakeholders on particular issues, they adopted the contending strategy. In fact, studies on conflict state that these strategies are not mutually exclusive; rather they are circumstantial and depend on the issue at hand.

Regarding the effect of yielding and contending approach on organizational development, it was also found that the organization employs all of them. As a result, it has led to improved performance since it has created a sense of belonging to its members by enhancing amicable solution to issues that arise at the work place. This resultant effect of the strategy has been a cornerstone in enhancing organizational development in the Union since all the stakeholders are engaged in an endless effort to minimize and resolve conflicts that occur in the organization from time to time.

From the findings, it was noted that conflict is a human phenomenon which is part and parcel of human interaction. Based on the first objective on the conflict management strategies response showed that collaboration at 23% followed by accommodation at 22%, Furthermore, the respondents cited competition as one of the strategies at 13% and compromise at 13%. The rest were contending at 9%, yielding at 9% and avoidance, at 8%. Therefore, the response clearly shows that any organization that seeks to meet its goals needs to entrench strong conflict resolution mechanisms in order to thrive. The mechanisms are unique to particular situations; for example, some situations may not be appropriate to use contending strategy because it may lead to escalation of the conflict; at the same time, avoidance may not work when there is a crisis and a solution is needed. Based on the second objective, the conflict management approach also emanated from the perception of the same by the subjects, on how the strategy affects conflict management, 36% stated that it improved production, 20% stated that it enhanced communication, 14% argued that it increased participation in decision making while a partly 1% indicated that it helped in building cooperation and while 29% of the respondents had no preferences. Equally, this shows that it has adverse effects on organizational development and can affect its performance and production. Based on the third objective on the level the yielding strategy affects organizations 32% of the respondents indicated that it could be done at the top management level, 43% stated that it could be done at the middle level, 20% indicated that it could be done at the low level while 5% were uncertain. The response shows that it does not just stop with the management; everyone is involved in the conflict resolution. Since a majority of the conflicts do affect the lower cadre levels, who happen to be the majority, they are proactive in curbing conflicts at individual and also at group level. They also have a mandate to cooperate with the administration in order to ensure that the strategies come to fruition.

5.2 Conclusion

From the above findings the study concludes that indeed, conflict management approach plays a great role on organization development in cooperatives. The Cooperative Union has the potential to improve its performance which has been declining over the years through adopting the right conflict management approach.

This can be achieved through organizational learning and effectiveness at different levels and more so on organizational conflict management. Encouraging participation in decision making is also key as it will either reduce or increase the escalation of the conflict affecting the growth of the Cooperative Union and in the long-run the organization development.

The aim of conflict management is to accomplish the ideal level of conflicts in an organization on which the level of organizational performance is at the highest. Conflict management has a strategic advantage for an organization as it improves production, retention and decision making. Finally, all these advantages are positive pointers to an organizational performance.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made:

1. Based on the first objective, the organization should adopt an inclusive conflict management approach that would help in organizational development as conflicts are inevitable in the organization.
2. Based on the second objective, there is need for employee involvement in decision making and organization learning. This will help in adoption of the principles of conflict management, raising grievances, understand their role in peace building and conflict resolution especially during orientation.
3. Based on the third objective, organizations need to have specific teams which are tasked with the mandate of conflict management; these teams should be well constituted and they should represent the diversity of the specific organization.

4. Based on the overall objective of the study, more research is done on the uniqueness of strategies of conflict resolution so as it can be easier to make decisions based on empirical evidence.

5.4 Suggestions for Further Studies

The researcher recommends the following areas as possible research topics for future research on conflict management and organizational development.

1. Given that the current study was limited in relation to data there is need to conduct further research using either the same research design or a different one in other parts of Machakos County and other areas in the country. This could help in comparison and generalization of the findings as well as getting a clear picture and understanding of the subject.
2. There is need for further research in order to identify effects of the adopted conflict management approach on organizational development.
3. The researcher suggests the need to carry out a study on the challenges of the adopted conflict management approach faced in the cooperatives.

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APPENDICES

Appendix 1: Introduction Letter

Peter Elizabeth Nzilani

P.O Box 358,

Machakos

Dear Sir/Madam,

RE: DATA COLLECTION IN YOUR ORGANIZATION

I humbly request to carry out an academic research in your organization.

I am a student at St. Paul's University Pursuing Masters in Development Studies (MDS) researching on the ***Influence of conflict management approach on Organizational development in coffee co-operatives in Kenya*** as a partial fulfilment on my studies at the University.

The responses will be treated with confidentiality as part of the ethical considerations to be observed and will be purely used for academic purpose.

The final response will be provided to the organization on request.

Yours Sincerely,

Peter Elizabeth Nzilani

Appendix 2: QUESTIONNAIRE

Dear Respondent

Kindly answer all the questions to the best of your knowledge. All the data collected in this research were treated with utmost confidentiality. The questionnaire was used as an instrument to collect and analyze data on the influence of Conflict management approach on organizational development in coffee cooperatives.

SECTION A: BIOGRAPHICAL DATA

1.0 Details of respondents…

1.1 The gender distribution(Tick)

- Male
- Female
- Other

……

1.2 Job rank(Tick)

- Managerial team
- Non-Managerial team
- Employees

1.3 Level of Education(Tick)

- Certificate
- Diploma
- Graduate
- Postgraduate
- Tertiary

1.4 Which Department are you working in? (Tick)

- Administration
- Finance
- Internal Audit
- ICT

- Co-operative education

1.5 How long have you worked for the Organization? (Tick)

- Less than 1 year
- 1-5 years
- 5-10 years
- Above 10 years

1.6 What kind of conflict exists at the organization level?

- Interpersonal conflict
- Intrapersonal conflict
- Intergroup conflict
- Intra group conflict

SECTI0N B: CONFLICT MANAGEMENT APPROACH

2.0 CONFLICT MANAGEMENT APPROACH

This section contains indicators of Conflict management approach in Machakos Co-operative union. Kindly tick the appropriate box using a tick (√) or cross mark (x)

2.1 Do you agree with the Conflict management approaches used in your organization?

Conflict management strategies	Strongly agree	agree	I don't know	disagree	Strongly disagree
The organization has effective conflict management strategies					
Integrations strategy contributes to efficiency and organization development.					
Compromise strategy plays a great role in conflict management.					
Accommodation strategy gives opinion to both parties to solve their issues out.					
Avoidance strategy may lead to unresolved conflict.					
Confrontation strategy helps in solving intra organization conflict.					
Yielding strategy is very key in conflict management					
Contending strategy is the most appropriate approach for conflict management					

2.2 Do you let others take responsibility of their problems?

- Yes
- No

If yes, how

…….

2.3 Conflict management approaches are often used in your organization. State the one that directly influences conflict management in your organization.

- Competition
- Accommodation

- Collaboration
- Compromise
- Avoidance
- Contending
- Yielding

3.0 CONTENDING CONFLICT MANAGEMENT APPROACH

This section contains indicators of contending approach on organization development participation in Machakos Co-operative union.

Kindly tick the appropriate box using a tick (√) or cross mark (x)

3.1 Are you in agreement or disagreement with each of the indicators of contending conflict management approach on organizational development?

Participation in Decision Making	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Conflict management influences production and thus organization development.					
Co-operation is a clear indicator of organization development					
Communications enhances organization development.					
Participation in decision making contributes to organization development.					
Organization development can be measured by participation in decision making.					

3.2 The contending approach has adverse effect on conflict management in organization.

- Yes
- No

If yes which ones?

……

3.3 What are the effects of the contending approach in regard to solving conflict in your organization?

- Improves production

- Enhances communication
- Participation in decision making
- Builds co-operation

4.0 YIELDING CONFLICT MANAGEMENT APPROACH

This section contains indicators of the yielding conflict management approach on organization development in Machakos Co-operative union. Kindly tick the appropriate box using a tick (√) or cross mark (x)

4.1 Are you in agreement or disagreement with each of the indicators of yielding approach on organization development?

Indicator	Strongly agree	agree	I don't know	Strongly disagree	Disagree
Defined structures contribute to organizational development					
Skills enhancement is used to overcome Conflict in the Union					
Structural support plays great role in organization development					
Organization learning and effectiveness plays great role in organization development					

4.2 The yielding strategy influence organization development in organizations today.

- Yes
- No

Explain……
…

4.3 At what level can the yielding strategy solve conflict in an organization?

- Top level management

- Middle level management
- Low level management

5.0 ORGANIZATIONAL DEVELOPMENT

This section contains indicators of organizational development in Machakos Co-operative union. Kindly tick the appropriate box using a tick (√) or cross mark (x)

5.1 What is your opinion of the type of conflict management approach used on organization development?

Style	Strongly agree	Agree	Neutral	Strongly Disagree	Disagree
A clear vision in the Cooperative leads to organization development.					
Comprehensive strategic planning helps in conflict management and organization development.					
Effective organization structure helps in conflict management and development.					
Strong governance structure leads to organization development.					
There is equal pay for equal work done					
Well-developed organization development.					
Strong leadership and human resource capacity enhances conflict management					

5.2 Does conflict management influence organization development?

- YES
- NO

If yes explain how? ……

5.3 What are the common effects of the adopted conflict management on organization development in your organization?

- Clear vision
- Comprehensive strategic planning

- Organization structure
- Strong governance
- Equal pay
- Well-developed leadership capacity
- Efficient human resource

Appendix 3: **Interview Schedule for Key Respondents**

This questionnaire below is divided into 2 sections. Kindly answer all questions that are applicable to your situation. The filling of the questionnaire is expected to take you a few minutes to complete.

SECTION A: General Information

Name of Interviewer

_____

Research Site _____Date of Interview _____

Name of Respondent (optional) _____

Occupation _____

Gender _____

Marital Status _____

SECTION B

1. What is the conflict management approach used in your organization?

   _____

2. What are the types of conflict that generally exist in your organization?

   _____

   _____

3. Do you think conflict management strategies affect organization development? Yes/No_____

   (If yes explain how?) _____

4. Explain how low production and decrease in performance is affected by conflict management_____

5. Is there a link between conflict management and organizational performance? Explain_____

   _____

6. What are the most common causes of conflict management in your organization?

   _____

   _____

7. In general, how does the use of conflict management approach increase organizational development in organizations?

   _____

   _____

8. What can be done to reduce conflict in your organization?

_____

_____

Appendix 5: Krejcie& Morgan Table for Determining Sample Size

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*