

**ORGANIZATIONAL WORK PLACE CONFLICT MANAGEMENT  
STRATEGIES ON JOB SATISFACTION IN KENYA: A CASE STUDY OF  
NZOIA SUGAR COMPANY**

**ASSUMPTA NYANCHAMA OMWERI**

**ELD/B/MBA/111/00665**



**A Research Project Submitted in Partial Fulfillment for the Requirements of  
Degree of Master of Business Administration in Human Resource Management of  
Mount Kenya University**

**NOVERMBER, 2012**

## ABSTRACT

Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. The purpose of this study was to investigate conflict management strategies and their effect on employees' job satisfaction in Nzoia Sugar Company, Kenya. The specific objectives of this study were: to examine the main types of work place conflicts, to determine the major sources of work place conflicts, to identify the conflict management strategies most commonly used by management in resolving work place conflict, to establish factors that determine the choice of conflict handling style by Management staff and to find out the effect of conflict management strategies on employee job satisfaction in Nzoia Sugar Company. The target population was 3726 permanent employees in Nzoia Sugar Company. A total sample of 400 employees comprising of 14 top level managers, 18 middle level managers, 18 Low Level Managers (Supervisory staff), and 350 operational staff was selected using purposive sampling and stratified sampling techniques. This was 10% of the target population. Data was collected use of a questionnaires and interview schedule. Data was analyzed through use of both descriptive and inferential statistics and presented by use of tables and graphs which included pie charts and bar charts. Microsoft Excell (2007) and statistical package for social science (SPSS) version 17.0 helped in data analysis. The study found out that the main causes of conflict in Nzoia Sugar Company were expectation from top management, inadequate salary and remuneration, inadequate income, work overload and stress, interdependence of departments, inability to involve employees in decision making, low job satisfaction, power struggle, seeking of favours and disciplining employees. The study also found out that the collaboration and compromise techniques were the most frequently used conflict management strategies in resolving conflict. The study further found out that the main factors which may determine one's choice of a particular conflict handling style(s) are the emergence of conflict, the nature of the conflict to be handled, the significance of the issues involved, the organizational policy, the intensity of conflict, perceptions and the trade union influence, the importance and urgency of the problem and people perceptions. This study shades the much needed information on conflict management to various stakeholders in the management of the sugar sector. This research contributes to the body of the existing literature, specifically it will inspire managers in the sugar industry to develop appropriate strategies on how to manage conflicts in their organisations effectively. The study will provide an opportunity to the management, to resolve the issue at the initial stages.