INFLUENCE OF CONFLICT MANAGEMENT STYLES ON ORGANIZATIONAL PERFORMANCE: A CASE OF JUMUIA RESORTS

BY

Innocent Ignatius Okello

Dissertation submitted in partial fulfillment of the requirements for the award of a Master of Business Administration and Management (MBA) from St. Paul's University.

May 2018

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Supervisors: Dr. Hellen Mugambi

Dr. Jane Gakenia

May 2018

DECLARATION

This dissertation is my own work. It does not contain any material that has been submitted to any institution of learning for any academic award.

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Word Count: 19, 670

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DEDICATION

This dissertation is dedicated to my beloved wife Japuonj Caroline Agiso Okello, daughter Shirley Eunice Achieng Okello and son Gerald Gad Otieno who inspired me to achieve my academic potential to the dot. This dissertation is also dedicated to my brother, Adrian Otieno Ouko, for his endless inspirational support.

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God bless you all.

LIST OF ABBREVIATIONS & ACRONYMS

CBD	Central Business District.
H. E	His Excellency.
HR	Human Resource.
IEBC	Independent Electoral and Boundaries Commission.
IDPs	Internally Displaced Persons.
NACOSTI	National Council for Science, Technology and Innovation.
NCCK	National Council of Churches of Kenya.
Rt. Hon.	Right Honorable.
SPSS	Statistical Package for Social Sciences.
Rev.	Reverend.
USA	United States of America.

TABLE OF CONTENTS

DECLARATION ..... **i**
DEDICATION ..... **ii**
ACKNOWLEDGEMENTS ..... **iii**
LIST OF ABBREVIATIONS& ACRONYMS ..... **iv**
TABLE OF CONTENTS ..... **v**
LIST OF FIGURES ..... **vii**
LIST OF TABLES ..... **viii**
ABSTRACT ..... **ix**
CHAPTER ONE **1**
INTRODUCTION **1**
1.1 Introduction 1
1.2 Background of the Study 1
1.3 Statement of the Problem 8
1.4 Objectives of the Study 9
1.5 Research Questions 9
1.6 Significance of the Study 10
1.7 Scope of the Study 10
1.8 Assumptions of the Study 10
1.9 Limitations of the Study **10**
OPERATIONAL DEFINITION OF KEY TERMS **12**
CHAPTER TWO **13**
LITERATURE REVIEW **13**
2.1 Introduction 13
2.2 Theoretical Review 13
2.3 Empirical Review 19
2.4 Knowledge Gaps 27
2.5 Conceptual Framework 28
CHAPTER THREE **31**
RESEARCH METHODOLOGY **31**
3.1 Introduction 31

3.2 Research Design 31
3.3 Population of the Study 31
3.4 Data Collection 32
3.5 Data Analysis and Presentation of Findings 34
3.6 Ethical Considerations 36
CHAPTER FOUR 38
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS 38
4.1 Introduction 38
4.2 Questionnaire Response Rate 38
4.3 Respondents' Demographic Information 39
4.4 Descriptive Analysis 42
4.5 Inferential Analysis 50
CHAPTER FIVE 53
SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDIES. 53
5.1 Introduction 53
5.2 Summary of Findings 53
5.3 Conclusion 55
5.4 Recommendations 57
5.5 Suggestions for Further Studies 57
REFERENCE 58
APPENDIX I: LETTER OF INTRODUCTION 64
APPENDIX II: QUESTIONNAIRE 66
APPENDIX III: DATA COLLECTION APPROVAL LETTER 72
APPENDIX IV: RESEARCH CLEARANCE PERMIT 73
APPENDIX V: AUTHORIZATION BY EDUCATION COMMISSIONER 74
APPENDIX VI: TIME SCHEDULE 75

LIST OF FIGURES

Figure 2.1: Dual Concern Model 17
Figure 2.2: SERVQUAL Model 19
Figure 2.3: Conceptual Framework 30
Figure 4.1: Questionnaires Response Rate 38
Figure 4.2: Category of the Respondents 40
Figure 4.3: Age of the Respondents 40

LIST OF TABLES

Table 2.1: Summary of Literature Review 27
Table 3.2: Reliability Test Result 33
Table 3.3: Operationalization of Variables 36
Table 4.1: Gender of the Respondents 39
Table 4.2: Academic Qualifications 41
Table 4.3: Tenure of the Respondents at Jumuia Resorts 42
Table 4.4: Descriptive Analysis on Organizational Performance 43
Table 4.5: Descriptive Analysis on Avoidance Style of Conflict Management 45
Table 4.6: Descriptive Analysis on Accommodating Style of Conflict Management 46
Table 4.7: Descriptive Analysis on Competing Style of Conflict Management 47
Table 4.8: Descriptive Analysis on Collaborating Style of Conflict Management 49
Table 4.9: Model Summary 50
Table 4.10: ANOVA 51
Table 4.11: Regression Coefficients 52

ABSTRACT

This study examined the influence of conflict management styles on organizational performance. The general objective of the study was to examine the influence of conflict management styles on organizational performance. The specific objectives included; to determine the influence of avoidance conflict management style on organizational performance at Jumuia Resorts, to establish the influence of accommodating conflict management style on organizational performance at Jumuia Resorts, to determine the influence of competing conflict management style on organizational performance at Jumuia Resorts, and to establish the influence of collaborating conflict management style on organizational performance at Jumuia Resorts. To achieve the study's objectives, descriptive survey design was adopted by the researcher. The target population was 116 employees of the organizations at Limuru and Nairobi. Census method was used to collect primary data through structured and semi-structured questionnaires which were pilot-tested in order to identify and modify questions that would not be clearly understood by the respondents. The study received 96 questionnaires, which corresponded to a response rate of 83%. The researcher used SPSS to generate descriptive statistics so as to give an idea where various key values such as mean and standard deviation lied. Descriptive statistics was used to explore and identify patterns of the data. It was also used to describe what the data showed. Presentation of data was done by using frequency distribution tables, pie charts and bar charts for ease of understanding and interpretation. Regression analysis confirmed statistically significant relationships among the variables. Regression analysis results were used to interprete data and to draw conclusions based on evidence and reasoning. The study revealed that accommodating style of conflict management had the highest influence on organizational performance. The study recommended that the management of Jumuia Resorts should take bold step on trainings on conflict management styles to have a better knowledge of managing conflict at an optimal level so as to enhance organizational performance. Efforts should be made by the management to organize seminars for all employees on the styles of conflict management. Based on the findings, the study concluded that there is a statistically significant relationship between conflict management styles and organizational performance at the Resorts. Further research should be done to understand various conflict management styles adopted by other firms and their influence on organizational performance.

CHAPTER ONE
INTRODUCTION

1.1 Introduction

This study entails ways of overcoming conflict interactions in organizations with a view to enhance organizational performance. Conflicts as a natural and inevitable aspect of human interaction may cause functional or dysfunctional consequences according to the management styles adopted in an organization (Tjosvold, 2008). Appropriate styles of conflict management are therefore extremely important for organizational performance. This chapter highlights organizational performance and conflict management styles in a general perspective before narrowing down to the hospitality industry and Jumuia Resorts.

1.2 Background of the Study

An organization refers to an entity with a number of individuals who pursue common goals (Phillips and Gully, 2013). This makes an understanding of the concept of organizational performance very important. Organizational performance consists of the outcomes realized by an organization compared to its intended outcomes. It is the ability of an organization to fulfill its mission through persistent dedication to achieving its intended outcomes. Why some organizations fail while others succeed is a major concern (Ongori, Iravo and Munene, 2013). This concern generates the need to examine the influence of conflict management styles on organizational performance. According to Copley (2008), conflict management styles play a major function in the level of organizational performance.

Conflict management styles refer to the ways through which individuals handle conflict interactions (Rahim, 2011). Conflict management strategies are grouped under five major responsive conflict management styles, and each of these styles influences managers' behaviors and organizational performance (Kinnander, 2011). Various conflict management styles involve a coopereative approach, whereas other conflict management styles involve a competitive approach. Each and every individual has at least one conflict management style that they tend to use in most cases. These styles of conflict management are not mutually exclusive, and therefore, a blend of multiple styles can be applied in combination. These styles of conflict management include avoidance, accommodating, competing and collaborating styles (Farhangi, 2008).

The kind of relationship among individuals depends on the styles of managing conflict interactions. The employees' attitudes towards performing their duties depend on the kind of relationship in an organization. Conflict management styles determine the manner in which the employees express their interests within an organization (Kinnander, 2011). Abnormal organizational behavior may be developed by the employees as a result of application of inappropriate conflict management styles by the supervisors and managers. These styles of conflict management can lead to absenteeism, mental and physical exhaustions among employees of an organization (Mansoor, Fida, Nasir and Ahmad, 2011). This may eventually negatively influence organizational performance.

1.2.1 Conflict Management Styles

Conflict management styles refer to an individuals' natural inclination towards a particular way of handling conflict. According to Shih and Susanto (2010), conflict management styles refer to the preference of ways of handling conflict which is developed over an individual's lifetime based on a complicated blend of genetics, family background and personal philosophy. Conflict management styles can also be defined as patterned responses of individuals in the management of conflict interactions in an organization (Kinnander, 2011). Application of appropriate style of conflict management is necessary for ensuring that conflict is maintained at a functional level in an organization. Conflict being a natural and inevitable phenomenon, it can hardly be entirely eliminated. Moreover, a certain level of conflict is necessary in an organization (Robbins and Jude, 2013).

Applying accurate styles of conflict management by managers leads to development of organizations and creation of job satisfaction among staff (Behfar, Peterson, Mannix and Trochim, 2008). This determines the level of employees' commitment to achieve an organization's goals, hence the achievement of ultimate organizational performance. There are five styles of conflict management based on the level of assertiveness and cooperativeness used by managers when attempting to deal with conflict (Graham, 2009). Conflict management styles can also be viewed in terms of who wins and who loses in conflict situations. The choice of an appropriate style of conflict management is important for managing conflict and improving relationship of individuals in an organization (Huczynski and Buchanan, 2013); (Brusko, 2010).

The managers and supervisors need to understand and apply appropriate conflict management styles in order to form strong relationship with subordinates in an organization (Huan and Yazdanifard, 2012). Applying appropriate conflict management styles often results in desirable organizational outcomes such as effective management of time, enhanced team spirit and good use of resources towards achievement of goals of an organization (Huan and Yazdanifard, 2012). However, application of inappropriate conflict management styles attract negative organizational behaviour including employees involvement in strikes and picketing, destruction of properties, loss of lives of individuals and poor performance in general. The managers and supervisors should therefore be keen enough to apply appropriate conflict management styles in their organizations in the management of this inevitable phenomenon.

According to Lussier (2010), avoidance style of conflict management refers to being neither assertive nor cooperative, and it is commonly used by individuals who are emotionally upset by the tensions and frustrations of conflict. Avoidance conflict management style involves low concern for both oneself and others. Individuals under this category tend to have unconcerned attitude by refusing to acknowledge the existence of an issue. This style of conflict management should be used when the issues are trivial. Avoidance style of conflict management results in lose-lose outcomes (Robbins and Judge, 2013). Avoidance style of conflict management is often applied when the cost of handling the conflict is high and the probability of winning is low, thereby necessitating the parties in the conflict interaction to withdraw (Saduman, 2010).

Accommodating style of conflict management refers to the style in which the people are not assertive but are cooperative. This style of conflict management involves one party in the conflict interaction appeasing the other (Robbins and Judge, 2013). Accommodating style of conflict management is characterized by an individual's low concern for own interest and high concern for the others' interests. Accommodators emphasize on commonalities to satisfy the concerns of the other parties. Accommodating style may be useful when people acknowledge that they are wrong and want to demonstrate reasonableness (Chung-Yan and Moeller, 2010). The indicator of this style is self-sacrifice associated with lose-win outcomes. This style of conflict management is concerned basically with giving in to others (Robbins and Judge, 2013).

According to Saduman (2010), this style of conflict management ensures that there is minimal conflict and improved organizational performance.

Competing style of conflict management refers to a win-lose orientation and a desire to achieve one's own ends at the expense of someone else's (Hughes, Ginnett and Curphy, 2009). Individuals involved in conflict interaction are highly assertive but not cooperative. Competing style of conflict management reflects a desire to meet an individual's own needs while ignoring the needs of the other individuals. This style of conflict management may be appropriate when unfavourable action by the other party is detrimental to an individual. However, it may lead to stalemate when both parties are equally powerful. Competing style reflects a high concern for self and low concern for others, thereby yielding win-lose outcomes or forcing behaviour (Robbins and Judge, 2013). According to Fiore (2009), competing style of conflict management involves an individual standing up for own rights and ignoring the requirements and expectations of the others.

Collaborating style of conflict management refers to an approach of solving problems that requires the integration of each party's concerns (Hughes *et al.*, 2009). It is a reflection of an attempt to fully satisfy both parties in a conflict interaction. Individuals are highly assertive and highly cooperative. Collaborating style of conflict management denotes high concern for one's own interest and high concern for the interest of the others as well. This style of conflict management has an element of openness and examination of the differences to reach a solution acceptable to both individuals. This often leads to win-win outcomes. Individuals in the conflict interaction are jointly concerned and search on the issues in order to reach a mutual and acceptable solution (Robbins and Judge, 2013).

1.2.2 Organizational Performance

Organizational performance is the ability of an organization to achieve various outcomes in the context of its goals and objectives; it reflects the productivity of members of an organization in terms of generation of revenue, expansion, development and growth (Kehinde, Jegede and Akinlabi, 2012). Organizational performance can also be viewed as the output which is actually realized by an organization compared to its intended output. Feedback on organizational

performance is of essence because it can be used by managers to adjust policies and other modes of operations of an organization (Wadongo, Odhuno, Kambona and Othuon, 2010).

According to Patrick (2008), there is no particular measure or criterion that adequately reflects performance of an organization. To be able to measure and quantify organizational performance, the researcher was interested in subjective and abstract concepts such as service quality and innovation. Service quality refers to the level at which the services of an organization fulfills the expectations of the customers (Al-Ababneh, 2017). It denotes the level of match between expected and actual services provided by an organization in terms of the perceived inferiority or superiority of the services. According to Palmer (2008), there is a clear connection between improving service quality and organizational performance. This has also been been confirmed by Lee, To and Yu (2009) who conducted a survey on service organizations and established that service quality has significant influence on organizational performance.

The researcher relied on the service quality to measure organizational performance of Jumuia Resorts. This was done by assessing the service quality dimensions delivered by the organizations including physical quality and interactive quality. Physical service quality was assessed to find out how it relates to the tangible aspects of the services such as the condition of physical facilities and the amenities in the organizations. Interactive service quality was assessed through the interactive nature and level of technology adapted by the organizations. This includes automated services such as automatic slide and swing gate, automated room temperature control devices and high-speed wi-fi, among others.

Innovation refers to the introduction and development of new and useful ideas by individuals that generate value in an organization (Bledow, Frese, Anderson, Erez and Farr, 2009). It is concerned with doing the usual things in a unique or different way. Innovativeness involves the production and implementation of creative ideas (Zhou and Shalley, 2008). Lawrence (2010) also confirms that innovation involves employees of organizations introducing and developing new products or new processes of production. This enables the employees to carry out their operations in a better way so as to improve on organizational performance.

An organization that embraces innovativeness performs better than an organization that does not embrace innovativeness. This has been confirmed by Therrien, Doloreux and Chamberlin (2011) in the study on Canadian service sector, which established that innovation has a significant influence on organizational performance. Various styles of conflict management promote innovativeness among individuals in an organization, while other styles of conflict management prevent innovativeness among individuals. Hence the researcher used innovation to measure organizational performance by assessing the employees' innovativeness through their preference of doing the regular things in different ways and motivation to develop solutions to problems.

1.2.3 Conflict Management Styles within the Hospitality Industry

Organizations within the hospitality industry experience higher level of conflicts compared to organizations in other industries since the working environment has a number of distinctive characteristics that are potential antecendents of conflict interactions (Gibson and Callisler, 2010). These distinguished features being that; the hotel businesses are time sensitive in the sense that the offered products and services cannot be stockpiled. Hotel businesses are labor-intensive with a high level of workforce diversity (Karatepe and Oludag, 2008). Hotel management is dynamic such that operation changes continuously and adapts to new technological innovation and management style (Gibson and Callisler, 2010). Conflict is therefore likely to be experienced more in hotel industries from time to time.

Conflict in hotels can be viewed as a disaccord, disagreement, discrepancy and divergence between employees, departments, employees - guests, and guests - guests (Karatepe, 2011). Conflict management in hotels can be defined as a process of using and implementing information, technique, skill and experiment in accordance with existing circumstances to help in resolving the issue (Cullota, 2009). Many factors like interpersonal interaction, relations, attitudes, personalities, organizational structure and system play key roles in the emergence of conflict (Tjosvold, 2008). Other factors that may contribute to any conflict include differences in gender, nationality, age, educational background and position of authority among individuals.

Lack of proper communication among the individuals and departments can also generate conflict in the the Resorts, and the frequency of conflict occurance is higher during the "high season"

period (Tjosvold, 2008). According to Hempel, Zhang and Tjosvold (2009), the conflict may end in either positive outcomes such as diminishing monotony, timely intervention, noticing and anticipating a problem and being prepared for the future, or negative outcomes such as productivity slowdown, labor losses and customer/guest complaints. Overall, conflict in the Resorts is normal, diverse of opinions is good and the process of managing conflict is equally important (Tjosvold, 2008). How an organization copes with conflict is an important factor for organizational performance (Karatepe and Oludag, 2008). It is therefore necessary to manage conflicts at an optimal level so that they may not adversely affect an organization's activities.

1.2.4 Jumuia Resorts, Kenya

Jumuia Resorts in Kenya contribute to significant market segment of the economy. Fully owned by the NCCK, the resort chain operates in Christian values in a number of branches in Kenya including; Jumuia Conference and Beach Resort Mombasa, Jumuia Guesthouse Kisumu, Jumuia Guesthouse Nakuru, Ol-Lerai Meeting Boma Nairobi, and Jumuia Conference and Country Home Limuru. Jumuia Resort is a leading Christian Resort chain in Kenya that offers world class hospitality services while greatly focusing on customer satisfaction. The ideal locations of the resorts offer both business and holiday destinations for either the business traveller, the family getaway, a meeting and conferencing destination or simply a weekend getaway. The Resorts provided conferencing facilities to Council groups and other groups in the run up to independence (National Council of Churches of Kenya, 2013).

Jumuia Conference and Country Home, Limuru has been a center of Christian leadership training and venue for important reconciliatory meetings between various civil, political and religious leaders. To date, it is an ideal venue for management conferences, executive retreats and strategy sessions as well as weddings (National Council of Churches of Kenya, 2013). Located at the fourth floor of the NCCK Building, Jumuia Place Nairobi Conference Center, also called Ol-Lerai the Meeting Boma, works in coalition with Nairobi Sarova Stanley Hotel. It is a modern hospitality facility that is convenient for conferencing, corporate breakfast meetings, board meetings, luncheons and coktails (National Council of Churches of Kenya, 2013).

Organizations have diverse workforce comprising of various interdependent and competent personalities and therefore the possibility of occurrence of conflicts is very high. According to

George and Jones (2011), diversity refers to the difference among people in terms of capabilities, socio-economic background, religion, ethnicity, age, gender and race. Availability of workplace diversity necessitates focusing on the dissimilarities of individuals within an organization's place of work. This is because a properly managed diverse workforce can facilitate creativity and increased productivity. Workers within hotels are involved in frequent contact with customers since they deal with many orders from them. The front line employees emphasize on face-to-face interaction with guests and are required to respond to them promptly. This may generate conflict situations which should be handled using correct conflict management styles.

1.3 Statement of the Problem

Organizational performance drastically and substantially declines due to escalation of conflicts associated with inappropriate styles of conflict management (Yuan, 2010). Conflicts often occur at the Resorts, especially at the kitchen and restaurant interface. As a result, a high rate of employee turnover has been observed. A number of employees voluntarily opt out to render their services to the competitors. This is evidenced by the outcomes of an exit interview conducted by the researcher prior to undertaking this study. Out of the ten employees who were interviewed, six confirmed that they voluntarily terminated their services due to inappropriate style of conflict management. The researcher also consulted the HR offices in Limuru and Nairobi for records of the separated employees to determine how many left during the previous quarter of the year, and the findings were 2.5% and 2.1% respectively.

It becomes costly as trained, qualified, experienced and motivated employees terminate their services because of recruitment and training expenses associated with hiring new staff (Choi and Duncan, 2009). This adversely influences organizational performance. Subsequently, the relative innovativeness and service quality are in decline. To avoid such pitfalls, conflicts should be managed at an optimal level, at which the extent of organizational performance is the highest. The success of an organization depends on its ability to manage conflicts. Conflicts interfere with smooth and normal functioning of the organizations. Managers spend 25 to 60% of their time dealing with conflict of employees (Cloke and Goldsmith, 2011). This drastically reduces the average working hours per week and adversely influences the overall performance.

Conflicts should be maintained at an optimal level. This requires the managers to identify and apply appropriate styles of conflict management based on diverse situations. This study examined the influence of conflict management styles on organizational performance at Jumuia Resorts. In Kenya, a few studies have been undertaken examining the influence of conflict management styles on organizational performance in various learning and banking institutions. styles on primary schools performance, Gilgil, Kenya, and Wangari (2013), Effects of conflict These include, among others, Wachira (2011), Influence of head teachers conflict management management strategies on organizational performance of commercial banks in Kenya. However, there are contextual and methodological gaps corresponding to the where and how the previous researches have been done, and this study filled these gaps in knowledge.

1.4 Objectives of the Study

1.4.1 General Objective

To examine the influence of conflict management styles on organizational performance.

1.4.2 Specific objectives

i. To determine the influence of avoidance style of conflict management on organizational performance at Jumuia Resorts.
ii. To establish the influence of accommodating style of conflict management on organizational performance at Jumuia Resorts.
iii. To determine the influence of competing style of conflict management on organizational performance at Jumuia Resorts.
iv. To establish the influence of collaborating style of conflict management on organizational performance at Jumuia Resorts.

1.5 Research Questions

i. How does avoidance style of conflict management influence organizational performance at Jumuia Resorts?
ii. In what way does accommodating style of conflict management influence organizational performance at Jumuia Resorts?

iii. How does competing style of conflict management influence organizational performance at Jumuia Resorts?
iv. In what ways does collaborating style of conflict management influence organizational performance at Jumuia Resorts?

1.6 Significance of the Study

The findings of the study broaden the knowledge base of studies examining the influence of conflict management styles on organizational performance, and serve as reference point for future studies on the same area. The findings of the study provide the employees of Jumuia Resorts with an insight of appropriate conflict management styles in relation to various conflict situations, and this in turn enables them to enhance organizational performance. A better understanding of conflict management styles enables managers of various organizations to make the best possible decision when faced with conflict. The findings of the study are also helpful to the government in developing and implementing policies in the hospitality industry.

1.7 Scope of the Study

The study was limited to Jumuia Resorts located at Limuru and Nairobi in Kenya. These organizations have a diverse workforce comprising of one hundred and sixteen individuals. Practical considerations such as ease of access of information, convenient geographical location and infrastructure justified identification of the organizations among other organizations within the hospitality industry as cases to study.

1.8 Assumptions of the Study

i. The influence of conflict management styles on organizational performance was acknowledged by the management of Jumuia Resorts.
ii. Application of appropriate conflict management styles leads to desirable organizational performance.
iii. All respondents were honest and truthful in completing the questionnaire administered to them.

1.9 Limitations of the Study

Some respondents were curious about the purpose of the study and were initially hesitant to spend their time to participate in the study. The researcher mitigated this limitation by presenting an introduction letter obtained from the University to the respective respondents in order to allay any suspicion. Similarly, the researcher presented copies of research permit from the NACOSTI, and authorization letters from the Counties' Commissioners and Directors of Education to confirm that the study was purely for academic purpose. This generated the respondents' confidence to disclose the information sought which enabled generalization of the findings.

OPERATIONAL DEFINITION OF KEY TERMS

Conflict	All kinds of antagonistic interaction (Armstrong, 2009). Conflict arises when there is incompatibility of ideas, opinions or interests among individuals in an organization.
Conflict management style	A person's basic orientation or inclination towards conflict management (Shih and Susanto, 2010). Every individual has at least one style of conflict management that they use quite often.
Innovativeness	The introduction and development of new and useful ideas that generate value in an organization (Bledow, Frese, Anderson, Erez and Farr, 2009).
Organizational performance	The ability of an organization to fulfill its mission through persistent dedication to achieving its intended outcomes. It reflects the productivity of members of an organization (Kehinde, Jegede and Akinlabi, 2012).
Service quality	The level at which a given service meets or surpasses the expectations of the customers. It is the overall impression as regards the superiority or inferiority of the services provided by an organization (Al-Ababneh, 2017).

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with scholarly work related to conflict management styles and their influence on organizational performance using available literature from studies related to the study topic. The chapter covers theories and a model applicable in the management of organizational conflict. Empirical studies are hereby highlighted for gaining an in-depth understanding of the area of study. A conceptual framework upon which the research was based is illustrated to show the relationship between the dependent and independent variables.

2.2 Theoretical Review

According to Mugenda and Mugenda (2008), theoretical review comprises of a collection of existing theories from literature which underpin conceptual framework and subsequently inform the problem statement by providing basic concepts and foundational knowledge. Theories help in explaining the relationship among given variables of study. Through theoretical literature, the researcher was able to clearly see the variables and to select appropriate research design for addressing the problem under investigation. This research was anchored on two unique character modelling theories including social interdependence theory and attribution theory. The theories increased the researcher's awareness of interconnections and a broader significance of the data.

2.2.1 Social Interdependence Theory

Proposed by Deutsch (1949), this theory states that social interdependence exists when the achievement of a person's objectives is influenced by the actions of other people in an organization (Johnson and Johnson, 2008). The premise of this theory is that the way in which the goals are structured determines how individuals interact, which in turn creates outcomes. There are two main types of social interdependence. Positive social interdependence occurs when the actions of individuals promote the achievement of their goals, whereas negative social interdependence occurs when the actions of people prevent the accomplishment of the goals of others. Positive social interdependence takes place when there is a positive association among individuals. Individuals concerned perceive that they can only achieve their goals if the other individuals with whom they are cooperatively associated succeed to achieve their goals.

Positive social interdependence promotes interaction by facilitating and encouraging each other's efforts to complete various duties (Johnson and Johnson, 2008). On the other hand, negative social interdependence happens where there is a negative association among individuals' goals achievement. Oppositional interaction takes place when there is negative social interdependence among individuals. As a result, individuals tend to discourage and prevent each other from completing tasks (Johnson and Johnson, 2008). The achievement of an organization's goals depends on the achievement of the goals of others. Social interdependence plays a major role in the achievement of organizational outcomes. Kose, Sahin, Ergun and Gezer (2010) identify the advantages of social interdependence among individuals within an organization as being an effort to achieve the intended goals, positive relationships and social support among others.

The researcher found social interdependence theory to be relevant in the research study because an appreciation of this theory would enable employees of an organization to understand that cooperation rather than competition results in more positive relationship. This in turn leads to achievement of good organizational performance. Social interdependence theory suggests that, even though conflicts are part of social interrelationships, they can be destructive or constructive depending on whether they arise within a cooperative or competitive environment (Johnson and Johnson, 2008).

The resorts environment is both competitive and cooperative due to the high level of interdependence between individuals and departments. The nature of work flows causes social interdependence in the organizations. The timeframe requirements for coordination are so minimal compared with other organizations, hence the resorts' workplace is very competitive. Goal interdependence is illustrated by the Chief Chef's concern about the service quality, while operations staff members are concerned about innovativeness. Each resorts' department endeavors to achieve its goals while competing for scarce resources. This often leads to conflicts. A cooperative relationship in an organization contributes to an increase in employees' motivation and maintenance of conflict at optimal level, hence improved organizational performance (Johnson and Johnson, 2008). This study was therefore guided by social interdependence theory.

2.2.2 Goal Setting Theory

Proposed by Locke and Latham (1990), goal setting theory is based on simple observations that conscious human behavious is purposeful and is regulated by an individual's goals. The bottom line of this theory is that goals motivate individuals thereby increasing the quality and quantity of their performance (Newtrom, 2011). Setting of goals can be very effective in increasing motivation and mobilizing efforts (Greenberg, 2011). It helps individuals think about what should be accomplished, and subsequently helps them develop strategies for the goals achievement.

There is a relationship between goals and employees performance (Newtrom, 2011). Goals should therefore be set carefully. Human beings possess the capacity to reason and the power to conceptualize goals as well as to set long range purposes (Locke and Latham, 2013). Thus, people are able to discover what is beneficial to their welfare, and are able to choose the means of attaining these goals, and finally decide to act on the basis of these judgements. The goals help individuals to direct attention and allocation to what they need to accomplish. Goal setting theory helps people to develop strategies for goals achievement and helps them to continue exerting the effort required to accomplish them (Vandegrift and Matusitz, 2011).

According to (DuBrin, 2012), goal setting theory highlights the positive relationship between goals and performance. It provides that performance in organizations is enhanced when goals are specific and challenging. Goals should be specific, measurable, attainable, realistic and time bound. Specific and difficult goals were found to lead to better performance than vague or easy goals (Newtrom, 2011). This theory was applicable in the study because an appreciation of the the theory provides individuals with a major source of motivation to actually reach the intended goal. Jumuia Resorts' managers should therefore set goals that are difficult enough to motivate but not too difficult to demotivate. The goals should be created through a participative process since people who play part in setting goals are most likely to be committed to accomplishing those goals, hence enhanced organizational performance. This study was therefore guided by goal setting theory.

2.2.3 Dual Concern Model

Devised by Thomas and Kilmann (1974), the dual concern model assumes that conflict management styles are based on two underlying dimensions; assertiveness and cooperativeness. The model describes a person's concern for themselves with the problem as well as concern for others in relationships. Assertiveness refers to the level of motivation of individuals to achieve their own goals; whereas cooperativeness represents the willingness of the individual to enable the other parties in conflict interactions to achieve their goals (Mujtaba and McCartney, 2010). The dual concern model identifies five styles of conflict management including avoiding, accommodating, competing, collaborating and compromising styles.

This model was important in the study because the researcher found out that it helps people to be able to see that there are a number of ways of responding to conflict situations. It is worth noting that there is no best way of managing conflicts, and that each situation determines the best method of managing conflicts. The dual concern model also shows that even though individuals may have a predisposition that is more comfortable with a particular method of managing conflict, it can be used in combination or alternation with other styles in order to balance the predisposition (Robbins and Judge, 2013). This would lead to successful management of the conflict in an organization. Conflict management styles refer to an individual's preferred responses or natural inclinations when faced with conflict (Shih and Susanto, 2010).

People in organizations generally respond differently to various conflict situations. By assessing a person's own conflict management styles, a person can be able to develop greater control of how to respond to a particular conflict situation (Robbins and Judge, 2013). Similarly, by assessing the conflict management styles of other people, a person can be able to determine appropriate interventions when faced with conflict (Mujtaba and McCartney, 2010). The dual concern model also shows that besides thinking about conflict management styles in terms of the level of cooperativeness and assertiveness, a person can also think about conflict management styles by asking the question who will win and who will lose.

The answer to this combination of questions is either party in conflict interaction winning or losing (Mujtaba and McCartney, 2010). In this case, people who are less concerned with their

own interests as well as the interests of others are said to be in a loss-loss interaction. Similarly, individuals who are primarily concerned with their interests and show little concern for other parties are said to be in win-lose interaction. Those who show high concern for their interests and low concern for others' interests are in a loss-win interaction, whereas people who show high concern for their interests and high concern for others' interests portray a win-win dimension of interaction. The Dual Concern Model illustrates conflict management styles as shown in Figure 2.1.

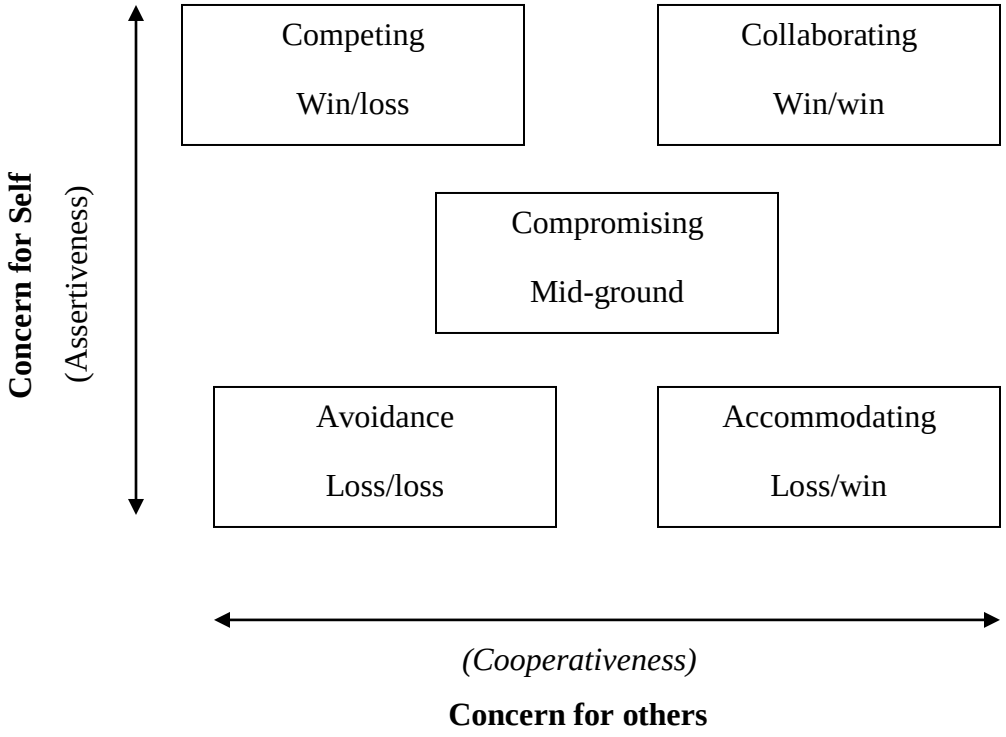


Figure 2.1: Dual Concern Model.

Source: Thomas and Kilmann (1974).

2.2.4 SERQUAL Model

Devised by Parasuraman, Zeithalm and Berry (1988), the servqual model is about giving the managers the tools to improve service quality (Tyagi and Gupta, 2008). The model shows the link between the different activities which are vital for delivering service quality. These links or gaps when closed lead to improved service quality (Treblanche and Boshoff, 2010). This model is based on five gaps with the consumer gap (Gap 5) as the most important (Zeithaml, Bitner and

Gremler, 2009). The consumer gap refers to the gap between the customers' expectations and perceptions of the services (Treblanche and Boshoff, 2010). Understanding the consumer gap is important for improving service quality in an organization. However, it cannot be closed without closing the other gaps (Tyagi and Gupta, 2008). Closing gaps 1 to 4 are important for closing Gap 5 (Zeithaml, *et. al.*, 2009).

Gaps 1 - 4 are called internal gaps since they take place in the organizations that provide the services (Tyagi and Gupta, 2008). Consumer expectation-management perception gap, also called Gap 1, occurs when there is a mismatch between the customers' expectation and the way the managers perceive this expectation (Zeithaml, *et. al.*, 2009). The management does not always have a clear understanding of the customers' expectations (Tyagi and Gupta, 2008). This may be because of lack of communication between them. Management perception-service quality gap, or Gap 2, is the gap due to the difference between customers' expectations and the standards established by the organization that might be enough to meet the customers' expectations of the service (Zeithaml, *et. al.*, 2009). These standards are considered inappropriate if they do not reflect expectations of the customers, which leads to the customers perceiving the quality of the services as inadequate (Tyagi and Gupta, 2008).

Service quality specifications-service delivery gap, or Gap 3, is the gap between the service quality standards and the delivery itself, which can result in services being inadequate because they are dependent on employees who may be poorly trained (Zeithaml, *et. al.*, 2009). Service delivery-external communications gap, or Gap 4, occurs due to the difference between what the service provider promises and the actual service received by the customers (Tyagi and Gupta, 2008). It important not to promise what cannot be delivered. Expected service-perceived service gap, Gap 5, is the difference between the services expected by the customers and the services they perceive (Zeithaml, *et. al.*, 2009). Customers have expetations based on past experience. The customer perception is the subjective evaluation of the actual service at the time of the service (Tyagi and Gupta, 2008). The servqual model illustrates gaps in service quality as shown in Figure 2.2.

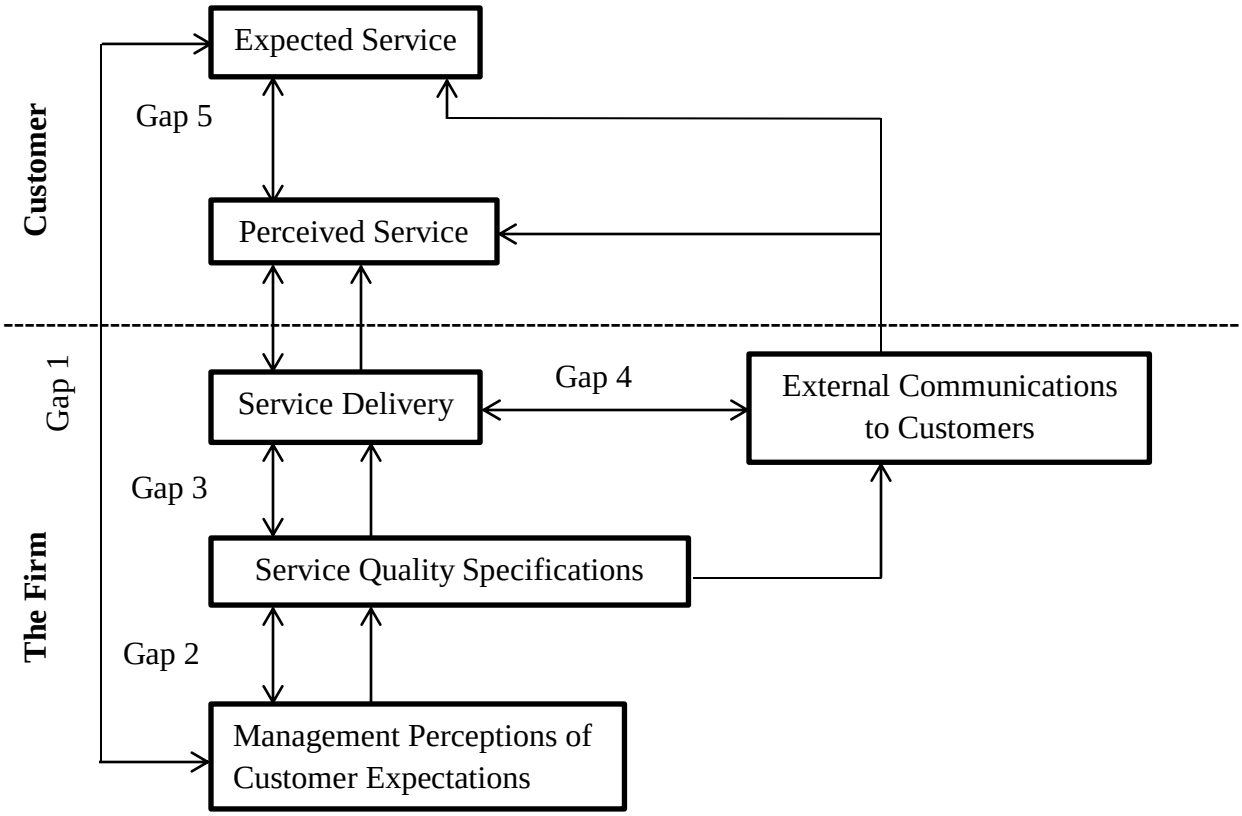


Figure 2.2: SERVQUAL Model.

Source: Parasuraman, Berry and Zeithalm (1988).

2.3 Empirical Review

This section focuses on a number of studies that have been previously done on conflict management styles, examining their influence on organizational performance. This furnished the researcher with new ideas, hence was able to identify the knowledge gaps. The more the researcher knew about the perspectives related to the study topic, the more convenient and easier it became to address the research problem. According to Thomas and Kilmann (1974), conflict management styles include avoiding, accommodating, competing, collaborating and compromising styles.

2.3.1 Organizational Performance

Organizational performance refers to the ability of an organization to attain its goals and objectives by using resources in efficient and effective ways (Adler, 2008). It identifies organizational strengths and areas of immediate improvements. Organizational performance depends on individuals performance. In order to improve organizational performance, managers should be able to use objectives that are tangible, measurable and verifiable (Cole, 2008). Organizational performance can be judged by various perspectives resulting into a number of different interpretations. Each of these perspectives of organizational performance can be regarded as unique (Adler, 2008).

Organizational performance promotes organizational awareness and leverages resources for value creation. Moreover, the potential success of a business depends on its organizational performance, which is its ability to achieve institutional objectives (Randeere and AlYouha, 2009). Organizational performance provides a custom step by step roadmap for transforming the way an organization operates. Organizational performance depends on its employees, who form the team that works toward achieving the goals of the organization. Organizational performance consists of several variables including business model effectiveness, efficiency and outcomes (Boyatsiz and Ratti, 2009). The success or failure of an organization depends on these variables.

Organization performance has been the most important issue for every organization within the hospitality industry. This makes it important for managers of Jumuia Resorts to identify the factors which influence organizational performance in order for them to take appropriate steps to initiate them. There is no consistent measurement of organizational performance. Organizational performance can be measured using financial and nonfinancial parameters from both objective and subjective perspectives. Objective metrics include financial measures such as return on assets, return on investment and profit growth (Boyatsiz and Ratti, 2009). Besides financial indicators as an evaluation of organizational performance, other measures include job satisfaction, organizational commitment and employee turnover (Randeere and AlYouha, 2009). The managers should therefore apply a balanced score card toolkit to quantify the factors that matter in the Resorts management to keep the organizations progress on track.

A study conducted by Winschnevsky, Daniel and Damanpour (2008) focusing on an empirical evaluation of organizational performance found that adoption of a balanced score card seeks to increase organizational performance, aligning the organization with the environment demands of quality public services. Organizational performance managemenent tackles ambiguous nature of organizational goals. Many organizations are staffed by diverse groups of professionals who may have very different views about appropriate organizational objectives. The study further found out that these conflicts of goals and personnel can complicate coordination of activities of individuals and teams thereby harming organizational performance. The survey was administered to a sensus of the 139 individuals, with a response rate of 98%. Questionnaires were used for data collection. Both descriptive and inferential techniques were used to analyse the data. Presentation of data was done using tables, pie-charts, histograms and bar graphs.

2.3.2 Avoidance Style of Conflict Management and Organizational Performance

Avoidance style describes individuals who have low level of concern for themselves and low level of concern for others' interests; one party passively withdraws from the problem or actively suppresses the issue (Robbins and Judge, 2013). It is being low in assertiveness and low in cooperativeness. The individuals harbor issues and stay away from conflict while. Such individuals tend to withdraw from the conflict situation or decide to remain neutral. Some of the tactics of avoiders include a show of lack of interest by not speaking, ignoring the other person or bring up more issues that have nothing to do with the conflict at hand, and an attempt to change the topic and pay attention to something other than the conflict (Rahim, 2011).

Avoiding style prevents issues from being aired such that it becomes difficult to address issues, and so there is the possibility of the issues resurfacing in the future. Avoiders exhibit low level of activeness and disclosure. According to Lussier (2010), avoidance is being neither assertive nor cooperative and is commonly used by people who are emotionally upset by the tensions and frustrations of conflict. However, avoiding style can be perceived as a temporary conflict management strategy since individuals involved tend to ignore and withdraw from the conflict, thereby neither satisfying their own needs nor the needs of others.

According to Lussier (2010), avoidance can certainly work as a short-term solution but it can neither solve nor eliminate the conflict. Avoiding conflicts prevents issues from being aired and therefore makes it becomes difficult to address them. Avoiders try to postpone the conflict or put it off indefinitely. This style of conflict management is often used when the potential consequences of confronting the other party seem to outweigh the benefit of resolving the conflict (Rahim, 2011). Avoidance, like any other style of conflict management, is a good practice, but it can also yield unfavourable results. Application of this style of conflict management depends on the situation at hand.

A study conducted by George, Miroga and Omweri (2013) focusing on the Effects of Organizational Conflict Management Strategies on Employees Job Satisfaction; a case of Nzoia Sugar Company, found out that even though Nzoia Sugar Company Limited used a number of strategies of conflict management, avoiding style had more positive effects, as compared to the other styles of conflict management which were found to have moderate effect on organizational performance through employees' job satisfaction. This is because it involves suppressing the real differences while focusing on the other people's view point of the situation.

The study further found out that the main factors which determine a person's choice of a particular conflict management style include the nature of conflict encountered and the significance of the issue at hand. The target population of the study was 3726 employees of Nzoia Sugar Company Limited, with a sample size of 400 employees of the organization. Data collection used in the study included structured and semi-structured questionnaires and interview techniques. Both descriptive and inferential techniques were used to analyse the data. Presentation of data was done using tables, pie-charts, histograms and bar graphs.

2.3.3 Accommodating Style of Conflict Management and Organisational Performance

Accommodating style of conflict management is characterized by an individual's low concern for own interest and high concern for the interests of others. Accommodating style of conflict management enables other people to realize their concerns as the accommodators give little attention to their own concerns. The goal of accommodating is "lose-win." Accommodators feel that the other individuals should win even if that means that they have to be the losers. People

who use the accommodating style use passive behavior (Verderber, Verderber and Sellnow, 2011).

This style of conflict management is often useful in improving shaky relationships. Accommodators are flexible and are willing to change their position at the expense of the other individuals' demands. The level of assertiveness of accommodators is generally low and they are not actively after the issues. Rather, they are concerned with retaining good relationship with others. Accommodating style involves one party in the conflict appeasing the other, and it is characterized by a person's low concern for own interests and high concerns for the other individuals' interests. This style of conflict management is preferred when the conflicting issue is perceived to be more important for other party than for oneself (Robbins and Judge, 2013).

In the study, 'Effect of Conflict Management Methods used by Secondary Head Teachers', Lagat (2009) found a significant positive correlation between accommodating style of conflict management and organizational performance of public secondary schools in Nandi County. Descriptive survey research design was used in the study. Questionnaire and interview schedules were used to collect primary data from a target population of 456 respondents. Stratified probability sampling of 14 schools obtained 90 teachers from the sampled schools. Descriptive statistics was used to analyze the data. The outcome of the study was that 70% of the respondents said that schools which do not experience conflict, performed very well in all activities. This confirms that when the management of an organization is conversant with appropriate conflict management styles and apply them accordingly, they will experience less conflict and perform well in other area as well, and vice versa.

2.3.4 Competing Style of Conflict Management and Organizational Performance

According to Lussier (2010), competing style of conflict management is marked by a primary emphasis on satisfying the party's own concerns while disregarding other people's concerns. An individual who uses this style of conflict management tries to win up the other person. As such, the conflict often escalates to the point of shouting, insulting and even causing physical harm to people. This style of conflict management is also characterized by an aggressive behaviour in an attempt to solve the conflict (Robbins and Judge, 2013). Also called dominating style, this style

of conflict management involves the use of authorities and threats by one party in order to intimidate the other party. Competing style of conflict management leaves hard feelings since individuals dislike having other people's views being imposed on them (Fiore, 2009). It is the most confrontational style of managing conflicts. This leads to fear of the other party in conflict interactions.

The parties who adopt competing style of conflict management make their demands apparent, while hiding their true motives (Verderber, *et al.,* 2011). They actively pursue personal goals, doing all it takes to achieve them. Competitors are rigid and use all means possible to compel other individuals in order to satisfy their own concerns. Competing style of conflict management is demonstrated by individuals trying to get others to go along with them by virtue of superior power. Individuals who use this style of managing conflict have no interest to preserve future relationship. Competing conflict management style emerges when a person gives more importance to his rights and less importance to the rights of others. This style of conflict management may also be considered appropriate when conflict issue becomes more important than the relationship (Rahim, 2011).

Because one party is trying to dominate the other, this conflict management style can contribute to escalation of conflict and the loser may try to retaliate (Verderber, *et al.*, 2011). This leads to a cycle of struggle among the parties concerned over who has to win and who has to lose in the conflict interaction. The most assertive individuals who are least cooperative may well be limited only by some greater power such as social taboo or law (Al-Shourah, 2015). Ethical dilemma is likely to occur in this type of conflict management strategy as one of the parties could find it difficult to act in a way that helps the organization or others as it goes against his or her principles and interests (Prause and Mujtaba, 2015).

In the study, 'Influence of Head teachers Conflict Management Styles on Teachers' Job Satisfaction in Primary Schools, Gilgil, Kenya', Wachira (2011) found out that competing has a strong negative bearing on teachers' satisfaction and performance. The study sought to find out whether teachers' job satisfaction is influenced by the conflict management styles employed by the head teachers. This was done in a total of 28 primary schools in the region. Stratified sampling method was used to select the 22 respondents. Analysis of data was done using

descriptive statistics and the presentation of the data was done using pie-charts, bar graphs, frequency distribution and relative tables.

The findings were that the teachers reported lower levels of satisfaction when the head teachers used competing style of conflict management in the organizations. Competing style of conflict management disheartens individuals and drives their commitment to the opposite direction. The level of satisfaction of the individuals becomes down and the organizational performance is adversely affected. This suggests that dissatisfied teachers contribute to lower organizational performance. This has been confirmed by (Phillips and Gully, 2013) who noted that competing conflict management style focuses on satisfying the party's own concerns while disregarding the other parties' concerns.

2.3.5 Collaborating Style of Conflict Management and Organizational Performance

Collaborating style of conflict management employs high concern for one's own interest and at the same time a high concern for the other parties also. This conflict management style focuses on problem solving and an attempt to reach the desired outcome for both the parties who encounter conflicts (Phillips and Gully, 2013). Because individuals employing collaborating style of conflict management exhibit high concern for both own needs and others' needs, they lay out their concerns and figure out how to address them to ensure it works for both of them. Individuals who are inclined to this style of conflict management are also moderate to high disclosure. The parties in collaboration focus on the issues and interests of those involved rather than on personalities (Phillips and Gully, 2013).

The parties in collaboration are problem minded rather than solution minded and therefore both of them are concerned with searching out the issues that separate them (Chung-Yan and Moeller, 2010). This style of conflict management leads to the mutual solutions agreeable to all parties involved in conflict interaction. The parties concerned openly and frankly attend to the issues. The parties in collaboration try to understand other parties' point of view and recognize that the others' needs and interests are as important as their own needs and interests. When people face a great deal of conflict in an organization, relying on collaboration style can increase the amount of stress and anxiety people experience (Chung-Yan and Moeller, 2010).

A study conducted by Wangari (2013) on the effects of conflict management strategies on organizational performance of commercial banks in Kenya determined the challenges of organizational performance due to various conflict management styles adopted by the commercial banks. The target population of the study comprised of 43 commercial banks. Descriptive research design was used in the study. Primary data was collected using structured and semi-structured questionnaires, and analysis of data was done using descriptive statistical techniques such as percentages and frequencies. Presentation of the data was done using pie-charts, bar graphs, frequency distribution and relative tables. The findings of the study were that commercial banks used avoiding and collaboration styles more than other strategies in managing conflicts.

Table 2.1: Summary of Literature Review

Study	Study Topic	Theory & Methodology	Findings	Gaps
Muindi (2016)	Influence of conflict management styles on organizational perfomance.	Guided by the interaction theory of conflict. Descriptive survey was done using questionnaires distributed to 18 principles and 3 teachers.	Collaborating style of conflict management was rated the least for solving conflict and improving performance.	Methodological and contextual
Wachira (2011)	Influence of conflict management styles on organizational performance.	Based on Herzberg two-factor theory of need fulfillment. Survey research design, using questionnaires for data collection. Descriptive statistics used for data analysis.	Apart from avoiding style of conflict management, the other four are widely used in varying frequencies.	Contextual
Wangari (2013)	Effects of conflict management strategies on organizational performance.	Anchored on no theory. Descriptive research design survey of 43 banks in Kenya using questionnaires to collect data. Descriptive statistics used for analysis.	Commercial banks prefer to use avoiding and collaborating style of conflict management.	Theoretical and contextual
Lagat (2009)	Effects of conflict management methods on performance.	Anchored on group conflict process theory. Descriptive survey of 456 teachers based on stratified probability sampling. Questionnaires and interview used to collect data.	Conflict management strategies positively affect organizational performance.	Methodological and contextual

Source: Author (2018).

2.4 Knowledge Gaps

As evidenced in Table 2.1, the literature reviewed focused on the influence of conflict management styles on organizational performance under various circumstances, most of which

were conducted in educational and banking institutions rather than in the hospitality industry. However, the review ascertained that the empirical studies conducted within the institutions were not comprehensive. None of these studies concentrated on the environment under which the application of these styles is effective within the hospitality industry to address organizational performance associated with escalation of conflicts; and this study filled that contextual gap in knowledge.

It is necessary for the management of organizations to be aggressive in adopting styles that effectively manage conflicts in order to provide a good environment for good performance and to reduce the labour turnover rates associated with escalating conflicts. Moreover, the knowledge of conflict management styles should be rooted in social interdependence theory and goal-setting theory, which is not evident in the reviewed empirical studies. This is because attribution theory is founded on behavior modeling, which contributes to achievement of good organizational performance, and the bottom line of goal-setting theory is that goals motivate individuals thereby increasing the quality and quantity of their performance. This study therefore sought to bridge this theoretical gap in knowledge in order to remedy the present dilemma by focusing on the vital role of conflict management styles on organizational performance at Jumuia Resorts in Nairobi and Limuru.

2.5 Conceptual Framework

A conceptual framework refers to a diagrammatical representation that shows the relationship between dependent variable and independent variables (Young, 2009). The conceptual framework for the study shows organizational performance as a dependent variable whose indicators are innovation and service quality. The independent variables conceptualized in the study are the conflict management styles including avoidance style, accommodating style, competing style, and collaborating style. A conceptual framework is a flow chart that exhibits the relationship of variables in a diagrammatic scheme and shows the direction to which the influence between the independent and dependent variables flows. In this case, the independent variables influence the dependent variable.

A dependent variable refers to the variable which is being observed or measured with respect to the changes that are assumed to be caused by the changes made in the independent variable (Mugenda and Mugenda, 2008). A conceptual framework identifies the relationships between the dependent variable and the independent variables within the model under study (Mugenda and Mugenda, 2008). A conceptual framework provides a schematic presentation of the relationship between the variables under investigation (Ravitch and Riggan, 2012). Organizational performance was perceived by the researcher to be influenced by avoidance style whereby suppression and withdrawal are prevalent.

Organizational performance was also presumed by the researcher to be influenced by competing style of conflict management which is characterized by manipulation and self-gains. Accommodating style was perceived to be necessary to improve organizational performance. This style of conflict management involves adjustment of employees to different personalities and cooperation of employees, rather than competition, when it comes to conflict interactions. Organizational performance was also presumed by the researcher to be influenced by collaborating style of conflict management whereby dialogue and involvement are used in managing conflict within an organization.

The researcher measured organizational performance in order to figure out whether its value depends on the type of the conflict management styles applied by managers within the organizations. This was done by assessing the employees' innovativeness and service quality dimensions delivered by the organizations. According to (Kuo, Chang, Cheng and Lai, 2013), service quality is measured through SERVQUAL Model. The model of service quality helped the researcher to identify the reasons for any gaps between customer expectations and perceptions at the Resorts.

Physical service quality relates to the tangible aspects of the services provided by an organization including the condition of physical facilities and amenities (Al-Ababneh, 2017). Interactive service quality refers to the interactive nature and level of technology adapted by an organization. This includes automated services such as automatatic slide and swing gate, automated room temperature control devices and unlimited high-speed wi-fi among others.

Organizational performance was also measured by assessing the employees' innovativeness which refers to their preference for doing the regular things in different ways as well as their motivation to develop solutions to problems (Bledow, Frese, Anderson, Erez and Farr, 2009).

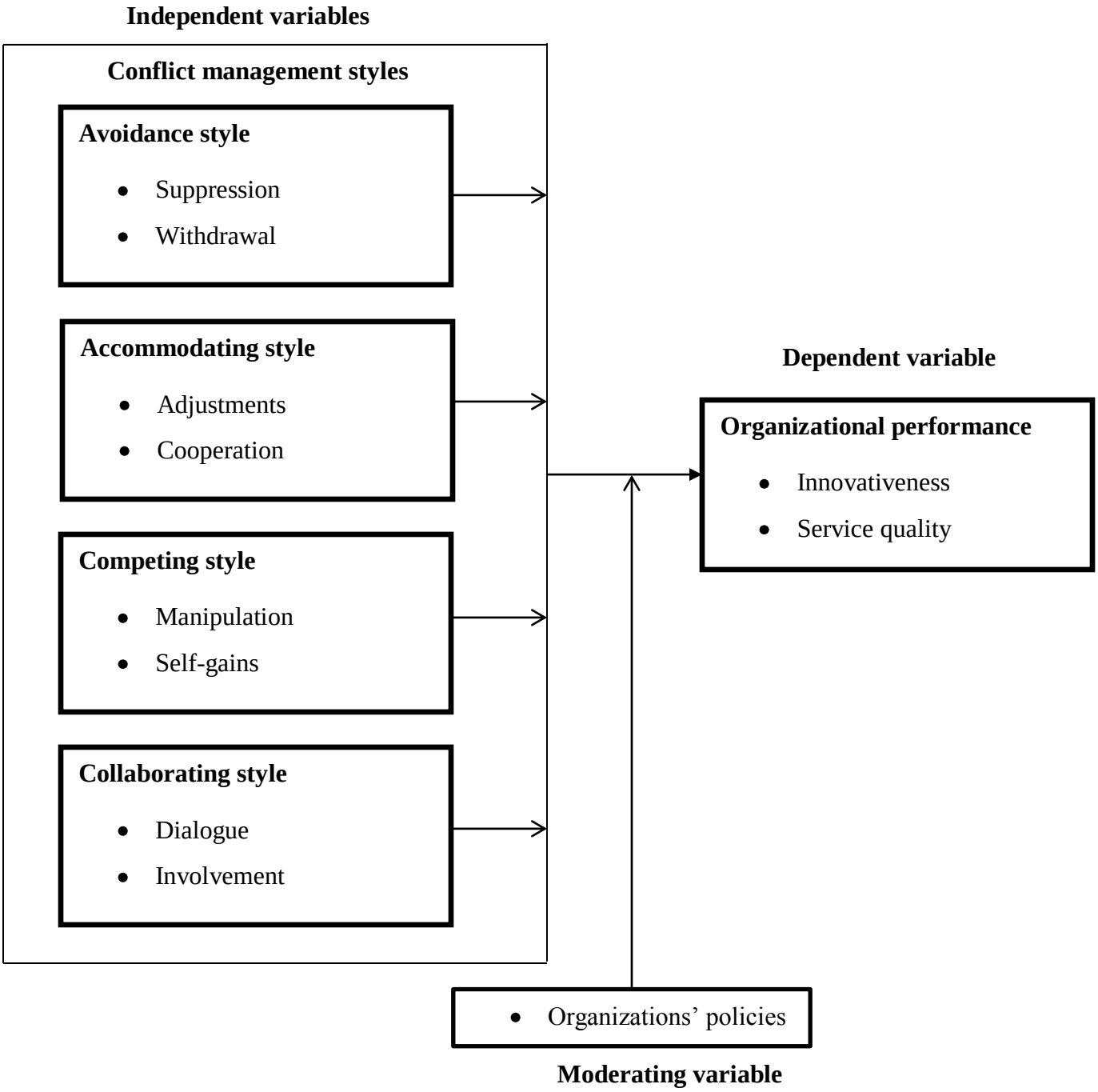


Figure 2.3: Conceptual Framework.

Source: Author (2018).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the procedure for conducting and analyzing the research study. Research methodology refers to the procedures by which researchers go about their work of describing, explaining and predicting phenomena (Creswell, 2009). Research methodology explains the methods by which the researcher proceeded with the study. It involved various techniques used in the conduct of the research, aiming at employment of the correct procedures to find credible answers to the research questions (Kothari and Garg, 2009). The target population of the study and data collection methods are clarified here. Operationalization of variables is illustrated under this chapter. This chapter also describes pilot test and the ethical issues involved in the study.

3.2 Research Design

Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Cooper and Schindler, 2014). Research design is also defined as a plan in advance prior to data collection and analysis with economy in procedure (Merriam, 2009). The study employed descriptive survey design considering the fact that it is performed on subject matters about which the researcher already has a certain level of understanding, but would like to know more in order to be more accurate and precise in the knowledge in it.

It involved fact-finding and enquiries by describing the characteristics of the respondents including their opinions, attitudes, preferences and perceptions. This method determined the conflict management styles as they existed to facilitate an examination of their influence on organizational performance. Descriptive survey design is used to facilitate the collection, summary and presentation of data that describe the main characteristics of the variables under review (Creswell, 2008).

3.3 Population of the Study

Population of study refers to the totality of the individual characters and objects from which a scientifically generalized inference can be achieved (Connaway and Powell, 2010). A population

of study also refers to the total number of elements under investigation, from which data is obtained in order to achieve research objectives (Bryman, 2012). The population of interest comprised a total of 116 employees of Jumuia Resorts (Nairobi and Limuru).

Table 3.1: Target Population

	Frequency	**Percentage**
Administration	5	4.2
Finance	10	8.3
Operations	8	7.3
Marketing	16	13.5
House keeping	28	24
Food and beverage	49	42.7
Total	116	100

Source: Jumuia Resorts HR Office, (2018).

3.4 Data Collection

Data was collected covering the entire target population of 116 individuals through census method. The researcher did not sample the population. Census inquiry is defined as the quantitative research method in which all the members of the population are enumerated (Bryman and Bell, 2015). The researcher presumed that this approach of gathering data would produce the highest level of accuracy since no one would be left out of the study. This gave the researcher an opportunity to do an intensive examination of the problem under investigation. Primary data for this study was collected using questionnaires. Questionnaires are inexpensive; provide anonymity and adequate time for respondents to provide comprehensive answers (Cooper and Schindler, 2014).

Questionnaires gave the respondents enough time to give properly thought out answers. Questionnaires also enabled the researcher to conveniently reach respondents who might otherwise not be easily approached. The questionnaires consisted of both structured and semi-structured questions. The structured questions consisted of five-point Likert scales, in which

respondents were required to indicate their level of agreement or disagreement with the statements. The semi-structured questions presented the opportunity for respondents to provide additional information. The respondents were also able to fill the questionnaires at their free and convenient time (Cooper and Schindler, 2014). The questionnaires were delivered in hard copies to the respondents through drop and pick method at every department level in the organizations.

3.4.1 Validity of the Instrument

Sound measurement was carried out to ensure that the questionnaires met the test of validity and reliability. Validity refers to the degree to which an instrument measures what it is supposed to measure (Mugenda and Mugenda, 2008). It estimates how accurate an instrument is at what it is trying to measure. The instrument was face-validated by giving it to peers at the University to find out if the questions appeared to be measuring the construct based on the research objectives. Content validity was assessed to determine whether the instrument provided adequate coverage of the topic under investigation by seeking the views of the supervisors of the research study. The researcher worked upon the suggestions of the peers and supervisors to improve the validity of the instrument.

3.4.2 Reliability of the Instrument

Reliability refers to the degree to which the study instrument produces consistent results during repeated tests (Mugenda and Mugenda, 2008). Reliability is also defined as the extent to which an instrument can be expected to give similar outcome when measurements are repeated (Taber, 2013). The researcher assessed the reliability of the instrument by computing Cronbach's Alpha (α) coefficient for all items in the questionnaire. The coefficient values of 0.7 and above are more reliable (Sekaran and Bougie, 2009). As shown in the Table 3.1, the research instrument had alpha coefficient value of 0.713 which qualified it as a suitable one.

Table 3.2: Reliability Test Result

Cronbach's Alpha Coefficient	Number of Items
0.713	41

Source: SPSS Generated Analysis for the Study (2018).

The reliability of the instrument was also done through pilot testing. The purpose of pilot test is to refine the questionnaire so that respondents will have no problems in answering the questions (Saunders, Thornhill and Lewis, 2009). According to Cooper and Schindler (2014), a pilot test is conducted to detect weaknesses in design and instrumentation. The researcher carried out a pilot test with five individuals. Pilot testing the questionnaires provided the researcher with a preliminary idea about the final survey by identifying potential errors. A pilot test of a questionnaire on a small number of cases is necessary in order to test the procedures and quality of response (Walliman, 2011). The pilot test assessed the suitability of the questions in terms of clarity of the instructions. The findings from the pilot test guided the researcher to make adjustments to the research instrument. Some ambiguous questions were identified and corrected.

3.5 Data Analysis and Presentation of Findings

According to Cooper and Schindler (2014) data analysis refers to the inspection, cleaning and modeling of data in order to highlight useful information for drawing conclusions that support decision making. The collected data were cleaned, coded and edited for accuracy. In other words, the researcher checked the data for omissions and consistency before assiging numerical scales to the data. Quantitative data were analyzed via descriptive and inferential statistics. The study relied on regression analysis to assess the relationships between the independent and dependent variables. Qualitative data were analyzed via thematic analysis by identifying patterned responses related to the research questions at hand. The researcher identified common themes and patterns within responses to generate findings.

Using SPSS, the researcher generated descriptive statistics to give an idea of where some key values such as mean and standard deviation lied. The researcher used statistics to analyze and interpret numerical data which were helpful in making more effective decisions. Descriptive statistics were used to identify and explore patterns of the data that were collected. The analysis of data identified trends which provided areas of focus for the future studies on the same concepts. Presentation of data was done by using frequency distribution tables, pie charts and bar charts. According Evergreen (2013) and Few (2009), frequency distribution tables, pie charts and bar chats are useful for ease of understanding and interpretation of data.

Regression analysis generated a linear equation which described the statistical relationship between the dependent and independent variables. The following multiple linear regression analysis model was adopted by the researcher;

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

Where; Y = organizational performance, α = constant, β = coefficient factor, X_1 = avoiding style, X_2 = accommodating style, X_3 = competing style, X_4 = collaborating style and ε = error term.

Table 3.3: Operationalization of Variables

Variable	Indicators	Measurement	Scale	Data Analysis
Organizational performance	-Innovativeness -Service quality	-Preference for doing the regular things differently. -Motivation to develop solution to problems. -Physical quality. -Interactive quality	Ordinal	Descriptive statistics.
Avoidance style.	-Withdrawal -Suppression	-Diversion -Progress -Level of trust	Ordinal	Descriptive statistics.
Accommodating style	-Adjustment -Submission -Cooperation	-Understanding -Change -Acceptance -Coordination -Team work	Ordinal	Descriptive statistics.
Competing style	-Dictatorship -Self-gains -Manipulation	-Exploitation -Controlling -Neglecting	Ordinal	Descriptive statistics.
Collaborating style	-Dialogue -Involvement -Mutually optimal solution	-Participation -Interaction -Contribution -Ideal outcomes	Ordinal	Descriptive statistics

Source: Author (2018).

3.6 Ethical Considerations

Ethics ensures that no one suffers from adverse effects of research activities (Cooper and Schindler, 2014). The researcher conducted the study in good faith by following ethical standards and procedure in conformity with the generally accepted social norms; the research was done in an ethical and professional manner. The researcher conducted research that met

scientific competence by following appropriate scientific techniques and guidelines of the profession.

The researcher conducted a study by following appropriate statistical techniques and paying attention to what the results indicated. Falsification, modification and omission of data were not done by the researcher. The researcher was honest and trustworthy, and honoured confidentiality and anonymity of the respondents. The results were not revealed to any unauthorized third parties. The respondents were treated fairly and the researcher neither infringed on their right to privacy nor subjected them to undue stress. Participation in the study was voluntary and the researcher honored confidentiality and anonymity of the respondents while gathering data for the study. The information received from the respondents was used for academic purposes only.

The researcher eliminated biases and prejudices by relying on verifiable data rather than relying on personal thoughts, feelings and beliefs. The findings were reported in an honest manner, and the researcher did not modify data in order to achieve a presumed conclusion (Marianna, 2011). After a rigorous review process by a panel of scholars, the information that was researched was published in the June 2018 Issue of the International Journal of Business and Management. Research ethics requires the researchers to protect the dignity of their respondents and to publish the information that is researched (Marianna, 2011). Honesty, integrity and objectivity are three characteristics that the researcher achieved.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter contains analysis, presentation and interpretation of the findings of the study. According to Cooper and Schindler (2014) data analysis refers to the inspection, cleaning and modeling of data in order to highlight useful information for drawing conclusions that support decision making.

4.2 Questionnaire Response Rate

Figure 4.1 illustrates the response rate of the questionnaires. This helped in showing the level of confidence to be placed on the findings of the study. Out of 116 questionnaires administered, 96 were successfully filled and returned. This gave a response rate of 83%, which conforms to Cooper and Schindler (2009) stipulation that a response rate of 75 per cent and above is satisfactory and can be generalized to represent the target population from which it was drawn.

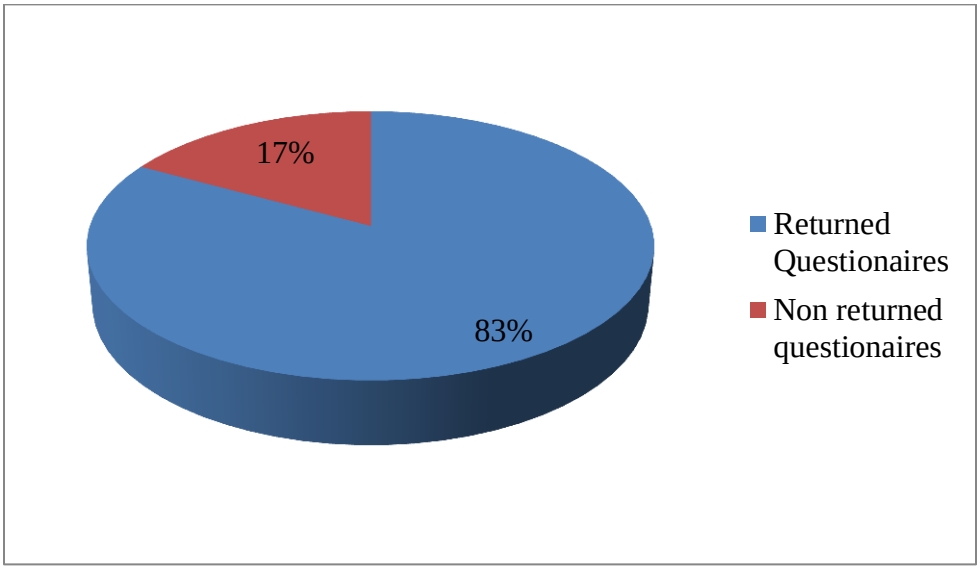


Figure 4.1: Questionnaires Response Rate.

Source: Field data, (2018).

4.3 Respondents' Demographic Information

4.3.1 Gender of the Respondents

The respondents were asked to indicate their gender. Table 4.1 shows that female respondents were 51 in number whereas 45 were male, corresponding to 53.1% and 46.9% respectively. This finding implies that there was gender balance in the study regions, and therefore there was no biasness.

Table 4.1: Gender of the Respondents

	Frequency	Percentage
Female	51	53.1
Male	45	46.9
Total	96	100.0

Source: Field data (2018).

4.3.2 Category of the Respondents

Figure 4.2 presents the number of respondents in each department. This helped the researcher to know the kind of respondents dealt with and how to handle them. Majority of the respondents were composed of food and beverage staff represented by 42.7%, followed by housekeeping staff, marketing staff, finance staff, operations staff and administration staff at 24%, 13.5%, 8.3%, 7.3% and 4.2% respectively.

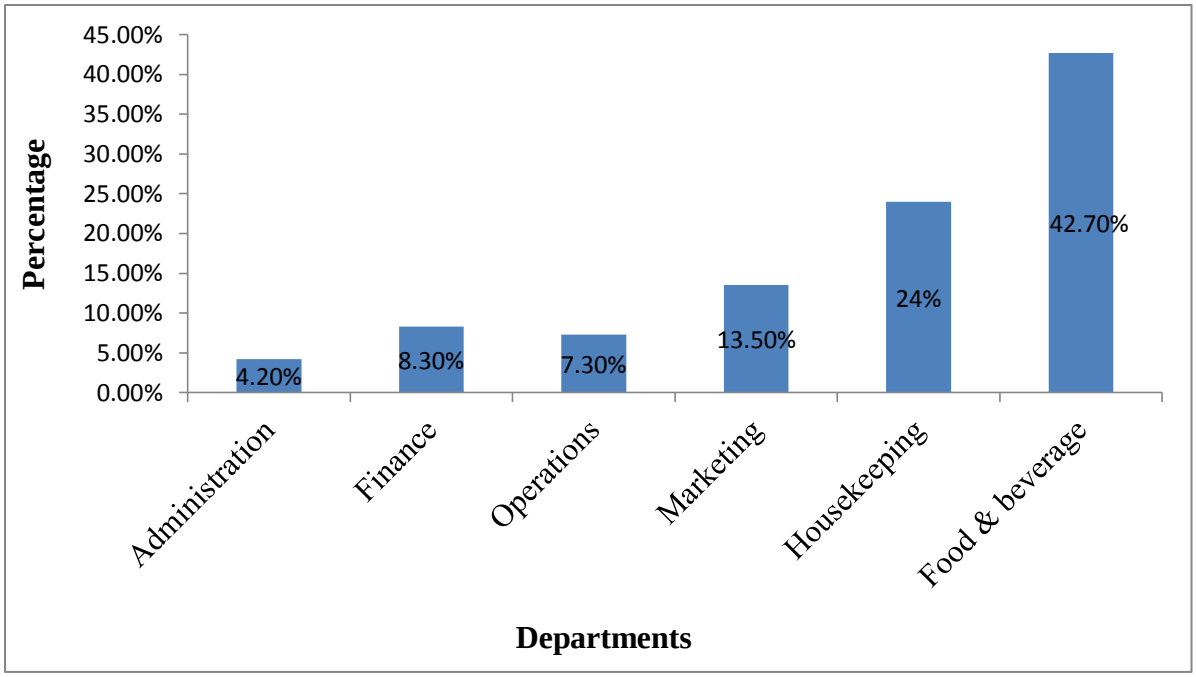


Figure 4.2: Category of the Respondents.

Source: Field data (2018).

4.3.3 Age of the Respondents

Figure 4.3 presents the age brackets of the respondents. 57.3% of the respondents were aged 21 to 30 years, and 25% were aged 31 to 40 years, whereas 13.5% were aged 41 to 50 years, and 4.2% were 51 years and above of age. These findings indicate that the employees of the organizations qualified for informed and voluntary consent required to be able to participate in the study.

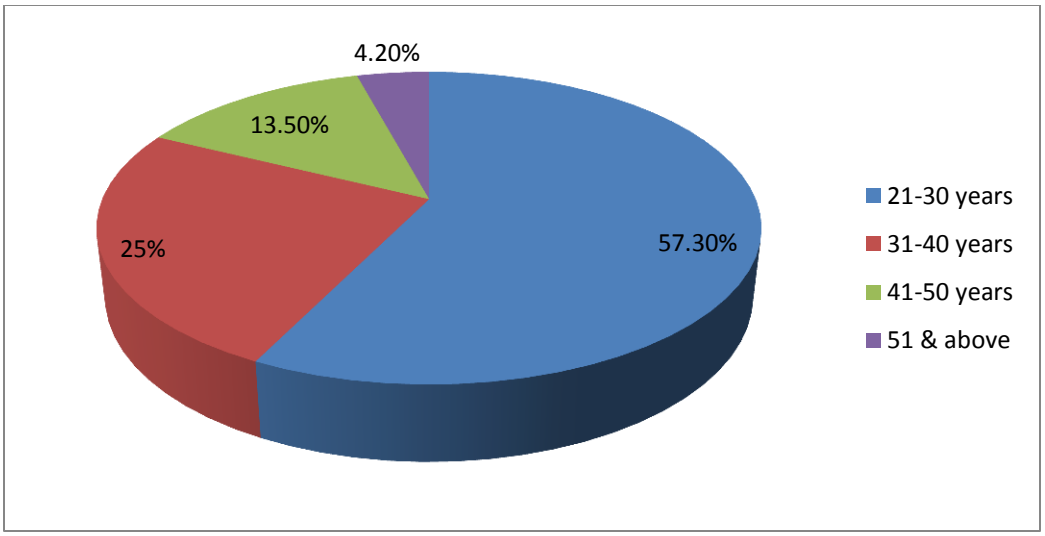


Figure 4.3: Age of the Respondents.

Source: Field data, (2018).

4.3.4 Academic Qualifications of the Respondents

The study sought to establish the respondents' proficiency in comprehending matters pertaining to conflict management styles and organizational performance. Table 4.2 indicates that 34.4%, 46.9%, 14.6% and 3.2% of the respondents obtained certificate, diploma, under-graduate degrees, and other levels of education respectively. These percentages correspond to 33, 45, 14 and 4 individuals respectively. This shows that the respondents had minimum education that enabled them to understand and accurately respond to the questionnaires by giving information that were relevant to the study.

Table 4.2: Academic Qualifications

	Frequency	Percentage
Certificate	33	34.4
Diploma	45	46.9
Undergraduate	14	14.6
Other	4	4.1
Total	96	100.0

Source: Field data, (2018).

4.3.3 Tenure of the Respondents at Jumuia Resorts

The study sought to determine the respondents' duration of employment at the Resorts. Majority of the respondents (58.3%) had worked for a period of 1-5 years, 26% had worked for a period of 6-10 years, 12.6% had worked for a period of 11-15 years; while 3.1% had worked for a period of below 1 year. The study found out that majority of respondents had been working for a period of below 16 years, which implies that there was a high rate of employee turnover in the organizations.

Table 4.3: Tenure of the Respondents at Jumuia Resorts

	Frequency	Percentage
Less than 1 year	3	3.1
1 to 5 years	56	58.3
6 to 10 years	25	26.0
11 to 15 years	12	12.6
16 years and above	0	0
Total	96	100.0

Source: Jumuia Resorts HR Offices, (2018).

4.4. Descriptive Analysis

Descriptive analysis was used to give an initial idea about the relationship between the variables. Descriptive statistical tools were used to analyze the data through frequencies, mean and standard deviation. This section is organized according to the study objectives.

4.4.1 Descriptive Analysis on Organizational Performance

The general objective of the study was to determine the influence of conflict management styles on organizational performance. The respondents were asked to rate their level of agreement or disagreement with certain statements associated with organizational performance. The mean represents the average of the responses per item, whereas the standard deviation indicates how far the values were from the mean, as shown in Table 4.4.

Table 4.4: Descriptive Analysis on Organizational Performance

Aspects of Organizational Performance		Frequencies (%)					Mean	Std. Deviation
		SD	D	U	A	SA		
i.	Innovation proposals are generally welcome in our department.	0	5.2	8.3	22.9	63.6	4.45	0.86
ii.	People are not penalized for new ideas that do not work.	4.2	4.1	26.0	49.0	16.7	3.70	0.94
iii.	We deal with customer complaints urgently and with utmost care.	0	0	0	22.9	77.1	4.77	0.42
iv.	Our department has introduced more innovative ideas in the last five years.	0	4.1	24.0	27.1	44.8	4.13	0.92
v.	We perform services according to our organization's policy.	0	0	10.0	17.0	73.0	4.70	0.58
vi.	We provide services as we promise to do.	0	0	0	32.3	67.7	4.68	0.47
vii.	We deliver on services in time.	0	0	0	47.9	52.1	4.52	0.50
	N = 96.							

Source: SPSS Generated Analysis for the Study (2018).

As shown in Table 4.4, 96 out of the targeted 116 respondents provided responses to the statements that relate to organizational performance. Opinions were divided regarding organizational performance indicators. The likert scale adopted ranged between 1 and 5. Most of the responses were clustered around 4.00 on the likert scale used. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean. 66.3% of the respondents indicated that they were on the opinion that they dealt with customer complaints urgently and with utmost care, scoring a mean of 4.77 (agree).

The findings further indicated that 73% of the respondents performed services according to their organizations' policy, scoring a mean of 4.70 (agree). At a descriptive mean of 4.68 (agree), 67.7% of the respondents indicated that they provided services as they promised to do. The

findings indicated that the respondents delivered on services in time, scoring a mean of 4.52 (agree). The respondents were also on the opinion that innovation proposals were generally welcome in their departments, scoring a mean of 4.45 (agree). Lastly, at a mean of 4.13 (agree), the findings indicated that the respondents were on the opinion that their departments had introduced more innovative ideas in the last five years.

4.4.2 Descriptive Analysis on Avoidance Style of Conflict Management

The first specific objective of the study was to determine the influence of avoidance style of conflict management on organizational performance at Jumuia Resorts. The respondents were expected to rate their level of agreement or disagreement with certain statements associated with this style of managing conflict. The mean represents the average of the responses per item, whereas the standard deviation indicates how far the values were from the mean, as shown in Table 4.5.

As indicated in Table 4.5, 96 respondents provided responses to the possible statements that relate to avoiding style of conflict management. The likert scale adopted ranged between 1 and 5. Most of the responses were clustered around 4.00 and 3.00 on the likert scale. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean. Majority of the respondents indicated that they did not like conflict, scoring a mean of 4.27 (agree), followed by the respondents opinion that avoidance style of conflict management left issues unaddressed, scoring 4.52 (agree).

The respondents also agreed that avoidance style of conflict management has an effect on appraisal with a mean score of 4.14. The respondents were neutral on preference to withdraw if someone wanted to get in argument with them, scoring a mean of 3.9, the same to whether to stay quiet without contributing in a group conflict, scoring 3.83. Lastly, the respondents were on the opinion that they did not acknowledge that conflict existed in their departments, scoring a mean of 2.80 (disagree). These findings were not consistent with Wachira (2010) findings which showed that avoiding style of conflict management was rated the least for solving conflict and improving organizational performance. Conflict is inevitable in all organizations and therefore should not be avoided.

Table 4.5: Descriptive Analysis on Avoidance Style of Conflict Management

Aspects of Avoidance Style of Conflict Management.		Frequencies (%)					Mean	Std. Deviation
		SD	D	U	A	SA		
i.	I don't like conflict and will avoid it as much as possible.	4.2	0	0	56.2	39.6	4.27	0.84
ii.	I stay quiet without contributing in a group conflict.	9.4	31.2	0	27.1	32.3	3.42	1.50
iii.	Avoidance style of has an effect on performance appraisal in our department.	5.2	5.2	5.2	39.6	44.8	4.14	1.08
iv.	I prefer to withdraw if someone wants to get into argument with me.	4.2	13.5	22.9	7.3	52.1	3.90	1.29
v.	I do not acknowledge that conflict exists in our department.	25.0	25.0	13.6	15.6	19.8	2.80	1.48
vi.	Avoidance style leaves issues unaddressed with adverse consequences.	0	3.1	11.5	15.6	69.8	4.52	0.82
vii.	I see conflict as negative and therefore it should always be avoided.	4.1	18.8	21.9	0	55.2	3.83	1.37
	N = 96.							

Source: SPSS Generated Analysis for the Study (2018).

4.4.3 Descriptive Analysis on Accommodating Style of Conflict Management

The second specific objective of the study was to establish the influence of accommodating style of conflict management on organizational performance at Jumuia Resorts. The respondents were expected to rate their level of agreement or disagreement with certain statements associated with this style of managing conflict. The mean represents the average of the responses per item, whereas the standard deviation indicates how far the values were from the mean, as shown in Table 4.6. 96 respondents provided responses to the statements that relate to accommodating

style of conflict management. The likert scale adopted ranged between 1 and 5. Most of the responses were clustered around 2.00 on the likert scale. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean.

Table 4.6: Descriptive Analysis on Accommodating Style of Conflict Management

Aspects of Accommodating Style of Conflict Management		Frequencies (%)					Mean	Std. Deviation
		SD	D	U	A	SA		
i.	Employees' ease of adjustment to new policies reduces conflicts.	0	0	6.2	44.8	49.0	4.43	0.61
ii.	I value cooperation while dealing with issues to increase performance.	0	4.3	9.4	13.5	72.8	4.55	0.83
iii.	I am generous to others' demands and always sacrifice my own positions.	29.2	21.9	4.1	12.5	32.3	2.97	1.68
iv.	I like to give others what they want in order to stay friendly with them.	37.5	32.3	7.3	8.3	14.6	2.30	1.42
v.	I like going with the desires of employees in our department.	36.5	29.1	7.3	11.5	15.6	2.41	1.47
vi.	I prioritize building better working relationship with the employees.	8.3	0	0	34.4	57.3	4.32	1.11
vii.	I let others get what they want for the relationship to remain positive.	31.2	32.3	4.2	11.5	20.8	2.58	1.54

N = 96.

Source: SPSS Generated Analysis for the Study (2018).

A majority of the respondents indicated that they valued cooperation while dealing with issues to increase performance, scoring a mean of 4.55 (agree), followed by the respondents opinion that employees' ease of adjustment to new policies reduced conflicts, scoring 4.43 (agree). The respondents also agreed that they prioritized building a better working relationship with the employees, scoring 4.32. The respondents disagreed that they were generous to others' demands and always sacrificed their own positions, scoring a mean of 2.97.

The respondents also disagreed that they they let others get what they wanted if it meant that the relationship remained positive, scoring a mean of 2.58. Moreover, the respondents indicated that they prioritized building a better working relationship with the employees, scoring 2.41 (disagree). Lastly, the respondents were on the opinion that they liked to give others what they wanted in order to stay friendly with them, scoring 2.30 (disagree). These findings were consistent with Lagat (2013) findings that accommodating style of conflict management helps in solving conflict and improving organizational performance.

4.4.4 Descriptive Analysis on Competing Style of Conflict Management

The third specific objective of the study was to determine the influence of competing style of conflict management on organizational performance at Jumuia Resorts. The respondents were expected to rate their level of agreement or disagreement with certain statements associated with this style of managing conflict. The mean represents the average of the responses per item, whereas the standard deviation indicates how far the values were from the mean, as shown in Table 4.7.

In Table 4.7, 96 respondents provided responses to the statements that relate to competing style of conflict management. The likert scale adopted ranged between 1 and 5. Most of the responses were clustered around 2.00 on the likert scale. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean. A majority of the respondents indicated that they strived to satisfy their own interests in conflict interactions, scoring a mean of 3.31 (neutral). The respondents indicated that they made no effort to build future working relationship with others, scoring a mean of 2.46 (disagree). They also believed that giving in to the demands of others shows weaknesses, scoring a mean of 2.43 (disagree).

They respondents indicated that flexibility was normally low whenever conflict was encountered scoring a mean of 2.36 (disagree). Depicted by a mean score of 2.29 (disagree), the respondents indicated that they were satisfied as long as they got what they wanted in a confict. The respondents indicated that they used their powers to get others go along with them, scoring a mean of 1.97 (stongly disagree). Lastly, the respondents indicated that they used authoritarian means to compel other to satisfy their concerns, scoring 1.89 (stongly disagree). These findings

correspond to Wangari (2013) study which showed that commercial banks use competing style of conflict management to improve organizational performance.

Table 4.7: Descriptive Analysis on Competing Style of Conflict Management

Aspects of Competing Style of Conflict Management.		Frequencies (%)					Mean	Std. Deviation
		SD	D	U	A	SA		
i.	I strive to satisfy my own interests in conflict interactions.	40.6	27.1	4.2	16.6	11.5	3.31	1.44
ii.	I am satisfied as long as I get what I want in a conflict.	37.5	31.3	13.5	0	17.7	2.29	1.43
iii.	My flexibility is normally low whenever conflict is encountered.	35.4	35.4	0	15.6	13.6	2.36	1.45
iv.	I use authoritarian means to compel other to satisfy my concerns.	45.8	32.3	13.5	4.2	4.2	1.89	1.07
v.	I use my powers to get others go along with me.	29.2	53.1	13.5	0	4.2	1.97	0.90
vi.	I make no effort to build future working relationship with others.	34.3	36.5	0	7.3	21.9	2.46	1.56
vii.	I believe that giving in to the demands of others shows weakness.	45.8	17.7	4.2	12.5	19.8	2.43	1.62

N = 96.

Source: SPSS Generated Analysis for the Study (2018).

4.4.5 Descriptive Analysis on Collaborating Style of Conflict Management

The last specific objective of the study was to establish the influence of collaborating style of conflict management on organizational performance at Jumuia Resorts. The respondents were expected to rate their level of agreement or disagreement with certain statements associated with this style of managing conflict. The mean represents the average of the responses per item, whereas the standard deviation indicates how far the values were from the mean, as shown in Table 4.8.

Table 4.8: Descriptive Analysis on Collaborating style of conflict management

Aspects of Collaborating Style of Conflict Management.		Frequencies (%)					Mean	Std. Deviation
		SD	D	U	A	SA		
i.	Dialogue engagement helps in achievement of organizational performance.	6.3	0	0	17.7	76.0	4.57	1.00
ii.	Incorporation of employees leads to achievement of optimal solution.	6.3	0	16.7	32.2	44.8	4.09	1.09
iii.	Consulting with others gives best results in conflict situations.	0	6.2	0	9.4	84.4	4.72	0.76
iv.	When conflicts arise I usually adjust my priorities to reach a solution.	0	11.5	0	12.5	76.0	4.53	0.97
v.	I set aside hostilities towards others with intent to enhance their performance.	0	6.2	0	34.4	59.4	4.47	0.79
vi.	I work jointly with others to sort out issues that affect them.	0	6.3	0	33.3	60.4	4.48	0.79
vii.	I present my view and invite others to do the same.	11.5	7.2	0	27.1	54.2	4.05	1.37

N = 96.

Source: SPSS Generated Analysis for the Study (2018).

As indicated in Table 4.8, 96 respondents provided responses to the statements that relate to collaborating style of conflict management. The likert scale adopted ranged between 1 and 5. Most of the responses were clustered around 4.00 on the likert scale. The low variability of the responses demonstrated that the observed mean response was a reliable estimator of the population mean. A majority of the respondents indicated that they were on the opinion that consulting with others gave the best results in conflict situations, scoring a mean of 4.72 (agree). They also indicated that engagement of dialogue helped in achievement of organizational performance, scoring a mean of 4.57 (agree). At a mean of 4.53 (agree), the respondents indicated that when conflicts arose, they usually adjusted their priorities to reach a solution. They

also indicated that they worked jointly with others in their departments to sort out issues that affected them, scoring a mean of 4.48 (agree).

The findings also indicated that the respondents set aside hostilities towards others with intent to enhance their performance, scoring a mean of 4.47 (agree). At a mean of 4.09 (agree), the findings indicated that the respondnets were on the opinion that incorporation of employees led to achievement of mutual optimal solution. Lastly the respondents indicated that they made a point of presenting their views and invited others to do the same, scoring a mean of 4.05 (agree). These results substantiated Wangari (2013) study which ascertained that commercial banks prefer collaborating style of conflict management because they contribute to the improvement of the organizational performance.

4.5 Inferential Analysis

The study used inferential statistics to interprete data as well as to draw conclusions on the basis of evidence and reasoning. Statistical tests were done to determine associations between the variables in order to make inferences. The researcher used inferential analysis to determine if there was a relationship between the dependent and interdependent variables as well as the strength of that relationship.

4.5.1 Regression Analysis

In order to deterrmine if there were statistically significant relationships between the variables, regression analysis was done. This was also done in a bid to make predictions outside the data of the study by analyzing trends between independent and dependent variables. Regression analysis enabled the researcher to express the relationship between the variables and to predict the outcome of the dependent variable based on the relationship. The outcomes of regression analysis were as shown in Tables 4.9, 4.10 and 4.11.

Table 4.9 shows a model summary of regression analysis. R is the correlation and it measures how the variables move in relation to each other. The study established a correlation value of 0.831 which depicts a near perfect linear relationship between the dependent and independent

variables. The value of R being close to positive 1, indicates that there is a strong positive relationship between the variables.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.831	0.691	0.663	0.273

a. Dependent variable

b. Independent variables

Source: SPSS Generated Analysis for the Study (2018).

The value of R Square, also referred to as the coefficient of determination or covariance, was found to be 0.691 and adjusted to 0.663. The value of adjusted R Square was used to measure the proportion of variability in the dependent variable that was accounted for by the independent variables in the statistical model. This implies that avoidance, accommodating, competing and collaborating styles of conflict management accounted for 66.3% of the variations in organizational performance. The standard error of estimate measures the amount of variability of the actual values of the dependent variable from the predicted values.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.506	8	1.813	24.333	0.000[b]
	Residual	6.483	87	0.075		
	Total	20.990	95			

a. Dependent variable

b. Independent variables

Source: SPSS Generated Analysis for the Study, (2018).

Table 4.10 shows analysis of variance statistics of the processed data including the F-test of overall significance of the linear model. At 5% level of significance, the value of calculated F

was found to be 24.333. The F value was used to assess the overall statistical significance of the model. Because the probability value is 0.000, which is less than the significance level of 0.05, the model is statistically significant. The proposed regression model was therefore statistically significant at $F_{(8, 87)} = 24.333$, at P-value = .000 and thus adequately fitted the data.

Table 4.11: Regression Coefficients

Model	**Unstandardized Coefficients**		**Standardized coefficients**	**T**	**Sig.**
	B	Std. Error	Beta		
(Constant)	3.508	0.325		10.787	.000
Avoidance	.418	.058	.740	7.270	.000
Accommodating	.597	.054	1.866	11.003	.000
Competing	.145	.300	.342	4.838	.000
Collaborating	.177	.200	.759	8.966	.000

Source: SPSS Generated Analysis for the Study, (2018).

Table 4.11 presents the coefficients as a results of multiple regression analysis. Arising from regression results, the analysis was summarized to show the relationship as follows;

Organizational performance = 3.508 + 0.418*(Avoidance style)* + 0.597*(Accommodating style)* + 0.145*(Competing style)* + 0.177*(Collaborating style)*.

Thus, if all factors were held constant, organizational performance would be at 3.508 units. For every unit increase in application of avoidance style, we expect an approximately .418 unit increase in organizational performance. Similarly, every unit increase in application of accommodating, competing and collaborating styles would lead to an increase in organizational performance by .597, .145 and .177 units respectively. The observed p-values (< 0.05) indicate a statistically significant relationship. The conventional threshold used for declaring statistical significance was a p-value of < 0.05. We can therefore be 95% confident that the observed results were real, and that they were unlikely due to chance. Organizational performance was therefore attributed to the four styles of conflict management.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDIES.

5.1 Introduction

This chapter presents summary of key findings of the study, recommendations, conclusion and suggestions for further research. The study drew conclusions from the findings and made recommendations for future research areas as discussed below.

5.2 Summary of Findings

The purpose of the study was to examine the influence of conflict management styles on organizational performance, a case of Jumuia Resorts in Nairobi and Limuru. The study used descriptive survey design while collecting data through sensus method which covered the entire population of 116 employees of the organizations. 96 questionnaires were filled and returned with responses. The collected data from the respondents were cleaned, coded and edited for accuracy and completeness. The data were analyzed using SPSS version 20. The study utilized regression analysis to assess the relationships between the independent and dependent variables, and the output were presented using frequency distribution tables, pie charts and bar graphs for ease of interpretation and understanding.

Jumuia Resorts were represented by both genders during the study which showed that there was gender balance as well as lack of biasness. The findings showed a high level of academic qualifications, which suggested that the respondents were able to understand and accurately respond to the questionnaires. The study also found out that majority of respondents had been working for a period of below 16 years, which implies that there could be a high rate of employee turnover in the organizations.

The results of regression analysis indicated that the independent variables accounted for 66.3% of the variations observed in the dependent variable. These regression results substantiated the descriptive results; and implied that organizational performance at Jumuia Resorts is influenced

by conflict management styles. These styles of conflict management had a combined significant influence on organizational performance.

5.2.1 Avoidance Style of Conflict Management and Organizational Performance.

The results of regression analysis revealed a statistically significant relationship between avoidance style of conflict management and organizational performance. The observed p-value (< 0.05) indicates a statistically significant relationship. The conventional threshold used for declaring statistical significance was a p-value of < 0.05. Consequently, it was evident from the findings that avoidance style of conflict management influenced organizational performance. This style of conflict management involves parties' passivity and withdrawal from the situation (Lussier, 2010). The advantage of this style is that it can maintain the relationship between managers and subordinates, whereas the weakness of this style is that it does not resolve conflict (Saibo, 2016). In fact, avoidance does not make the conflict to end, but prompt it to it escalate.

5.2.2 Accommodating Style of Conflict Management and Organizational Performance.

Regression analysis results revealed a statistically significant relationship between accommodating style of conflict management and organizational performance. The observed p-value (< 0.05) indicates a statistically significant relationship. The conventional threshold used for declaring statistical significance was a p-value of < 0.05. This finding established that accommodating style of conflict management influenced organizational performance at Jumuia Resorts. From the statistical model, this style of conflict management was found to have the greatest influence on organizational performance, that is, a beta coefficient of 0.597.

Employee's ease of adjustments to new organizational policies reduced conflicts to a very great extent, and majority of the employees (89%) supported that idea, accommodation of employee different personalities was important when it came to conflict reduction with 81% respondents supporting that idea. This style of conflict management involves being cooperative but not assertive. An advantags of accommodating style is that the relationship is maintained by the users. However, misuse of this style may leads to lose of relationship that they try to maintain (Tjosvold, 2008).

5.2.3 Competing Style of Conflict Management and Organizational Performance.

The results of regression analysis revealed a statistically significant relationship between competing style of conflict management and organizational performance. The observed p-value (< 0.05) indicates a statistically significant relationship. The conventional threshold used for declaring statistical significance was a p-value of < 0.05. This finding verified that competing style influenced organizational performance at Jumuia Resorts. This style of conflict management involves being highly assertive but not cooperative (Lussier, 2010). Controlling of employees leads to fear and makes employees not to be outspoken, hence only the superior party, that is the management, emerge the winners. This style of conflict management is often adopted by people who use aggressive behaviour to solve the conflict, while relying on threats and intimidation to force the other parties to agree with them (Yuan, 2010). The benefit of this style is that of enhanced organizational decisions, whereas the weakness of this style is that aggressions and anger occur toward its users.

5.2.4 Collaborating Style of Conflict Management and Organizational Performance.

The results of regression analysis revealed a statistically significant relationship between collaborating style of conflict management and organizational performance. The observed p-value (< 0.05) indicates a statistically significant relationship. The conventional threshold used for declaring statistical significance was a p-value of < 0.05. This finding established that collaborating style influenced organizational performance at Jumuia Resorts. The study discovered that employees preferred being involved in dialogue when conflicts relating to them were being resolved. This style of conflict management is ssociated with win-win outcome (Tjosvold, 2008). It is commonly known as problem-solving style. People attend to the issue openly, frankly and neutrally by communicating with the other party (Lussier, 2010). The advantage of using this style is that it makes all parties happy with the final decision. On the other hand, it may be effort intensive than the other styles.

5.3 Conclusion

It was concluded that in order to achieve good organizational performance of the Resorts, more emphasis should be put on adopting appropriate conflict management styles so as to alleviate adverse outcomes of conflict. Conflicts can be good so long as they are handled appropriately.

Conclusions were drawn based on the independent variables and their influence on the dependent variable.

5.3.1 Avoidance style of Conflict Management and Organizational Performance.

Avoidance style of conflict management influences organizational performance. This conclusion is drawn from the fact that regression analysis results indicated a positive relationship between avoidance style and organizational performance. This style is low in both cooperativeness and assertiveness (Tjosvold, 2008). Assertiveness is the level of motivation of the individual to to achieve their own goals and objectives. Cooperativeness is the willingness of an individual to allow the other party to achieve their own interests and objectives. Avoidance style of conflict management allows the parties to get away from the situations. The parties do not give their opinions about the issues. However, the original problem is not directly addressed or resolved (Lussier, 2010).

5.3.2 Accommodating Style of Conflict Management and Organizational Performance.

Accommoating style of conflict management influences organizational performance. This conclusion is drawn from the fact that regression analysis results indicated a positive relationship between accommodating style and organizational performance. This style referes to the most cooperative and the least assertive style of conflict management (Lussier, 2010). It involves giving in and the parties care about each other than the issue. The individuals using this style of conflict management put aside their own goals in favour of the other party's (Tjosvold, 2008). This behaviour is appropriate when they realize that they are wrong. This could be a lose-win situation.

5.3.3 Competing Style of Conflict Management and Organizational Performance.

Competing style of conflict management influences organizational performance. This conclusion is drawn from the fact that regression analysis results indicated a positive relationship between competing style and organizational performance. This style refers to the most assertive and least cooperative style of conflict management whereby the parties tend to take charge of the situation. It is a win-lose approach as the participants seek to reach their own preferred outcomes at the

expense of other individuals (Lussier, 2010). The use of this style too often causes disruptions in relationships; the parties are not concerned about the relationships (Tjosvold, 2008).

5.3.4 Collaborating Style of Conflict Management and Organizational Performance.

Collaborating style of conflict management influences organizational performance. This conclusion is drawn from the fact that regression analysis results indicated a positive relationship between collaborating style and organizational performance. This style of conflict managerment is high on both cooperativeness and assertiveness. Both sides creatively work towards a solution which meets the objectives and goals of all persons involved. Collaborating style of conflict management is similar to a win-win scenario. It ends up in satisfying both parties hence a noble solution and performance (Lussier, 2010).

5.4 Recommendations

With reference to the study's findings, the following recommendations were made: The management of the Jumuia Resorts and other organizations should use the SERVQUAL Model to fill the potential gaps so as to be able to forecast new observations of organizational performance. Accommodating style of conflict management, which involves cooperation and adjustment of employees to different personalities, as well as emphasizing on commonalities to satisfy the concerns of the other parties, should be prioritized since it was found to have the greatest influence on organizational performance at the Resorts. The management should organize seminars on organizational conflict management styles in order to achieve good organizational performance. The management should be flexible in the adoption of the other styles of conflict management since all of them were statistically significant, and the choice of a style of conflict management also depends on a given situation.

5.5 Suggestions for Further Studies

Comparative studies should be done to establish the influence of conflict management styles adopted by other organizations within the hospitality industry to check whether there could be similarity to the findings of this study. Additional studies should be conducted at Jumuia Resorts to investigate factors besides the ones studied here, which may influence organizational performance.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Respondents,

Jumuia Resorts.

REF: DATA COLLECTION

My name is Innocent Ignatius Okello. I am a student at St. Paul's University pursuing master of Business Administration and Management. To fulfil the requirement for the degree, I would like to carry out a research study on the influence of conflict management styles on organizational performance at Jumuia resorts. The findings of the study will provide the respondents with an insight on appropriate conflict management styles in relation to various conflict interactions. The managers of the organization will be enlightened on the application of appropriate conflict management styles in the right situation to promote organizational performance. This questionnaire is designed to enable people to identify their preferred styles of conflict management. Please answer the questions so as to best describe your preferred style of managing conflict. There is no best style of conflict management; each of the styles is good in its own way.

Thank you.

Yours sincerely,

Ignatius Innocent Okello

APPENDIX II: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Please indicate your gender
   a). Male [ ]
   b). Female [ ]

2. Please indicate your age
   a). 18 - 20 years [ ]
   b). 21 – 30 years [ ]
   c). 31 – 40 years [ ]
   d). 41 – 50 years [ ]
   e). 51 and above [ ]

3. Please indicate your highest level of education
   a). Certificate [ ]
   b). Diploma [ ]
   c). Undergraduate [ ]
   d). Postgraduate [ ]
   e). Other (Specify) ……

4. For how long have you been working at Jumuia Resorts?
   a). Less than 1 year [ ]
   b). 1 – 5 years [ ]
   c). 6 – 10 years [ ]
   d). 11 – 15 years [ ]
   e). 16 and above years [ ]

5. Under which department do you work?
   a). Administration [ ]
   b). Finance [ ]

c). Operations [ ]

d). Marketing [ ]

e). Security [ ]

SECTION B: ORGANIZATIONAL PERFORMANCE

Please rank the statement that describes your agreement or disagreement in the boxes provided according to your experience and perceptions. Where [1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly agree].

No	**Statement**	**1**	**2**	**3**	**4**	**5**
i	Innovation proposals are generally welcome in our department.					
ii	People are not penalized for new ideas that do not work.					
iii	We deal with customer complaints and suggestions urgently and with utmost care.					
iv	The physical facilities of the Resorts are visually appealing.					
v	Employees give customers individual attention.					
vi	Employees provide prompt services to the customers.					
vii	Employees deliver on services in time.					

viii. Employees can voluntarily terminate their services if inappropriate styles of conflict management are adopted by the managers.

a). Yes [ ]

b). No [ ]

SECTION C: AVOIDANCE STYLE OF CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Please tick the statement that describes your agreement or disagreement in the boxes provided. Where [1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly agree].

No	Statement	1	2	3	4	5
i	I don't like conflict and will avoid it as much as possible.					
ii	I stay quiet without contributing in a group conflict.					
iii	Avoidance style of conflict management has an effect on performance appraisal in our department.					
iv	I prefer to withdraw if someone wants to get into argument with me.					
v	I do not acknowledge that conflict exists in our department.					
vi	Avoidance style leaves issues unaddressed making it possible to recur with adverse consequences in our department.					
vii	I see conflict as negative and therefore it should always be avoided.					

viii. During the last one year, did you have a conflict in your department?

a). Yes [ ]

b). No [ ]

ix. How long did it take to be resolved?

a). Less than 1 day [ ]

b). 1 – 3 days [ ]

c). 4 – 6 days [ ]

d). 7 – 9 days [ ]

e). 10 and above days [ ]

x. Do you avoid each other whenever you encounter conflicts in your department?

a). Yes [ ]

b). No [ ]

SECTION D: ACCOMMODATING STYLE OF CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Please tick the statement that describes your agreement or disagreement in the boxes provided. Where [1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly agree].

No	Statement	1	2	3	4	5
i	Employees' ease of adjustment to new policies reduces conflicts.					
ii	I value cooperation while dealing with issues to increase performance.					
iii	I am generous to others' demands and always sacrifice my own positions.					
iv	I like to give others what they want in order to stay friendly with them.					
v	I like going with the desires of employees in our department.					
vi	I prioritize building a better working relationship with the employees in our department.					
vii	I let other get what they want if it means that the relationship remains positive.					

ix. Do you consider the interests of each other when you experience conflict interaction in your department?

a). Yes [ ]

b). No [ ]

SECTION E: COMPETING STYLE OF CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Please tick the statement that describes your agreement or disagreement in the boxes provided. Where [1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly agree].

No	Statement	1	2	3	4	5
i	I strive to satisfy my own interests in conflict interactions.					
ii	I am satisfied as long as I get what I want in a conflict.					
iii	My flexibility is normally low whenever conflict is encountered in our department.					
iv	I use authoritarian means to compel other to satisfy my concerns.					
v	I use my powers to get others go along with me.					
vi	I make no effort to build future working relationship with others.					
vii	I believe that giving in to the demands of others shows weakness.					

ix. Do you think the use of force to solve conflicts will influence organizational performance?

a). Yes [ ]

b). No [ ]

SECTION F: COLLABORATING STYLE OF CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Please tick the statement that describes your agreement or disagreement in the boxes provided. Where [1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly agree].

No	Statement	1	2	3	4	5
i	Engagement of dialogue in conflict management helps in achievement of organizational performance.					
ii	Incorporation of employees in conflict management processes leads to achievement of mutual optimal solution.					
iii	Consulting with others and really understanding their needs give the best results in conflict situations.					
iv	When conflicts arise, I am usually willing to adjust my priorities to reach a solution.					
v	I set aside hostilities towards others in our department with intent to enhance their commitment and performance.					
vi	I work jointly with others in our department to sort out issues that affect them.					
vii	I make a point of presenting my view and invite others to do the same.					

Thank you for your participation

APPENDIX III: DATA COLLECTION APPROVAL LETTER

JUMUIA CONFERENCE AND COUNTRY HOME
LIMURU

Our Ref: GK/LN0502/18

Your Ref:

5th February 2018

Innocent Ignatius Okello
0700205098
C/O St. Paul's University
Private Bag – 00217
LIMURU

Dear Sir,

RE: REQUEST TO CONDUCT RESEARCH

Warm Christian greetings from Jumuia Conference & Country Home.

In reference to your letter dated 26th September 2017 requesting to conduct research in our premises, we are writing to inform you that your request has been granted.

The research shall be administered through questionnaires only.

Please treat the information gathered with uttermost confidentiality.

Kindly favour us with a copy of the project for our retention once the research is complete.

Yours faithfully,

Geoffrey Kimeu
RESORT MANAGER

APPENDIX IV: RESEARCH CLEARANCE PERMIT

THIS IS TO CERTIFY THAT:
MR. INNOCENT IGNATIUS OKELLO
of ST PAULS UNIVERSITY, 0-217
Limuru,has been permitted to conduct
research in *Kiambu , Nairobi Counties*

on the topic: *INFLUENCE OF CONFLICT MANAGEMENT STYLES ON ORGANIZATIONAL PERFORMANCE: A CASE OF JUMUIA RESORTS*

for the period ending:
14th March,2019

.....
Applicant's Signature

Permit No : NACOSTI/P/18/61862/21765
Date Of Issue : 14th March,2018
Fee Recieved :Ksh 1000



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

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
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REPUBLIC OF KENYA

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RESEARCH CLEARANCE PERMIT

Serial No.A 17912

CONDITIONS: see back page

APPENDIX V: AUTHORIZATION BY EDUCATION COMMISSIONER

Republic of Kenya
MINISTY OF EDUCATION
STATE DEPARTMENT OF BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi
Telephone; Nairobi 020 2453699
Email: rcenairobi@gmail.com
cdenairobi@gmail.com

When replying please quote

REGIONAL COORDINATOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. Box 74629 – 00200
NAIROBI

Ref: RCE/NRB/GEN/1/VOL. 1

DATE: 23rd March, 2017

Innocent Ignatius Okello
St. Pauls University
P O Private-00217
LIMURU

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**Influence of conflict management styles on organizational performance: A case of jumuia Resorts**".

This office has no objection and authority is hereby granted for a period ending **14th March, 2019** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.

JAMES KIMOTHO
FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

c.c.
Director General/CEO
Nation Commission for Science, Technology and Innovation
NAIROBI

APPENDIX VI: TIME SCHEDULE

ACTIVITY	**YEAR 2017/2018**																							
	Sept – Dec 2017				January 2018				February 2018				March 2018				April 2018				May 2018			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Proposal writing																								
Presentation and defense of the proposal																								
Amendments																								
Data collection																								
Data analysis																								
Writing of the final dissertation																								
Submission of the final dissertation																								