

**INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON  
PERFORMANCE OF PUBLIC HOSPITALS IN KENYA: A CASE OF  
KENYATTA NATIONAL HOSPITAL**

**DIANA NJERI**




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**JUNE, 2024**

**DECLARATION AND APPROVAL**

**DECLARATION AND APPROVAL**

This research project is my original work and has not been presented for any academic honor in any other university

Signature ...  .....

Date ... 22/5/2024 .....

**Diana Njeri**

**REG NO: MBA/2021/85198**

This research project has been submitted for examination with the approval of the undersigned supervisor.

Signature .....  .....

Date ... 22/5/2024 .....

**Dr Mary Odenyo**

**Kampala International University**

## DEDICATION

This research project is dedicated to my family for their immense support.



## ACKNOWLEDGMENT

I thank God for giving me strength and knowledge for undertaking this research project. My sincere gratitude goes to my supervisor, Dr Mary Odenyo, for her exceptional intellectual guidance and support. I also acknowledge my friends and family support throughout my studies.



## ABSTRACT

Proper conflict management is of paramount importance to the public health system in Kenya which is currently in a state of crisis. Particularly, though Kenyatta National Hospital (KNH) has effectively provided medical care for the Kenyan citizens for many years, there has been a worrying trend of staff conflict in the hospital. This has been caused by a variety of issues such as communication breakdowns, limited resources and poor management. To reduce the incidence of conflicts, it is important to work on improving communication among staff, providing more resources for the hospital and training staff members in conflict resolution techniques. The purpose of the study was to determine the influence of conflict management practices on performance of public hospitals in Kenya: case study of Kenyatta National Hospital. The study specific objectives were to determine how communication in conflict management influence performance of Kenyatta National Hospital, to establish the influence of conflict management policies on performance of Kenyatta National Hospital, to assess the influence of organization conflict management styles on performance of Kenyatta National Hospital, to evaluate the influence of conflict management culture on performance of Kenyatta National Hospital and to determine the influence of conflict resolution practices on performance of Kenyatta National Hospital. The study was guided by four main theories including Contingency Theory, Theory of Conflict Transformation, Conflict Resolution Theory and Organizational Culture Model. The study followed a descriptive research design. The population for this study comprised of top management, health workers, and support staff employed at KNH. Fisher's formula was used to obtain a sample population of 376 respondents who were selected using stratified random sampling coupled up purposive sampling. The study used primary data methods including questionnaires and interviews. The study results suggested that effective conflict management practices were positively associated with the performance of Kenyatta National Hospital. However, the relationship between organizational culture practices and performance is weak and slightly negative, while human resource policies practices show a moderate positive correlation with performance. The model demonstrates a strong correlation ( $R=0.800$ ) between the selected independent variables, and the dependent variable. The R Square value of 0.639 indicates that approximately 63.9 percent of the variance in KNH performance can be explained by the predictors. The overall model, as indicated by the ANOVA test, is statistically significant ( $F=109.140$ ,  $p<0.001$ ), suggesting that at least one of the predictors has a significant impact on KNH performance. The study concluded that there is a significant positive relationship between the conflict management styles employed at Kenyatta National Hospital (KNH) and its overall performance. The study concluded that effective conflict resolution practices are associated with higher performance at KNH. The study recommended that KNH should invest in training programs and workshops to enhance the skills of its staff in various conflict management styles. The study also recommended that KNH should establish clear and effective communication channels within the organization.

## TABLE OF CONTENTS

<b>DECLARATION AND APPROVAL</b> .....	<b>i</b>
<b>DEDICATION</b> .....	<b>ii</b>
<b>ACKNOWLEDGMENT</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>LIST OF FIGURES</b> .....	<b>xi</b>
<b>ABBREVIATIONS AND ACCRONYMS</b> .....	<b>xii</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.1.1 Kenyatta National Hospital.....	5
1.2 Statement of the Problem .....	5
1.3 Research Objectives .....	8
1.3.1 General Research Objective .....	8
1.3.2 Specific Research Objectives .....	8
1.4 Research Questions .....	9
1.5 Research Hypotheses .....	9
1.6 Significance of the Study .....	10
1.7 Scope of the Study .....	11
1.7.1 Content scope.....	11
1.7.2 Theoretical Scope .....	11
1.7.3 Geographical Scope .....	11
1.7.4 Time Scope .....	12

1.7.5 Methodological Scope .....	12
<b>CHAPTER TWO .....</b>	<b>14</b>
<b>LITERATURE REVIEW.....</b>	<b>14</b>
2.0 Introduction.....	14
2.1 Theoretical Framework .....	14
2.1.1 Contingency Theory .....	14
2.1.2 Theory of conflict transformation.....	15
2.1.3 Conflict Resolution Theory .....	16
2.1.4 Organizational Culture Model (OCM) .....	17
2.2 Empirical Literature Review .....	18
2.2.1 Conflict Management Styles and Performance .....	20
2.2.2 Conflict communication and Performance .....	22
2.2.3 Organizational Culture and Performance .....	23
2.2.4 Human Resource Policies and Performance.....	24
2.2.5 Conflict Resolution Practices and Performance .....	25
2.3 Conceptual Framework .....	26
2.4 Literature Recap.....	28
<b>CHAPTER THREE .....</b>	<b>34</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>34</b>
3.0 Introduction.....	34
3.1 Research Design.....	34
3.2 Target Population.....	35
3.3 Sampling Technique.....	35
3.3.1 Sample Size .....	35
3.3.2 Sampling Technique .....	36

3.4 Data Collection and Data Collection Tools .....	36
3.5 Pilot Study.....	37
3.5.1 Validity Test .....	37
3.5.2 Reliability Test.....	37
3.6 Data Analysis .....	38
3.6.1 Analytical Model .....	39
3.6.2 Test for Significance.....	40
3.7 Diagnostic Tests .....	40
3.8 Ethical Considerations .....	41
<b>CHAPTER FOUR.....</b>	<b>42</b>
<b>DATA ANALYSIS, FINDINGS AND PRESENTATION .....</b>	<b>42</b>
4.1 Introduction.....	42
4.2 Response Rate .....	42
4.3 Demographic Information.....	43
4.3.1 Position of Work.....	43
4.3.2 Years Worked .....	44
4.3.3 Involvement in Conflicts .....	45
4.4 Descriptive Statistics.....	45
4.4.1 Conflict Management Styles.....	45
4.4.2 Communication in Conflict Management .....	47
4.4.3 Conflict Resolution Practices.....	49
4.4.4 Organization Culture Practices .....	51
4.4.5 Human Resource Policy Practices .....	53
4.4.6 Performance of KNH.....	54
4.5 Diagnostic Tests .....	56

4.5.1 Test for Multicollinearity.....	56
4.5.2 Normality Test .....	57
4.6 Inferential Analysis .....	62
4.6.1 Correlational Analysis.....	62
4.6.2 Regression Analysis .....	68
4.7 Discussion of Findings .....	71
4.7.1 Influence of Conflict Management Styles .....	71
4.7.2 Influence of Communication in Conflict Management.....	73
4.7.3 Influence of Conflict Resolution Practices .....	75
4.7.4 Influence of Organization Culture Practices.....	77
4.7.4 Influence of Human Resource Policy Practices.....	78
<b>CHAPTER FIVE.....</b>	<b>81</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>81</b>
5.1 Introduction .....	81
5.2 Summary of Findings .....	81
5.2.1 Influence of Conflict Management Styles .....	81
5.2.2 Influence of Communication in Conflict Management .....	82
5.2.3 Influence of Conflict Resolution Practices .....	83
5.2.4 Influence of Organization Culture Practices.....	84
5.2.5 Influence of Human Resource Policy Practices.....	85
5.2.6 Performance of KNH.....	86
5.3 Conclusions .....	86
5.4 Recommendations .....	87
5.5 Suggestions for Further Study.....	90
<b>LIST OF REFERENCES .....</b>	<b>91</b>

<b>APPENDICES .....</b>	<b>97</b>
Appendix I: Introduction Letter .....	97
Appendix II: Consent Form .....	98
Appendix III: Research Questionnaire.....	99
Appendix IV: Key Informant Interview.....	104



## LIST OF TABLES

Table 3.1: Distribution of Target Population by Category.....	35
Table 3.2: Sampling Frame .....	36
Table 3.3: Reliability Test Results .....	38
Table 4.1 Response Rate .....	42
Table 4.2 Position of Work .....	43
Table 4.3 Years Worked .....	44
Table 4.4 Involvement in Conflicts.....	45
Table 4.5 Weighted Mean for Conflict Management Styles.....	46
Table 4.6 Weighted Mean for Communication in Conflict Management.....	48
Table 4.7 Weighted Mean for Conflict Resolution Practices.....	50
Table 4.8 Weighted Mean for Organization Culture Practices .....	51
Table 4.9 Weighted Mean for Human Resource Policy Practices .....	53
Table 4.10 Weighted Mean for Performance of KNH.....	55
Table 4.11 Multicollinearity Test.....	56
Table 4.12 Normality Test .....	57
Table 4.13 Model Summary.....	63
Table 4.14 Model Summary.....	68
Table 4.15 ANOVA .....	69
Table 4.15 Coefficients .....	69

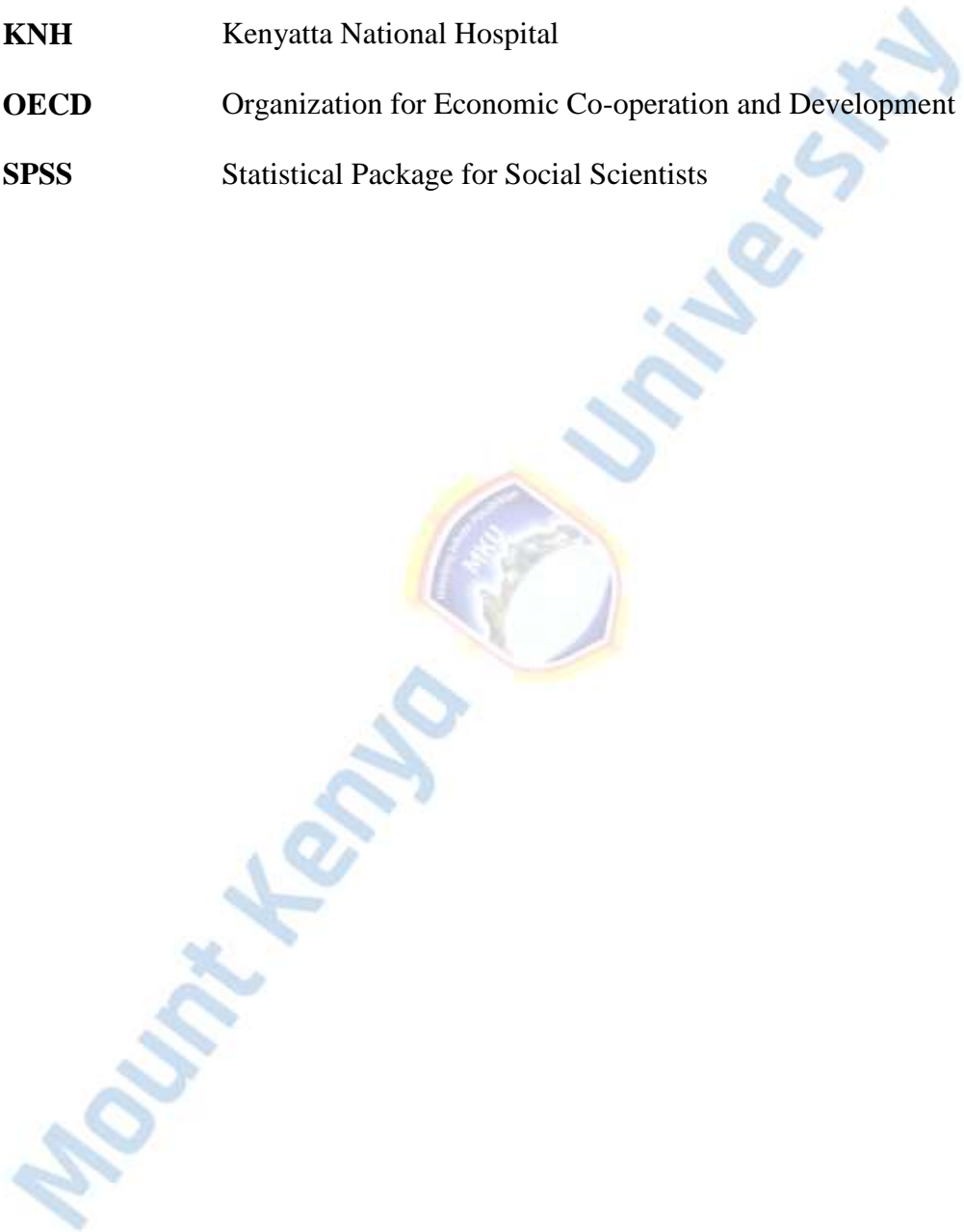
**LIST OF FIGURES**

Figure 1 Conceptual Framework.....27



## ABBREVIATIONS AND ACCRONYMS

<b>ANOVA</b>	Analysis of Variance
<b>GDP</b>	Gross domestic product
<b>HR</b>	Human Resource
<b>KNH</b>	Kenyatta National Hospital
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>SPSS</b>	Statistical Package for Social Scientists



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Conflict is an inevitable part of any organizations, however, how organizations manage the conflict can make all the difference in performance (Flin, 2022). Conflict arises when different individual needs, perspectives, desires, values and goals come into contact. Specifically, if left unchecked, conflict can be detrimental and decrease performance through lower morale and motivation. That is why conflict management is so important for successful organizations. Good conflict management involves the use of active listening, understanding the underlying issues of the conflict, and working together to reach a resolution. Effective conflict management has been proven to have positive effects on performance, such as increased productivity and improved problem solving (Manning & Phillips, 2019). Through the use understanding and compromise, firms can use conflict to their advantage and benefit from improved performance.

Different styles of conflict resolution have distinct characteristics that come into play when mediating a disagreement (Fisher, 2021). Being mindful of the available styles and their implications can help create a better understanding of what strategies will work in

any given scenario. Despite the potential for conversation on the topic to become overwhelming, recognizing the range of resolutions at one's disposal is a beneficial activity (Tsui, 2017). From cooperative approaches where the focus is on problem-solving, to avoidance where members prefer not to address issues, it is important to recognize the different strategies offered by conflict management approaches to identify the one most suitable for any given situation.

According to the Harvard Business Review, (2020) conflict management when done right can create a stronger sense of connectedness and commitment among team members and a greater appreciation of each individual's value, a richer stream of potential solutions, and a more agile and constructive approach to problem solving. Conflict management promotes healthy dialogue and communication between employees, resulting in better team dynamics, understanding, and more creative solutions. By investing in quality conflict management training, organizations can reap the benefits of stronger collaboration, higher morale, and better performance. Organizations must thus foster an organizational culture that values cooperation and open communication in order to reduce tensions and create a more productive working environment (Fred, 2020).

Regionally, Tanzania has poor service delivery and performance in most public businesses due to frequent worker disputes (Masalu, 2015). In Kenya, several employee protests for better working conditions have impacted public organizations' delivery of services, hence impacting performance (Manyenga 2016). Particularly, conflict management is an increasingly important function of hospital performance. The importance of this function has been recently acknowledged in the field of healthcare, as healthcare organizations strive to identify strategies to limit operational conflicts that negatively impact the patient experience (Olaniran, *et al.* 2017). This is attributed to the fact that hospitals are complex institutions and are the sites of significant conflict between various stakeholders, such as clinical staff, patients, and other members of the hospital

team. Conflicts of this nature may arise due to varying expectations, cultural differences, power dynamics and various other factors (Segal, Turkewitz, *et al.*, 2017). These conflicts have been observed to lead to tense and potentially damaging interactions involving confrontational behavior which often inhibits collaboration and mutual understanding (Chua, Hui, & Zampini, 2019). Moreover, such conflicts can have a detrimental impact on patient safety and quality of care.

In Kenya, public hospitals also face numerous challenges that hinder their performance. A study conducted by the Kenya National Bureau of Statistics in 2014 revealed that public hospitals in Kenya faced challenges related to poor sanitation, inadequate medical equipment, and shortages of essential drugs (Kenya National Bureau of Statistics, 2014). Furthermore, corruption and mismanagement have been identified as significant problems in the Kenyan healthcare system, affecting the performance of public hospitals (Transparency International Kenya, 2019). Particularly, though Kenyatta National Hospital (KNH) has effectively provided medical care for the Kenyan citizens for many years, there has been a worrying trend of conflicts in the hospital (Dyer, 2017). This has been caused by a variety of issues such as communication breakdowns, limited resources and poor management. To reduce the incidence of conflicts, it is important to work on

improving communication among staff, providing more resources for the hospital and training staff members in conflict resolution techniques.

### **1.1.1 Kenyatta National Hospital**

Kenyatta National Hospital is Kenya's oldest referral hospital, having been established in 1901 as a prominent player in the local health industry (Ibrahim, 2017). Due to the quality of care and range of facilities, the hospital has attracted both local and international patients. According to records, the hospital treats more than 10,000 inpatients and as high as 42,000 outpatients annually (Senkoro, 2019). Though KNH is the largest hospital in East Africa, its lack of transparency has been a major problem (Dyer, 2017). KNH has been at the center of multiple corruption scandals due to the lack of accountability and oversight (Iyer, 2018). The hospital has been accused of financial mismanagement, severe overcrowding, and poor service delivery (Ayoo & Ngula, 2017). The Kenyan government has attempted to intervene and improve the situation, but without transparent financial records and tracking of resources, it is difficult to monitor progress (Ayoo & Ngula, 2017). To address the issue, KNH must commit to achieving accountability, openness in their financial processes, and increased transparency.

### **1.2 Statement of the Problem**

Conflict management is a critical tool to have in any organization, and its affects can be seen both in performance within the organization and amongst personnel. Research has shown that conflict management is linked to improved morale, job satisfaction, and organizational learning (Fried 2020). It is an important skill for effective teamwork, leadership, and creating a productive and positive work environment. Furthermore, when employees learn to manage conflicts within their workplace, they are more likely to feel empowered and more motivated when facing tasks (Yun 2015). These benefits are invaluable to any organization, and addressing the problem of conflict is key to

maximizing these benefits. When managed correctly, conflict in the workplace can have positive impacts on the performance of an organization, but if left unresolved, it can lead to reduced productivity and in extreme cases the dissolution of an organization (Sahoo & Sahoo, 2019; Min *et al.*, 2018).

In order to improve the effects of conflict management, organizations must have an effective conflict resolution procedure and should encourage open communication with all levels of staff (Hooley, 2020). However, according to a study done by Blanchard *et al.* (2020) found that while conflict management skills have an impact on the interpersonal relationships and responses, they have no direct impact on hospital performance. The study did find, however, that other non-conflict management strategies like developing communication plans, improving organizational cohesion, creating more clarity in roles and responsibilities, and improving teamwork all yielded more positive performance results.

This shows that there is limited literature focusing specifically among public hospitals in Kenya which have continued fail to attain the expected performance targets. The available studies also fail to specify the nature of association that exists between conflict management and performance as well as the intervening effects of organizational culture and performance. It is against this background that the study is deemed ideal and is aimed

to fill the gap. Furthermore best-developed conflict management practices among public hospitals in Kenya do not contribute to improved performance due to lack of efficient implementation approaches which necessitates this study (Boruett, Kisirikoi, Dimba, & Ronoh, 2021; Mwangi, 2021). The study will aim at addressing these research gaps and answer the research question; what is the influence of conflict management practices on performance of public hospitals in Kenya: case study of Kenyatta National Hospital?

### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The general research objective was to determine the influence of conflict management practices on performance of public hospitals in Kenya: case study of Kenyatta National Hospital.

#### **1.3.2 Specific Research Objectives**

The study was guided by following specific objectives;

- i) To determine how communication in conflict management affect performance of Kenyatta National Hospital.
- ii) To establish the effect of conflict management policies on performance of Kenyatta National Hospital.
- iii) To assess the effect of organization conflict management styles on performance of Kenyatta National Hospital.
- iv) To evaluate the effect of conflict management culture on performance of Kenyatta National Hospital.
- v) To determine the effect of conflict resolution practices on performance of Kenyatta National Hospital.

## 1.4 Research Questions

The study addressed the following research questions;

- i) How does communication in conflict management influence performance of Kenyatta National Hospital?
- ii) What is the influence of conflict management policies on performance of Kenyatta National Hospital?
- iii) How does organization conflict influence management styles on performance of Kenyatta National Hospital?
- iv) How does conflict management culture influence performance of Kenyatta National Hospital?
- v) What is the influence of conflict resolution practices on performance of Kenyatta National Hospital?

## 1.5 Research Hypotheses

The study aimed to test the following hypotheses:

**H<sub>01</sub>:** Communication in conflict management positively influences the performance of Kenyatta National Hospital?

**H<sub>02</sub>:** Conflict management policies positively influences the performance of Kenyatta National Hospital?

**H<sub>03</sub>:** Organization conflict positively influences the management styles and the performance of Kenyatta National Hospital?

**H<sub>04</sub>:** Conflict management culture positively influences the performance of Kenyatta National Hospital?

**H<sub>05</sub>:** Conflict resolution practices positively influences the performance of Kenyatta National Hospital?

## **1.6 Significance of the Study**

### **1.6.1 Policy Significance**

The results potentially helped the ministry of health as well as the HRM managers create and put into practice policies that increased sustained use of proper conflict management practices, which in turn improved the performance of these institutions. This also ensured that there was less likelihood of inefficiencies brought on by conflicts or underperformance of hospitals.

### **1.6.2 Practical Significance**

As the creators and stewards of human resource management policies and practices, HR practitioners gained from this study as they obtained a thorough grasp of the significance of implementing proper conflict management policies and practices with a view to fostering an ethical organizational culture. They were able to create culture change initiatives that improved operational outcomes in order to achieve higher organizational performance thanks to the relationship between organizational culture and performance. The study's findings also helped senior management in the hospitals emphasize the advantages of adopting proper conflict management practices. The study was also used as a guide for improving a range of conflict management practices and form basis upon which future studies would be done.

### **1.6.3 Theoretical Significance**

The study added to the available literature on conflict management and hospital performance through provision of local empirical evidence. The conclusions of this study assisted researchers and academicians who are interested in further exploring this topic, taking into consideration businesses from various industries, in terms of the theoretical

value of the intended findings. The information gathered thus served as the foundation for subsequent research and also stimulate discussion in the academic field.

## **1.7 Scope of the Study**

### **1.7.1 Content scope**

The scope of the study focused on examining the influence of conflict management practices on the performance of Kenyatta National Hospital in Kenya. The Kenyatta National Hospital is the oldest and largest hospital in Kenya, Located in Nairobi. The study aimed to investigate how conflict is managed within the hospital and how it impacts the overall performance of the organization. The population of the study included all the employees of Kenyatta National Hospital, encompassing various departments and levels of staff.

### **1.7.2 Theoretical Scope**

The theoretical scope of the study revolved around conflict management practices and their relationship with organizational performance. The study drew upon relevant theories and concepts from the fields of organizational behavior, human resource management, and conflict management to provide a theoretical framework for the research. These theories were included but were not limited to the conflict resolution models, negotiation strategies, and theories of organizational performance.

### **1.7.3 Geographical Scope**

The geographical scope of the study was limited to Kenyatta National Hospital, which is located in Nairobi, Kenya. The research focused on this specific hospital to gain insights into the conflict management practices and their impact on performance within the context of the healthcare sector in Kenya.

#### **1.7.4 Time Scope**

The study was undertaken for a period of 3 months during which data was collected to ensure that the findings accurately reflect the current state of conflict management practices and performance at Kenyatta National Hospital. The study focused on this specific period to provide a snapshot of the situation and examine any changes over time.

#### **1.7.5 Methodological Scope**

The population of the study was all the employees of Kenyatta National Hospital. Data for the study was collected by primary means using questionnaires and interviews. Descriptive, thematic and inferential analysis was used in summarizing the collected data. Statistical Package for Social Sciences (SPSS) and STATA were the tools used to analyze the data.

#### **1.8 Limitations of the Study**

The generalizability of the results was limited due to the specific characteristics of Kenyatta National Hospital. The organizational structure, culture, and workforce of this particular hospital may differ from other public hospitals in Kenya or healthcare organizations in different countries, which could affect the applicability of the study's findings to other settings. Secondly, the sample size and representativeness of the participants could impact the study's findings. While efforts were made to include a diverse range of employees from different departments and levels within the hospital, the sample size may not have fully captured the perspectives of all employees. A larger sample size would enhance the reliability and generalizability of the study. Another limitation is the reliance on self-reporting through questionnaires and interviews, which introduces the potential for self-report bias. Individuals may provide answers that they believe are expected or favourable, leading to inaccuracies in the data. Steps were taken

to ensure anonymity and confidentiality, and multiple data sources were used to cross-validate the findings and minimize this bias.

### **1.9 Delimitations of the Study**

In terms of delimitations, this study specifically focuses on the influence of conflict management practices on the performance of Kenyatta National Hospital. It did not encompass other factors that may also impact performance, such as leadership styles, organizational culture, or external environmental factors. By narrowing the scope to conflict management practices, the study can provide a focused analysis of the relationship between conflict management and performance outcomes. Furthermore, the study employed primary data collection methods, including questionnaires and interviews, to gather information directly from the employees of Kenyatta National Hospital. This allows for in-depth insights and perspectives from those directly involved in conflict management and the day-to-day operations of the hospital. The specific choice of data collection methods ensures a comprehensive exploration of the research topic.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This section discusses earlier studies that are pertinent to the subject of the study. The review's first section focuses on the key theories that relate to the investigation. The study's conceptual framework is outlined in the second section. The final portion includes empirical studies pertinent to the current topic, a summary of the chapter, and finally a discussion of the research gap.

#### 2.1 Theoretical Framework

##### 2.1.1 Contingency Theory

Contingency Theory, proposed by Fiedler, (1967) is an important development in organizational behaviour and management. It is a framework for understanding decision-making in organizations, with the idea that there is no one-size-fits-all solution to any given problem. The Contingency Theory of Fred Fiedler highlights the importance of understanding context when evaluating a situation and managing groups. This approach enables leaders to be able to leverage their strengths and adjust styles based on the group, task and situation. This theory encourages leaders to become flexible and proactive in managing their teams, providing strategies and approaches that are tailored to the circumstances.

Contingency theory is an approach used to understand the risks present in organizations and decision making. The theory recognizes that there is often an element of uncertainty present in any situation, which cannot be anticipated (Chen *et al.*, 2020). This unpredictability may make decision making more difficult, as outcomes are not always as expected. It is important to be aware of the various risk factors when making any type

of decision, and contingency theory can help to identify these risks. By doing so, organizations and decision makers are able to make more informed decisions and adopt strategies to mitigate any potential risks (Kuipers, 2006).

Contingency theory has demonstrated its utility as a framework for understanding the dynamic nature of organizational management. It allows organizations to respond fluidly to changes in their political and environmental environment, tailoring their practices to the specific context of their unique situation. It further reinforces the need for leaders to recognize that no single approach can work universally, and that it is essential to apply creative, adaptive strategies to ensure organizational success. It is through this perspective that organizations can become more effective and maximize their potential.

### **2.1.2 Theory of conflict transformation**

Theory of conflict transformation was introduced by Lederach, (1992) in explaining the causative factors of conflicts and appropriate conflict resolution mechanisms (Miall, 2021). The theory of conflict transformation is a paradigm shift from the traditional way of understanding and handling conflict, which often results in a short-term resolution with little to no focus on systemic change in the underlying causes. According to Krebs (2019), conflict transformation attempts to create positive change in the conflictual dynamics, as well as a shift in the power dynamics structure and power structure, through addressing and responding to underlying concerns and grievances. It ultimately results in a mutually beneficial outcome that supports and strengthens the relationship. By leveraging the principles of conflict transformation, organizations can leverage collaborative methods of problem solving and conversation to reach a solution that resolves an issue for all stakeholders.

The importance of the theory is that it provides organizations with insight into how to effectively manage and resolve conflicts by recognizing the underlying issues and providing an alternative approach. Through increased understanding of differences and use of mediation, collaboration is possible and violent conflict can be prevented. Additionally, conflict transformation as a model offers practical strategies to organizations, such as developing a shared understanding of the conflict, understanding the stakes involved, exploring alternative and creative solutions, and utilizing collective capacity during resolution (Ganus & Holder, 2015). It is essential that organizations invest in conflict transformation strategies to create an atmosphere of trust and understanding where all parties involved can feel safe and express their unique needs and values.

### **2.1.3 Conflict Resolution Theory**

Conflict Resolution Theory differs from Conflict Management Theory in ignoring external influences on the view of conflicts. The theory proposed by Schellenberg, (1996) posits that when applying conflict resolution in practice, it often leads to outcomes which are unsatisfactory and can make the underlying issue much more complex. Utilizing conflict resolution as a way to diffuse heated conversations and build bridging solutions is a simplistic view of conflict resolution, and can be damaging if it is not properly managed. Conflict resolution theory is an important way to understand how people interact with each other. It provides various strategies for understanding and managing conflict in interpersonal relationships. It can help us to identify the underlying issues at play in a conflict, the various emotions attached to the issue, and different ways to address those issues (Gibson, 2017). Conflict resolution theory can also provide insights into how different people seek to resolve conflict in different ways. It can help us to uncover and

examine our own beliefs, feelings and thoughts while also providing a platform on which we can build a sense of mutual understanding and trust (Draper & Stockwell, 2018).

This theory suggests that effective conflict resolution is achievable when faced with a variety of difficult and potentially volatile conflict scenarios that can arise from interpersonal relationships, work, or even within larger societal systems. Conflict resolution theory can make it easier to come to a resolution that everyone involved can be happy with. By focusing on the parties involved, their current and historical circumstances, and their willingness to make changes, Schellenberg's theory provides a dispassionate yet effective way to resolve conflict. It encourages both parties to remain open to communication and compromise in order to reach a mutually beneficial solution. This theory thus provides a helpful and nonthreatening method for addressing and resolving conflicts.

#### **2.1.4 Organizational Culture Model (OCM)**

Organization Culture Model (OCM) by Denison (1990) states that an organization's environment is influenced by its members' values and behaviors. The theoretical model's central tenet is that organizational cultures vary widely and are strikingly distinct from one another. According to this theory, organization culture entails the shared values and beliefs of the members of an organization that define what behaviors are seen as acceptable, and ultimately influences the way individuals act (Wechsler, 2017). It is an important organizational trait because it has a substantial effect on the way employees interact with each other, and thus how work is being done in the organization. Organization culture is thus a powerful tool to improve the levels of motivation, productivity and overall quality of the organization (Marios & Kasapaki, 2015). Moreover, it is closely linked to organizational performance, meaning that if an organization has a strong, positive culture, its performance can be expected to improve.

OCM can be used to bring about positive change within an organization by helping to create an environment and climate where all members of the organization feel valued and respected, which can allow them to communicate their ideas and concerns more clearly, resulting in a healthier work environment (Hahn, 2019).

The theory is important to the study because it offers a framework for the development and maintenance of effective corporate cultures. The theory will therefore be useful in defining how organizational culture affects the conflict management process. Understanding cultural dimensions will help people with different cultural inclinations work together more, associate more, and communicate on a daily basis. According to this proposition, hospitals employ people from a variety of backgrounds and ethnic groups, each of which has its own distinct culture. Lack of awareness of these cultural aspects causes workplace conflict, which has a detrimental effect on both customer happiness and productivity. It would therefore be beneficial to thoroughly examine the organizational cultures of the public hospitals to ascertain how they are influencing their performance either directly or indirectly.

## **2.2 Empirical Literature Review**

Conflict management is vital for any organization. Leedy and Ormrod (2021) found that conflict management improves communication, comprehension, and organization collaboration. This is because difficult conversations are more effectively handled, and all parties are more likely to understand and compromise with one another. Conflict management can also be used to strengthen relationships, as both parties learn to more openly communicate with each other. Dombrowski and Pieper (2022) found that through the use of conflict management, individuals can become more skilled in recognizing and managing situations before they become more serious. Conflict management is therefore an important part of creating and facilitating a productive, efficient and successful

working environment. It is an invaluable skill to have, as it helps to build bridges between people, create a better work environment, and ensure productivity remains high.

In Tanzania Masalu (2015) found that poor service delivery and performance in most public businesses due to frequent worker disputes. Supporting this finding, Manyenga (2016) found that employee protests for better working conditions have impacted public organizations' delivery of services, hence impacting performance. Particularly, conflict management is an increasingly important function of hospital performance. Olaniran, *et al.* (2017) reiterated the importance of this function has been recently acknowledged in the field of healthcare, as healthcare organizations strive to identify strategies to limit operational conflicts that negatively impact the patient experience. This is attributed to the fact that hospitals are complex institutions and are the sites of significant conflict between various stakeholders, such as clinical staff, patients, and other members of the hospital team. Conflicts of this nature may arise due to varying expectations, cultural differences, power dynamics and various other factors (Segal, Turkewitz, *et al.*, 2017). These conflicts have been observed to lead to tense and potentially damaging interactions involving confrontational behavior which often inhibits collaboration and mutual understanding (Chua, Hui, & Zampini, 2019). Moreover, such conflicts can have a detrimental impact on patient safety and quality of care.

Chua *et al.*, (2019) found that it was essential that healthcare organizations create open and supportive communication environments in order to minimize these types of potential conflicts and work towards creating a more collaborative and safer environment for all stakeholders. Effective management strategies can help hospitals identify and address potential sources of conflict before they become more serious problems and disrupt workflow and improve performance. In developed countries, factors contributing to poor performance of public hospitals often include funding issues, resource allocation

challenges, and increased patient demand. For example, in the United States, a study done in 2020 found that overcrowding, long waiting times, and inadequate staffing were common problems in public hospitals, leading to compromised quality of care and patient dissatisfaction (Durbin et al., 2020).

African countries face unique challenges when it comes to the performance of public hospitals. Limited financial resources, conflicts, inadequate infrastructure, and a shortage of skilled healthcare professionals are some of the factors that contribute to poor performance. Additionally, political instability and weak governance systems can further exacerbate the situation. One study that examined the challenges faced by public hospitals in Africa found that a lack of essential drugs, equipment, and basic amenities were major barriers to delivering quality healthcare (Abimanyi-Ochom et al., 2015). Akande et al. (2017) found that in Nigeria, issues such as poor infrastructure, insufficient funding, and low staff motivation as factors contributing to the poor performance of public hospitals. In Kenya, public hospitals also face numerous challenges that hinder their performance. A study conducted by the Kenya National Bureau of Statistics in 2014 revealed that public hospitals in Kenya faced challenges related to poor sanitation, inadequate medical equipment, and shortages of essential drugs (Kenya National Bureau of Statistics, 2014). Furthermore, corruption and mismanagement have been identified as significant problems in the Kenyan healthcare system.

### **2.2.1 Conflict Management Styles and Performance**

Rahim and Psenicka (2023) conducted a study in the United States, exploring the relationship between conflict management styles and organizational performance. They found that organizations employing a collaborative conflict management style tend to achieve higher levels of performance compared to those relying on avoidance or

competition. This suggests that fostering a culture of cooperation and open communication can positively impact overall organizational effectiveness.

In a study by Ogunlana and Akinola (2023) conducted in Nigeria, researchers explored the relationship between conflict management styles and organizational performance. Their findings suggested that organizations fostering a collaborative conflict management approach tend to achieve higher levels of performance compared to those relying on avoidance or competition. This underscores the importance of promoting cooperation and open communication to enhance overall organizational effectiveness.

Mukwambo and Mumba (2022) conducted research in Zambia, investigating the link between conflict management styles and team performance. They discovered that teams utilizing an integrating conflict management approach, characterized by problem-solving and compromise, exhibited greater performance outcomes compared to teams using dominating or avoiding strategies. These findings highlight the significance of adopting constructive conflict resolution methods within teams to improve their overall performance.

In a study by Zhang and Chen (2022) in China, researchers investigated the link between conflict management styles and team performance. They discovered that teams utilizing an integrating conflict management approach, characterized by problem-solving and compromise, exhibited greater performance outcomes compared to teams using dominating or avoiding strategies. These findings underscore the importance of adopting constructive conflict resolution methods within teams to enhance their overall performance.

Wang and Liu (2024) conducted research in Japan, examining the impact of conflict management styles on organizational performance. Their findings revealed that

organizations promoting a compromising conflict management style, which involves moderate levels of assertiveness and cooperation, tend to achieve better performance outcomes compared to those emphasizing avoidance or accommodation. This highlights the significance of balancing assertiveness and cooperation in managing conflicts effectively.

In a study by Singh and Kapoor (2023) in India, researchers explored the relationship between conflict management styles and leadership effectiveness. They found that leaders who employ a collaborative conflict management style tend to inspire higher levels of trust and commitment among their team members, leading to improved performance outcomes. This suggests that leadership plays a crucial role in shaping organizational culture and conflict management practices.

### **2.2.2 Conflict communication and Performance**

In a recent study by Smith et al. (2024) in Australia, researchers examined the role of conflict communication in organizational performance. They found that effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes. Organizations that prioritize transparent and constructive communication channels tend to experience higher levels of productivity and efficiency.

In a recent study by Mwale et al. (2020) in Kenya, researchers examined the role of conflict communication in organizational performance. They found that effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes. Organizations that prioritize transparent and constructive communication channels tend to experience higher levels of productivity and efficiency.

Kadima and Lwaboshi (2023) conducted research in the Democratic Republic of Congo, investigating the impact of conflict communication on team performance. Their findings revealed that teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance. This emphasizes the importance of fostering a communicative environment within teams to enhance overall performance outcomes.

Garcia and Fernandez (2023) conducted research in Spain, investigating the impact of conflict communication on team performance. Their findings revealed that teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance. This emphasizes the importance of fostering a communicative environment within teams to enhance overall performance outcomes.

### **2.2.3 Organizational Culture and Performance**

Gupta and Sharma (2023) conducted a study in India, investigating the impact of organizational culture on performance outcomes. Their research revealed that organizations with a strong emphasis on collaboration, innovation, and employee well-being tend to outperform those with hierarchical and rigid cultures. This suggests that nurturing a positive and adaptive organizational culture can significantly contribute to enhanced performance and competitive advantage.

In a study by Sow and Diop (2023) conducted in Senegal, researchers explored the impact of organizational culture on performance outcomes. Their research revealed that organizations with a strong emphasis on collaboration, innovation, and employee well-being tend to outperform those with hierarchical and rigid cultures. This suggests that

nurturing a positive and adaptive organizational culture can significantly contribute to enhanced performance and competitive advantage.

Ncube and Moyo (2021) conducted research in Zimbabwe, examining the relationship between organizational culture and employee performance. They found that organizations with a supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes. This highlights the importance of aligning organizational culture with performance objectives to drive sustainable success.

In a study by Kim and Lee (2024) in South Korea, researchers explored the relationship between organizational culture and employee performance. They found that organizations with a supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes. This highlights the importance of aligning organizational culture with performance objectives to drive sustainable success.

#### **2.2.4 Human Resource Policies and Performance**

In a study by Lee and Park (2024) in South Korea, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering a conducive work environment.

In a study by Kiprop and Maina (2023) conducted in Kenya, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work

arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering a conducive work environment.

Mamadou and Ndiaye (2021) conducted research in Senegal, examining the impact of HR policies on employee performance and retention. Their findings revealed that organizations offering comprehensive training and development opportunities tend to attract and retain high-performing employees, leading to improved organizational performance. This underscores the importance of investing in human capital through effective HR policies to enhance overall performance outcomes.

Chen and Wang (2023) conducted research in Taiwan, examining the impact of HR policies on employee performance and retention. Their findings revealed that organizations offering comprehensive training and development opportunities tend to attract and retain high-performing employees, leading to improved organizational performance. This underscores the importance of investing in human capital through effective HR policies to enhance overall performance outcomes.

### **2.2.5 Conflict Resolution Practices and Performance**

Santos and Silva (2023) conducted a study in Brazil, examining the impact of conflict resolution practices on organizational performance. Their findings indicated that organizations with formalized conflict resolution mechanisms, such as mediation and arbitration, experienced fewer disruptions and higher levels of productivity. This highlights the importance of implementing effective conflict resolution strategies to mitigate conflicts and enhance overall performance within organizations.

In a study by Mwamba and Mwila (2023) conducted in Zambia, researchers investigated the impact of conflict resolution practices on organizational performance. Their findings

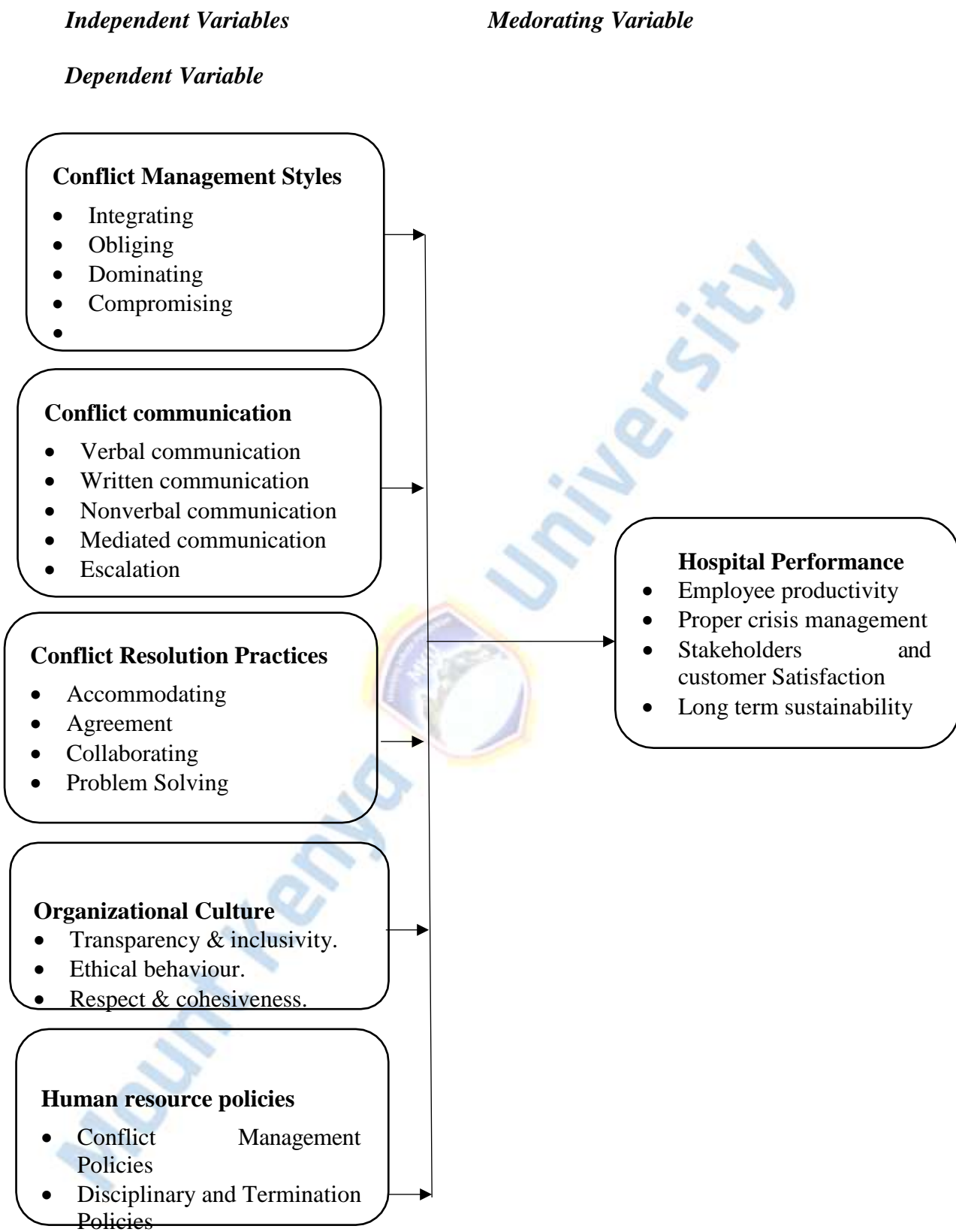
indicated that organizations with formalized conflict resolution mechanisms, such as mediation and arbitration, experienced fewer disruptions and higher levels of productivity. This highlights the importance of implementing effective conflict resolution strategies to mitigate conflicts and enhance overall performance within organizations.

In a study by Tshibangu and Kapinga (2021) conducted in the Democratic Republic of Congo, researchers explored the relationship between conflict resolution practices and team performance. They found that teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity. This suggests that proactive conflict resolution measures contribute to a positive team environment, ultimately leading to improved performance outcomes.

In a study by Wu and Li (2021) in China, researchers investigated the relationship between conflict resolution practices and team performance. They found that teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity. This suggests that proactive conflict resolution measures contribute to a positive team environment, ultimately leading to improved performance outcomes.

### **2.3 Conceptual Framework**

The conceptual framework represents the interaction between independent variables and the dependent variable in the study (Gibson, 2017). Figure 1 shows the conceptual framework for the study.



**Figure 1 Conceptual Framework**

**Source: Research Data (2024)**

## 2.4 Literature Recap

While there have been numerous studies conducted, findings from a few available studies are inconclusive or contradictory in nature. While some scholars found a positive significant relationship, others established minimal to negative relationship. The differences in the results obtained by the studies conducted could be attributed to different variables being used at a time while omitting other factors. The studies conducted also seem to ignore the moderating effect brought about by human resource policies on performance as well as the mediating effect of organization culture. Additionally, there are minimal studies done locally in Kenya, more so the health sector. This shows that the available literature is not sufficient enough in describing the effects brought about by proper conflict management practices on performance which necessitates this study. A summary of the reviewed literature is presented in Table 2.1.

**Table 2.1 Summary of Reviewed Literature**

<b>Author</b>	<b>(Year)</b>	<b>Study Description</b>	<b>Findings</b>
Rahim and Psenicka	(2023)	Explored relationship between conflict management styles and organizational performance in the United States.	Organizations using collaborative conflict management style achieved higher performance than those relying on avoidance or competition.
Ogunlana and Akinola	(2023)	Investigated relationship between conflict management styles and	Organizations fostering collaborative conflict management approach tend to achieve higher performance

		organizational performance in Nigeria.	compared to those relying on avoidance or competition.
Mukwambo and Mumba	(2022)	Explored link between conflict management styles and team performance in Zambia.	Teams using integrating conflict management approach exhibited greater performance outcomes compared to those using dominating or avoiding strategies.
Zhang and Chen	(2022)	Investigated link between conflict management styles and team performance in China.	Teams using integrating conflict management approach showed greater performance outcomes compared to those using dominating or avoiding strategies.
Wang and Liu	(2024)	Examined impact of conflict management styles on organizational performance in Japan.	Organizations promoting compromising conflict management style tend to achieve better performance outcomes compared to those emphasizing avoidance or accommodation.
Singh and Kapoor	(2023)	Explored relationship between conflict management styles and	Leaders using collaborative conflict management style tend to inspire higher levels of trust and commitment among team

		leadership effectiveness in India.	members, leading to improved performance outcomes.
Smith et al.	(2024)	Examined role of conflict communication in organizational performance in Australia.	Effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes.
Mwale et al.	(2020)	Examined role of conflict communication in organizational performance in Kenya.	Effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes.
Kadima and Lwaboshi	(2023)	Investigated impact of conflict communication on team performance in the Democratic Republic of Congo.	Teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance.
Garcia and Fernandez	(2023)	Investigated impact of conflict communication on team performance in Spain.	Teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance.
Gupta and Sharma	(2023)	Explored impact of organizational culture on	Organizations with emphasis on collaboration, innovation, and employee well-being tend to

		performance outcomes in India.	outperform those with hierarchical and rigid cultures.
Sow and Diop	(2023)	Explored impact of organizational culture on performance outcomes in Senegal.	Organizations with emphasis on collaboration, innovation, and employee well-being tend to outperform those with hierarchical and rigid cultures.
Ncube and Moyo	(2021)	Examined relationship between organizational culture and employee performance in Zimbabwe.	Organizations with supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes.
Kim and Lee	(2024)	Explored relationship between organizational culture and employee performance in South Korea.	Organizations with supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes.
Lee and Park	(2024)	Explored relationship between HR policies and organizational performance in South Korea.	Organizations implementing progressive HR policies exhibit higher levels of performance and employee satisfaction, emphasizing critical role of HR policies in driving success.

Kiprop and Maina	(2023)	Explored relationship between HR policies and organizational performance in Kenya.	Organizations implementing progressive HR policies exhibit higher levels of performance and employee satisfaction, emphasizing critical role of HR policies in driving success.
Mamadou and Ndiaye	(2021)	Examined impact of HR policies on employee performance and retention in Senegal.	Organizations offering comprehensive training and development opportunities tend to attract and retain high-performing employees, leading to improved organizational performance.
Chen and Wang	(2023)	Examined impact of HR policies on employee performance and retention in Taiwan.	Organizations offering comprehensive training and development opportunities tend to attract and retain high-performing employees, leading to improved organizational performance.
Santos and Silva	(2023)	Examined impact of conflict resolution practices on organizational performance in Brazil.	Organizations with formalized conflict resolution mechanisms experience fewer disruptions and higher levels of productivity,

			highlighting importance of effective conflict resolution.
Mwamba and Mwila	(2023)	Investigated impact of conflict resolution practices on organizational performance in Zambia.	Organizations with formalized conflict resolution mechanisms experience fewer disruptions and higher levels of productivity, highlighting importance of effective conflict resolution.
Tshibangu and Kapinga	(2021)	Explored relationship between conflict resolution practices and team performance in the Democratic Republic of Congo.	Teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity, indicating proactive conflict resolution contributes to improved performance.
Wu and Li	(2021)	Investigated relationship between conflict resolution practices and team performance in China.	Teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity, indicating proactive conflict resolution contributes to improved performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The research approach that was used to achieve the study's objectives is described in this chapter. Specifically, this entails a methodical planning and arrangement of the techniques used in the subject of study to produce significant results (Mugenda & Mugenda, 2008). This serves as the overarching principle that directed the study's data collection, analysis, and reporting of findings. The chapter details the research philosophy, data collection design, study population, sampling designs and data collection methodologies. The chapter concludes with the data analysis methods that were used, and the ethical considerations to be adhered to.

#### **3.1 Research Design**

The research design is a plan for managing the data collecting and analysis process with the aim of addressing the research questions. It entails a strategy, technique, or plan that offers directions for carrying out a specific study (Kothari, 2014). This study adopted a descriptive research design. Descriptive research design is an important tool in helping researchers understand phenomena and uncover meaningful insight on the subject. It focuses on providing a detailed and accurate portrayal of the population and their characteristics (Silverman, 2020). Compared to other research designs, descriptive research design produces data that is quantifiable, objective, and unbiased. Therefore, it is increasingly used to observe and analyse data in order to gain greater understanding of their subject. Ultimately, descriptive research design can be used to better understand relationships between variables and improve our understanding of a given population.

### 3.2 Target Population

The population for this study comprised the employees working at KNH. As at 1<sup>st</sup> January 2022 there were a total of 6400 employees, and this constituted the study targeted population (see Table 1.) The population included management, health workers, and support staff employed at the hospital.

**Table 3.1: Distribution of Target Population by Category**

Category	Population
Managerial Employees	400
Health Workers	4000
Support Staff	2000
<b>Total</b>	<b>6400</b>

Source: KNH (2023)

### 3.3 Sampling Technique

#### 3.3.1 Sample Size

This study employed Fisher's formula (1987) to calculate the size of the sample as shown below.

The formula is:

$$n = \frac{N e^2}{1 + e^2}$$

Where, n= sample size, N=population size e=sampling error.

A sample error of 10 percent was used, N is 6,400. The sample size for the study was:

$$376 = \frac{6400}{1 + 6400(0.05^2)}$$

The sampling formulae thus gives a sample size of 376 respondents.

### 3.3.2 Sampling Technique

Stratified sampling which is when the population is divided into different subsections and a random sample is taken from each of these subsections was used in this study as shown by Table 2.

**Table 3.2: Sampling Frame**

Category	Population	Sample	Percentage
Managerial Employees	400	24	6 percent
Health Workers	4000	234	63 percent
Support Staff	2000	118	31 percent
<b>Total</b>	<b>6400</b>	<b>376</b>	<b>100 percent</b>

### 3.4 Data Collection and Data Collection Tools

The study utilized primary data collection methods, employing questionnaires and interviews. Questionnaires, chosen for their efficiency and ability to gather both qualitative and quantitative data quickly, were semi-structured with a blend of open-ended and closed-ended questions to ensure comprehensive data collection. These questionnaires were organized into sections to address specific research objectives and were distributed to health workers and support staff. Key informant interviews, held with

managerial employees including medical staff, patients, and government health officials, supplemented survey data, providing insights into how conflicts impact performance and patient care. These interviews, guided by an interview guide, allowed for in-depth exploration of the study topic, enabling researchers to probe for detailed information not captured through questionnaires.

### **3.5 Pilot Study**

A pilot study is the exploration or testing of a planned research project to ensure that it is feasible, determine the best methods and routes for data collection, and ultimately produce accurate results (In, 2017). In this study, a pilot study was done on 36 respondents (10 percent) of the sample population who were selected from Mbagathi Hospital.

#### **3.5.1 Validity Test**

Validity tests are essential components of the quality control process. They are used to ensure that the data being used in decision-making is accurate and valid (Barnes & Williams, 2014). In addition, validity tests can also check for correlations among variables to ensure that a relationship exists between them. In this study, factor analysis was used in testing for validity by employing the Kaiser-Meyer-Olkin (KMO) test and the Bartlett's sphericity test. Values above 0.7 are advised for employing EFA in the KMO test, where test values range from 0 to 1. A statistically significant Bartlett test ( $p < 0.05$ ) shows that there are enough correlations between the variables to complete the investigation.

#### **3.5.2 Reliability Test**

Reliability tests are conducted in order to establish the consistency and accuracy of data in a given research (Cresswell, 2018). The internal consistency of the results was evaluated in this study using the Cronbach Alpha coefficient. A correlation higher than

0.7 was considered dependable. The coefficients vary from 0 to 1. This is in line with Coopers and Schindler's (2008) recommendation that an acceptable reliability coefficient have an alpha value of 0.7 or above. All of the variables' Cronbach alpha values were checked to make sure they are greater than 0.7. This was accomplished by either dropping the low-alpha questions after the pilot research or rephrasing them.

**Table 3.3: Reliability Test Results**

Variable	Cronbach Alpha	No of Items
Conflict Management Styles	0.755	5
Communication in Conflict Management	0.747	7
Conflict Resolution Practices	0.722	5
Organization Culture Practices	0.733	6
Human Resource Policy Practices	0.731	6
KNH Performance	0.873	7

**Source: Pilot Study (2023)**

The pilot study findings were that conflict management styles had a Cronbach alpha of 0.755, communication in conflict management 0.747, conflict resolution practices 0.722, organization culture practices 0.733, human resource policy practices 0.731 and performance 0.873. Since for all the variables the Cronbach alpha was greater than 0.7, the variables were reliably measured.

### **3.6 Data Analysis**

The study prepared collected data for analysis by ensuring completeness, coding, and data entry. Qualitative data underwent theory-driven thematic analysis, revealing significant patterns or themes within the dataset. Findings were presented through narratives, while quantitative data was interpreted using descriptive statistics such as

frequencies and percentages. Correlation and regression analyses were conducted to establish relationships between variables, with the coefficient of determination used to assess the strength of these relationships. The Statistical Package for Social Sciences (SPSS) version 28 was employed for data analysis, and results were presented using tables and figures.

### **3.6.1 Analytical Model**

#### **3.6.1.1 Univariate regression models**

Univariate regression analysis was undertaken in determining the effect of each predictor variable on the dependent variable (hospital performance) as follows before multiple linear regression model is conducted for all the study variables.

Objective 1: To assess the relationship between conflict management styles (X1) and performance of KNH (Y).

$$Y = \beta_0 + \beta_1 X_1 + e$$

Objective 2: To determine the role of conflict communication (X2) on performance of KNH (Y).

$$Y = \beta_0 + \beta_2 X_2 + e$$

Objective 3: To influence of organizational culture in conflict management (X3) on performance of KNH (Y).

$$Y = \beta_0 + \beta_3 X_3 + e$$

Objective 4: To establish the effect of human resource policies (X4) in conflict management on performance of KNH (Y).

$$Y = \beta_0 + \beta_4 X_4 + e$$

Objective 5: To evaluate the influence of conflict resolution practices (X5) on performance of KNH (y).

$$Y = \beta_0 + \beta_5 X_5 + e$$

### **3.6.2 Test for Significance**

An analysis of variance was performed to determine the study's relevance (ANOVA). When comparing group means, ANOVA is used to determine whether or not the means of different groups are equal by comparing variance estimates. This made it possible to assess the model's suitability for measuring the link between the research variables. Both the 5 percent significant level and the 95 percent confidence level was used to assess the F significance value.

### **3.7 Diagnostic Tests**

Diagnostic tests are critical components of research methodology aimed at ensuring the quality and reliability of research findings. In this study, several diagnostic tests were conducted to evaluate various aspects of the data and analysis process. Normality tests were employed to assess the distribution of data and ensure that it follows a normal distribution, which is essential for many statistical analyses. Auto-correlation tests were performed to detect any correlation between consecutive observations in time-series data, helping to identify patterns or dependencies that may affect the accuracy of statistical results.

Multi-collinearity tests were utilized to examine the degree of correlation among independent variables in regression analysis. High levels of multi-collinearity can distort the estimation of coefficients and undermine the validity of regression models. Heteroscedasticity tests were conducted to assess the presence of unequal variance across the range of predictor variables, which can violate the assumptions of linear regression

and lead to biased parameter estimates. By conducting these diagnostic tests, researchers can identify and address potential issues with the data and analysis methods, ultimately enhancing the credibility and robustness of research findings.

### **3.8 Ethical Considerations**

Before commencing the study, a written approval was sought from the University, the National Commission for Science, Technology & Innovation (NACOSTI) and Nairobi County offices. The researcher also obtained permission from the management of KNH. The study participants were informed of the potential benefits of the study and that participation is purely voluntary. Participants were notified that they can opt out of the study at any time. Respondents were represented by special codes rather than names. The study's purpose and objectives were properly stated to them. Some respondents may be hesitant to participate in the survey due to ethical, motivation, or privacy issues. The researcher told them that the study is entirely academic in nature. Furthermore, complete secrecy and privacy was guaranteed throughout the study. Questionnaires were destroyed once the research and study are completed.

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND PRESENTATION

#### 4.1 Introduction

This section presents the outcomes derived from the examination, analysis, and interpretation of the gathered data. Within this chapter, both descriptive and inferential analyses, encompassing correlation and regression analyses, are presented. The chapter concludes with the validation of research hypotheses.

#### 4.2 Response Rate

A set of 376 questionnaires was distributed to the participants, as indicates in the sampling frame. Diligent attempts were undertaken to secure responses from all respondents and retrieve the complete questionnaires. The results are detailed in table 4.1.

**Table 4.1 Response Rate**

Sample Size	Frequency	Percentage
Dully Filled Questionnaires	314	83.5 percent
Unfilled Questionnaires	62	16.5 percent
<b>Total</b>	<b>376</b>	<b>100 percent</b>

**Source: Research Data (2024)**

The sample size for the study was 376, with 314 questionnaires being duly filled, representing an 84 percent response rate. On the other hand, 62 questionnaires were left unfilled, accounting for a 17 percent non-response rate. The high percentage of duly filled questionnaires indicates a generally positive engagement and cooperation from the participants, enhancing the reliability of the data collected (Jensen, 2017).

### 4.3 Demographic Information

This section presented the outcomes concerning the demographic characteristics and pertinent details of the study participants

#### 4.3.1 Position of Work

The study sought to determine the level of education of the respondents and the results are presented in table 4.2

**Table 4.2 Position of Work**

<b>Position</b>	<b>Frequency</b>	<b>Percentage</b>
Accountant	32	10.2 percent
Finance	3	0.9 percent
Graphic Designer	1	0.3 percent
Human Resource	2	0.6 percent
Manager	27	8.6 percent
Medical	69	22 percent
Nursing	96	30.7 percent
Nutritionist	8	2.5 percent
Clinical Officer	76	24.2 percent
<b>Total</b>	<b>314</b>	<b>100 percent</b>

**Source: Research Data (2024)**

According to table 4.2, nursing positions constitute the largest percentage at 31 percent, followed by clinical officers at 24 percent. The managerial roles, including managers and Accountants, collectively represent 19 percent of the workforce. Medical positions make up a significant portion at 22 percent, indicating the presence of various healthcare professionals. Other roles such as Finance, HR, Graphic Designer, and Nutritionist contribute to the organizational diversity.

### 4.3.2 Years Worked

The study sought to determine the number of years worked by the respondents in their respective positions at the hospital as shown in table 4.3

**Table 4.3 Years Worked**

<b>Years Worked</b>	<b>Frequency</b>	<b>Percent</b>
1	55	17.5
2	98	31.2
3	41	13.1
4	120	38.2
Total	314	100.0

**Source: Research Data (2024)**

The data as represented in table 4.3 indicate that majority of employees, constituting 38 percent have worked for four years, followed by 31 percent who have worked for two years. Employees with one year of service account for 18 percent while those with three years make up 13 percent. The data illustrates varying lengths of tenure among the

hospital staff which, according to Walter, 2020, is crucial in determining the performance of any public institution.

### 4.3.3 Involvement in Conflicts

The study sought to whether the respondents had been involved in any conflict in their line of duty. The results are presented in table 4.4.

**Table 4.4 Involvement in Conflicts**

Involvement in Any Conflict	Frequency	Percent
No	55	17.5
Yes	259	82.5
<b>Total</b>	<b>314</b>	<b>100.0</b>

**Source: Research Data (2024)**

Table 4.4 indicates that 83 percent of the employees reported experiencing conflicts, while 18 percent indicated no involvement in any conflict. This suggests a high prevalence of conflicts within the hospital environment.

## 4.4 Descriptive Statistics

This section presents the descriptive analysis of the independent variables (communication, policies, organization, and culture) and the independent variable (performance of public hospitals).

### 4.4.1 Conflict Management Styles

The study aimed at investigating the influence of conflict management styles on performance of public hospitals in Kenya. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the influence of conflict management styles on performance as shown in table 4.5.

**Table 4.5 Weighted Mean for Conflict Management Styles**

	N	Minimum	Maximum	Mean	Std. Deviation
There is the use of competing which involves aggressively pursuing one's own interests at the expense of others.	314	1	5	4.68	.759
Confronting is utilized which addressing the conflict head-on, in order to resolve it as quickly as possible.	314	1	5	3.92	1.627
Conflict management entails avoiding which involves avoiding or postponing the conflict in the hopes that it will resolve itself.	314	1	5	4.04	1.270
There is compromising entailing finding a middle ground where both parties make concessions.	314	1	5	4.25	1.068
There is accommodating that involves giving in to the other party's demands in order to maintain harmony.	314	1	5	3.96	1.347

**Source: Research Data (2024)**

As represented in table 4.5, the highest mean score is observed in the use of the competing style, with a mean of 4.68 and a relatively low standard deviation of 0.759. This indicates a consistent and strong inclination towards aggressively pursuing individual interests at the expense of others in conflict resolution within the hospital. Confronting, which involves addressing conflicts head-on for quick resolution, has a mean score of 3,92, and a higher standard deviation of 1.627. This suggests a more direct approach.

Conflict avoidance, represented by the style of avoiding or postponing conflict resolution, has a mean score of 4.04 and a standard deviation of 1.270. This indicates a moderate tendency to avoid conflicts within the hospital setting. Compromising, finding a middle ground where both parties make concessions, has a mean score of 4.25 and a standard deviation of 1.068, suggesting a relatively consistent use of this approach. Accommodating, involving giving in to the other party's demands for harmony, has a mean score of 3.96 and a standard deviation of 1.347, indicating a moderate tendency to accommodate others' demands in conflicting situations. Different styles of conflict resolution have distinct characteristics that come into play when mediating a disagreement (Fisher, 2021).

Being mindful of the available styles and their implications can help create a better understanding of what strategies will work in any given scenario. Despite the potential for conversation on the topic to become overwhelming, recognizing the range of resolutions at one's disposal is a beneficial activity (Tsui, 2017). From cooperative approaches where the focus is on problem-solving, to avoidance where members prefer not to address issues, it is important to recognize the different strategies offered by conflict management approaches to identify the one most suitable for any given situation.

#### **4.4.2 Communication in Conflict Management**

The study aimed at investigating the influence of Communication in Conflict Management on performance of public hospitals in Kenya. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the influence of Communication in Conflict Management on performance as shown in table 4.6.

**Table 4.6 Weighted Mean for Communication in Conflict Management**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is face-to-face or over-the-phone conversations between conflicting individuals or groups.	314	2	5	4.61	.825
The hospital uses written communication including emails, memo, and other written forms of communication in solving conflicts.	314	1	5	4.65	.863
Communication within a healthcare is through the delegated team to address and resolve conflicts.	314	1	5	3.18	1.481
There is involvement of higher-level management or human resources to resolve the conflict.	314	1	5	3.77	1.735
There is direct communication between conflicting parties to reach a mutually acceptable solution.	314	1	5	3.83	1.522
A neutral third-party facilitates communication between conflicting parties to reach a resolution.	314	2	5	4.80	.515
Communication during conflict management is mainly through nonverbal means including body language, facial expressions, and tone of voice.	314	2	5	4.65	.735

#### **Source: Research Data (2024)**

Table 4.6 reveals that the highest mean score was observed in the used of written communication, with a mean of 4.65 and a relatively low standard deviation of 0.863. This indicates the hospital effectively employs written forms of communication, such as emails and memos, in resolving conflicts among individuals or groups. The high mean score suggests that this method is widely accepted and utilized, contributing positively to conflict resolution.

On the other hand, the lowest mean score was found in the communication within the healthcare through delegated team to address and resolve conflicts, with a mean of 3.18 and a higher standard deviation of 1.481. This suggests that the effectiveness of communication within the healthcare team may vary among cases, potentially indicating a need for improvement or standardization in this aspect of conflict management. The findings underscore the importance of evaluating and refining communication strategies within healthcare teams to enhance conflict resolution practices at KNH. Gong, (2018) conflict management uses techniques such as negotiation, communication and mediation. Communication involves listening to and understanding the other party's viewpoint and being able to express one's own opinion without aggression. Finally, mediation assists two or more conflicting parties in the resolution of a dispute and aids in the development of mutually acceptable solutions (Aps, 2019).

#### **4.4.3 Conflict Resolution Practices**

The study aimed at investigating the influence of Conflict Resolution Practices on performance of public hospitals in Kenya. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the influence of Conflict Resolution Practices on performance as shown in table 4.7.

**Table 4.7 Weighted Mean for Conflict Resolution Practices**

	N	Minimum	Maximum	Mean	Std. Deviation
Collaborating is used in the hospital that involves working with others to find a mutually beneficial solution.	314	1	5	4.45	1.306
The management facilitates team decision making which involves working as a team to identify the problem, generate options and make a decision together.	314	1	5	4.43	1.203
Problem-solving is encouraged that encompasses working with others to identify the problem, generate options and make a decision together.	314	2	5	4.60	.951
There is regular evaluation of staff performance and providing feedback can help identify and address conflicts before they escalate.	314	1	5	4.51	.796
The hospital provides the staff with access to counseling and other resources to help them manage personal and professional conflicts.	314	1	5	4.68	.854

**Source: Research Data (2024)**

Table 4.7 indicates that the practice of collaborating is well-established in the hospital, with a mean score of 4.45 and a standard deviation of 1.306. This indicates a relatively high level of consensus among respondents regarding the prevalence and effectiveness of

collaborative conflict resolution in the hospital. Additionally, team decision-making has a mean of 4.43 and a standard deviation of 1.203. This suggests a consistent and widely accepted approach to involving teams in identifying problems and making decisions collectively.

Furthermore, problem-solving is encouraged in the hospital, with a mean score of 4.60 and a relatively low standard deviation of 0.951. This indicates higher levels of agreement among respondents regarding the emphasis on working with others to identify problems, generate options, and make decisions together. Overall, the data suggests a positive influence of conflict management practices on the performance of KNH. Conflict management promotes healthy dialogue and communication between employees, resulting in better team dynamics, understanding, and more creative solutions. By investing in quality conflict management training, organizations can reap the benefits of stronger collaboration, higher morale, and better performance. Organizations must thus foster an organizational culture that values cooperation and open communication in order to reduce tensions and create a more productive working environment (Fred, 2020).

#### **4.4.4 Organization Culture Practices**

The study aimed at investigating the influence of Organization Culture Practices on performance of public hospitals in Kenya. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the influence of Organization Culture Practices on performance as shown in table 4.8

**Table 4.8 Weighted Mean for Organization Culture Practices**

				Std.
	N	Minimum	Maximum	Mean
				Deviation

The hospital has a system for reporting and addressing conflicts.	314	1	5	4.15	1.023
The hospital provides culture of transparency and accountability.	314	1	5	3.11	1.354
There is a code of conduct that promotes ethical behavior.	314	1	5	4.30	.776
There is encouragement of a culture of continuous improvement and learning.	280	1	5	4.03	.827
The management encourages active listening and empathy.	314	1	5	4.09	.635
There is a culture of respect and cohesiveness.	314	2	5	3.69	1.012

**Source: Research Data (2024)**

Regarding the hospital's system for reporting and addressing conflicts, the respondents provided a mean score of 4.15, with a standard deviation of 1.023. This indicates a relatively high level of agreement among participants that the hospital has a robust system in place for the reporting and resolution of conflicts.

When examining the presence of a culture of transparency and accountability within the hospital, the mean score was 3.11, with a higher standard deviation of 1.354. This suggests a more diverse range of opinions among respondents, indicating that perceptions of transparency and accountability may vary among individuals within the organization. It is essential for the hospital to explore and address these variations to strengthen this aspect of organizational culture as advised by Kimmich (2016).

Having a proper culture to prevent and mitigate conflict, through the use of conflict management, individuals can become more skilled in recognizing and managing

situations before they become more serious. Conflict management is therefore an important part of creating and facilitating a productive, efficient and successful working environment. It is an invaluable skill to have, as it helps to build bridges between people, create a better work environment, and ensure productivity remains high.

#### 4.4.5 Human Resource Policy Practices

The study aimed at investigating the influence of Human Resource Policy Practices on performance of public hospitals in Kenya. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the influence of Human Resource Policy Practices on performance as shown in table 4.9.

**Table 4.9 Weighted Mean for Human Resource Policy Practices**

	N	Minimum	Maximum	Mean	Std. Deviation
There is a clear policy for managing conflicts that outlines the steps to be taken when conflicts arise and the expected behaviors of staff.	314	1	5	3.32	1.675
The hospital provides staff with training on effective communication techniques to improve their ability to resolve conflicts in a professional and constructive manner.	314	1	5	4.25	1.068
There is an employee handbook outlining expectations and protocols for addressing conflicts.	314	1	5	3.96	1.347

There are policies promoting diversity, equity and inclusion.	314	1	5	3.77	1.735
The hospital has employee engagement and empowerment policies.	314	1	5	3.83	1.522
There are performance management and disciplinary policies.	314	2	5	4.80	.515

**Source: Research Data (2024)**

Regarding the presence of a clear policy for managing conflicts, the mean score is 3.32, suggesting a moderate level of clarity in outlining steps to be taken when conflicts arise and expected staff behaviours. However, the relatively high standard deviation of 1.675 indicates a considerable degree of variability in responses, highlighting potential inconsistencies in the perception of this policy among respondents.

On the other hand, the hospital’s provision of training on effective communication techniques receives a higher mean score of 4.25, indicating a generally positive perception among respondents. The lower standard deviation of 1.068 suggests a more consistent agreement on the effectiveness of this training in enhancing staff abilities to resolve conflicts in a professional and constructive manner. This suggests that the hospital’s efforts in providing communication training are more uniformly acknowledged and valued by the surveyed individuals.

**4.4.6 Performance of KNH**

The study aimed at investigating the overall performance of public hospitals in Kenya, with a special focus on Kenyatta National Hospital. The respondents were asked to indicate their degree of agreement in relation to each of the criteria concerned with the performance of the hospital as shown in table 4.10

**Table 4.10 Weighted Mean for Performance of KNH**

	N	Minimum	Maximum	Mean	Std. Deviation
Flexibility of operations	314	2	5	4.15	1.024
Long term sustainability	314	1	5	4.52	1.076
Employee productivity	314	2	5	4.65	.735
Risks Management	314	1	5	4.45	1.306
Stakeholders and customer satisfaction	314	2	5	4.65	.735
Proper crisis management	314	1	5	4.45	1.306
Customer satisfaction	314	1	5	4.45	1.306
Valid N (Listwise)	280				

**Source: Research Data (2024)**

Table 4.10 provides insights into the perceived performance of KNH in each category. The highest mean scores were observed in employee productivity (4.65) and stakeholders and customer satisfaction (4.65), indicating a strong perception of positive performance in these areas. Long-term sustainability also received a high mean score of 4.52, suggesting that respondents perceive KNH as having a good strategy for long-term success.

On the other hand, flexibility of operations, risk management, proper crisis management, and customer satisfaction received slightly lower mean scores but still remained above 4.0, indicating a generally positive perception of performance in these areas. The standard

deviation reflects the variability in responses, with some indicators showing higher variability than others. Overall, the data suggested a favourable perception of KNH's performance in conflict management practices, with a focus on employee productivity, stakeholder satisfaction, and long-term sustainability.

#### 4.5 Diagnostic Tests

Diagnostic tests were carried out to validate the accuracy and reliability of the collected data hence ensuring the measurements or assessments made during the study were consistent and trustworthy.

##### 4.5.1 Test for Multicollinearity

The test for multicollinearity was carried out and the results presented in table 4.11.

**Table 4.11 Multicollinearity Test**

	Collinearity Statistics	
	Tolerance	VIF
<b>Conflict Management Styles</b>	<b>0.298</b>	<b>3.351</b>
Communication in Conflict Management	0.315	3.179
Conflict Resolution Practices	0.835	1.197
Organization Culture Practices	0.959	1.043
Human Resource Policy Practices	0.242	4.14

**Source: Research Data (2024)**

The findings in Table 4.11 indicate that the all the study variables had a VIF less than 1 and VIF of less than 10. This indicated lack of multicollinearity implying that the independent variables were not strongly correlated. Similar conclusions were made by related studies like Segal, Turkewitz, et al., 2017; Chua, Hui, & Zampini, 2019 and Durbin et al., 2020.

#### 4.5.2 Normality Test

Normality test results are shown in table 4.12.

**Table 4.12 Normality Test**

Construct	N	Skewness	Kurtosis	
	Statistic	Statistic	Std. Error	Std. Error
There is the use of competing which involves aggressively pursuing one's own interests at the expense of others.	314	-2.929	0.138	9.48 0.274
Confronting is utilized which addressing the conflict head-on, in order to resolve it as quickly as possible.	314	-1.041	0.138	-0.689 0.274
Conflict management entails avoiding which involves avoiding or postponing the conflict in the hopes that it will resolve itself.	314	-0.99	0.138	-0.215 0.274
There is compromising entailing finding a middle ground where both parties make concessions.	314	-0.991	0.138	-0.402 0.274
There is accommodating that involves giving in to the other party's demands in order to maintain harmony.	314	-0.649	0.138	-1.393 0.274

<b>Construct</b>	<b>N</b>	<b>Skewness</b>		<b>Kurtosis</b>	
	<b>Statistic</b>	<b>Statistic</b>	<b>Std. Error</b>	<b>Statistic</b>	<b>Std. Error</b>
There is face-to-face or over-the-phone conversations between conflicting individuals or groups.	314	-1.765	0.138	1.527	0.274
The hospital uses written communication including emails, memo, and other written forms of communication in solving conflicts.	314	-2.746	0.138	7.156	0.274
Communication within a healthcare is through the delegated team to address and resolve conflicts.	314	-0.505	0.138	-1.245	0.274
There is involvement of higher-level management or human resources to resolve the conflict.	314	-0.817	0.138	-1.188	0.274
There is direct communication between conflicting parties to reach a mutually acceptable solution.	314	-0.789	0.138	-1.054	0.274
A neutral third-party facilitates communication between conflicting parties to reach a resolution.	314	-2.937	0.138	9.637	0.274

<b>Construct</b>	<b>N</b>	<b>Skewness</b>	<b>Kurtosis</b>	
	<b>Statistic</b>	<b>Statistic</b>	<b>Std. Error</b>	<b>Std. Error</b>
Communication during conflict management is mainly through nonverbal means including body language, facial expressions, and tone of voice.	314	-2.215	0.138	4.197 0.274
Collaborating is used in the hospital that involves working with others to find a mutually beneficial solution.	314	-2.095	0.138	2.627 0.274
The management facilitates team decision making which involves working as a team to identify the problem, generate options and make a decision together.	314	-1.836	0.138	1.797 0.274
Problem-solving is encouraged that encompasses working with others to identify the problem, generate options and make a decision together.	314	-2.155	0.138	2.941 0.274
There is regular evaluation of staff performance and providing feedback can help identify and address conflicts before they escalate.	314	-1.636	0.138	2.555 0.274

<b>Construct</b>	<b>N</b>	<b>Skewness</b>	<b>Kurtosis</b>	
	<b>Statistic</b>	<b>Statistic</b>	<b>Std. Error</b>	<b>Std. Error</b>
The hospital provides the staff with access to counseling and other resources to help them manage personal and professional conflicts.	314	-2.887	0.138	8.013 0.274
The hospital has a system for reporting and addressing conflicts.	314	-1.272	0.138	1.295 0.274
The hospital provides culture of transparency and accountability.	314	-0.099	0.138	-1.428 0.274
There is a code of conduct that promotes ethical behavior.	314	-1.038	0.138	1.231 0.274
There is encouragement of a culture of continuous improvement and learning.	280	-0.597	0.146	0.242 0.29
The management encourages active listening and empathy.	314	-0.379	0.138	1.084 0.274
There is a culture of respect and cohesiveness.	314	-0.028	0.138	-1.203 0.274
There is a clear policy for managing conflicts that outlines the steps to be taken when conflicts arise and the expected behaviors of staff.	314	-0.235	0.138	-1.63 0.274

Construct	N	Skewness	Kurtosis		
	Statistic	Statistic	Std. Error	Std. Error	
The hospital provides staff with training on effective communication techniques to improve their ability to resolve conflicts in a professional and constructive manner.	314	-0.991	0.138	-0.402	0.274
There is an employee handbook outlining expectations and protocols for addressing conflicts.	314	-0.649	0.138	-1.393	0.274
There are policies promoting diversity, equity and inclusion.	314	-0.817	0.138	-1.188	0.274
The hospital has employee engagement and empowerment policies.	314	-0.789	0.138	-1.054	0.274
There are performance management and disciplinary policies.	314	-2.937	0.138	9.637	0.274
Flexibility of operations	314	-0.592	0.138	-1.247	0.274
Long term sustainability	314	-2.273	0.138	4.181	0.274
Employee productivity	314	-2.215	0.138	4.197	0.274
Risks Management	314	-2.095	0.138	2.627	0.274
Stakeholders and customer satisfaction	314	-2.215	0.138	4.197	0.274
Proper crisis management	314	-2.095	0.138	2.627	0.274

Construct	N	Skewness	Kurtosis		
			Std. Error	Std. Error	
Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Customer satisfaction	314	-2.095	0.138	2.627	0.274
Conflict Management Styles	314	-0.699	0.138	-0.902	0.274
Communication in Conflict Management	314	-0.466	0.138	-1.316	0.274
Conflict Resolution Practices	314	-1.533	0.138	2.093	0.274
Organization Culture Practices	314	0.372	0.138	1.062	0.274
Human Resource Policy Practices	314	-0.362	0.138	-0.987	0.274
KNH Performance	314	-1.921	0.138	3.033	0.274

**Source: Research Data (2024)**

According to table 4.12, the skewness and kurtosis values for Conflict Management Styles, Communication in Conflict Management, Conflict Resolution Practices, Organizational Culture Practices, and Human Resource Policy Practices fall within an acceptable range, suggesting that these variables may approximately follow a normal distribution. However, for KNH performance, the skewness is -1.921, indicating a leftward skew, and the kurtosis is 3.033, indicating heavy tails. These results suggest a departure from normality for KNH performance.

## 4.6 Inferential Analysis

### 4.6.1 Correlational Analysis

Correlation analysis was done to assess the relationship between the study variables and dependent variable. The findings are presented in table 4.13.

**Table 4.13 Model Summary**

		<b>KNH</b>	<b>Conflict Management Styles</b>	<b>Communication in Conflict Management</b>	<b>Conflict Resolution Practices</b>	<b>Organizational Culture Practices</b>	<b>Human Resource Policy Practices</b>
KNH	Pearson	1					
Performance	Correlation						
	Sig. (2-tailed)						
	N	314					
Conflict Management Styles	Pearson	.492	1				
	Correlation	**					
	Sig. (2-tailed)	.000					
	N	314	314				
Communication in Conflict Management	Pearson	.559	.749**	1			
	Correlation	**					
	Sig. (2-tailed)	.000	.000				
	N	314	314	314			
	Pearson	.657	.382**	.274**	1		
	Correlation	**					

Conflict Resolution Practices	Sig. (2-tailed)	.000	.000	.000			
Organization Culture Practices	N	314	314	314	314		
Human Resource Policy Practices	Pearson Correlation	-	-.133*	-.140*	.073	1	
	Sig. (2-tailed)	.231	.019	.013	.198		
	N	314	314	314	314	314	
	Pearson Correlation	.397	.815**	.812**	.337**	-.098	
	Sig. (2-tailed)	.000	.000	.000	.000	.083	
	N	314	314	314	314	314	314

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

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

#### **Source: Research Data (2024)**

The correlation between KNH performance and Conflict Management Styles is 0.492, which is a moderately positive correlation. This suggests that there is a significant positive relationship between the conflict management styles employed at KNH and its overall performance. Thus, utilizing an integrating conflict management approach, characterized by problem-solving and compromise, exhibited greater performance outcomes compared to teams using dominating or avoiding strategies. These findings highlight the significance of adopting constructive conflict resolution methods within teams to improve their overall performance. Rahim and Psenicka (2023) who conducted a study in the

United States, exploring the relationship between conflict management styles and organizational performance. They found that organizations employing a collaborative conflict management style tend to achieve higher levels of performance compared to those relying on avoidance or competition. This suggests that fostering a culture of cooperation and open communication can positively impact overall organizational effectiveness.

Furthermore, the correlation between Communication in Conflict Management and KNH Performance is 0.559, indicating a strong positive relationship. This suggests that effective communication in conflict management positively influences the performance of KNH. Key considerations in communication in conflict management were noted to be having face-to-face or over-the-phone conversations between conflicting individuals or groups; the hospital using written communication including emails, memo, and other written forms of communication in solving conflicts; communication within a healthcare is through the delegated team to address and resolve conflicts; involvement of higher-level management or human resources to resolve the conflict; direct communication between conflicting parties to reach a mutually acceptable solution; a neutral third-party facilitates communication between conflicting parties to reach a resolution and communication during conflict management is mainly through nonverbal means including body language, facial expressions, and tone of voice. In related studies, Mwale et al. (2020) in Kenya, researchers examined the role of conflict communication in organizational performance. They found that effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes. Organizations that prioritize transparent and constructive communication channels tend to experience higher levels of productivity and efficiency.

The correlation between Conflict Resolution Practices and KNH performance is 0.657, signifying a strong positive relationship. This implies that the adoption of effective conflict resolution practices is associated with higher performance at KNH. Additionally, the correlation between Organization Culture Practices and KNH performance is -0.068. Though this correlation is not strong, it is negative, indicating a weak inverse relationship. This suggests that certain aspects of organizational culture practices might be negatively associated with KNH performance. The common conflict resolution practices noted were collaborating is used in the hospital that involves working with others to find a mutually beneficial solution; management facilitating team decision making which involves working as a team to identify the problem, generate options and make a decision together; problem-solving is encouraged that encompasses working with others to identify the problem, generate options and make a decision together; having regular evaluation of staff performance and providing feedback can help identify and address conflicts before they escalate and the hospital provides the staff with access to counselling and other resources to help them manage personal and professional conflicts.

In a study by Mwamba and Mwila (2023) conducted in Zambia, researchers investigated the impact of conflict resolution practices on organizational performance. Their findings indicated that organizations with formalized conflict resolution mechanisms, such as mediation and arbitration, experienced fewer disruptions and higher levels of productivity. This highlights the importance of implementing effective conflict resolution strategies to mitigate conflicts and enhance overall performance within organizations. In a study by Tshibangu and Kapinga (2021) conducted in the Democratic Republic of Congo, researchers explored the relationship between conflict resolution practices and team performance. They found that teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity.

Moreover, the correlation between Human Resource Policy Practices and KNH performance is 0.397, indicating a moderate positive relationship. This implies that well-structured human resource policies positively influence the performance of KNH. Overall, the results suggest that effective conflict management practices are positively associated with the performance of Kenyatta National Hospital. However, the relationship between organizational culture practices and performance is weak and slightly negative, while human resource policies practices show a moderate positive correlation with performance. This implies that well-structured human resource policies positively influence the performance of KNH. Additionally, the descriptive statistics indicate that the hospital's efforts in providing communication training are more uniformly acknowledged and valued by the surveyed individuals.

The study found that there was a clear policy for managing conflicts that outlines the steps to be taken when conflicts arise and the expected behaviors of staff, the hospital provided staff with training on effective communication techniques to improve their ability to resolve conflicts in a professional and constructive manner, there was an employee handbook outlining expectations and protocols for addressing conflicts, there were policies promoting diversity, equity and inclusion. The hospital has employee engagement and empowerment policies and there were performance management and disciplinary policies.

The findings were supported by empirical literature. In a study by Lee and Park (2024) in South Korea, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering

a conducive work environment. In a study by Kiprop and Maina (2023) conducted in Kenya, researchers explored the relationship between human resource policies and organizational performance.

#### 4.6.2 Regression Analysis

Multiple regression analysis was undertaken to assess the relationship between study variables. The model summary results are presented in Table 4.14.

**Table 4.14 Model Summary**

**Model Summary<sup>b</sup>**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.800 <sup>a</sup>	.639	.633	.49962	1.106

*a. Predictors: (Constant), Human Resource Policy Practices, Organization Culture Practices, Conflict Resolution Practices, Communication in Conflict Management, Conflict Management Styles*

*b. Dependent Variable: KNH Performance*

**Source: Research Data (2024)**

The data reveals a significant relationship between the various conflict management practices and KNH performance. The model demonstrates a strong correlation (R=0.800) between the selected independent variables, and the dependent variable. The R Square value of 0.639 indicates that approximately 63.9 percent of the variance in KNH performance can be explained by the predictors. Overall, the model underscores the importance of the various conflict management practices in influencing the performance of Kenyatta National Hospital.

**Table 4.15 ANOVA**

**ANOVA<sup>a</sup>**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	136.217	5	27.243	109.140	.000 <sup>b</sup>
	Residual	76.883	308	.250		
	Total	213.100	313			

*a. Dependent Variable: KNH Performance*

*b. Predictors: (Constant), Human Resource Policy Practices, Organization Culture Practices, Conflict Resolution Practices, Communication in Conflict Management, Conflict Management Styles*

**Source: Research Data (2024)**

The overall model, as indicated by the ANOVA test, is statistically significant ( $F=109.140$ ,  $p<0.001$ ), suggesting that at least one of the predictors has a significant impact on KNH performance. The ANOVA results explain a substantial portion of the variance in KNH performance ( $R^2= 0.639$ ), with the predictors collectively contributing 136.217 units to the total sum of squares. This indicates a strong relationship between the selected conflict management practices and the performance of Kenyatta National Hospital.

**Table 4.15 Coefficients**

**Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.516	.332		-1.552	.122
	Conflict Management Styles	.132	.058	.142	2.262	.024
	Communication in Conflict Management	.804	.075	.652	10.681	.000
	Conflict Resolution Practices	.725	.047	.578	15.423	.000
	Organization Culture Practices	-.072	.058	-.043	-1.241	.216
	Human Resource Policy Practices	-.490	.076	-.447	-6.414	.000

**Source: Research Data (2023)**

Communication in conflict management has the strongest positive effect on hospital performance, with a coefficient of 0.804 ( $p=0.0000$ ). This suggests that as communication in conflict management practices increases, the performance of Kenyatta National Hospital is expected to improve significantly. Conflict resolution practices follow with a coefficient of 0.725, also indicating a statistically significant positive effect on hospital performance ( $p=0.000$ ). Conflict management styles come next, with a coefficient of 0.132 ( $p=0.024$ ). Although the effect is positive and statistically significant, it is weaker compared to communication and conflict resolution practices. The model's constant term, while not statistically significant, provides a baseline expectation for hospital

performance when all predictor variables are at zero. Rahim and Psenicka (2023) explored relationship between conflict management styles and organizational performance in the United States. They found that organizations using collaborative conflict management style achieved higher performance than those relying on avoidance or competition. Ogunlana and Akinola (2023) investigated relationship between conflict management styles and organizational performance in Nigeria and found that organizations fostering collaborative conflict management approach tend to achieve higher performance compared to those relying on avoidance or competition.

## **4.7 Discussion of Findings**

### **4.7.1 Influence of Conflict Management Styles**

The first objective of the study was to evaluate how communication in conflict management influence performance of Kenyatta National Hospital. Results from the correlation test indicated a correlation of 0.492 with performance, which was a moderately positive correlation. This indicated that there is a significant positive relationship between the conflict management styles employed at KNH and its overall performance. Additionally, according to regression analysis, Conflict Management Styles demonstrates a statistically significant positive effect with a coefficient of 0.132 ( $p=0.024$ ), suggesting that as conflict management styles increase, the performance of the hospital tends to improve.

The use of competing which involves aggressively pursuing one's own interests at the expense of others, confronting being utilized which is addressing the conflict head-on, in order to resolve it as quickly as possible, conflict management entails avoiding which involves avoiding or postponing the conflict in the hopes that it will resolve itself, compromising entailing finding a middle ground where both parties make concessions

and accommodating that involves giving in to the other party's demands in order to maintain harmony are key considerations in conflict resolution.

These findings agree with those of Rahim and Psenicka (2023) who conducted a study in the United States, exploring the relationship between conflict management styles and organizational performance. They found that organizations employing a collaborative conflict management style tend to achieve higher levels of performance compared to those relying on avoidance or competition. This suggests that fostering a culture of cooperation and open communication can positively impact overall organizational effectiveness. In a study by Ogunlana and Akinola (2023) conducted in Nigeria, researchers explored the relationship between conflict management styles and organizational performance. Their findings suggested that organizations fostering a collaborative conflict management approach tend to achieve higher levels of performance compared to those relying on avoidance or competition. This underscores the importance of promoting cooperation and open communication to enhance overall organizational effectiveness. Further, Mukwambo and Mumba (2022) conducted research in Zambia, investigating the link between conflict management styles and team performance. They discovered that teams utilizing an integrating conflict management approach, characterized by problem-solving and compromise, exhibited greater performance outcomes compared to teams using dominating or avoiding strategies. These findings highlight the significance of adopting constructive conflict resolution methods within teams to improve their overall performance.

In a study by Zhang and Chen (2022) in China, researchers investigated the link between conflict management styles and team performance. They discovered that teams utilizing an integrating conflict management approach, characterized by problem-solving and compromise, exhibited greater performance outcomes compared to teams using

dominating or avoiding strategies. These findings underscore the importance of adopting constructive conflict resolution methods within teams to enhance their overall performance.

Wang and Liu (2024) conducted research in Japan, examining the impact of conflict management styles on organizational performance. Their findings revealed that organizations promoting a compromising conflict management style, which involves moderate levels of assertiveness and cooperation, tend to achieve better performance outcomes compared to those emphasizing avoidance or accommodation. This highlights the significance of balancing assertiveness and cooperation in managing conflicts effectively. In a study by Singh and Kapoor (2023) in India, researchers explored the relationship between conflict management styles and leadership effectiveness. They found that leaders who employ a collaborative conflict management style tend to inspire higher levels of trust and commitment among their team members, leading to improved performance outcomes. This suggests that leadership plays a crucial role in shaping organizational culture and conflict management practices.

#### **4.7.2 Influence of Communication in Conflict Management**

The second objective of the study was to establish the influence of conflict management policies on performance of Kenyatta National Hospital. The correlation between Communication in Conflict Management and KNH Performance was 0.559, indicating a strong positive relationship. This suggested that effective communication in conflict management positively influences the performance of Kenyatta National Hospital. Furthermore, communication in Conflict Management exhibits strong positive effects with coefficients of 0.804 ( $p= 0.000$ ), indicating that enhancing communication significantly contribute to better hospital performance.

Key considerations in communication in conflict management were noted to be having face-to-face or over-the-phone conversations between conflicting individuals or groups; the hospital using written communication including emails, memo, and other written forms of communication in solving conflicts; communication within a healthcare is through the delegated team to address and resolve conflicts; involvement of higher-level management or human resources to resolve the conflict; direct communication between conflicting parties to reach a mutually acceptable solution; a neutral third-party facilitates communication between conflicting parties to reach a resolution and communication during conflict management is mainly through nonverbal means including body language, facial expressions, and tone of voice.

These findings agreed with those of Smith et al. (2024) who conducted a study in Australia, to examine the role of conflict communication in organizational performance. They found that effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes. Organizations that prioritize transparent and constructive communication channels tend to experience higher levels of productivity and efficiency. In a recent study by Mwale et al. (2020) in Kenya, researchers examined the role of conflict communication in organizational performance. They found that effective communication during conflict situations positively influences employee engagement, leading to improved performance outcomes. Organizations that prioritize transparent and constructive communication channels tend to experience higher levels of productivity and efficiency.

Kadima and Lwaboshi (2023) conducted research in the Democratic Republic of Congo, investigating the impact of conflict communication on team performance. Their findings revealed that teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance. This

emphasizes the importance of fostering a communicative environment within teams to enhance overall performance outcomes. Garcia and Fernandez (2023) conducted research in Spain, investigating the impact of conflict communication on team performance. Their findings revealed that teams with open and transparent communication channels tend to resolve conflicts more efficiently, leading to improved cohesion and performance. This emphasizes the importance of fostering a communicative environment within teams to enhance overall performance outcomes.

#### **4.7.3 Influence of Conflict Resolution Practices**

The third objective of the study was to assess the influence of organization conflict management styles on performance of Kenyatta National Hospital. The correlation results indicated a correlation between Conflict Resolution Practices and KNH performance of 0.657, signifying a strong positive relationship. This implies that the adoption of effective conflict resolution practices is associated with higher performance at KNH. Furthermore, Conflict Resolution Practices exhibited strong positive effects with coefficients of 0.725 ( $p= 0.000$ ), indicating that enhancing conflict resolution practices significantly contribute to better hospital performance.

The common conflict resolution practices noted were collaborating is used in the hospital that involves working with others to find a mutually beneficial solution; management facilitating team decision making which involves working as a team to identify the problem, generate options and make a decision together; problem-solving is encouraged that encompasses working with others to identify the problem, generate options and make a decision together; having regular evaluation of staff performance and providing feedback can help identify and address conflicts before they escalate and the hospital provides the staff with access to counselling and other resources to help them manage personal and professional conflicts.

The findings agreed with those of Santos and Silva (2023) who conducted a study in Brazil, examining the impact of conflict resolution practices on organizational performance. Their findings indicated that organizations with formalized conflict resolution mechanisms, such as mediation and arbitration, experienced fewer disruptions and higher levels of productivity. This highlights the importance of implementing effective conflict resolution strategies to mitigate conflicts and enhance overall performance within organizations. In a study by Mwamba and Mwila (2023) conducted in Zambia, researchers investigated the impact of conflict resolution practices on organizational performance. Their findings indicated that organizations with formalized conflict resolution mechanisms, such as mediation and arbitration, experienced fewer disruptions and higher levels of productivity. This highlights the importance of implementing effective conflict resolution strategies to mitigate conflicts and enhance overall performance within organizations. In a study by Tshibangu and Kapinga (2021) conducted in the Democratic Republic of Congo, researchers explored the relationship between conflict resolution practices and team performance. They found that teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity. This suggests that proactive conflict resolution measures contribute to a positive team environment, ultimately leading to improved performance outcomes.

Further, In a study by Wu and Li (2021) in China, researchers investigated the relationship between conflict resolution practices and team performance. They found that teams with established protocols for resolving conflicts tend to exhibit higher levels of cohesion and productivity. This suggests that proactive conflict resolution measures contribute to a positive team environment, ultimately leading to improved performance outcomes.

#### **4.7.4 Influence of Organization Culture Practices**

The fourth objective of the study was to evaluate the influence of conflict management culture on performance of Kenyatta National Hospital. Results from the correlation analysis showed that the correlation between Organization Culture Practices and KNH performance was -0.068. Though this correlation is not strong, it is negative, indicating a weak inverse relationship. This suggests that certain aspects of organizational culture practices might be negatively associated with KNH performance. Additionally, Organization Culture Practices did not appear to have statistically significant effects on performance ( $p=0.216$ ). These results suggest that focusing on Organization Culture Practices may not be particularly crucial for improving performance in Kenyan public hospitals.

The cultural practices found crucial in conflict resolution were found to be having a system for reporting and addressing conflicts, hospital provides culture of transparency and accountability, having code of conduct that promotes ethical behavior, having encouragement of a culture of continuous improvement and learning, management encourages active listening and empathy and having a culture of respect and cohesiveness. The findings were in agreement with those of Gupta and Sharma (2023) who conducted a study in India, investigating the impact of organizational culture on performance outcomes. Their research revealed that organizations with a strong emphasis on collaboration, innovation, and employee well-being tend to outperform those with hierarchical and rigid cultures. This suggests that nurturing a positive and adaptive organizational culture can significantly contribute to enhanced performance and competitive advantage. In a study by Sow and Diop (2023) conducted in Senegal, researchers explored the impact of organizational culture on performance outcomes. Their research revealed that organizations with a strong emphasis on collaboration,

innovation, and employee well-being tend to outperform those with hierarchical and rigid cultures. This suggests that nurturing a positive and adaptive organizational culture can significantly contribute to enhanced performance and competitive advantage.

Ncube and Moyo (2021) conducted research in Zimbabwe, examining the relationship between organizational culture and employee performance. They found that organizations with a supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes. This highlights the importance of aligning organizational culture with performance objectives to drive sustainable success. In a study by Kim and Lee (2024) in South Korea, researchers explored the relationship between organizational culture and employee performance. They found that organizations with a supportive and inclusive culture tend to have higher levels of employee satisfaction and engagement, leading to improved performance outcomes. This highlights the importance of aligning organizational culture with performance objectives to drive sustainable success.

#### **4.7.4 Influence of Human Resource Policy Practices**

The fifth objective of the study was to determine the influence of conflict resolution practices on performance of Kenyatta National Hospital. The correlation between Human Resource Policy Practices and KNH performance, as shown by the correlation analysis, is 0.397, indicating a moderate positive relationship. This implies that well-structured human resource policies positively influence the performance of KNH. Additionally, the descriptive statistics indicate that the hospital's efforts in providing communication training are more uniformly acknowledged and valued by the surveyed individuals.

The study found that there was a clear policy for managing conflicts that outlines the steps to be taken when conflicts arise and the expected behaviors of staff, the hospital provided staff with training on effective communication techniques to improve their ability to

resolve conflicts in a professional and constructive manner, there was an employee handbook outlining expectations and protocols for addressing conflicts, there were policies promoting diversity, equity and inclusion. The hospital has employee engagement and empowerment policies and there were performance management and disciplinary policies.

The findings were supported by empirical literature. In a study by Lee and Park (2024) in South Korea, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering a conducive work environment. In a study by Kiprop and Maina (2023) conducted in Kenya, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering a conducive work environment.

Mamadou and Ndiaye (2021) conducted research in Senegal, examining the impact of HR policies on employee performance and retention. Their findings revealed that organizations offering comprehensive training and development opportunities tend to attract and retain high-performing employees, leading to improved organizational performance. This underscores the importance of investing in human capital through effective HR policies to enhance overall performance outcomes. Chen and Wang (2023) conducted research in Taiwan, examining the impact of HR policies on employee

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## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section presents a summary of the research findings, derives conclusions from the obtained results, presents recommendations based on the study findings, and provides suggestions for future researchers.

#### 5.2 Summary of Findings

##### 5.2.1 Influence of Conflict Management Styles

The first objective of the study was to evaluate how communication in conflict management influence performance of Kenyatta National Hospital. Results from the correlation test indicated a correlation of 0.492 with performance, which was a moderately positive correlation. This indicated that there is a significant positive relationship between the conflict management styles employed at KNH and its overall performance. Additionally, according to regression analysis, Conflict Management Styles demonstrates a statistically significant positive effect with a coefficient of 0.132 ( $p=0.024$ ), suggesting that as conflict management styles increase, the performance of the hospital tends to improve.

The use of competing which involves aggressively pursuing one's own interests at the expense of others, confronting being utilized which is addressing the conflict head-on, in order to resolve it as quickly as possible, conflict management entails avoiding which involves avoiding or postponing the conflict in the hopes that it will resolve itself, compromising entailing finding a middle ground where both parties make concessions and accommodating that involves giving in to the other party's demands in order to maintain harmony are key considerations in conflict resolution. These findings agree with

those of Rahim and Psenicka (2023) who conducted a study in the United States, exploring the relationship between conflict management styles and organizational performance. They found that organizations employing a collaborative conflict management style tend to achieve higher levels of performance compared to those relying on avoidance or competition.

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### **5.2.3 Influence of Conflict Resolution Practices**

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The cultural practices found crucial in conflict resolution were found to be having a system for reporting and addressing conflicts, hospital provides culture of transparency and accountability, having code of conduct that promotes ethical behavior, having encouragement of a culture of continuous improvement and learning, management encourages active listening and empathy and having a culture of respect and cohesiveness.

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The findings were supported by empirical literature. In a study by Lee and Park (2024) in South Korea, researchers explored the relationship between human resource policies and organizational performance. They found that organizations implementing progressive HR policies, such as flexible work arrangements and employee development programs, exhibited higher levels of performance and employee satisfaction. These findings emphasize the critical role of HR policies in driving organizational success and fostering a conducive work environment. In a study by Kiprop and Maina (2023) conducted in

Kenya, researchers explored the relationship between human resource policies and organizational performance.

### **5.2.6 Performance of KNH**

The general research objective was to determine the influence of conflict management practices on performance of public hospitals in Kenya: case study of Kenyatta National Hospital. The results from correlation test suggested that effective conflict management practices are positively associated with the performance of Kenyatta National Hospital. However, the relationship between organizational culture practices and performance is weak and slightly negative, while human resource policies practices show a moderate positive correlation with performance.

However, the skewness for KNH performance is -1.921, indicating a leftward skew, and the kurtosis is 3.033, indicating heavy tails. These results suggest a departure from normality for KNH performance. The regression analysis reveals a significant relationship between the various conflict management practices and KNH performance. The model demonstrates a strong correlation ( $R=0.800$ ) between the selected independent variables, and the dependent variable

### **5.3 Conclusions**

The study concludes that there is a significant positive relationship between the conflict management styles employed at Kenyatta National Hospital (KNH) and its overall performance. As conflict management styles increase, the performance of the hospital in general also tends to improve.

The research findings indicate a strong positive relationship between effective communication in conflict management and the performance of KNH. Enhancing

communication significantly contributes to better hospital performance, as evidenced by the strong positive effects observed.

The study concludes that effective conflict resolution practices are associated with higher performance at KNH. The strong positive relationship and significant positive effects of conflict resolution practices on performance highlight their importance in contributing to better hospital performance.

The study concludes that there is a weak inverse relationship between organizational culture practices and KNH performance. While the correlation is not strong, it implies that certain aspects of organizational culture practices might be negatively associated with KNH performance. However, organizational culture practices did not have statistically significant effects on performance.

The study concludes that well-structured human resource policies at KNH positively influence its performance. The moderate positive relationship between human resource policy practices and performance indicates that these policies contribute to the overall effectiveness of the hospital. Overall, the study affirms that effective conflict management practices are positively associated with the performance of Kenya National Hospital. The relationship between organizational practices and performance is weak and slightly negative.

#### **5.4 Recommendations**

The study recommended that KNH should invest in training programs and workshops to enhance the skills of its staff in various conflict management styles. This will enable the hospital to proactively address conflicts, fostering a positive work environment and ultimately improving overall performance.

The study also recommended that KNH should establish clear and effective communication channels within the organization. This may involve regular training on communication skills for staff, implementing communication protocols, and fostering a culture that encourages open and transparent communication. Improved communication will contribute to better conflict management and, subsequently, enhanced hospital performance. Additionally, the study recommended that KNH should institutionalize and promote effective conflict resolution practices throughout the organization. This can include creating a dedicated conflict resolution team, providing mediation training for staff, and developing clear procedures for resolving conflicts.

The study recommended that KNH should conduct a comprehensive review of its organizational culture practices to identify specific areas that may be negatively impacting performance. Addressing these aspects through targeted interventions, such as culture-building initiatives, can help align the organizational culture with the goals and values that contribute to improved performance. The study recommends that Kenyatta National Hospital (KNH) fosters a culture of collaborative conflict management styles throughout its organizational structure. This can be achieved by providing training and development programs to employees at all levels, emphasizing the importance of effective communication, negotiation, and problem-solving skills. By promoting a collaborative approach to conflict resolution, KNH can enhance teamwork, foster mutual understanding, and ultimately improve organizational performance.

Furthermore, the study suggests that KNH implements regular assessments and evaluations of its conflict management strategies to identify areas for improvement and ensure their effectiveness. This can involve gathering feedback from employees and stakeholders, conducting surveys, and analyzing performance metrics related to conflict resolution. By continuously monitoring and refining its approaches to managing conflict,

KNH can adapt to evolving challenges and maintain a positive organizational climate. The study also recommends that KNH establishes clear policies and procedures for addressing conflicts in a timely and effective manner. This includes defining roles and responsibilities, outlining escalation processes, and providing access to resources such as mediation or counseling services. By providing a structured framework for conflict resolution, KNH can minimize disruptions, reduce negative impacts on staff morale, and maintain focus on delivering high-quality healthcare services.

Moreover, the study suggests that KNH promotes a culture of transparency and accountability in its conflict management processes. This involves communicating openly about the reasons for conflicts, involving relevant stakeholders in decision-making, and holding individuals accountable for their actions. By promoting transparency and accountability, KNH can build trust among employees, foster a sense of fairness, and promote a positive organizational culture. Additionally, the study recommends that KNH encourages collaboration and cross-functional cooperation among departments and teams. This can involve promoting interdisciplinary teamwork, sharing information and resources, and encouraging joint problem-solving efforts. By breaking down silos and promoting collaboration, KNH can improve communication, enhance coordination, and address conflicts more effectively.

Additionally, KNH should continue to prioritize and enhance its human resource policies. This could involve regular reviews and updates to ensure alignment with the best practices and evolving organizational needs. Investing in the development of comprehensive and employee-friendly policies will contribute to the positive influence of human resource practices on the hospital's performance.

The study also recommended that KNH should regularly assess its performance metrics and outcomes to identify areas for improvement. Continuous monitoring and evaluation

will help the hospital to adapt its conflict management practices, organizational culture, and human resource policies to better align with the evolving needs and challenges, ultimately contributing to sustained and improved performance over time.

### **5.5 Suggestions for Further Study**

Future studies could delve deeper into the specific impact of conflict management training programs on the skills and practices of Kenyatta National Hospital (KNH) staff, assessing the effectiveness of different training approaches. Additionally, researchers may explore the nuanced dynamics of communication channels in public health institutions, investigating how the establishment of clear communication protocols and a culture of openness influences conflict resolution and overall hospital performance. Further studies could evaluate the long-term outcomes of conflict resolution practices at KNH, identifying the most successful strategies for resolving conflicts and mitigate their potential negative effects on performance.

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## APPENDICES

### Appendix I: Introduction Letter

P.O Box 6243-01000

Nairobi, Kenya

Dear Respondent,

**RE: DATA COLLECTION FOR ACADEMIC RESEARCH**

I am post graduate student pursuing **MASTERS IN BUSINESS ADMINISTRATION**.

In partial fulfillment of the requirements of the degree, I am required to submit a project.

In response to this, I am therefore conducting research on ***“INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC HOSPITALS IN KENYA: CASE STUDY OF KENYATTA NATIONAL HOSPITAL”***.

It is in this light that I hereby request for your assistance by filling the attached questionnaire with the most appropriate responses for all the questions as much as you can. The information you provide will be used for purely academic purpose and held and treated confidentially and thus will not be disclosed without prior permission from you.

Codes shall be used instead of your names.

Thank you in advance as I look forward to your cooperation and assistance.

Yours sincerely,

**Diana Njeri**

**Appendix II: Consent Form**

I consent to being a respondent in this study by **Diana Njeri** on the ***“INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC HOSPITALS IN KENYA: CASE STUDY OF KENYATTA NATIONAL HOSPITAL.”***

The consent is given voluntarily after the researcher has asked for it and has pledged confidentiality and sole use of the material for academic study. Its sole purpose is to improve knowledge in the field of business administration.

.....

.....

Respondent Signature

Date



Mount Kenya University

### Appendix III: Research Questionnaire

The purpose of this research is to learn more about the influence of conflict management practices on performance of public hospitals in Kenya: case study of Kenyatta National Hospital. Please offer information as openly and truthfully as possible. All given information will be kept strictly private and used exclusively for academic reasons.

*Kindly answer by checking or writing in the appropriate spaces.*

#### PART A: BACKGROUND INFORMATION

1. Please indicate your work position at the KNH.....

2. For how long have you worked at KNH?

Less than 3 years [ ] 4-6 years [ ] 7-10 years [ ] More than 10 years [ ]

3. Have you ever been involved in any conflict at KNH?

Yes [ ] No [ ]

#### PART B: CONFLICT MANAGEMENT PRACTICES AT KNH

This section aims at determining the various conflict management practices exercised at Kenyatta National Hospital, as well as the underlying factors. Please rate the extent to which the following are adopted at KNH.

*Use a scale of 1 to 5 where 1 is very small extent, 2 is small extent, 3 is moderate extent, 4 is large extent and 5 is to a very large extent in the following sections.*

Statement	1	2	3	4	5
<b>a) Conflict Management Styles</b>					
There is the use of competing which involves aggressively pursuing one's own interests at the expense of others.					
Confronting is utilized which addressing the conflict head-on, in order to resolve it as quickly as possible.					

Conflict management entails avoiding which involves avoiding or postponing the conflict in the hopes that it will resolve itself.					
There is compromising entailing finding a middle ground where both parties make concessions.					
There is accommodating that involves giving in to the other party's demands in order to maintain harmony.					
Other, specify.....					
<b>b) Communication in Conflict Management</b>					
There is face-to-face or over-the-phone conversations between conflicting individuals or groups.					
The hospital uses written communication including emails, memo, and other written forms of communication in solving conflicts.					
Communication within a healthcare is through the delegated team to address and resolve conflicts.					
There is involvement of higher-level management or human resources to resolve the conflict.					
There is direct communication between conflicting parties to reach a mutually acceptable solution.					
A neutral third-party facilitates communication between conflicting parties to reach a resolution.					
Communication during conflict management is mainly through nonverbal means including body language, facial expressions, and tone of voice.					

Other, specify.....					
<b>c) Conflict Resolution Practices</b>					
Collaborating is used in the hospital that involves working with others to find a mutually beneficial solution.					
The management facilitates team decision making which involves working as a team to identify the problem, generate options and make a decision together.					
Problem-solving is encouraged that encompasses working with others to identify the problem, generate options and make a decision together.					
There is regular evaluation of staff performance and providing feedback can help identify and address conflicts before they escalate.					
The hospital provides the staff with access to counseling and other resources to help them manage personal and professional conflicts.					
Other, specify.....					
<b>d) Organization Culture Practices</b>					
The hospital has a system for reporting and addressing conflicts.					
The hospital provides culture of transparency and accountability.					
There is a code of conduct that promotes ethical behavior.					
There is encouragement of a culture of continuous improvement and learning.					

The management encourages active listening and empathy.					
There is a culture of respect and cohesiveness.					
Other, specify.....					
<b>e) Human Resource Policy Practices</b>					
There is a clear policy for managing conflicts that outlines the steps to be taken when conflicts arise and the expected behaviors of staff.					
The hospital provides staff with training on effective communication techniques to improve their ability to resolve conflicts in a professional and constructive manner.					
There is an employee handbook outlining expectations and protocols for addressing conflicts.					
There are policies promoting diversity, equity and inclusion.					
The hospital has employee engagement and empowerment policies.					
There are performance management and disciplinary policies.					
Other, specify.....					

In what ways can crisis management at KNH be improved?

.....

.....

.....

.....

**SECTION C: PERFORMANCE OF KNH**

9. Please indicate the extent to which the following measures of performance are affected by conflict management styles. Use a scale of 1 to 5 where 1 is very small extent, 2 is small extent, 3 is moderate extent, 4 is large extent and 5 is to a very large extent.

Measure of performance	1	2	3	4	5
Flexibility of operations					
Long term sustainability					
Employee productivity					
Risks Management					
Stakeholders and customer satisfaction					
Proper crisis management					
Customer satisfaction					

In what ways can performance of KNH be improved?

.....

.....

.....

.....

**End**

**Thank you for your time**

#### **Appendix IV: Key Informant Interview**

1. Please describe your role or position at KNH
2. How are you involved in overseeing conflict management at the hospital?
3. How would you describe the conflict management process at the hospital?
4. Which parties are involved in managing conflict at KNH?
5. Please describe the following in respect to conflict management at KNH?
  - a) Conflict management styles employed
  - b) How communication is done during conflict management
  - c) The conflict resolution practices at the hospital
  - d) The organization culture measures either enhancing or hindering the conflict management process
  - e) The hospital policies implemented in managing conflicts.
6. How effective is the conflict management practice at KNH?
7. Please describe the effects of conflict management practices on performance of KNH?
8. In which ways can conflict management be improved at KNH?



**DIRECTORATE OF GRADUATE STUDIES**

MBA/2017/85198

4<sup>th</sup> October, 2023

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

Dear Sir/Madam,


**RE: DIANA NJERI - REGISTRATION NO. MBA/2021/85198**

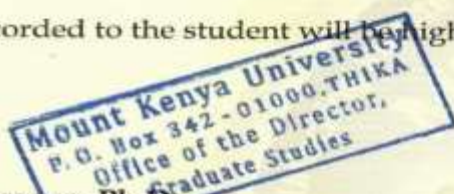
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is "**Influence of Conflict Management Practices on Performance of Public Hospitals in Kenya: A Case of Kenyatta National Hospital.**" 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 **October, 2023 and December, 2023.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

  
For  
**Dr. Samuel M. Karenga, Ph.D.**  
**Director, Graduate Studies**  
Enc.





REPUBLIC OF KENYA



Ref No: 588151

Date of Issue: 12/October/2023

### RESEARCH LICENSE



This is to Certify that Miss. Diana gjeri WARUKENYA 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 on the topic: **INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON PERFORMAMCE OF PUBLIC HOSPITALS IN KENYA: A CASE OF KENYATTA NATIONAL HOSPITAL** for the period ending: 12/October/2024.

License No: NACOSTI/P/23/30400

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## **THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**

Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

**The National Commission for Science, Technology and Innovation**, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

### **CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
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  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities

- vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
  4. The license any rights thereunder are non-transferable
  5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
  6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
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  12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
  13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
  14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
  15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and  
Innovation(NACOSTI),

Off Waiyaki Way, Upper Kabete,

P. O. Box 30623 - 00100 Nairobi, KENYA

Telephone: 020 4007000, 0713788787, 0735404245

E-mail: [dg@nacosti.go.ke](mailto:dg@nacosti.go.ke)

Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)

Mount Kenya University





REF: MKU/ISERC/3183  
TO: DIANA NJERI

Date: 29 September 2023

REG: MBA/2021/85198

Dear Sir/Madam,

**RE: INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC HOSPITALS IN KENYA: A CASE OF KENYATTA NATIONAL HOSPITAL**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2227**. The approval period is **29/09/2023 - 28/09/2024**.

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,  
  
The Chairman  
Mount Kenya University  
Ethics Review Committee  
P. O. Box 342 - 0100, Thika

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

# INFLUENCE OF CONFLICT MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC HOSPITALS IN KENYA: A CASE OF KENYATTA NATIONAL HOSPITAL

*by diana njeri*

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