

**ANALYSIS OF THE EFFECTS OF CONFLICT ON EMPLOYEE
PERFORMANCE IN PUBLIC HOSPITALS IN BUNGOMA COUNTY,
KENYA**

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ABSTRACT

Conflict management and employee performance is in the field of Human Resource Management, hence this study. Conflict is perceived as a social problem and its occurrence at the organizational level is of versatile nature. The existence of conflict may exert either positive or negative effects or even both on the organization's management and on the employees' performance. It is however, a form of disagreement in an establishment between two or more individuals/groups with opposing opinions or views, or who have cause to interact formally or informally within the organization. If conflicts are mishandled, they result in tension, stress, quarrels and break up of relationships. In this study, the nature, types, causes, and cost to manage the conflict along with its effects to employee performance are discussed. Self-administered questionnaires were used to collect data. The study seeks to analyze the effects of conflicts on employees' performance in the health sector specifically, in public hospitals in Bungoma County. This study explains organizational conflicts as disputes that occur when interests, goals or values of different individuals or groups are incompatible. It assumes that integration of all stakeholders' interests go a long way in reducing conflicts in organizations and enhancing employees' performance. The hypotheses addressed the significance of the relationship between conflicts and employees' performance in public hospitals in Bungoma County. The study was done in randomly sampled hospitals in Bungoma County from 1st June, 2014 to 30th September, 2014. A descriptive research design was used in executing the study using purposively selected sampled panels from each hospital. The professional panel constituted: top level hospital management, medical doctors, nurses, registered clinical officers, other medical staff and non-medical staff. The core aspect of the study was the use of cross sectional survey research design in generating the required primary data. Data collected was analyzed using descriptive and inferential statistics and the results from the data analysis was used to reveal the significance of the relationship that exist between conflicts and employee's performance and the effect of conflict on employees' performance and came up with conclusions that, Conflict can create negative effects to group performance but may also lead to positive effects depending on the nature of the conflict that is ideal and essential for an organization for employees to attain optimum performance and result to organizational effective decision making. It also recommended that, inter-group conflicts should be encouraged in organizations because they have a positive effect on the performance of the entire organization while intra-group, inter-personal and intra-personal types of conflicts should be discouraged because they have a negative effect on the individual and entire performance of the organization. This study may contribute to the body of the existing literature, specifically to inspire human resource managers in the health industry to adopt appropriate and effective conflict management strategies, to minimize conflicts in the health sector to improved employee performance and to step up the quality of health service delivery in Kenya.