

**INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON EMPLOYEE
PERFORMANCE IN PUBLIC HOSPITALS IN
MERU COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This project is my original work and has not been presented for a degree in any other University or for any other award.

Signature:  Date ---23/03/2025-----

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Approval by the university supervisor

I confirm that the work reported in this project was carried out by the student under my supervision.

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DEDICATION

This research project is a special dedication to my father Domiciano Micheni and my mother Josyline Muthoni.



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ABSTRACT

The management of conflicts in hospitals will become crucial to ensure that employee performance is not compromised. The study focused on conflict management practices and employee performance in public hospitals in Meru County, including Meru Teaching and Referral Hospital (MeTRH), Githongo, Nyambene, Kanyakine, and Muthaara, Level Four hospitals. This was due to the alarming rate of industrial actions being observed. The purpose of the study was to examine the effect of conflict management practices on employee performance in these public hospitals. Specifically, the study aimed to determine the impact of various practices on employee performance: the compromising practice, the dominating practice, the avoiding practice, and the accommodating practice in public hospitals. The theories that guided this study included the expectancy theory, human relations theory, and the Thomas Kilmann conflict model instrument. A descriptive research design was utilized in the study. The target population comprised 555 individuals from the five public hospitals in Meru County, targeting doctors, nurses, and clinical officers. Stratified random sampling was the sampling design of choice. The sample size was 167 respondents, which was 30% of the target population. The validity and reliability of the research instrument were rigorously tested. The data collection instrument was a semi-structured questionnaire, designed based on the objectives of the study. The collected data were primary data. Analysis was conducted using descriptive statistics, correlation statistics, and inferential statistics, utilizing the Statistical Package for Social Sciences software. The analyzed data were presented in tabular form. The study found a strong positive and significant relationship between compromising practices and employees' performance ($\beta=0.707$, $p=.000$), dominating practices and employees' performance ($\beta =0.621$, $p=.001$), and accommodating practices and employees' performance ($\beta =0.736$, $p=.000$). Conversely, avoiding as a conflict management practice had a negative and significant relationship with employees' performance in the public hospital in Meru County, Kenya ($\beta =-0.469$, $p=.027$). The study concluded that compromising, dominating, and accommodating practices positively influenced employees' performance, while avoiding practices negatively impacted it. It was recommended that public hospital management should regularly evaluate how work disputes affect employees' performance. This would help guide management decisions on the most effective conflict management practices to resolve workplace conflicts.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Conflict Management Practices	3
1.1.2 Employee Performance.....	6
1.1.3 Public Hospitals in Meru County	8
1.2 Statement of the Problem.....	9
1.3 Purpose of the study.....	11
1.4 Specific Objectives of the Study.....	11
1.5 Research Questions.....	11
1.6 Significance of the Study	12
1.7 Scope of the Study	12
1.8 Limitations of the Study	13
1.9 Operational Definition of Terms	14
CHAPTER TWO	16
LITERTURE REVIEW	16
2.1 Introduction.....	16
2.2 Empirical Review	16
2.2.1 Compromising Practice and Employee Performance	16
2.2.2 Dominating Practice and Employee Performance	20
2.2.3 Avoiding Practice and Employee Performance	22

2.2.4 Accommodating Practice and Employee Performance	24
2.3 Theoretical Review	25
2.3.1 Human Relations Theory	25
2.3.2 Thomas Kilmann Conflict Mode Instrument.....	27
2.3.3 Expectancy theory	28
2.4 Conceptual Framework.....	31
2.5 Recap of Literature Review	33
CHAPTER THREE	35
RESEARCH METHODOLOGY	35
3.1 Introduction.....	35
3.2 Research Design	35
3.3 Target population.....	36
3.4 Sampling Design.....	36
3.5 Data Collection Instrument.....	37
3.6 Reliability and Validity of the Data Collection Instrument.....	37
3.6.1 Validity of the Research Instrument	38
3.6.2 Reliability of the Research Instrument	38
3.7 Data Collection Procedure.....	39
3.8 Data Analysis and Presentation	39
3.9 Ethical Considerations	40
CHAPTER FOUR	41
RESEARCH FINDINGS AND DISCUSSION	41
4.1 Introduction.....	41
4.2 Response Rate.....	41
4.3 Reliability Test Results.....	42
4.4 Demographic Information of the Respondents.....	43
4.4.1 Gender.....	43
4.4.2 Designation	44
4.4.3 Length of Service in the Public Health.....	44
4.5 Conflict Management practices and Employee Performance.....	45
4.5.1 Compromising Practices and Employee Performance	45
4.5.2 Dominating practices and Employee Performance.....	47
4.5.3 Avoiding practices and Employee Performance.....	49

4.5.4 Accommodating Practices and Employee Performance.....	51
4.5.5 Employees' Performance.....	53
4.6 Inferential Statistics	55
4.6.1 Correlation Analysis	55
4.6.2 Diagnostic Test Results	57
4.6.3 Regression Analysis	58
CHAPTER FIVE	61
SUMMARY. CONCLUSION AND RECOMMENDATION.....	61
5.1 Introduction.....	61
5.2 Summary of the Research Findings.....	61
5.3 Conclusion	64
5.4 Recommendation	65
5.5 Suggestions for Further Research.....	66
REFERENCES	67
APPENCICES	75
Appendix I: Informed Consent	75
Appendix II: Questionnaire	77
Appendix III: Ethical Clearance Certificate	82
Appendix IV: Postgraduate Introduction Letter	83
Appendix V: Research Permit	84
Appendix VI: Similarity Index	85

LIST OF TABLES

Table 1: Target Population	36
Table 2 Sample Size	37
Table 3: Reliability Results	42
Table 4: Gender	43
Table 5: Designation.....	44
Table 6: Length of Service	44
Table 7: Compromising Practices.....	45
Table 8: Dominating Practices	47
Table 9: Avoiding Practices	49
Table 10 Accommodating Practices	51
Table 11: Employees' performance.....	53
Table 12: correlation matrix	55
Table 13: Tests of Normality	57
Table 14: Multicollinearity tests results	58
Table 15: Model summary.....	58
Table 16: ANOVA (Analysis of Variance)	59
Table 17: Regression coefficients results	60

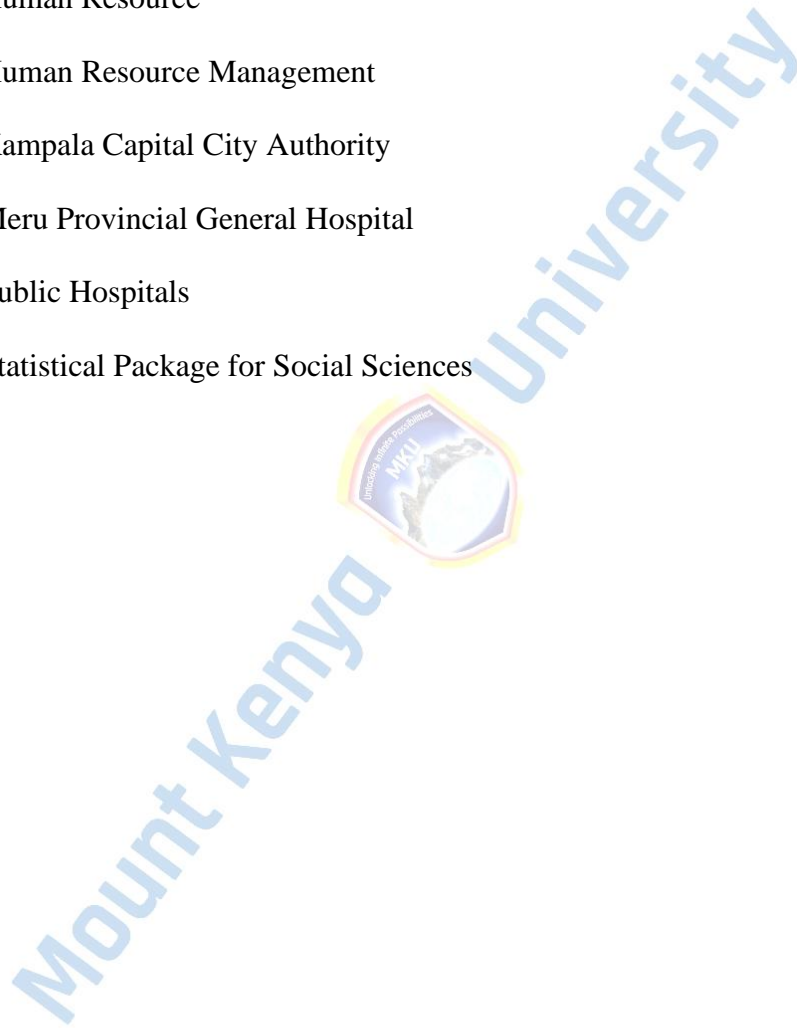
LIST OF FIGURES

Figure 1 Thomas Kilmann conflict management styles	27
Figure 2: Conceptual Framework	33



LIST OF ABBREVIATIONS AND ACRONYMS

CM	Conflict Management
CMP	Conflict Management Practices
EP	Employee Performance
HR	Human Resource
HRM	Human Resource Management
KCCA	Kampala Capital City Authority
NPGH	Meru Provincial General Hospital
PH	Public Hospitals
SPSS	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Conflicts are a regular part of human existence, often arising from the competition among individuals, groups, or organizations each striving for success, typically at others' expense by overcoming the various barriers in their way. Conflict, as an unavoidable aspect of social life, significantly influences organizational processes. The dynamics of conflict within organizations have continually attracted scholarly attention, recognizing that each organization encounters unique challenges (Agwu, 2018). These conflicts stem from a myriad of sources and can lead to either positive or negative outcomes (Nguyen, 2020). The consensus among recent studies is that the nature of conflicts an organization faces plays a critical role in determining its success or failure, suggesting a strategic approach to conflict management rather than outright avoidance (Kumar, 2019).

Managing conflicts within an organization hinge on the adoption of practices best aligned with its long-term benefits. This broader perspective on conflict management encompasses various practices, processes, and skills essential for resolving workplace disputes effectively (Ali & Wang, 2021). Identifying the most fitting conflict resolution practice requires managers to possess specific skills essential for navigating organizational conflicts. The spectrum of conflict management strategies includes domination, compromise, integration, avoidance, and accommodation, each studied for its effectiveness in different scenarios (Zhao, 2019). The preference for any particular strategy is influenced by factors such as the nature of the conflict, the parties involved, and their relationships with each other (Lopez-Cabrales & Valle-Cabrera, 2018). However, it's common for individuals to gravitate towards the conflict management approach that they find most comfortable or suitable.

In contemporary organizational settings, conflict has become a prevalent issue that negatively impacts performance due to complex human interactions. Corn's analysis (2018) suggests that conflict arises from a clash between stakeholders' interests, values, and objectives, leading to discord. The pursuit of organizational goals often becomes a breeding ground for conflicts (Jones, 2020). The conceptualization of organizational conflict varies among scholars. For instance, Kaimenyi (2019) views conflict as a process where an entity perceives another's actions as opposed to its interests, a sentiment echoed by Simpao (2018), who considers conflict a competition for resources, power, status, or values. This evidence underscores that no organization, including healthcare settings, is immune to conflicts due to the myriad human interactions occurring within it.

Employee performance is significantly influenced by the prevalence of conflicts, impacting their performance within the workplace. These conflicts hinder the employees' creativity, innovation, efficiency, and effectiveness. Additionally, conflicts lead to changes in attitudes among other issues. Handling a few conflicts is easier compared to managing numerous ones, which can deteriorate organizational performance over time since conflict carries both positive and negative consequences for organizational performance (Smith & Jones, 2019). Scholars have identified two primary types of conflicts: constructive and destructive. Constructive conflicts lead to beneficial outcomes, fostering a positive impact, whereas destructive conflicts can have catastrophic results. In alignment with this framework, it has been noted that positive conflicts can also spur innovation and creativity (Lee & Kim, 2020). Ebrahim, Zhao, and Hathaway (2018) illustrated that the roots of conflicts include disparities in knowledge, beliefs, values, a thirst for power, status, recognition, personal preferences, and perceptions about organizational culture. Therefore, it is crucial for administrators and managers to implement diverse conflict management practices, which are beneficial to them (Anderson & Williams, 2021).

1.1.1 Conflict Management Practices

Conflicts typically arise when entities such as teams, departments, or individuals have disagreements due to divergent factors like personalities, ideologies, values, and needs (Njenga & Barasa, 2017). These disagreements can have either a positive or negative impact. Within the workplace, conflicts often occur between employees and their managers or among coworkers. Acknowledging conflict's inevitability, it becomes crucial for management to identify effective conflict resolution strategies, as unresolved conflicts can lead to diminished organizational performance, necessitating intervention (Kumar & Adhikari, 2018). Thus, managers are tasked with finding suitable methods for conflict management.

The concept of conflict management encompasses a range of strategies, practices, skills, and processes essential for addressing conflicts within an organization (Turner, 2018). The goal of conflict management isn't necessarily to resolve conflicts completely but to minimize and mitigate them. With the ongoing challenge of demonstrating their value, human resources personnel may encounter conflicts, which necessitates that management possess the appropriate skills and practices for conflict management, ensuring they select strategies that align with the organization's needs, follow correct procedures, and designate responsible individuals for handling different types of conflicts.

The forms of conflict that can manifest in organizations, affecting individuals, include interpersonal, intrapersonal, intergroup, intra-group, and inter-organizational conflicts (Saeed, et al., 2019). Interpersonal conflicts take place between individuals, while intrapersonal conflicts are internal struggles within an individual. Intergroup conflicts emerge among groups competing for the same organizational goals. Intra-group conflicts occur within a group due to reasons such as differing opinions, management styles, and lack

of commitment among members. Lastly, inter-organizational conflicts happen between mutually dependent organizations.

Individuals in charge of organizational management should actively engage in educating their staff about acquiring conflict resolution skills. Developing these skills is crucial as it enables HR professionals to identify the causes of conflicts, understand the process for resolving them, and determine the most effective strategies for conflict management. This includes using techniques such as integration, accommodation, compromise, domination, and avoidance to minimize discord within the organization (Newman, 2019).

Organizational conflicts can stem from various sources, including ineffective communication, subpar performance, disputes over wages and salaries, personal issues, clashes in personality, and conflicting interests. These sources of conflict can significantly affect an organization's dynamics (Thompson, 2020). Therefore, it is essential for managers to recognize these conflicts early on. They must evaluate different conflict resolution strategies to choose the most appropriate one that not only resolves the issue but also keeps all parties content (Marshall, 2021).

Among the strategies available, accommodation is seen as particularly effective in preserving long-term relationships within an organization. It involves one party making concessions to the other, thereby allowing the other side to "win." This approach is marked by cooperation and a lack of assertiveness (Johnson, 2021). It is primarily deployed to resolve minor disputes efficiently without escalation. In accommodation, the parties may act against their own objectives, goals, and ambitions, especially if the opposing side has a more viable solution to the conflict. This strategy is suitable when acknowledging possible mistakes, operating from a weaker position, or striving to maintain peaceful and harmonious relations.

The practice of avoidance involves steering clear of conflicts altogether. This method is characterized by a lack of cooperation and assertion, often adopted by individuals who find the stress of conflict emotionally taxing (Sanchez et al., 2019). A significant drawback of this approach is the potential for unresolved issues to resurface, potentially exacerbating organizational problems since no concrete steps are taken towards resolution. It tends to be the go-to solution when the disputing parties lack a viable resolution, receive no external assistance, or when the matter at hand is considered minor. Additionally, avoidance is deemed practical for situations where winning seems improbable, though it can be advantageous in circumstances where preserving resources is prioritized, and no clear strategy for issue resolution exists. Interestingly, this tactic is seldom embraced in Arab nations, where more direct strategies such as domination or integration are preferred (Fahed-Sreih & Khadayat, 2018).

On the other hand, the integration or collaboration approach fosters a cooperative and proactive environment where disputing parties aim for a mutually beneficial outcome, thus creating a win-win scenario. This method emphasizes addressing the situational, attitudinal, and behavioral elements of the conflict (Owusu, 2017). It proves most appropriate when there is ample time, all involved parties can participate, and there is a collective willingness to pitch and refine ideas. This strategy is particularly valuable when seeking innovative solutions. Participants collectively deliberate, propose ideas, and work towards finding the most equitable and suitable resolutions. However, this method's effectiveness hinges on mutual trust, willingness to invest time, and concerted efforts to ensure that all parties are equally engaged, which allows for the development of widely acceptable solutions and ideas (Thompson & Leonard, 2020).

The approach of maintaining a dominating stance in conflict situations, sometimes referred to as the win-lose scenario or the compelling strategy, involves parties striving assertively to

attain their objectives without mutual cooperation (Newman, 2017). This approach suggests that while such a stance may reduce the likelihood of recurring conflicts, the solution is often temporary. Parties are typically conscious of employing this strategy, particularly in urgent situations or when swift decisions are required within a workplace setting (Chen & Lin, 2018). On the other hand, the compromising strategy, known as the lose-lose situation, results in all parties involved securing a marginal gain that falls short of their initial ambitions. They consent to a resolution that has been imposed upon them (Harper, 2014). This strategy involves a blend of assertiveness and cooperation from the conflicting parties, leading to a short-term resolution, unlike the integrating strategy, which aims at achieving a lasting resolution. This approach is utilized when the conflicting parties have equal stakes and are at an impasse (Nguyen & Bui, 2019). However, a significant drawback of this strategy is the ephemeral nature of its solutions. Effective conflict management is crucial for leadership to evaluate necessary skills, processes, and appropriate strategies that fit the organizational context best. The strategies employed in conflict management have distinct characteristics and procedures that address both the concern for productivity and the needs of the individuals involved. Hence, leadership ought to discern which strategy is most applicable to the type of conflict at hand and how to implement these strategies effectively (Johansson & Heide, 2015). This awareness and application of relevant strategies can significantly mitigate long-term issues within the organization.

1.1.2 Employee Performance

Organizations hire employees as a fundamental human resource to conduct tasks under specified conditions, aiming to achieve various organizational objectives. The Kenya Employment Act has evolved, with its latest rendition (Kenya Employment Act, 2021) defining an employee as someone who is employed for a wage or salary, including apprentices. Employees stand as the cornerstone of any organization; their absence hinders

operational fluidity and success, as they drive the organization towards its goals through their dedicated tasks and activities (Nguyen, 2020). Modern theories, adapting from early insights by scholars such as Vroom, suggest that for optimal organizational efficiency, human resource management (HRM) must ensure the recruitment of individuals who possess the necessary skills, knowledge, experience, and competency (Smith & Johnson, 2019).

Employee performance reflects on how employees contribute to organizational objectives and their effectiveness in fulfilling their designated roles and responsibilities (Kim & Park, 2021). Performance is pivotal for an organization's prosperity, necessitating that management, especially within HR departments, adopt policies and practices that positively influence employee performance, motivating them towards excellence (Lee, 2022). Practices identified to foster robust employee performance include motivation, rewarding systems, and fostering healthy industrial relations. Echoing the advancements in HR strategies, Khan, Zaman, and Raza (2022) emphasize the importance of management's role in ensuring employee well-being by motivating them towards high performance without overlooking other organizational resources at their disposal.

In the context of organizations or hospitals, the assessment of employee performance is typically conducted through evaluative processes scheduled on an annual, semi-annual, or quarterly basis. This assessment, commonly called an employee evaluation, entails a comprehensive review of an individual employee's performance, typically overseen by their direct supervisors (Robinson, 2018). Multiple methods facilitate this evaluative process, such as 360-degree feedback, behavioral checklists, management by objectives, self-assessments, and the analysis of critical incidents. Factors like creativity and innovation, commitment, output quality, effectiveness, efficiency, and employee attitudes are crucial in determining performance metrics (Jensen, 2019). The primary objectives of measuring employee performance include identifying strengths and weaknesses, deciding on compensation,

enhancing productivity, and bolstering efficiency (Kim, 2020). For employees to achieve the performance standards expected by their organization, it is essential for the management to recognize and address their needs (Lee & Park, 2021). This perspective is further reinforced by other scholars who argue that understanding employee performance entails thoroughly examining aspects such as creativity, the quality of work, a shift in work attitude, and overall efficiency and effectiveness. A fair and consistent evaluation of these factors is instrumental in pinpointing areas needing improvement (Martinez, 2022). By implementing such practices, employees will likely experience increased job satisfaction and motivation, leading to enhanced organizational performance (Robinson, 2018).

1.1.3 Public Hospitals in Meru County

Public hospitals often grapple with recurring disputes involving doctors, nurses, clinical officers, disgruntled patients, and various other groups, including the general public. The organization within these hospitals typically follows a hierarchical structure, leading to potential conflicts between different levels of staff, from subordinates to supervisors and administrators, as well as with patients (Simpao, 2013). Moreover, the hospital work environment is generally challenging for those in charge, demanding multitasking and extensive coordination. This organizational setup complicates effective conflict management, highlighting a gap in necessary training for most hospital human resources staff. It underscores the need for comprehensive conflict management training to equip staff with essential skills (Kinnander, 2011).

In the context of Kenya, Meru County, situated in the Eastern region and covering an area of approximately 7,006.3 km², is bordered by Isiolo County to the north, Nyeri and Tharaka Nithi Counties to the southwest, and Laikipia County to the west. The county is divided into eight constituencies and offers various services including healthcare among others. Particularly in the health sector, public hospitals in Meru County are reputed for featuring

the country's finest health systems and the highest number of medical professionals (Ngunjir, 2015). However, escalating conflicts within these facilities have been noted, potentially leading to adverse outcomes such as more frequent conflicts, strikes, reduced performance, among other issues. It's critical for the management within these hospitals to effectively address and resolve conflicts promptly.

The hospitals have several employees, such as nurses, doctors, clinical officers, specialists, physicians, support staff, and patients from around the region. The PH is government-owned and has departments such as pediatrics, surgery, obstetrics and gynecology, internal medicine, mother-to-child care, comprehensive care clinics (HIV), in-patient and out-patient, pharmacy, and intensive care units in the hospitals that deliver different services. The public hospitals have administration offices that provide the necessary managerial functions to run the health facilities swiftly with various rules, regulations, and operations.

Conflict management in these public hospitals should always be based on easily solved issues. Management should be able to focus on solving problems, satisfying needs and goals, and ensuring employee performance. An objective process should be used to discuss issues involved in the conflict, and parties should not disagree on each other's interests, which also depends on the kind of hospital. There are four level 4 and one level 5 public health facilities in Meru County, which include Githongo, Nyambene, Kanyakine, Muthaara, and Meru Teaching and Referral Hospital (MeTRH).

1.2 Statement of the Problem

Numerous studies have explored the relationship between conflict management techniques and various outcomes, such as employee performance, overall job satisfaction, and motivation levels. These techniques vary significantly in their approach to handling conflicts, offering either temporary or permanent solutions. According to Alabu, Kembo and Otara (2020), approaches that focus on integration and accommodation have been shown to

enhance employee performance by leveraging their inherent benefits. Similarly, in the healthcare sector, visionary leaders often employ compromise as a strategy to navigate conflicts (Briggs, 2022). Such leaders strive to mitigate conflict-related issues that could hinder the achievement of long-term organizational goals and objectives.

Conflict is a perennial issue within many sectors in the Philippines, with public hospitals emerging as focal points for such tensions in recent times. They have become arenas where broader societal conflicts are played out, necessitating skilled conflict management by hospital administrators. Recognizing and managing conflict is crucial, as outlined by Yetunde, Igbinoba, and Adejumo (2021), to appreciate its potential positive and negative effects on organizational and employee performance over time. Implementing effective conflict management strategies and procedures is imperative.

Public hospitals, despite their essential societal role, grapple with conflicts that are neither old nor new but inherent to organizational life. These conflicts, including demands for better compensation by healthcare workers under Kenyan jurisdiction, underscore the complexity of conflict within public services (M'mbwanga, 2021). Unaddressed, such grievances can escalate into industrial actions, with dire consequences for service delivery, as evidenced by strikes among healthcare professionals (Iravo, 2011; Kilonzo, 2017).

The increase in conflicts and the protracted resolutions highlight the critical need for adept conflict management within hospitals (Ngonadi & Nwanodi, 2023). While various practices have been implemented, challenges persist, notably demands for higher wages and improved working conditions, culminating in recent strikes (Okello, 2018). The efficacy of conflict management practices in mitigating these issues and promoting sustained employee performance remains paramount. Therefore, this study sought to explore the effectiveness of conflict management practices in public hospitals and their impact on employee

performance, providing insights into strategies that can foster a more harmonious and productive working environment.

1.3 Purpose of the study

The main purpose of this study was to examine the effect of conflict management practices on employee performance in the Public Hospitals in Meru County.

1.4 Specific Objectives of the Study

The study was informed by the following specific objectives;

- i. To determine the effect of compromising practice on employee performance in the Public Hospitals in Meru County
- ii. To examine the effect of dominating practice on employee performance in the Public Hospitals in Meru County
- iii. To establish the effect of avoiding practice on employee performance in Public Hospitals in Meru County
- iv. To determine the effect of accommodating practice on employee performance in the Public Hospitals in Meru County.

1.5 Research Questions

The research was guided by the following questions derived from the objectives;

- i. What is the effect of compromising practice on employee performance the Public Hospitals in Meru County?
- ii. How does dominating practice affect employee performance in the Public Hospitals in Meru County?
- iii. How does avoiding practice affect employee performance in the Public Hospitals in Meru County?
- iv. What is the effect of accommodation practice on employee performance in the Public Hospitals in Meru County?

1.6 Significance of the Study

The management of Meru Public Hospitals should be helped by the study to adopt conflict management practices suitable for the conflict situation, positively impacting employee performance in public hospitals. Hospital managers are to be provided with practical solutions by the recommendations from the study, which will reduce the necessary resources for managing conflicts and, thereby, improve employee performance. New approaches to solve disputes and enhance employee performance may be developed.

The study is expected to be a valuable source of information for scholars, students, and researchers studying conflict management in organizations. The highlighting of the types of conflict, practices adopted, and recommendations offered in the study, though specific to Meru Public Hospitals, can be tailored to suit the needs of other organizations facing similar conflicts. Government policymakers will find the exposure to the conflicts experienced in Meru public hospitals and the recommendations offered by this study helpful. Officials were educated on the principles of practical conflict management practices and their importance in reducing conflicts and improving employee performance. Detailed policies to enhance conflict management practices across the country's health sector, thus improving hospital employee performance, were formulated by the government using this knowledge.

1.7 Scope of the Study

The study is about the conflict management practices and employee performance in Public Hospitals in Meru County, which are four in number. The study therefore focused on the independent variable of conflict management practices of integrating, dominating, avoidance, compromising, and accommodation and how they have an impact on employee performance, which is the dependent variable. The research study covers the years 2019-2024 in Kenya, since the employees of the Public Hospitals will have been involved in industrial actions which will have certain effects on the community during this period. The

study, in this case, focused on the public hospitals in Meru County, leaving out the other counties.

1.8 Limitations of the Study

The research was limited to the Public Hospitals (PH) in Meru County, and therefore the findings are not a generalization of the experiences of hospitals in other counties in Kenya because these counties face different conflicts which were not investigated as part of this study. The research findings were limited to the effects of conflict management practices on employee performance and did not consider other factors that may influence employee performance. This implies that the results may not wholly determine the effects on employee performance because other factors also contribute to employee performance. Different independent variables had different relationships with employee performance, and as their contribution could not be the same. Due to the duration of the course, the research was limited to the period between 2019 and 2024 because a longer study period would require more variables to be incorporated into the study. The findings cannot be replicated to cover a different period; the problems are only specific to this period.

1.9 Operational Definition of Terms

- Conflict:** This entails a clash among individuals, groups, or organizations holding differing viewpoints, values, and beliefs.
- Performance:** This involves the execution of a task or work with the aim of achieving certain outcomes.
- Integrating Practice:** This approach involves parties in conflict coming together to discuss issues openly and work out solutions collaboratively, being both assertive and cooperative.
- Compromising Practice:** This approach results in neither party achieving their exact desires, embodying a blend of moderate assertiveness and cooperation.
- Avoiding Practice:** This approach is characterized by parties dodging the conflict entirely, showing neither assertiveness nor cooperation.
- Dominating Practice:** This win-lose strategy shows little consideration for others, with one party pushing to get their desires met over others'.
- Accommodating Practice:** This approach prioritizes the concerns of others above one's own in an effort to preserve good relationships.
- Conflict Management Practice:** These refer to strategies employed to address and resolve disputes among individuals or groups effectively.
- Conflict Management:** This process involves the identification and resolution of conflicts in a fair and efficient manner, aiming to minimize negative impacts and enhance positive outcomes.
- Employee Performance:** This is measured by how well individual employees fulfill their job responsibilities and duties in alignment with organizational standards.

Public Hospital:

This refers to a health care facility that is owned, operated by the government, and accessible to all members of the public.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter delves into a comprehensive analysis of empirical and theoretical reviews alongside a detailed conceptual framework. It explores various theories and models pertinent to the study at hand within the theoretical review. The empirical review sheds light on the research conducted by scholars regarding conflict management strategies and their impact on employee efficiency, incorporating a summary of the study and identifying existing gaps. The conceptual framework is presented visually, encapsulating the study's overview.

2.1 Empirical Review

This section highlights the findings from numerous scholars on the topic at hand, particularly noting that conflict is a prevalent issue in organizations. Conflicts significantly influence both the organization's performance and that of its employees. Organizations vary greatly, each adopting unique approaches to conflict resolution. Properly managed conflicts can boost employee morale and performance; conversely, unresolved conflicts deteriorate the organizational climate and exacerbate problems.

2.1.1 Compromising Practice and Employee Performance

The compromise practices in managing conflicts are often perceived as a scenario where all parties involved get some of their needs met but none fully (Allen, 2015). This strategy strikes a balance between being assertive and cooperative with one another. It is particularly beneficial for creating interim solutions or as a backup plan when other strategies, such as asserting dominance or seeking integrative solutions, don't work out (Carter, 2017). A key advantage of this method is its efficiency, facilitating quick and temporary resolutions, although it can be quite challenging and stressful to enforce effectively.

Research by Ester, Augustine, and Osunsan (2020) on impact of compromise as a conflict resolution strategy on the performance of employees within the Kampala Capital City Authority (KCCA), Uganda. The investigation included a sample of 222 employees. Data collection was performed through a Likert-type scale questionnaire. The results indicated a notable level of effectiveness of compromise in enhancing employee performance. The regression analysis demonstrated a statistically significant positive influence ($R^2=0.25$, $p<0.01$), indicating that compromise accounts for 25% of the variance in employee performance, leading to the rejection of the null hypothesis. Additionally, the regression model proved to be an optimal predictor for the impact of compromise on employee performance ($F=71.773$, $p<0.000$). The research concluded that compromise plays a crucial role in influencing employee performance at KCCA.

In their study, Nnadi and Igwe (2024) sought to evaluate the impact of compromising strategies on the performance of food and beverage manufacturing firms located in Enugu State, Nigeria. The researchers focused on three selected manufacturing firms, targeting a total population of seven hundred and sixty-five (765) individuals for their analysis. Primary data collection was carried out using a structured questionnaire, employing a descriptive survey design approach to gather relevant information. The study determined a sample size of two hundred and eighty-four (284) respondents by applying Ferund and William's formula. Data presentation and analysis were conducted using the mean score and standard deviation, calculated based on the Sprint Likert scale. The findings revealed that engaging in mindfulness activities had a significantly positive impact on employee output, as evidenced by statistical results ($Z = 95$, $n = 238$), $5.380 < 7.908$, $P < .05$. Additionally, resolving conflicts through open communication was found to have a significant positive effect on employee sales volume, further enhancing the performance of food and beverage manufacturing firms in Enugu State. The study underscores the importance of adopting

mindfulness and effective communication strategies to improve organizational productivity and employee efficiency.

Research conducted by Martinez (2019) suggests that the compromise approach fosters a balance between cooperation and assertiveness among staff, leading to improved efficiency in managing workplace disagreements. This approach allows conflicting parties to work together while asserting their needs, creating a middle ground for resolution. According to Allen (2015), the success of this method often depends on the roles of managers within the organization and the specific nature of the conflict being addressed. The compromise technique is most effective when the objectives are such that they can be fairly distributed among the parties involved, with all participants willing to make concessions to reach a mutual agreement (Brown, 2018). While this strategy promotes collective achievement and ensures some level of satisfaction for all parties, it may not fully meet the initial expectations or demands of each stakeholder. Despite its partial effectiveness, Lewis (2020) highlighted that compromising remains a widely preferred conflict-resolution strategy within organizations. This preference stems from its ability to offer timely, albeit temporary, solutions to disputes, ensuring that work processes are not significantly disrupted. By prioritizing practical outcomes over perfect resolutions, the compromise approach continues to play a critical role in organizational conflict management.

In his research, Kinnander (2022) identified an alternative conflict resolution method that serves as a viable strategy when the primary approach proves ineffective. This method, characterized by its balanced emphasis on assertiveness and cooperativeness, is particularly valued by managers for fostering a mutual concern among the involved parties. While its solutions are often temporary, the approach is widely favored due to its practical benefits in resolving conflicts without escalating tensions. Kinnander noted that this strategy's ability to encourage collaboration makes it a preferred choice in situations where maintaining

workplace harmony is critical. Supporting this perspective, Mbithe (2013) observed a growing trend among managers to prioritize their employees' needs and concerns, even at the expense of their own objectives. This managerial inclination underscores the belief that effective conflict resolution sometimes necessitates compromise and concessions from all sides. Furthermore, the adoption of this method is not universal; some organizations utilize it proactively for its perceived strengths, while others employ it as a contingency plan when other strategies fail to yield results. Alzawahreh (2017) highlighted this dual application, emphasizing that its effectiveness depends on the specific organizational context and the nature of the conflict. Recent updates to Kinnander's (2022) work reaffirmed these findings, demonstrating that while the method does not always deliver comprehensive solutions, it remains a cornerstone in conflict management for its ability to balance competing interests and maintain operational continuity within organizations. This strategic approach continues to gain recognition for its flexibility and practicality in diverse organizational settings.

The research conducted by Rwehumbiza and Mfugale (2022) aimed to explore the role of conflict management in enhancing the performance of employees at the Dar es Salaam Maritime Gateway Project (DMGP). This investigation sought to understand the structure of communication flow within DMGP, identify the conflict resolution strategies employed, and examine the relationship between the effectiveness of these strategies and employee performance. The study sampled 45 technical staff members through a combination of convenience and purposeful selection methods. Data was processed and analyzed using SPSS software. Findings from the study highlighted that despite having the opportunity to express themselves, employees hesitated to share their concerns with managers due to job security fears. It was discovered that most interpersonal conflicts were resolved by directly involving the parties concerned. Moreover, employees showed a preference for resolving disputes with their direct supervisors rather than involving external parties. Furthermore, the

research indicated that training and development programs at DMGP have made a notable impact on enhancing the performance of employees across various departments. Overall, the study concluded that effective conflict management plays a crucial role in boosting employee performance.

2.1.2 Dominating Practice and Employee Performance

The practice of domination in conflict management is described as prioritizing one's own interests significantly above the concerns of others, culminating in a win-lose outcome. This approach leans heavily on the utilization of one's positional authority and is characterized by a blend of assertiveness and a deficit in cooperation. The strategy emphasizes power dynamics, where the party in control dictates terms without considering alternative viewpoints or the needs of others. Although it may initially seem effective for resolving disputes promptly, its long-term efficacy is generally perceived as low due to the strain it places on interpersonal relationships and organizational morale. This strategy is often employed by managers who impose solutions without involving other stakeholders, prioritizing the organization's goals over the individual concerns of employees. Such a dynamic, while occasionally necessary, can adversely affect employee performance by fostering resentment and disengagement. Overemphasis on managerial authority raises questions about the suitability of this approach in situations that require nuanced and collaborative solutions (Nguyen, 2021).

In conflict management discourse, the dominating method is equated with a competitive posture where one party's advantage directly correlates with another's detriment. It is a zero-sum approach that prioritizes outcomes over processes, with participants striving to achieve their goals irrespective of collaborative efforts or the well-being of the opposing party. This method calls for a substantial degree of assertiveness and is often devoid of empathy or mutual respect. While the dominating approach may seem fitting in scenarios requiring

quick resolutions, such as wage or policy disputes, it often results in fractured relationships and an increased likelihood of recurring conflicts (Lee & Xia, 2020). Furthermore, the absence of cooperative dialogue in this method creates an environment where unresolved tensions linger, potentially escalating into more significant issues. Zhang and Gao (2019) note that this strategy's inherent adversarial nature can undermine trust, reduce workplace cohesion, and create a toxic culture where individuals feel undervalued and unheard. Patel (2020) echoes these sentiments, observing that while the dominating approach may temporarily resolve conflicts, it can sow the seeds for future disputes. Thus, its overall effectiveness is often limited to immediate, high-stakes scenarios, making it a less desirable choice for sustained conflict resolution.

In the corporate setting, the application of the dominating method often reflects broader organizational dynamics and leadership styles. Longe (2015) highlighted that this methodology is infrequently embraced by firms due to its propensity to produce adverse outcomes like heightened employee anxiety and competitive tensions. When employees feel sidelined or coerced, their engagement levels plummet, leading to reduced productivity and morale. Tahir, Farooqi, Arshad, Muhammad, and Khan (2016) further emphasized this perspective, noting that the dominating approach creates a climate of fear and competition rather than collaboration and trust. However, in moments of crisis, such as organizational restructuring or urgent decision-making, the adoption of this methodology tends to increase, as observed by Tetteh & Obuobisa-Darko (2016). These situations often demand swift action, and the dominating approach can be a pragmatic choice, albeit one with potential long-term repercussions.

The unpopularity of the dominating tactic within corporate circles is well-documented. Kinnander (2011) attributes this to its long-term detrimental effects, which include diminished employee loyalty, strained professional relationships, and a pervasive culture of

conflict. Organizations that rely on this method risk alienating their workforce and fostering an environment of discontent. While some researchers advocate for the potential benefits of assertive measures in achieving organizational goals, these benefits often come at a steep relational cost. Shaheryar (2016) argues that such approaches, though occasionally effective in the short term, are unwise in the long run. Assertive dominance undermines the principles of mutual respect and collaboration, which are essential for maintaining healthy corporate relationships and ensuring organizational stability. By prioritizing individual or managerial interests at the expense of collective well-being, this strategy compromises the foundation of trust and teamwork that underpins successful enterprises.

In conclusion, the dominating approach to conflict management is a double-edged sword. While it offers the advantage of quick resolution in high-pressure scenarios, its long-term implications often outweigh its immediate benefits. The approach's reliance on positional authority and assertiveness, combined with a lack of cooperation, creates an adversarial dynamic that can damage relationships and reduce organizational cohesion. Research consistently highlights the detrimental effects of this strategy, including increased anxiety, competitive tensions, and the erosion of trust within teams. Although some contexts may necessitate its use, the dominating method is generally seen as a last resort rather than a preferred strategy. To foster a more harmonious and productive work environment, organizations should consider alternative conflict management approaches that balance assertiveness with collaboration, ensuring both immediate results and long-term relational stability.

2.1.3 Avoiding Practice and Employee Performance

Choosing to sidestep conflict management strategies often involves a withdrawal from conflict without achieving a genuine resolution. This avoidance approach indicates a

willingness among individuals to pretend that the conflict no longer exists between them. It's characterized by low self-concern, non-cooperation, lack of assertiveness, and differs from other conflict management strategies (Newman, 2019). This approach is considered suitable under circumstances where victory is unachievable, or when the disputes are too contentious, and is also adopted by those who find themselves emotionally compromised as a result (Anderson, Li, & Wilson, 2020).

Utilizing avoidance as a fallback strategy is common in professions such as nursing (Williams, Smith, & Andrews, 2017). It's viewed as beneficial when parties require additional time to collect enough information before effectively addressing the conflict. However, this strategy is not without its drawbacks, as it leaves room for conflicts to resurface (Chen, Liu, & Zhao, 2018). Some managers adopt this avoidance tactic not as a way to strategically manage conflict but as an evasion of problem-solving responsibilities altogether (Newman, 2019). Relying on avoidance as a conflict management plan can have detrimental long-term effects on an organization by allowing unresolved issues to re-emerge, leading to negative outcomes.

Recent studies have highlighted the inclination among certain groups within an organization, such as nurses, to employ avoidance as a conflict management strategy, based on the belief that the conflict is irrelevant to them (Tetteh & Obuobisa-Darko, 2018). This tendency was found to be the least engaged practice among the strategies available for dealing with organizational conflicts (Jones & Smith, 2020). This approach is often chosen over active confrontation or collaboration due to a preference to sidestep rather than address issues directly. However, research by Al-Hamdan et al. (2019) suggests that avoidance may not be favored in certain contexts because unresolved issues tend to resurface, highlighting a perceived lack of assertiveness associated with this strategy. The academic discourse shows varied perspectives on the utility of avoidance in conflict management. Whereas some

scholars (Miller & Thompson, 2021) argue against its effectiveness, citing its temporary nature and the inevitability of recurring problems, others advocate for selective use of avoidance to mitigate the risk of escalating conflicts within the organization (Davis & Lee, 2022).

2.1.4 Accommodating Practice and Employee Performance

The approach commonly referred to as the obliging strategy in conflict management emphasizes prioritizing others' needs, aiming to fulfill the desires of the conflicting parties, and achieving appeasement (Jamiu, Abdulraheem, & Zekeri, 2021). This method is characterized by accommodating behaviors that entail setting aside one's preferences to cater to others. It is described as unassertive yet cooperative, most applicable when one side is prepared to concede to the other. In such instances, leaders strive to address the concerns of all involved, making it particularly effective for resolving longstanding conflicts.

Recent research underscores that accommodating practices primarily focus on satisfying the counterparty, demonstrating high concern for others. This approach is touted for its potential to preserve the interests of others, thereby enabling a unique perspective on the conflict (Newman, 2020). However, the utilization of this approach within organizations is debated. While some scholars point out its short-term disadvantages, others argue its applicability in certain organizational contexts where management endeavors to fulfill the conflicting parties' needs (Smith & Tahir, 2018).

Furthermore, engaging in accommodation practices has been linked to fostering positive relationships between management and staff, potentially leading to enhanced employee performance, particularly when the strategy is applied effectively (Garcia, 2019). This emphasizes the strategic use of accommodating conflict resolution strategies, highlighting their benefits in fostering harmony and raising staff morale.

According to Feng (2022), this practice is used more when individuals cannot reach a consensus, but ultimately, a decision needs to be made within an organizational setting. This practice is the most frequently utilized method to avert organizational conflicts, aiming to maintain a harmonious work environment. In the context of public hospitals, it was discovered that the tendency to use accommodating practices is higher than in private hospitals, unlike the practices of avoidance and dominating. This preference is attributed to the anticipated benefits and long-term impact on employee performance (Khan & Singh, 2021). According to Rivera and Gomez (2023), this practice is popular among team managers who prioritize people in an organization. Consequently, some scholars argue that this practice is suitable for preventing conflicts among team members and fostering a harmonious work relationship.

2.2 Theoretical Review

Various theoretical themes were applied to this study to relate them to human behavior in the work environment when using CM practices. In this study, the Human Relations theory, the Thomas Kilmann Mode Instrument on conflict management practices, and the Expectancy theory on employee performance were used to highlight factors influencing conflict management practices in the workplace and employee performance.

2.2.1 Human Relations Theory

This theory was postulated by Elton Mayo in 1964 after conducting experiments to find out how individual employees behaved under certain work conditions. The study highlighted the importance of the relationship between various social factors and organizational performance. Employee productivity and performance were considered their functions, and compensation was made. However, after the experiment, it was realized that for employee performance and production to increase, their needs had to be satisfied through motivation and with

The right compensation packages (Lee, Chaudhry, & Tekleab, 2014). The Human Relations School of Thought holds that an organization's performance depends on the types of relationships between employees and managers. Managers should be able to care more for their employees by establishing favorable interpersonal relationships, which shows that achieving organizational goals depends on employees (Saeed, 2014).

Human relations theory focuses on the individuals in a workplace and their needs to perform significantly better. The organization should foster a great relationship between management and employees through employee participation in decision-making (Dobre, 2013). In such circumstances, workers are exposed to morale-enhancing conditions that focus on their creativity and innovation and encourage them to perform to the expectations of the organization (Odembo, 2013). Therefore, human relations theory should be important to management, and their practice should be that management should know their employees well and how they behave in different situations, have good interpersonal relations, and motivate them. In the end, challenges and conflicts will be reduced.

The human relations theory applied to the study states that conflicts should be partially accepted since conflicts establish a positive energy for the organization's performance depending on how the conflict is handled (Farahani, 2014). Management should be able to create better human relations among their employees. In cases of conflict, management should be able to know their employees well and know how to act and select the best practice of conflict management, which has to yield the best results in the end, thus managing the conflicts. Employees can only perform effectively if conflicts stress them (Fusch & Fusch, 2015). Conflict management can be used to manage issues that will arise in an organization in the long run. To accomplish their goals, they should eliminate conflict between people and the organization, recognize employees as human beings, improve

working relationships, promote departmental collaboration, and boost the organization's output regarding the quality and quantity of goods and services (Muldoon, 2017).

2.2.2 Thomas Kilmann Conflict Mode Instrument

In 1976, Thomas and Kilmann introduced the conflict mode instrument as a means to explore the different responses individuals show during conflict situations. This model primarily considers two dimensions: assertiveness, which focuses on the fulfillment of one's own needs, and cooperativeness, which emphasizes working with others. These dimensions together establish a framework for conflict management, as outlined by Tjosvold and colleagues in 2014. It identifies five key strategies for managing conflict: integrating, dominating, accommodating, compromising, and avoiding, detailing the role each perspective plays, as illustrated in figure 1.

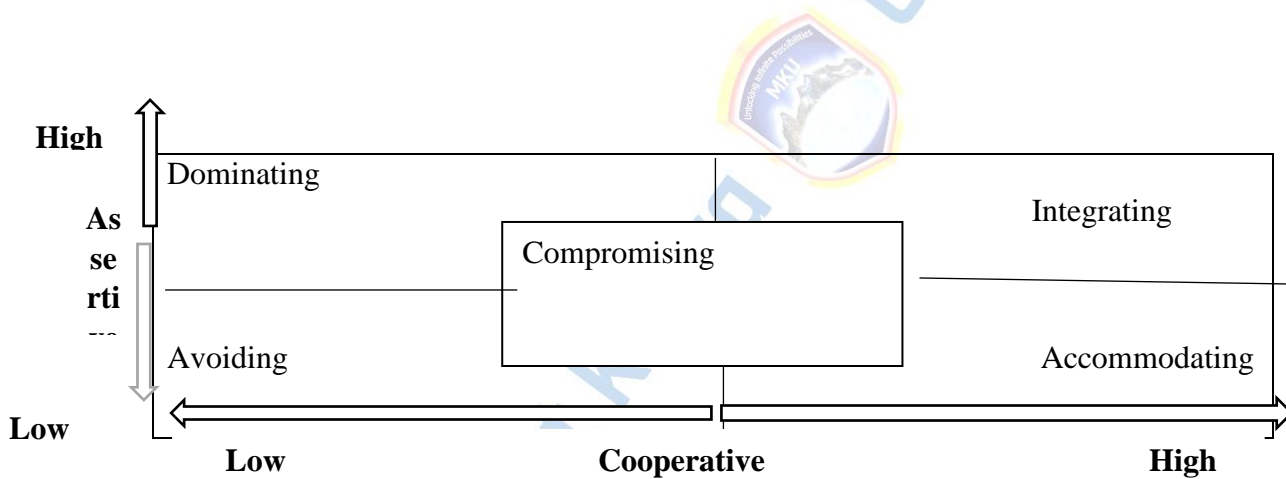


Figure 1 Thomas Kilmann conflict management styles

Source: Thomas Kilmann (1974)

The illustration presents five conflict management (CM) strategies, emphasizing the roles of assertiveness and cooperativeness in handling organizational conflicts. Thomas and Kilmann (1976) describe the dominating strategy as assertive yet uncooperative, the accommodating strategy as neither assertive nor cooperative, the avoiding strategy similarly as neither

assertive nor cooperative, the compromising strategy as both moderately assertive and cooperative, and the integrating strategy as both assertive and cooperative. Hence, this model illustrates individual responses to conflict based on the levels of assertiveness and cooperation exhibited through these strategies (Kaimenyi, 2014).

This research incorporated the Thomas Kilmann conflict mode instrument, highlighting its significance for managers to understand the conflict management styles they apply. As Corn (2013) points out, this understanding enables them to identify the most suitable approach for addressing organizational needs while considering the assertive and cooperative dynamics of the parties involved, ultimately influencing outcomes. Managers are encouraged to familiarize themselves with various conflict management strategies to select the most appropriate one for their organization and assess its impact on employee performance. Additionally, recognizing and addressing conflicts promptly and educating staff on effective dispute resolution techniques are vital. As Iravo (2011) suggests, fostering a workplace culture of trust and respect not only minimizes disputes but also enhances employee commitment and motivation, leading to improved performance.

2.2.3 Expectancy theory

In 1965, Victor Vroom introduced the expectancy theory, a groundbreaking framework that examines the relationship between employees' job performances and their alignment with organizational objectives (Vroom, 1965). Vroom posited that employees' actions are driven by various factors, resulting in specific behaviors as they strive to meet organizational expectations. This theory emphasizes the critical role of aligning individual performance goals with those of the organization to achieve mutual success. It suggests that motivation, a key determinant of behavior, creates expectations around potential outcomes, thereby shaping employees' actions (Nguyen, 2021). The concept of expectancy pertains to the actions employees undertake within their work environment and how these are influenced by

the conditions surrounding them. By addressing these elements, organizations can better understand the dynamics of employee performance and develop strategies to optimize it (Muldoon, 2017).

The foundation of the expectancy theory lies in three core elements: expectancy, valence, and instrumentality (Vroom, 1965). Expectancy is shaped by an employee's behavior and their belief in the likelihood of achieving desired performance levels. Managers play a pivotal role in influencing this element by addressing employees' needs and creating an environment that supports skill development and competency enhancement (Dobre, 2013). This process enables employees to evaluate whether they possess the necessary abilities to succeed in their roles. Valence, the second element, pertains to the rewards employees anticipate from their performance. These rewards could be monetary, such as bonuses and salary increments, or non-monetary, like recognition and career advancement opportunities (Lee et al., 2014). Instrumentality, the third component, revolves around employees' perceptions of their ability to deliver results and achieve desired outcomes. It reflects their belief in the link between performance and rewards, highlighting the importance of clear and consistent communication from management (Tahir et al., 2016).

Lee et al. (2014) emphasize the critical role of rewards, motivation, and recognition in driving employee performance. They argue that without such encouragement, employee performance could stagnate, adversely affecting quality, creativity, and innovation within the organization. Recognition from management acts as a powerful motivator, fostering a sense of accomplishment and belonging among employees (Muldoon, 2017). Employees, often regarded as an organization's most valuable assets, must be equipped with the skills and resources necessary for achieving desired outcomes (Tetteh & Obuobisa-Darko, 2016). Furthermore, organizations should proactively address potential challenges that employees may encounter, ensuring a supportive environment that facilitates continuous learning and

growth. By fostering a culture of recognition and skill development, organizations can enhance employee motivation and align individual efforts with organizational goals (Dobre, 2013).

The applicability of the expectancy theory extends across various organizational practices, including human relations and HR activities. Recruitment, for instance, benefits from this theory by enabling organizations to identify candidates whose skills and expectations align with the company's objectives (Nguyen, 2021). Training and development programs, informed by the expectancy theory, can be designed to equip employees with the skills they need to meet performance expectations (Tahir et al., 2016). Performance evaluations, another critical HR function, can incorporate elements of the theory by providing constructive feedback and linking rewards to measurable outcomes (Lee et al., 2014). By doing so, organizations can enhance employee motivation and foster a culture of continuous improvement. Additionally, the theory highlights the significance of understanding and meeting employee needs to sustain organizational performance over time (Dobre, 2013).

Dobre (2013) underscores the importance of the expectancy theory in comprehending individual employee behaviors. By understanding the factors that drive motivation, organizations can develop targeted strategies to address employee needs and foster a positive work environment. For example, employees who perceive a strong connection between their efforts, performance, and rewards are more likely to exhibit high levels of motivation and engagement (Lee et al., 2014). Conversely, a lack of alignment between these elements can lead to decreased morale and productivity (Nguyen, 2021). The theory, therefore, serves as a valuable tool for managers and HR professionals, enabling them to identify areas of improvement and implement solutions that align with organizational standards (Tahir et al., 2016).

Furthermore, the expectancy theory has significant implications for leadership and management practices. Leaders who adopt this framework can create a work environment that supports employee motivation and performance (Vroom, 1965). By providing clear goals, offering constructive feedback, and recognizing achievements, leaders can build trust and foster a sense of accountability among employees (Muldoon, 2017). Additionally, the theory encourages leaders to adopt a participative approach, involving employees in decision-making processes and valuing their input. This collaborative approach not only enhances employee satisfaction but also strengthens the alignment between individual and organizational objectives (Dobre, 2013).

In conclusion, Victor Vroom's expectancy theory offers a comprehensive framework for understanding the dynamics of employee motivation and performance (Vroom, 1965). Its emphasis on the interplay between expectancy, valence, and instrumentality provides valuable insights into the factors that drive employee behavior (Nguyen, 2021). By addressing these elements, organizations can create a supportive environment that fosters motivation, enhances performance, and aligns individual goals with organizational objectives (Lee et al., 2014). The theory's applicability across various organizational practices, from recruitment to performance evaluation, underscores its relevance in today's dynamic business landscape (Tahir et al., 2016). By understanding and addressing employee needs, organizations can build a motivated workforce that contributes to sustained success and innovation (Dobre, 2013).

2.3 Conceptual Framework

This research focuses on how different approaches to managing conflict impact the performance of employees in public hospitals within Meru County. It delves into the relationship between conflict management techniques and employee efficiency, as outlined

in the study's conceptual framework. The techniques of conflict management, including compromising, dominating, avoiding, and accommodating serve as the independent variable in this framework. The effectiveness of employees in public hospitals is considered the dependent variable. The interaction between the practices for managing conflict and employee performance, as depicted in the conceptual framework, is crucial to understanding the dynamics at play.

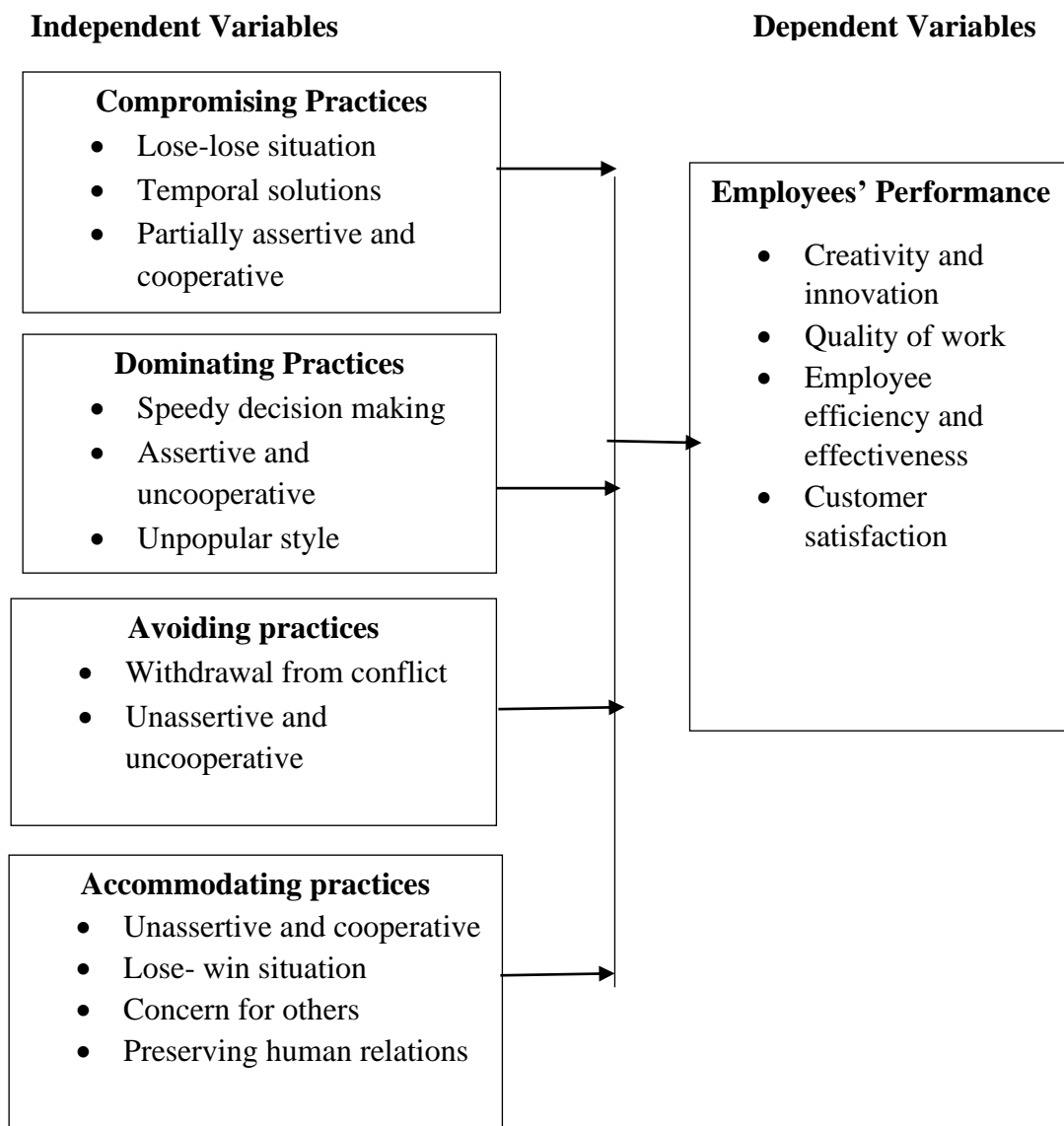


Figure 2: Conceptual Framework

Source: Researcher (2025)

2.4 Recap of Literature Review

Conflict management as a vital HR function encompasses a vast array of skills, practices, and processes crucial for resolving conflicts effectively. It is essential for management to take an active role in conflict resolution and to include employees in the process, as they are instrumental in identifying the root causes of conflict. By doing so, it ensures that the solutions devised are acceptable to all parties involved (Ahmed et al., 2020). A study focusing on public hospital settings revealed a preference for specific conflict management tactics such as accommodating, compromising, and integrating, as opposed to avoidance or dominating strategies, indicating that the choice of conflict management practices has a significant impact on encouraging positive employee performance (Nwobodo et al., 2022). The effectiveness of compromising, and obliging approaches in managing conflict has been consistently supported by recent research, which shows positive outcomes from these strategies (Nwobodo et al., 2022).

Conversely, employing dominating or avoiding strategies has been found to have adverse effects on organizational well-being and employee performance (Khan & Singh, 2021). Various factors can lead to workplace conflicts among employees, often resulting in decreased performance and dissatisfaction (M'mbwanga, 2021). Thus, the implementation of

effective conflict management practices is crucial for promoting a positive organizational atmosphere and motivating employees to meet the organization's expectations (Zgambo, 2022). Management within organizations often faces numerous challenges that make it difficult for them to address conflicts promptly (Lundula, 2024). These obstacles can prevent effective conflict management, potentially allowing unresolved issues to persist and become more complex. The limitations facing managers include a need for more time to understand the root causes of conflicts, a lack of necessary skills, and indecision regarding the best approaches and processes for conflict resolution. It is crucial that the practices adopted for managing conflicts are well-suited to the organization's needs, as failure to effectively mitigate these issues can hinder managers' ability to perform optimally.

Recognizing the problems that arise from conflicts is essential for managers. Employees play a crucial role in the success of an organization (Jensen, 2019) and hence, should be valued and treated with respect, given their significance in the workplace. A significant research gap exists in identifying the most effective conflict management practices tailored to an organization's specific needs, as there has been limited research in this area. Therefore, addressing conflicts swiftly and effectively is critical to preventing them from worsening and causing tension within the organization. This can be achieved through engaging all relevant parties, conducting thorough research to gather comprehensive information, involving participants throughout the process, and ultimately resolving the conflict effectively.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter delves into the research methodology, providing insights into research procedures and approaches to data gathering and analysis. It includes a comprehensive overview of the study area, research design, target demographic, sampling strategy, research tools, methods of data collection and analysis, data presentation, and the ethical considerations observed throughout the research process.

3.1 Research Design

The research design is essentially the blueprint for collecting and analyzing data, aimed at integrating the objectives of the study and therefore outlining the methodology of the research (Mukherjee, 2019). This research utilized a descriptive research design to collect information from participants on how conflict management tactics will affect employee performance in public hospitals. The objective of the descriptive method was to precisely outline the characteristics of the groups being studied and address questions about who, what, where, when, and how pertaining to the subject of the study. Mukherjee (2019) notes that this approach is chosen because it yields insights into specific activities and their actual occurrences. Furthermore, the research design allows for the assessment of the behavior and attitudes of the target demographic in respect to the study, thereby reducing biases in the collected data.

3.2 Target population

The term "target population" is used to describe a specific group of individuals sharing similar characteristics (Walliman, 2021). This target population is essentially the group from which data will be sourced. In the context of this research, the focus will be on all four level four and one level five Public Hospitals within Meru County, Kenya. Specifically, these are Githongo, Nyambene, Kanyakine, Muthaara, and Meru Teaching and Referral Hospital (MeTRH). Total number of employees targeted in this study were 555 health care workers in the selected medical facilities, the study focused on doctors, nurses, and clinical officers.

Table 1: Target Population

Category	Target population	Percent
Doctors	23	4.14
Nurses	412	74.23
Clinical Officers	120	21.63
Total	555	100.00

Source: Meru county department of health services (2024)

3.3 Sampling Design

The approach used to collect samples from a specific group of people is known as the sampling design (Dehalwar & Sharma, 2023). This research adopted a stratified random sampling method, categorizing the population into different groups (strata) based on their roles and similar characteristics within the hospital's structure. From the hospital's entire staff of 555 employees, a sample of 167 individuals who included doctors, nurses, and clinical staff, was selected. Mugenda and Mugenda (2009) suggest that for descriptive studies, a sample size that is 30% of the total population being investigated is deemed sufficient. The choice of 30% in this study was informed by the fact that it is large enough to ensure that the sample accurately represents the population. It increases the likelihood that all subgroups

within the population are included, making the findings more generalizable. Also, the diversity of the population with regard to the characteristics or behaviors being studied, a larger sample might be necessary to accurately capture this variability.

Table 2 Sample Size

Category	Target population	Sample Size
Doctors	23	7
Nurses	412	124
Clinical Officers	120	36
Total	555	167

Source: Researcher (2015)

3.4 Data Collection Instrument

The research leveraged firsthand information as its core data source (Kumar, 2011). This information was collected through a semi-structured questionnaire that was administered to a wide range of hospital staff, including doctors, nurses, and clinical officers. The questionnaire was organized into three sections: the first focusing on general information, the second on specific conflict management practices that was employed, and the third on the impact of these practices on employee performance within public hospitals in Meru County.

3.5 Reliability and Validity of the Data Collection Instrument

The study instruments were subjected to validity and reliability tests to ensure consistency of the results provided.

3.5.1 Validity of the Research Instrument

The concept of validity focuses on the process of data collection and analysis to assess the accuracy and relevance of the research tool (Ferrar et al., 2021). The researcher conducted an assessment of the questionnaire through three main lenses: face validity, content validity, and construct validity. Face validity was employed to ascertain whether the research tool is directly relevant to the aims of the study. Content validity was established to ensure that the data gathered adequately represents the study's questions and objectives. Meanwhile, construct validity was leveraged to confirm that the gathered data accurately mirrors the theoretical frameworks and statements posed by the questionnaire (Sürücü & Maslakci, 2020).

The process of evaluating content validity involved presenting the research tool to a supervisor and other experts to verify that it encompasses the intended scope of the study. Their feedback was then be incorporated into the final questionnaire. Face validity was scrutinized by seeking subjective assessments on the tool's measurements from select respondents and experts. Furthermore, construct validity was verified through a pilot study, ensuring that the research content is appropriate and relevant to what is being measured.

3.5.2 Reliability of the Research Instrument

Kothari (2004) posits that the cornerstone of research fidelity lies in the consistent application and outcome reliability of the research instrument. To ensure the robustness of the current study, the study undertook a meticulous examination to rectify any inaccuracies or ambiguous queries within the instrument, thereby securing its efficacy. The adoption of the test-retest methodology shall facilitate the evaluation of the instrument's reliability through soliciting repeated feedback from participants. Moreover, the study employed equivalent form strategy, involving the use of two varied questionnaires to assess the same construct, was instrumental. The researcher used internal consistency method, which

involved collecting data from individual assessments among the sample cohort. Equipped with these exhaustive strategies.

3.6 Data Collection Procedure

The researcher obtained a certificate of ethical clearance and an introduction letter to the National Commission for Science, Technology and Innovation (NACOSTI) to aid in obtaining research permit. In order to conduct the research in the public health facilities, permission was first needed to be obtained from the relevant authorities. The researcher then sought permission from the county director responsible for health and Public Hospital management, and upon receiving permission, proceeded to sought permission from the in charge of the sampled health facilities. The questionnaires were presented to the respondents along with a letter detailing the essential information about the research study. The researcher then gave the respondents a certain period of time to complete the questionnaire. All the questionnaires were subsequently collected by the researcher, and the data was analyzed.

3.7 Data Analysis and Presentation

Data analysis involved summarizing and organizing the data (Kothari, 2004). The data gathered from completed questionnaires were summarized, coded, edited, and tabulated using the Statistical Package for Social Sciences (SPSS), as it interpreted and analyzed the data obtained from the research tool. The collected data was quantitative and analyzed using descriptive and inferential statistics through coefficient statistics. Descriptive statistics, such as the mean, standard deviation, percentages, and frequency distribution, was used to explore emerging insights. Correlation statistics examined the relationships between dependent and independent variables. Inferential statistics was utilized to conclude the population using regression statistics to assess the significance of the relationships between the variables (Walliman, 2011). The study used the following regression model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where:

Y = Dependent variable that is Employee performance a = Constant

b_{1-5} = Regression Coefficient

X_1 = Compromise practice

X_2 = Dominating practice

X_3 = Avoiding practice

X_4 = Accommodating practice

ε = Error term

3.8 Ethical Considerations

Ethics refer to the distinction between right and wrong, as well as good and bad, when conducting a study (Walliman, 2011). The ethical issues guided the research study. The researcher obtained permission from the Directorate of Postgraduate Studies at Mount Kenya University in order to carry out the research. Permission was also sought from the County Director of Health and the public hospital management through a letter to undertake the research study. Once permission is granted, participants were invited to take part in the study, and a letter explaining the research study was provided for clarity, including details on what was required from participants. The participants' confidentiality and anonymity was carefully considered.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results obtained using the methods described in Chapter Three. It includes the response rate, reliability test results, demographic details of the respondents, descriptive statistics, and inferential statistics. The findings are aligned with the study's objectives.

4.2 Response Rate

The study focused on 167 employees selected from public hospitals in Meru County, Kenya. Out of the 167 questionnaires distributed, 129 were completed and returned, resulting in a response rate of 77.25%. This response rate is both representative and significant, aligning with Mugenda and Mugenda's (2003) guideline that a response rate of 50% is sufficient for analysis and reporting, while rates of 60% or 70% and above are considered good and excellent, respectively.

4.3 Reliability Test Results

A pre-test helped determine if the data gathering instrument was reliable. The pilot study was conducted on 56 respondents, drawn from Chuka level 5 hospital and Magutuni level 4 hospital in Tharaka Nithi county, Kenya and who did not form part of the main investigate. The reliability test of the research tool was necessary in order to tell whether the research tool yielded consistent outcomes after multiple trials under similar conditions. It helps to indicate the research instrument's level of internal consistency (Hajjar, 2018). The reliability of the data gathering tool was determined using Cronbach's Alpha Coefficient, which measures internal consistency, with the acceptable reliability threshold being a Cronbach alpha coefficient of at least 0.7 at 5% significance level. The outcomes of the test are as provided in Table 3.

Table 3: Reliability Results

Study variables	Number of items per variable (N)	Reliability results (Cronbach's Alpha coefficient)	Remarks
Valid Compromising	7	0.861	Reliable
Dominating	7	0.847	Reliable
Avoiding	7	0.895	Reliable
Accommodation	7	0.812	Reliable
Employee performance	7	0.903	Reliable
Overall reliability of the questionnaire	35	0.877	Reliable

Source: Researcher (2025)

The results in Table 3 show that the Cronbach's Alpha coefficients for the study variables were 0.861 for compromising, 0.847 for dominating, 0.895 for avoidance, 0.812 for accommodation, and 0.903 for employees' performance. Additionally, the overall questionnaire had a coefficient of 0.877. These values indicate that all study variables and

the questionnaire as a whole have reliability coefficients exceeding the acceptable threshold of 0.7. Consequently, the researcher concludes that the research instrument demonstrates a high level of internal consistency, making the study questionnaire reliable. This finding aligns with Hajjar (2018) and Izah, Sylva, and Hait, (2023) assertion that a Cronbach's Alpha coefficient of 0.7 or higher at a 5% significance level indicates a high level of internal consistency in the research instrument.

4.4 Demographic Information of the Respondents

The study aimed to gather information about the respondents' designations, gender, and experience. This general information was intended to help the researcher connect it to the study of conflict management styles and employee performance, as shown below. The designations, gender, and experience of the participants were analyzed to see if these factors influenced their responses to the study.

4.4.1 Gender

The study also identified the gender of respondents from the Public Hospitals. This information was used to determine the number of male and female employees in the four public hospitals, as summarized below.

Table 4: Gender

		Frequency	Percent
Valid	Male	49	38.0
	Female	80	62.0
	Total	129	100.0

Source: researcher (2025)

Table 4 indicates that 62.0% of the respondents were female, while 38.0% were male. This significant gender disparity suggests that more women are employed in the public hospitals

in Meru County compared to men. This trend reflects a positive move towards women empowerment in the workplace, which is increasingly encouraged today.

4.4.2 Designation

The study aimed to identify the respondents' job titles or designations. This information was intended to help the researcher understand how different conflict management practices (CMP) impact their performance in the public health sector, as summarized in Table 5.

Table 5: Designation

		Frequency	Percent
Valid	Doctor	18	14.0
	Nurse	69	53.4
	Clinical office	42	32.6
	Total	129	100.0

Source: Researcher (2025)

Table 5 provides a summary of the different job titles held by the respondents. It is clear that the majority, 53.4%, are nurses, followed by 32.6% who are clinical officer, and 14.0% who are doctors. This indicates that public hospitals in Meru County employ more nurses compared to clinical officers and doctors.

4.4.3 Length of Service in the Public Health

The study aimed to determine the duration of the respondents' employment with the company, as shown in the Table 6.

Table 6: Length of Service

		Frequency	Percent
Valid	0 – 5 years	78	60.5
	6 – 10 years	32	24.8
	More than 10 years	19	14.7
	Total	129	100.0

Source: Researcher (2025)

Table 6 provides an overview of the respondents' work experience in the Public Hospitals. Specifically, 60.5% have worked there for 0-5 years, 24.8% for 6-10 years, and 14.7% for more than 10 years. This range of experience indicates that the respondents are familiar with the hospitals' management functions, enabling them to offer relevant insights for the study.

4.5 Conflict Management practices and Employee Performance

The purpose of the study was to examine the influence of conflict management practices on employee performance in the Public Hospitals in Meru County. This section presents the data analysis on the four conflict management practices used to resolve conflicts and their effect on employee performance in these hospitals. Data was gathered using a semi-structured questionnaire based on a Likert scale from 1 to 5, where 1 indicated "strongly disagree" (SD), 2 "disagree" (DA), 3 "neutral" (N), 4 "agree" (A), and 5 "strongly agree" (SA). "F" stood for frequency.

In this context, mean scores between 1 and 1.5 indicated strong disagreement with the conflict management practices (CMP). Scores between 1.5 and 2.5 indicated disagreement, scores between 2.5 and 3.5 indicated neutrality, scores between 3.5 and 4.5 indicated agreement, and scores above 4.5 indicated strong agreement with the CMP used. The Mean and standard deviation was used to summarize the distribution of responses, providing an overview of participants' views on CMP and employee performance in the public hospitals.

4.5.1 Compromising Practices and Employee Performance

The study sought to determine the effect of compromising practice on employee performance in the Public Hospitals in Meru County. Table 7 shows a summary of the participant's responses basing on the responses Mean and standard deviation.

Table 7: Compromising Practices

Statements	N	Min	Max	Mean	Std. Deviation
------------	---	-----	-----	------	----------------

Compromising practices leads to temporal solutions	129	1.00	3.00	4.26	0.709
Individuals prefer compromising when solving conflicts	129	1.00	5.00	3.25	0.874
All stakeholders take part in solving the problem	129	1.00	5.00	4.35	1.002
Limited information is provided when solving the problems	129	1.00	5.00	3.76	0.897
The practice is seen to be partially assertive and cooperative	129	1.00	5.00	3.62	0.831
win – win outcome has a collective bargain and support from affected parties in the negotiation	129	1.00	5.00	4.10	0.971
The resolutions to the conflict are likely to be accepted voluntarily in a win -win negotiation.	129	1.00	5.00	3.87	1.001
Valid N (listwise)	129				
Average Score				3.89	0.899

Source: Researcher (2025)

The results in Table 7 indicate an average of 3.89 and a standard deviation of 0.899; this means respondents agreed on the fact that their organization had embraced Compromising Practices as conflict management practice. particularly the importance of stakeholder involvement and the potential benefits of win-win outcomes (M=4.35, Std Dev=1.002) and (M=4.10, Std Dev=0.971) respectively. Respondents strongly agreed that compromising practices as a temporary fix rather than a long-term solution (M=4.26, Std Dev=0.709), suggesting a recognition of the limitations of such approaches. The results further indicated that respondents agreed that limited Information is provided when solving the problems (M= 3.76, Std, Dev=0.897), this may suggest that respondents perceive a gap in information sharing during conflict resolution processes. On the Practice being partially assertive and cooperative respondents agreed with statement as supported by a Mean of 3.62 and a Std

Deviation of 0.831. respondents were neutral on individuals preferring Compromising practices when solving conflicts (M= 3.25, Std Dev=0.874).

The variability in responses, as indicated by standard deviations ranging from 0.709 to 1.002, suggests differing perceptions among respondents, particularly around the extent to which stakeholders are involved and the information provided during conflict resolution. Overall, the data reflect a complex landscape where collaboration and stakeholder engagement are valued, but there are concerns about the effectiveness and preference for compromising practices.

The responses align with Kinnander's (2011) research, which indicated that the compromising practice is partially assertive and cooperative, as participants tend to assert themselves while also collaborating during conflict resolution. Similarly, Saiti (2015) supports this approach, emphasizing its effectiveness in promoting individual participation and collaboration in conflict resolution. This collaborative effort simplifies conflict resolution in the health sector. However, the style is less favored due to its provision of limited information and its comparative ineffectiveness, leading to an increase in conflicts.

4.5.2 Dominating practices and Employee Performance

The study second objectives sought to examine the effect of dominating practice on employee performance in the Public Hospitals in Meru County. Table 8 shows a summary of the participant's responses basing on the responses Mean and standard deviation.

Table 8: Dominating Practices

Statements	N	Min	Max	Mean	Std. Deviation
Dominating practice involves speedy decision making	129	1.00	5.00	3.96	0.860
The practice is assertive and uncooperative when managing conflicts	129	1.00	5.00	4.15	0.817

At the end of the process, winners and losers emerge	129	1.00	5.00	4.35	0.842
Dominating practice is used in case of an urgency of an issue	129	1.00	5.00	3.93	0.797
Individuals using this practice work separately to win the other party involved	129	1.00	5.00	3.82	0.831
Conflicts may emerge after some time since one party wins and the part goes unsatisfied	129	1.00	5.00	4.10	0.871
Deceitfulness tactic assumes presenting false data and arguments	129	1.00	5.00	3.97	0.791
Valid N (listwise)	129				
Average Score				4.04	0.830

Source: Researcher (2025)

The responses in Table 8 indicate that respondents generally agreed that dominating practices often lead to win-lose outcomes ($M=4.35$, Std. Deviation= 0.842) and that the practice is assertive and uncooperative ($M=4.15$, Std. Deviation= 0.817), the low Std deviation of 0.817 reflects consistency in this perception. Respondents were also in agreement that that Conflicts may emerge after some time since one party wins and the other goes unsatisfied, unresolved dissatisfaction can lead to future conflicts ($M=4.10$, Std. Deviation= 0.871). Further, respondents' response indicated deceitfulness being associated with dominating practices ($M=3.97$, Std. Deviation= 0.791), while agreeing that dominating practice emphasizes rapid decision-making ($M=3.96$, Std. Deviation= 0.860).

Additionally, there was an agreement among the respondents that dominating practice is used in case of an urgency of an issue ($M=3.93$, Std. deviation= 0.797) and that individuals using this practice work separately to win the other party involved ($M=3.82$, Std. Deviation= 0.831). On average, respondents agree with the statements, and the standard deviation indicates moderate variation across all items ($M=4.04$, Std. Deviation= 0.830).

The respondents indicated a preference for the dominating style of conflict management due to its ability to facilitate quick decision-making and the tendency for individuals to work independently to outmaneuver the other party. These findings align with Simpao (2013), who noted that this style is both fast and fair for making swift decisions. Similarly, Chan, Sit, and Lau (2014) found that when parties do not cooperate and show no concern for others, it supports the study's findings, as lack of cooperation makes conflict resolution challenging. Additionally, the findings suggest that conflicts tend to reemerge over time, which is consistent with Ebrahim, El, and Keshk (2014), who argued that this style only manages conflicts temporarily, leading to their recurrence.

4.5.3 Avoiding practices and Employee Performance

The study sought to determine the effect of avoiding practices as a conflict management practice in public Hospitals in Meru County. The responses were as provided in Table 9.

Table 9: Avoiding Practices

Statements	N	Min	Max	Mean	Std. Deviation
Avoiding minor conflicts enhances an employee's performance.	129	1.00	5.00	4.06	0.824
Avoiding practices negatively affects employee performance by letting conflicts simmer unresolved	129	1.00	5.00	4.35	0.614
Avoiding practices directs time and effort toward more urgent or critical issues.	129	1.00	5.00	4.19	0.646
Avoiding practices allows individuals to prepare and gather information before taking action.	129	1.00	5.00	3.94	0.849

Avoidance of conflicts may hinder the organization's ability to achieve its long-term goals.	129	1.00	5.00	4.39	0.608
Valid N (listwise)	129				
Average Score				4.19	0.708

Source: Researcher (2025)

The responses in Table 9 indicate that respondents generally agreed that failing to address conflicts could hinder the achievement of long-term organizational goals (M=4.39, Std. Deviation=0.608). They also believed that the avoiding practices negatively affects employee performance by allowing conflicts to persist M= 4.35, Std. Deviation=0.614). Additionally, they felt that avoiding practices allows time and resources to be allocated to more urgent or critical issues (M=4.19, Std Deviation=0.646), and that avoiding minor conflicts can enhance employee performance (M= 4.06, Std Deviation=0.824). Furthermore, they agreed that avoiding practices provides time to better prepare and gather information before taking action (M= 3.94, Std Deviation=0.849). Overall, the mean score of 4.19 suggests that employees concurred with the various statements about avoiding practices, with a standard deviation of 0.708 indicating low variability in responses. This implies that respondents recognized avoidance as an unfavorable conflict management technique in their organizations

This aligns with Abdullah's (2015) study in Pakistan, which found that avoidance as a conflict management strategy negatively affected organizational effectiveness by delaying responses to conflicts, thereby exacerbating them. Similar conclusions were drawn by Oni-Ojo et al. (2014) and Alajekwu (2017), who also noted that avoidance is not a desirable conflict resolution technique because it allows conflicts to escalate by leaving their causes unaddressed. Agusioma (2018) argued that timely conflict resolution is crucial for workplace harmony and improved staff performance, which cannot be achieved through avoidance, making it an undesirable technique. Conversely, Agwu (2013) and Saranya (2016) suggested

that avoidance might be appropriate in trivial disputes, situations involving hostile and irrational parties, and short-term relationships. Also, Ahmad, Sani and Guza (2024) observed that the avoidance strategy has a significant positive effect on employee performance in the study area and concluded that actively avoiding conflicts can positively influence employee performance.

4.5.4 Accommodating Practices and Employee Performance

The study fourth objective sought to determine the influence of accommodating practice on employee performance in the Public Hospitals in Meru County. The statements were evaluated using a Likert scale ranging from 1 to 5. Table 10 provides a summary based on the means and standard deviations of the responses.

Table 10 Accommodating Practices

Statements	N	Min	Max	Mean	Std. Deviation
Embracing dialogue in managing conflicts results into positive conflict outcomes in turn leading to enhanced employee performance	129	1.00	5.00	4.36	0.609
Accommodating practices helps in achievement of mutual optimal outcomes in conflict resolution given its focus on building relations and integrating solutions	129	1.00	5.00	4.22	0.673
Accommodating enhances employee's performance as it emphasizes that the conflicting parties should be willing and prepared to meet each other demands in full	129	1.00	5.00	4.15	0.742
Accommodating conflict management practice provides a suitable way to bring together the	129	1.00	5.00	4.03	0.697

different insights of individuals on the various problem perspectives and the end result can be an unwavering commitment to the decision made from all the parties					
Through accommodating conflict	129	1.00	5.00	4.32	0.731
Management practices, all conflicting parties feel understood and valued					
Valid N (listwise)	129				
Average Score				4.22	0.690

Source: Researcher (2025)

The study's findings, as shown in the table 10, indicate that respondents agreed with the statement that using dialogue to manage conflicts leads to positive outcomes, which in turn improves employee performance as supported by (M=4.36, Std. Deviation=0.609). By adopting accommodating practices as conflict management practice, all parties involved feel understood and valued (M=4.32, Std. Deviation=0.731). accommodating practices also aids in achieving mutually beneficial outcomes in conflict resolution by focusing on relationship building and integrating solutions (M=4.22 , Std. Deviation=0.673).

Additionally, respondents agreed that accommodating enhances employee performance by emphasizing the need for conflicting parties to be willing and prepared to fully meet each other's demands (M=4.15, Std. Deviation=0.742). The accommodating conflict management practice effectively combines different perspectives on problems, resulting in a strong commitment to the decisions made by all parties (M=4.15, Std. Deviation=0.742).

Overall, with a mean score of 4.22, respondents agreed with the statements about accommodating practices. The overall standard deviation of 0.690 indicates that the responses were not highly variable. This suggests that these employees recognize the

significant role of accommodating practices in conflict resolution and in creating a supportive working environment in their organization.

The findings align with those of Toku (2014), who discovered in his study on conflict resolution techniques in Ghana that accommodating style is a preferred method as it strengthens the bonds among organization members. Similarly, Agwu (2013) found in his Nigerian study that accommodating style is an effective conflict management technique, emphasizing the importance of conflicting parties being willing and prepared to meet each other's demands when possible. Ekechukwu (2016) and Iravo (2011) also supported the view that accommodating is one of the most effective conflict resolution techniques. They noted that it facilitates the resolution of organizational conflicts through dialogue, relationship building, and the integration of diverse solutions, while also making the parties involved feel valued and appreciated.

Conversely, Kazimoto (2013) and Longe (2015) argued that accommodating is only effective when the conflicting parties have shared perspectives, are willing to engage, have common goals, perceive mutual benefits, and there is mutual trust and respect. Without these conditions, accommodating may not be successful.

4.5.5 Employees' Performance

This section of the study presents the different statements regarding employee performance and the responses from participants. The statements were evaluated using a Likert scale ranging from 1 to 5. Table 11 provides a summary based on the means and standard deviations of the responses.

Table 11: Employees' performance

Statements	N	Min	Max	Mean	Std. Deviation
Our institution has experienced a significant reduction in client service waiting times.	129	1.00	5.00	4.09	0.874

There has been a marked increase in employee productivity.	129	1.00	5.00	4.03	0.764
We have seen a decrease in the number of client complaints about service quality	129	1.00	5.00	4.30	0.811
The time taken to resolve problems and complaints has notably decreased.	129	1.00	5.00	4.23	0.897
There is enhanced transparency and accountability in our service delivery,	129	1.00	5.00	3.86	0.831
Employees are showing significant improvement in achieving their set objectives.	129	1.00	5.00	4.14	0.771
Valid N (listwise)	129				
Average score				4.11	0.825

Source: Researcher (2025)

The data presented in Table 11 reveal that respondents largely agreed on several positive trends regarding service quality and employee performance. Specifically, there was a significant decline in the number of client complaints related to service quality (M=4.30, Std. deviation=0.811) and a reduction in the time taken to resolve problems and complaints (M=4.23, Std Deviation=0.897). Additionally, employees noted a substantial improvement in meeting established objectives (M=4.14, Std Deviation=0.771) and a decrease in client service waiting times (M=4.09, Std deviation=0.874). There was also a noteworthy increase in employee productivity (M=4.03, Std deviation=0.764) and enhanced transparency and accountability in service delivery (M=3.86, Std deviation=0.831).

The overall average score of 4.11 suggests that employees from these institutions collectively recognized improvements in their performance, with a standard deviation of 0.825 indicating that the responses were relatively consistent. This reflects a general agreement among most employees at the Public Hospitals in Meru County, their work performance has significantly improved.

Research by Longe (2015) and Mwikali (2016) also indicated that effective conflict resolution enhances employee performance. Similarly, Kehinde (2011) and Mughal and Khan (2013) suggested that resolving conflicts promptly and effectively fosters a positive work environment, allowing employees to perform optimally, which ultimately leads to better overall organizational performance.

4.6 Inferential Statistics

According to Stapor and Stapor (2020), inferential statistics are useful for examining the relationships between independent and dependent variables in a study. In this research, the investigator employed both correlation and regression analysis to assess the connections between the variables being studied.

4.6.1 Correlation Analysis

Pearson's correlation analysis was employed to assess the relationship between the study's independent and dependent variables at a 5% significance level. The results of this analysis are summarized in Table 12.

Table 12: correlation matrix

		Compromising practices	Dominating practices	Avoiding practice	Accommodating practices	Employees' performance
Compromising practices	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	129				
Dominating practices	Pearson Correlation	0.113	1			
	Sig. (2-tailed)	0.002				
	N	129	129			
Avoiding practices	Pearson Correlation	0.056	0.040	1		
	Sig. (2-tailed)					
	N	129	129	129		

	Sig. (2-tailed)	0.000	0.050			
	N	129	129	129		
Accommodating practices	Pearson Correlation	.312*	0.152	.449*	1	
	Sig. (2-tailed)	0.010	0.008	0.000		
	N	129	129	129	129	
Employees' performance	Pearson Correlation	0.716*	0.662*	0.743*	-0.481*	1
	Sig. (2-tailed)	0.000	0.018	0.000	0.021	
	N	129	129	129	129	129

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher (2025)

The results of Pearson's correlation coefficients, as shown in Table 12, indicate a strong, positive, and significant correlation between Compromising ($r=0.716$, $p\text{-value} < 0.05$), Dominating ($r=0.662$, $p\text{-value} < 0.05$), and Accommodating ($r=0.743$, $p\text{-value} < 0.05$) as conflict management practices and employee performance in the Public Hospitals in Meru County, Kenya. Conversely, there was a significant negative correlation between avoiding ($r=-0.481$, $p\text{-value} < 0.05$) as a conflict management practice and employee performance in these universities.

This implies that employing compromising, dominating, and accommodating practices positively affects employees' performance, while the use of avoiding negatively affects employees' performance. These findings are consistent with those of Muthumani and Kumar (2023), Sadat, Jahan, and Alam (2022), Ester, Augustine, and Osunsan (2020) and Omene (2021), who also reported positive effects of compromising, dominating, and accommodating on employee performance. Additionally, the results align with Shariq et al., (2022), Abdullah (2015) and Alajekwu (2017), who found a negative relationship between avoiding and employee performance.

4.6.2 Diagnostic Test Results

Normality, and multicollinearity tests were conducted to ensure the study adhered to the assumptions required for regression model analysis. These tests were crucial for validating the reliability of the model. The detailed results are outlined below.

Normality Tests

In this study, the Shapiro-Wilk test was used to assess the normality of the collected data. The significance level was set at 5% ($p = 0.05$). If $p \geq 0.05$, it was assumed that the data followed a normal distribution, whereas if $p < 0.05$, it was assumed that the data deviated from normality. The results of this test are presented in Table 13.

Table 13: Tests of Normality

Variables	Shapiro-Wilk		
	Statistic	df	Sig.
Compromising	.881	129	.675
Dominating	.917	129	.724
Avoiding	.921	129	.703
Accommodating	.862	129	.649
Employees' performance	.945	129	.781

Source: Researcher (2025)

The results in Table 13 show that the Shapiro-Wilk test significance values were 0.675 for compromising, 0.724 for dominating, 0.703 for avoiding, 0.649 for accommodating, and 0.781 for employees' performance. These p-values are all higher than the alpha level of 0.05, indicating that the data for each study variable follows a normal distribution. Consequently, the data comes from a normally distributed population. Since the normality test results were favorable and there were no violations of normality requirements, the researcher could proceed with the regression analysis.

Multicollinearity Test

Multicollinearity tests assess whether the independent variables are highly correlated. The main concern with multicollinearity is that as it increases, the regression model's coefficients become unstable, and the standard errors of the coefficients become significantly inflated. In this research, multicollinearity was evaluated using the Variance Inflation Factor (VIF) and Tolerance values, with VIF values of ≤ 3 and Tolerance values of > 0.1 . These results indicate that there was no multicollinearity among the variables. The results of the multicollinearity tests are presented in Table 14.

Table 14: Multicollinearity tests results

Variables	Collinearity Statistics	
	VIF	Tolerance
Compromising	1.366	0.724
Dominating	1.511	0.618
Avoiding	1.140	0.857
Accommodating	1.709	0.915

Source: Researcher (2025)

The test results in Table 4.10 indicate that there is no multicollinearity among the independent variables, as all VIF values were below 3 and all Tolerance values were greater than 0.1. Therefore, it was appropriate to proceed with the regression analysis.

4.6.3 Regression Analysis

A multiple regression analysis was conducted to determine the relationship between the variables being studied. The independent variables (compromising, dominating, avoiding and accommodating practices) were regressed against the dependent variable (employees' performance). The outcomes were as summarized below;

Table 15: Model summary

Model	R	R Square	Adjusted R	Std. Error of
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			Square	the Estimate
1	.847 ^a	0.718	0.708	.5435

Predictors: (Constant), compromising, dominating, avoiding and accommodating

Source: Researcher (2025)

Table shows that the R square value, which represents the coefficient of determination, indicates how much the dependent variable changes due to variations in the independent variables. With an R square value of 0.718, it means that 71.8% of the changes in employee performance at the Public Hospitals in Meru County, Kenya, can be attributed to the use of compromising, dominating, avoiding and accommodating as conflict management Practices. Therefore, the remaining 28.2% of the variation in employee performance is due to other factors not included in this study.

Analysis of Variance (ANOVA) consists of tests that provide information on the variability within a regression model, forming the basis for determining the model's significance. The "F" column presents the statistic used to test the hypothesis that all $\beta \neq 0$ against the null hypothesis that $\beta = 0$ (Weisberg, 2005).

Table 16: ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	91.714	4	22.92850	75.71	.0000 ^a
1	Residual	36.039	119	0.30285		
	Total	127.753	123			

a. Predictors: (Constant), compromising, dominating, avoiding and accommodating

b. Dependent Variable: Employees' performance

Source: Researcher (2025)

According to the results in Table 16, the significance value is 0.0000, which is below the threshold of 0.05. This indicates that the regression model is statistically significant in assessing how compromising, dominating, avoiding and accommodating as conflict management practices affect employee performance in the Public Hospitals in Meru County, Kenya. Additionally, the critical F value at a 5% significance level is 2.58. Since the calculated F value of 75.71 exceeds this critical value, it confirms that the regression model is significant. The regression coefficients are detailed in Table 17.

Table 17: Regression coefficients results

Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	3.571	.645		
Compromising	0.707	.151	.661	4.682
Dominating	0.621	.187	.582	3.321
Avoiding	-0.469	-.209	-.414	5.147
Accommodating	0.736	.143	.727	2.244

Source: Researcher (2025)

Based on the regression coefficients in Table 17, the regression model is expressed as:

$$Y = 3.571 + 0.707 X_1 + 0.621 X_2 - 0.469 X_3 + 0.736 X_4 + \varepsilon$$

According to this equation, if the four predictor variables (compromising, dominating, avoiding and accommodating practices) are held at zero, the employee performance in the Public Hospitals in Meru County, Kenya, would be 3.571. Overall, the regression analysis results indicate that compromising, dominating and accommodating conflict management practices are positively correlated with employee performance, with beta coefficients of 0.707, 0.621, and 0.736, respectively. In contrast, avoiding practice is negatively correlated with employee performance, as shown by a beta coefficient of -0.469. All these correlations have p-values less than 0.05.

From the regression model a unit change in compromising practices holding other factors constant would yield a 0.701 variation in employees' performance in the public health hospitals in Meru County. A unit change in dominating practices would produce 0.621 increase in employees' performance while a unit change in accommodating conflict management practices would produce 0.736 variation in employees' performance in the public hospitals in Meru County, Kenya. Similarly, a unit change in avoiding conflict management practices would produce a 0.469 decrease in employees' performance in the public hospitals in Meru county, Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides an overview of the research study from chapters one to four. It includes summaries and conclusions derived from the data analysis, recommendations based on these conclusions, and suggestions for future research.

5.2 Summary of the Research Findings

Over the years, employee performance in the country's health sector has been significantly impacted by frequent conflict between employer and the employees which may be attributed

to either poor working condition, low wages, and understaffing. This study aimed to explore the effect of conflict management practices on employee performance in the public hospitals in Meru County, Kenya.

The first objective of the study sought to determine the effect of compromising practice on employee performance in the Public Hospitals in Meru County, Kenya. The study found a strong, positive, and significant relationship between the use of compromising as a conflict management practice and employee performance. This is evidenced by a positive beta coefficient and a significance value below the chosen threshold. This suggests that employing compromising as a conflict management practice effectively improves employee performance in the public hospitals in Meru County.

The finding was supported by the respondents who generally agreed that their organization had adopted compromising practices for conflict management, emphasizing the importance of stakeholder involvement and the benefits of win-win outcomes. However, they also recognized that these practices are often seen as temporary fixes rather than long-term solutions. There was an agreement that limited information is shared during conflict resolution, suggesting a perceived gap in information sharing. Respondents also agreed that compromising practices are partially assertive and cooperative, but were neutral about individuals preferring these practices when resolving conflicts.

The second objective of the study sought to examine the effect of dominating practice on employee performance in the Public Hospitals in Meru County. The study revealed a strong, positive, and significant relationship between the use of dominating as a conflict management practice and employee performance in the public hospitals in Meru County, Kenya. This is evidenced by a positive beta coefficient and a p-value below the chosen significance level. This indicates that employing dominating as a conflict management practice effectively enhances employee performance. This was further affirmed by the views

of respondents by agreeing that dominating practices often result in win-lose outcomes and are characterized as assertive and uncooperative. They also acknowledged that such practices can lead to future conflicts due to unresolved dissatisfaction. Additionally, respondents associated deceitfulness with dominating practices and noted that these practices emphasize rapid decision-making. There was also agreement that dominating practices are used in urgent situations and involve individuals working independently to outmaneuver the other party. Overall, respondents agreed with these statements, with moderate variation in their responses.

The third objective of the study aimed to establish the effect of avoiding practice on employee performance in Public Hospitals in Meru County, Kenya. The findings revealed a negative and significant relationship between the use of avoidance as a conflict management practice and employee performance, as indicated by a negative beta coefficient and a p-value below the chosen significance threshold. This suggests that employing avoidance as a conflict management approach negatively affects employee performance in the public health institutions in Meru County. The results were further supported by the opinions of the respondents, who agreed that neglecting conflicts could hinder the achievement of long-term organizational goals. They noted that avoidance allows conflicts to persist, ultimately harming employee performance. However, they also recognized some potential benefits, such as prioritizing more urgent or critical issues, improving performance by avoiding trivial disputes, and using the technique to allow time for better preparation and gathering information before taking action.

The last objective of the study aimed to determine the effect of accommodating practice on employee performance in the Public Hospitals in Meru County, Kenya. The study found a strong, positive, and significant relationship between the use of accommodating as a conflict management practice and employee performance, as indicated by a positive beta coefficient

and a p-value below the chosen significance level. This suggests that employing accommodating as a conflict management practice enhances employee performance in the public hospitals in Meru County, Kenya.

These findings were supported by the opinions of the respondents, who agreed that using dialogue to manage conflicts leads to positive outcomes and improved performance. They noted that accommodating as a conflict management practice makes all parties feel understood and valued, helps achieve mutually beneficial outcomes by focusing on relationship building and integrating solutions, and emphasizes the importance of meeting each other's demands fully. Additionally, accommodating brings together diverse perspectives, resulting in a strong commitment to the decisions made by all parties involved.

5.3 Conclusion

The study first objective sought to determine the effect of compromising practice on employee performance in the Public Hospitals in Meru County. The study concluded that compromising as a conflict management practice significantly improves employee performance in public hospitals in Meru County, Kenya.

The study second objective sought to examine the effect of dominating practice on employee performance in the Public Hospitals in Meru County. The study concluded that that the use of dominating practices as a conflict management technique has a strong, positive, and significant impact on employee performance in public hospitals in Meru County, Kenya.

The third objective of the study sought to establish the effect of avoiding practice on employee performance in Public Hospitals in Meru County. The researcher concluded that hat the use of avoidance as a conflict management practice has a negative and significant impact on employee performance in public hospitals in Meru County, Kenya.

The study fourth objective sought to determine the effect of accommodating practice on employee performance in the Public Hospitals in Meru County. The study concludes that accommodating as a conflict management practice significantly enhances employee performance in public hospitals in Meru County, Kenya. The findings indicate a strong, positive, and significant relationship between the use of this approach and improved performance. This underscores the importance of fostering dialogue and understanding during conflict resolution, as it ensures that all parties feel valued and contributes to achieving mutually beneficial outcomes.

5.4 Recommendation

The study recommend that Organizations should focus on developing and implementing conflict management practices that provide sustainable, long-term solutions rather than temporary fixes. This can involve training programs that emphasize the importance of addressing the root causes of conflicts. While compromising practices are seen as partially assertive and cooperative, organizations should encourage a balance of assertiveness and cooperation to ensure that all parties feel heard and valued. This can be achieved through workshops and role-playing exercises that highlight effective communication and negotiation skills. It is important for organizations to regularly assess and evaluate the effectiveness of their conflict management strategies. This can be done through surveys and feedback mechanisms to understand employee preferences and adapt practices accordingly.

To mitigate the negative effects of dominating practices, organizations should promote collaborative conflict management practices that emphasize cooperation, mutual respect, and win-win solutions. Training programs and workshops can help employees develop effective collaboration skills. Additionally, organizations should enhance communication and transparency during conflict resolution by establishing open dialogue channels and sharing all relevant information. Involving all parties in the decision-making process can build trust,

reduce misunderstandings, and lead to more balanced and sustainable outcomes, preventing future conflicts.

The study further recommends that Organizations should prioritize proactive approaches to conflict resolution, such as collaboration or compromise, to address disputes constructively. This can prevent conflicts from festering and ensure that long-term organizational goals are not compromised. While avoidance can be useful in specific situations, such as de-escalating trivial conflicts or allowing time for preparation, it should be applied judiciously. Training programs can help employees and managers recognize when avoidance is appropriate and when other conflict management techniques would be more effective.

Additionally, the study recommends that public hospitals in Meru County should actively promote and implement accommodating conflict management practices as a standard approach to resolving workplace disputes. This includes fostering open dialogue and ensuring that all parties involved feel understood and valued. Training programs and workshops should be introduced to equip employees and management with the skills necessary for relationship building, integrating diverse perspectives, and achieving mutually beneficial outcomes. Such efforts will not only enhance employee performance but also strengthen commitment to organizational decisions and improve overall workplace harmony.

5.5 Suggestions for Further Research

Given that the current study examined the influence of conflict management practices on employees' performance in the public hospitals in Meru County, Kenya, it is recommended to conduct a broader study that includes other public and private Health care institutions across the country. This would allow for more comprehensive comparisons and better generalization of the findings. Additionally, future research could investigate the effects of other conflict management practices not covered in this study on employees' performance in both public and private hospitals in Kenya.



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APPENCICES

Appendix I: Informed Consent

Study Title: Influence of Conflict Management Practices on Employee Performance in Public Hospitals in Meru County, Kenya

Principal Investigator: Clinton Mugendi Micheni

Institution: Mount Kenya University

Contact Information: +254 704 620959

You are being asked to participate in a research study conducted by Clinton Mugendi Micheni at Mount Kenya University. The purpose of this study is to examine the effect of conflict management practices on employee performance in the Public Hospitals in Meru County. This research will contribute to a better understanding of Conflict Management Practices and Employee Performance. If you agree to participate, you will be asked to fill out surveys. The study will take approximately 35 minutes. There is no known potential risk associated with your participation in this exercise. You are free to withdraw from the study at any time if you experience discomfort.

There are no direct benefits to you for participating in this research. However, your participation will help us gain a deeper understanding of effect of conflict management on employee performance. Your responses will be kept confidential. We will not share your personal information with anyone outside the research team. Any data collected will be anonymized, and your identity will not be revealed in any reports or publications resulting from this study. Data will be securely stored and retained for study duration.

Your participation in this study is entirely voluntary. You may refuse to participate or withdraw at any time without penalty or loss of benefits. If you choose to withdraw, your data will be excluded from the final analysis.

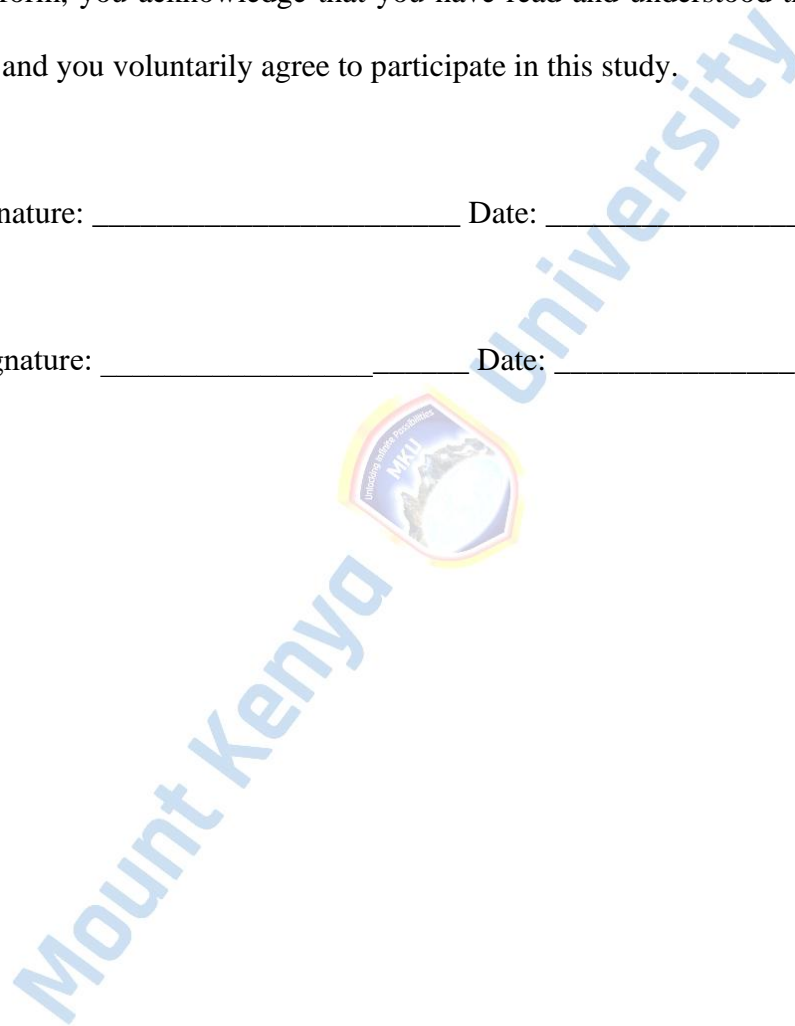
If you have any questions or concerns about the study, you may contact the principal investigator Clinton Mugendi Micheni at +254 704 620959. If you have any questions about your rights as a research participant, you may contact the Chairman of the Mount Kenya University Ethical Review Committee at P.O. Box 342-01000, Thika.

Consent

By signing this form, you acknowledge that you have read and understood the information provided above, and you voluntarily agree to participate in this study.

Participant's Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____



Appendix II: Questionnaire

SECTION 1: General Information

Please tick and answer all the questions

1 Designation

Doctor

Nurse

Clinical officer

2. Gender

Female

Male

3. How long have you worked in the hospital?

.....

SECTION 2: CONFLICT MANAGEMENT PRACTICES

Compromising practices of Conflict Management

Please tick the box according to your answers. The answers will be based on a scale of 1- 5;

1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5 Strongly Agree

	Statement	5	4	3	2	1
1.	Compromising style leads to temporal solutions					
2.	Individuals prefer compromising when solving conflicts					
3.	All stakeholders take part in solving the problem					
4.	Limited information is provided when solving the problems					
5.	The style is seen to be partially assertive and cooperative					
6	win – win outcome has a collective bargain and support					

	from affected parties in the negotiation					
7	The resolutions to the conflict are likely to be accepted voluntarily in a win -win negotiation.					

Indicate how the compromising style of conflict management affects the employee performance in the public hospital?

.....

Dominating practices of Conflict Management

Please tick the box according to your answers. The answers will be based on a scale of 1- 5; 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5 Strongly Agree

	Statement	5	4	3	2	1
1.	Dominating practice involves speedy decision making					
2.	The style is assertive and uncooperative when managing conflicts					
3.	At the end of the process, winners and losers emerge					
4.	Dominating practice is used in case of an urgency of an issue					
5.	Individuals using this style work separately to win the other party involved					
6.	Conflicts may emerge after some time since one party wins and the part goes unsatisfied					
7	Deceitfulness tactic assumes presenting false data and arguments					

Indicate how dominating practices of conflict management affects the employee performance of the Public Hospital?

.....

Avoiding practices of Conflict Management

Please tick the box according to your answers. The answers will be based on a scale of 1- 5; 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5 Strongly Agree

	Statement	5	4	3	2	1
1.	The style Involves withdrawing from the conflict at hand					
2.	Avoiding style is seen to be easy by refraining than picking up more issues in the end					
3.	The style is unassertive and uncooperative					
4.	Individuals stay away from people who disagree at most					
5.	Avoiding style is the best style to handle issues among individuals					
6.	Conflicts tend to arise after a while when the issues avoided					
7.	An individual keeps issues to oneself than letting it out in the open					

Indicate how avoiding practices of conflict management has an effect on employee performance in the Public Hospital?

.....

Accommodating practices of Conflict Management

Please tick the box according to your answers. The answers will be based on a scale of 1- 5; 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5 Strongly Agree

	Statement	5	4	3	2	1
1.	The style involves meeting the expectation of others when solving conflicts					
2.	Individual needs are ignored in return for others in order to preserve a peaceful environment					
3.	The style preserves the human relations in the organization					

4.	Accommodating style encourages harmony in the organization					
5	Mediation is used to solve conflict arising from personal differences in the hospital					
6	Accommodating communication is used in the timely resolution of conflicts in the hospital					
7	Conflict in the hospital is often brought about by breakage in accommodating each other					

Indicate how accommodating practices of conflict management has an effect on employee performance in the Public Hospital?

.....

What are some of the challenges faced when using the conflict management practices and what impact does it have on employee performance in the Public Hospitals?

.....

SECTION 3: EMPLOYEE PERFORMANCE

This section measures the participants' response on employee performance basing it on the conflict management styles.

Please tick the box according to your answers. The answers will be based on a scale of 1- 5; 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5 Strongly Agree

	Statement	5	4	3	2	1
1.	Employee performance is how an individual performs his/her job roles and duties accordingly					
2.	Employees are evaluated annually, quarterly or semi-annually					
3.	Employees are motivated to perform through participation in decision making and better employee relations					
4.	Employees are satisfied with management functions					
5.	Employees are evaluated basing on the quality of					

	work they produce					
6.	Employees are expected to have a positive attitude while performing					
7	Employees meet their expected target and complete their assignment on time					



Appendix III: Ethical Clearance Certificate



REF: MKU/ISERC/4582
TO: CLINTON MUGENDI MICHENI

Date: 15 November 2024

REG: MBA/2023/44505

Dear Sir/Madam,

RE: INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN MERU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3304**. The approval period is **15/11/2024 - 14/11/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

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ISO 9001:2015 Certified

Appendix IV: Postgraduate Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2023/44505

18th November, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

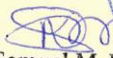
RE: CLINTON MUGENDI MICHENI - REGISTRATION NO. MBA/2023/44505

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Conflict Management Practices on Employee Performance in Public Hospitals in Meru County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2024 and January, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.






Dr. Samuel M. Karenga, PhD

Director, Graduate Studies

Enc.




Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: Research Permit

 <p>REPUBLIC OF KENYA NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
<p>RefNo: 641068</p>	<p>Date of Issue: 17/December/2024</p>
<p>RESEARCH LICENSE</p>	
	
<p>This is to Certify that Mr. CLINTON MICHENI MUGENDI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Meru on the topic: INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN MERU COUNTY, KENYA for the period ending : 17/December/2025.</p>	
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<p>See overleaf for conditions</p>	

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