WORKPLACE CONFLICT MANAGEMENT STRATEGIES AND PERFORMANCE OF TELECOMMUNICATION INDUSTRY IN KENYA

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) OF KENYATTA UNIVERSITY

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DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. No part of the project should be reproduced without the authority of the author and/or Kenyatta University.

Signature_____ Date _____

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This research project is submitted for examination with my approval as the appointed university supervisor.

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DEDICATION

I take this opportunity to dedicate this research project to my husband and my three sons.

ACKNOWLEDGEMENT

I acknowledge my supervisor Mr. Obere for taking his time to guide me through this research project. I also acknowledge the colleagues whom we were in the same class and Kenyatta University community for providing us with conducive environment throughout this process.

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ABBREVIATIONS AND ACRONYMS

ASUU   Academic staff Union of Nigerian Universities

CT   Contingency Theory

NASU   Non Academic Staff Union

NCC   Nairobi City County

SPSS   Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Third Party Intervention   A person who gives procedural help to encourage people or groups in strife to determine their distinction, where consideration is placed on procedural help to the disputants.

Communication Strategy   The method of expressing the objectives and strategies for a organization's effort exercises, including what an association wishes to impart to the general population and whom the association is aiming to achieve

Compromise Strategy   A method of seeking some reasonable equalization where the two gatherings show up to get an evenhanded arrangement.

Negotiation Strategy   A situation where one party tries hard to meet the interests of the other party and forgoes their own interests

Strategy   An action that organizational managers take to attain one or more of the organization's goals

Workplace Conflict Strategy

A situation whereby two employees or more have incompatible needs, goals, or approaches in their relationship such as different communication or work styles

ABSTRACT

Organizations are living frameworks comprising of cooperating units playing out an assignment in a commonly needy way inside a structure of rare assets in which strife must emerge. The facts confirm that contention might be awkward, it might even be a wellspring of issues, yet it is totally vital if change is to happen, if associations are to endure and adjust. Human resource managers in the telecommunication industry in Kenya are faced by many challenges in an attempt to resolve conflict arising among its workforce. As a result, conflict that occurs in the organization takes them by surprise and this leads to confusion and frustration. This study sought to investigate the influence of workplace conflict management strategies on the performance of telecommunication industry in Kenya. The study's specific objectives were to examine the influence of third party intervention strategy, communication strategy, negotiation strategy and compromise strategy on organizational performance. Contingency theory, goal Interdependence theory, expectancy theory and resource based view theory was used as study theories. A descriptive research design was adopted. The selected target population was Safaricom Kenya Limited and Airtel Kenya Limited in Nairobi Region. The total population was 130 respondents comprising of 10 HRM managers and 120 support staff. Cluster sampling and simple random sampling method were used. Questionnaires were distributed to support staff to elicit study's data. Quantitative data was analyzed using descriptive statistics such as percentages, frequencies, mean and standard deviation. In order to test the relationship between variables and the extent to which they are influence each regression analysis was used. The study revealed a positive and significant influence between third party intervention strategy, communication strategy, negotiation strategy and compromise strategy and organizational performance. The study concludes that third-party intervention may be the only way to get negotiations back on track because it enables the organization to refocus on the substantive issues, salvage sunk costs, increase satisfaction with the conflict resolution process and its outcomes. Communication methodology spreads out how to deal with the different types of correspondence scattered by the organization. Negotiation strategy enables the organizations to maintain a strategic distance from clashes and enhance relations among the representatives. Having the capacity to arrange viably enables the associations to achieve understandings, accomplish destinations, coexist better with its workforce, and at last be increasingly beneficial and effective at work. Compromise strategy helps the organizations to resolve debate rapidly, which is imperative when an extended difference could conceivably wreck a period touchy undertaking or when there is the need to keep a stewing strife from raising. The study recommends that the organizations should use third-party intervention at the point when mediators trust they can never again deal with the circumstance all alone and when one arbitrator demands intercession, that procedure must be worthy to alternate gatherings. The organizations should improve communication strategies when resolving conflicts and build trust. Get the skills you need to evaluate conflict situations and choose the appropriate strategies and tools to manage those disputes and disagreements. The management of the organizations should understand the other party's interests and strategies as an essential to great arranging. Picking a system that best reacts to their interests and strategies will assist the organizations to attain better results. The organization should use compromise strategy at the point when the general welfare of the association will profit by the two gatherings giving in on a portion of their requests and when there are alternatives and the utilization of dealing or exchange will achieve shared understanding.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The workplace is a site of tremendous social cooperation which is layered onto connections that might be formal, casual, collegial or even companionship based are various leveled structures of announcing connections, supervision and expert (Jameson, 2014). Human connections run inseparably with the doing of work forms. Unmistakably, some type of contention is probably going to develop in the task of such complex structures. Concurring Mesch and Dalton (2015) clash in the working environment is as much about dissention over administration specialist all things considered about individual collaboration. Settling these contentions, while being a duty of supervisors and managers, often involves HR managers.

According to Buyens and De Vos (2013) resolving conflict resolution may likewise be conceptualized as basic leadership. Working environment choices are frequently made so as to fulfill the contending needs and requests of numerous gatherings who should then keep the choice. Basic leadership is likewise utilized to amend circumstances where people gripe of undeserved treatment. Lind and Tyler (2012) contend that, in the work relationship, as representatives have surrendered specialist to their directors, they know that choices made by people with significant influence might be exploitative or spurred by ulterior thought processes. Great debate goals techniques furnish representatives with the chance to change a foul play in an efficient way which is predictable all through the firm.

Kassim and Ibrahim (2014) indicate that employees are more committed towards the organization through the use of integrating style in resolving conflict among bank employees in Malaysia. On the other hand, employees perceived dominating and avoiding styles as lowering the sense of organizational commitment. Porter, Crampton and Smit (2016) observe that conflict

that occurs among team members might reduce mutual understanding and thus hinder the commitment of employees to complete their tasks. It also causes employees to be short tempered, distrustful and resentful.

Longe (2015) revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace in Nigerian manufacturing firms. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. Fajana and Shadare (2016) found that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.

Managing workplace conflict is one of the most difficult business challenges facing today's managers. For instance, Momanyi and Juma (2016) observe that commercial banks in Kenya faced the challenge of personal differences, challenge of different faith and culture, challenge of changing environment, different ways of conflict management, challenge of critical skills associated with handling difficult people and situations and challenge of competition over scarce resources. Therefore, the management of the commercial banks in Kenya should also ensure that they are clear conflict management policies that govern the employees in the organization and have clear strategy that manage conflict.

1.1.1   Organizational Performance

According to Griffin (2006) performance of an organization is depicted as the degree to which the association can address the issues of its partners and its own requirements for survival. Consequently, execution ought not be completely compared with certain net revenue, high piece

of the overall industry, or having the best items, in spite of the fact that they may the outcome from completely accomplishing the portrayal of performance. Barney (2013) argue that better organizational performance has been the most critical issues for each association be it benefit or non-benefit one. It has been critical for troughs to realize which factors impact an association's execution with the end goal for them to find a way to start them. Chien (2014) note that there are five central point deciding hierarchical execution, in particular: administration styles and condition, authoritative culture, work configuration, model of intention, and HR approaches.

Venkatraman and Ramanujam (2012) think about three parts of execution, among them are monetary execution, business execution, and hierarchical adequacy and the later have been in this way known as authoritative execution. The author suggested that researchers notwithstanding utilizing money related pointers ought to likewise utilize operational markers when estimating authoritative execution. The operational pointers may incorporate such measures as management-styles and conflict management.

1.1.2   Workplace Conflict Management Strategy

Obi (2012) defined workplace conflict as a demonstration of uneasiness and dispute which either the specialists or bosses of work use to set intemperate weight against one another in order to get their requests. Work environment strife is an unavoidable truth in any association insofar as individuals will go after employments, power, acknowledgment and security. According to Rahim (2012) conflict management includes structuring successful systems to limit the dysfunctions of contention and upgrade the useful capacities so as to enhance learning and viability of an association. Management of conflict introduction is an exceedingly prominent process which can be executed in various different routes in organizations.

Jehn and Bendersky (2013) assert that a third party is somebody who gives procedural help to encourage people or gatherings in strife to determine their distinction, where consideration is put on procedural help to the disputants. According to Gregory (2014) a third party may be required on the grounds that the gatherings to a contention can't discover an answer without outer help. The author further indicates that a third party helps with settling the debate by prompting and giving data and choices yet leaves a ultimate choice to the gatherings themselves since execution decreases as the dimension of contention increments.

According to Henry (2009) compromise strategy is a customary method for adapting to strife, concurring to some degree with the other individual's view or request. The most concerning issue in building up the foundations of contention control in association is to build up an activity of plan to recognize clashes at its underlying stage. Strife circumstances are much of the time permitted to create to practically unmanageable extents previously anything is done about them, at this point it is regularly past the point where it is possible to determine the contention by serene and procedural methods.

Awan and Anjum (2015) communication strategy on the off chance that legitimately oversaw advances open and collective basic leadership, standard criticism, and auspicious goals of contention. Open correspondence and joint effort upgrade the stream of new thoughts and fortify work relationship, which can positively affect representative assurance. Standard criticism and opportune goals of contention has the capability of enhancing representative fulfillment and employment execution.

Negotiation strategy in the workplace is the most well-known system of comprehending clashes and it is effective when the interests of the contrary sides are somewhat normal and halfway

unique (Shalley et al., 2014). Verma (2015) negotiation strategy is a procedure by which trade off or understanding is come to while maintaining a strategic distance from contention and debate. Since the embodiment of arrangement includes the capacity to move past existing thoughts and make choices, it can enable an association to concoct a decent execution plan by setting targets that will thusly drive organizational performance.

1.1.3   Telecommunication Industry in Kenya

Kenya has encounter a colossal critical development in the media communications part as prove by the expansion in number of versatile mobile phone endorsers, the quantity of Internet clients and broadcasting stations, since the approach of its progression during the 1990s. The business comprises of various organizations that incorporate (Waema, 2015). Telecommunications plays a vast obligation in individuals' everyday lives, tending to general difficulties experienced by Kenyans. Certain divisions like fund, instruction, farming and the legislature are quick grasping age for dispersal of data, upgrade of administration conveyance and to achieve their customers all the more viably and proficiently. By and by, media transmission advancement is in one way or the other looked by a significant number of difficulties, comprising of lacking foundation and over the top evaluating, loss of abilities, insufficient financing and managing worldwide competition (Ogutu, 2013).

1.2 Statement of the Problem

Today's fast changing world is becoming increasingly characterized by conflicts of all types. Growing numbers of companies in the telecommunication industry in Kenya are losing valuable resources including talent, time and revenue from work conflicts arising from within and without (Guetzkow & Gyr, 2016). According to Latham, Winners and Locke (2017) managers face difficult choices and how they choose conflict resolution options to determine how well they win

and motivate their employees to unleash their full potential to deliver organizational goals and objectives. Therefore, it is seen that efforts to measure human resource practices that influence the firm's human resource performance have not significantly changed while forms of conflicts have mutated drastically.

Human Resource Managers (HRM) in Airtel Kenya Limited are faced by many challenges in an attempt to resolve conflict arising among its workforce. As a result, conflict that occurs in the organization takes them by surprise and this leads to confusion and frustration. Most conflicts in Airtel Kenya Limited arises from the company not satisfying its aggregate concurrence with its representatives and as a rule hold on because of the methodology in dealing with the conflict. Thereby, resulting in employees embarking on industrial action which sometimes result to work-to-rule or total strike. Employees' industrial action normally abandons them with a low assurance, decline in efficiency, loss of gifted faculty, loss of man and machine hours, non-appearance, increment in faulty items because of brought representatives responsibility down to work, and medical problems because of stress and misery. Therefore, since Airtel Kenya has been encountering constant work distress, it ends up appropriate to analyze its refereeing approaches on organizational performance.

Iravo (2012) study examined the effect of conflict management on organizational performance and found a positive significant effect. However, the study focused on public secondary schools in Machakos County, Kenya. Longe (2015) study investigated on the effect of work environment peace making on authoritative execution and uncovered that contentions emerged over numerous variables of hierarchical encounters dependent on monetary and objective inconsistency introductions in the work environment. However, the study context was a Nigerian manufacturing firm. Olang (2017) carried out a study on the influence of conflict management

on organizational performance and established that a positive significant relationship. However, the study was carried out in Stima Sacco Society Limited. Therefore, this study sought to investigate the influence of workplace conflict management strategies on the performance of Telecommunication Industry in Kenya.

1.3 Objectives of the Study

1.3.1   General Objective

The general objective of this study was to investigate the influence of workplace conflict management strategies on the performance of Telecommunication Industry in Kenya.

1.3.2   Specific Objectives

   i.   To find out how third party intervention strategy influences the performance of Telecommunication Industry in Kenya.

   ii.   To find out the relationship between compromise strategy and the performance of Telecommunication Industry in Kenya

   iii.   To investigate how communication strategy influences the performance of Telecommunication Industry in Kenya

   iv.   To investigate the influence of negotiation strategy on the performance of Telecommunication Industry in Kenya

1.4 Research Questions

   i.   To what extent does third party intervention strategy influence the performance of Telecommunication Industry in Kenya?

   ii.   What is the relationship between compromise strategy and the performance of Telecommunication Industry in Kenya?

iii.   How does communication strategy influence the performance of Telecommunication Industry in Kenya?

iv.   What is the relationship between negotiation strategy and the performance of Telecommunication Industry in Kenya?

1.5 Significance of the Study

The findings of the study would provide knowledge on the workplace conflict management strategies to the managers and employees of the telecommunication industry in Kenya who would use the study findings as a basis in enhancing their performance. The results of the study would also assist the other stakeholders in the telecommunication industry in formulating proper HRM policies that would assist the sector to enhance their administration conveyance through better and progressively productive procedures. Policy makers, the study would provide information on the workplace conflict management strategies used by the telecommunication industry in Kenya. The study would open a gap to other researchers.

1.6 Scope of the Study

The study focused how third party intervention strategy, compromise strategy, communication strategy and negotiation strategy on organizational performance. The unit of analysis was two telecommunication companies in Kenya namely: Safaricom Kenya Limited and Airtel Kenya Limited in Nairobi County, Kenya. The unit of observation was HRM managers and employees participated in the study. Descriptive survey research design was used. A census of HRM managers and support staff from Safaricom Kenya Limited and Airtel Kenya Limited was carried out. Questionnaires were used as a data collection instrument. Data was analysed using descriptive statistics and regression analysis. The study focused on the performance of the companies for the last 5 years, that is, 2013 to 2017.

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1.7 Limitations of the Study

The researcher faced with the following limitations during the study. First, accessing the respondents who were among the management teams was not be easy as it created suspicions. To mitigate this, the researcher first sought a research permit from NACOSTI and an introduction letter from the University. It was also difficult to know the level of honest the respondents is in their responses. The researcher mitigated this by testing the reliability and viability of the research instruments to ensure they meet the required standard.

1.8 Organization of the Study

This study was organized in five chapters. Chapter one constitutes the background of the study, statement of the problem, objectives, significance, scope, limitations and organization of the study. Chapter two comprises of the theoretical literature review, empirical literature review, summary of literature review and research gaps and conceptual framework. Chapter three encompasses the methodology which presents the research design, target population, sampling design, research instrument, data collection procedure, data analysis and ethical considerations. Chapter four constitutes the research findings and discussion which presents the response rate, background information, descriptive statistics, inferential statistics and analysis of qualitative data. Chapter five presents the summary, conclusion, recommendations for policy and practice, and suggestions for further study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter deals with the review of literature concerning work place management strategies and organizational performance.

2.2 Theoretical Review

2.2.1   Contingency Theory

This theory was guided by Contingency Theory (CT) as proposed by Derr (1975). According to Derr (1975) contingency theory is one of the calculated apparatuses valuable for overseeing conflicts in an organization. The author expressed that there are three noteworthy peace promotion comes nearer from which an intervener can attract to plan a methodology fitting for settling a debate: joint effort, dealing and strategic maneuver. The suitable utilization of these strategies relies upon the individual and authoritative state. Joint effort includes individuals surfacing their disparities and afterward chip away at the issues until they have achieved commonly attractive arrangements.

This study was relevant to the study as expect that individuals will be propelled to consume the time and vitality for such critical thinking action. Bartering then again accept that neither one of the parties will rise fulfilled from the showdown however that both, through arrangement, can get something they don't have toward the begin, or a greater amount of something they require, more often than not by surrendering something of lesser significance. One gathering by and large successes more than the other; by the dexterous utilization of strategic exchanges, he can get the most extreme conceivable from the opposite side. Though, in joint effort and haggling the opposite sides meet up to attempt to determine their issues, when control is the predominant

mode, the activities are one-sided or in alliances acting singularly. This theory explains the compromise strategy variable.

2.2.2 Goal Interdependence Theory

The theory of goal interdependence advocated by Deutsch (1990) believes that when individuals underline their agreeable as opposed to focused or free objectives they express their contradicting sees transparently and valuably. Test and field ponders show that solid, helpful connections are a fundamental establishment for the open and valuable exchange of contention (Tjosvold, 2008). Chiefs who underline settling on a choice for shared advantage and agreeable objectives can consolidate contradicting thoughts and data into settling on amazing choices, while endeavoring to exceed and win the exchange lead to shut mindedness (Johnson & Johnson, 2005).

The theory was relevant to the study as it shows that understanding of when and how employees and managers adopt the mutually beneficial conflict approach. It proposes that cooperative goals between employees and managers promote the mutually beneficial conflict approach and reduce win-lose competitive conflict and avoiding conflict. This theory explains the negotiation strategy variable.

2.2.3 Expectancy Theory

The theory of expectancy says that on the off chance that you can make anticipation in an individual, the hope may in reality progress toward becoming actuality (Newell, 2008). On the off chance that an individual is informed that the person is a poor entertainer and is nothing more than trouble at carrying out a responsibility, the individual will in the long run turn out to be a whole lot of nothing at carrying out the responsibility and turn into an awful entertainer and thus

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if an individual is told is a superior worker and does great work, the individual may to be sure turned into a decent laborer and a superior worker.

This theory was relevant to the study because it can be applied by treating individuals with support, giving them a feeling of acknowledgment and accomplishment, and giving them a feeling of acknowledgment and accomplishment, and giving applause publically and analysis secretly. This can come in helpful by the departmental pioneers to practice their administration aptitudes in settling conflict issues thus enhancing the productivity of employees. This theory explains the third party intervention strategy variable.

2.2.4 Resource Based View Theory

According to Grant (1991) the Resource Based View (RBV) theory approach to aggressive gain battles that inner sources are additional vital for a firm than outside elements in accomplishing and keeping up authoritative focused gain. In such manner, authoritative execution is as often as possible decided with the guide of inward sources which incorporate physical assets, HR and hierarchical assets. The blend, kind and sum and nature of a company's inside resources must be mulled over first and principal in conceiving methods that may prompt supportable upper hand. Managing deliberately in venture with RBV incorporates developing and abusing a company's particular resources and aptitudes and always keeping up and fortifying the advantages (Barney, 1991).

In view of RBV, organizations are basically made out of a settled of extraordinary resources and the limit of an organization's control in consolidating the benefits grants it to make the most market open doors which make commitments to the execution of the organization (Penrose, 2009). Moreover, it is likewise respected that assets are the most extreme basic unit of

investigation inside the enterprise framework. What's more, a firm might be respected through a lot of assets and capacities enabling the firm to proceed with its reality. The RBV contends that a firm has a gathering of assets which may lead the firm to upgrade its CA, contingent upon the attributes of assets.

This theory was relevant to the study since it demonstrates that for successful and effective usage of working environment peacemaking procedures as far as work, materials, assets and hardware. A firm asset must, furthermore, be significant, uncommon, and incompletely imitable and substitutable so as to be wellspring of improving the performance of an organization.

2.3 Empirical Review

2.3.1 Third Party Intervention Strategy and Performance

Kamil Kozan, Ergin and Varoglu (2017) study investigated the influence of third party intervention strategies of managers in subordinates' conflicts in Turkey. Data were collected by means of a questionnaire from 392 employees of a convenience sample of 59 organizations, most of which were located in Ankara. Factor analysis results showed that administrators use upwards of five procedures: intervention, inquisitorial (like assertion), persuasive strategies, strife decrease through rebuilding, and instructing the team. However, the study was carried out using cross-sectional research design which is prone to sample biasness. However, the study used qualitative data in which the quality of the data gathered in qualitative research is highly subjective.

Regan (2012) study investigated the effects of third-party interventions and the duration of intrastate conflicts. The population consisted of hundred and one respondents. In particular, intercessions that sire restricting mediations increment the normal length drastically over the gauge desires, as do about any military or financial intercession. However, the study covered a

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period of up to 2011 and the current study will focus on a period 2013 to 2017. However, the study used secondary data whereby accuracy of secondary data is not known data may be outdated.

Velani (2017) study investigated the influence of third party intervention strategy on organizational performance. The employees were categorized into two categories namely owners and management staff. Information was collected using a questionnaire developed by the researcher. The study established that the third party intervention strategy was positively correlated with all the organizational performance. However, the study context was private construction firms in Nairobi County.

Aremu and Oyinloye (2014) carried out a study on the relationship between third party intervention strategy and firms' performance. The banks were randomly selected and data collected using questionnaires which was descriptively analysed and regression analysis was carried out which showed that third party intervention strategy had a positive and significant influence on the organizational performance. The study focused on Nigerian Banking Industry.

2.3.2 Compromise Strategy and Performance

In a study carried out by Lidetu (2018) examined organizational conflict management strategies performance. The research was descriptive type and uses convenient and quota random sampling technique to drawn sample of 114 respondents. The study found that employees of these selected hotels have negative perception towards organizational conflict management strategies and they believe that the outcome of workplace conflict is bad. Besides to these, leaders of the selected hotels did not use conflict management strategies/techniques appropriately. However, the study context was hotel sectors in Ethiopia.

Chen, Zhao, Liu and Dash Wu (2012) study examined on employees' job satisfaction improvement on innovation performance using conflict management. The study targeted population consisted of 333 respondents in which questionnaires were used to collect data from all the respondents. The study found that management of conflict integration has a positive relationship to the satisfaction of job among employees. However, the study used cluster sampling method in which the study samples drawn using the cluster sampling method are prone to higher sampling error.

2.3.3 Communication Strategy and Performance

Chatterjee and Kulakli (2015) in a study on the impact of communication system on interpersonal conflict. The employees working in management institutions in NCR region were included in the sample for this study (N= 137). A self made questionnaire along with a demographic sheet was used as investigation instruments. The study found that there is significant difference between organizational communication system and interpersonal conflict. However, the study used cross-sectional research design which only provides a snapshot of analysis so there is always the possibility that a study could have differing results if another time-frame had been chosen.

Nordin, Sivapalan, Bhattacharyya, Ahmad and Abdullah (2014) in their study looked at how organizational communication climate affects conflict management. The study findings showed that management of conflict has a direct relationship to employees' role they play within the organization. The executives role assumed confrontation and compromising methods which had a greater influence in enhancing communication within the organization. However, the study was carried out in an oil and gas company. However, the study used exploratory research design

which generally utilizes small sample sizes and, thus, findings are typically not generalizable to the population at large.

Spaho (2013) study focused on organizational communication and conflict management. Conflict management is examined as a contemporary field of the executives, while administrators are broke down as far as their job in peace making. The examination found that every administrative dimension have an obligation regarding great hierarchical correspondence and peace promotion. Clashes ought to be fathomed by first line supervisors, or, if the contention is critical, on the center dimension of the board. However,

2.3.4   Negotiation Strategy and Performance

Mahmoodi (2012) study looked at the influence of negotiation strategies on skills in international business focusing on a study of negotiators in Finland. Primary data was collected via online survey which was sent to international business negotiators in Finland. The respondents stated that they prefer team negotiations, always aim for win-win outcome and adapt negotiation strategies of the host country environment. The results suggested that negotiators should use more time on pre-stages of negotiation and also think about the issue from other party's point of view. The suggestions in the study are suitable for anyone who is negotiating internationally or domestically.

Muriuki, Cheruiyot and Komen (2017) did a study on the conflict management strategies effects on the relationship between corporate governance and organizational performance in State Corporations in Kenya. The study used a survey research design. The target population was 375 respondents. Descriptive and inferential statistics together with linear regression model were used in data analysis. The study revealed that board conflict management strategies are key

factor in resolving conflict within the board and in the State Corporation. Once a conflict is resolved, the study found that organization performance changes by 7%. The researcher recommends application of arbitration, negotiation and mediation strategies in resolving a conflict in the state corporation for the effective and efficient service delivery.

Agwu (2013) study examined the effects of conflict management on employees performance in Julius berger Nigeria PLC. A descriptive research design was used in executing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial employees of Julius Berger Nigeria Plc. Bonny Island. Results from the data analysis indicated that significant relationship exists between negotiation strategy and employees' performance. Through negotiation, can get something they do not have at the start, or more of something they need, usually by giving up something of lesser importance.

Mwangi and Ragui (2013) in their study on how work place conflicts affect employee performance in the air transport industry in Kenya. The study used descriptive research design. Data was collected using close and open ended questionnaires while interviews were used to collect data specifically from Managers. The findings further indicated that 44% of the respondents agreed that poor negotiation procedure affect employee performance while a mere 22% were of the view that it does not affect performance.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Author	Focus of the Study	Findings	Knowledge gap	Focus of the current study
Kamil-Kozan *et al.* (2017)	Intervention of third party on conflict management	Managers utilize as third party intervention in resolving	Qualitative study	Management strategy and organizational performance in the

		conflicts		telecommunication industry using quantitative data
Lidetu (2018)	Organizational conflict management strategies of hotel sectors in Ethiopia.	Hotel managers/employers should have the ability to seek compromise and avoid punishing, focus on root causes of conflict, make all participative decisions, calm in emotion	The study was based in Hotel industry in Ethiopia	Compromise strategy and organizational performance
Nordin *et al* (2014)	Organizational communication climate and conflict management	The management of conflicts has direct relationship on employee role	The study targeted oil and gas company	communication strategy and organizational performance
Mwangi and Ragui (2013)	work place conflicts and employee performance	Poor negotiation procedure affect the productivity of staff	Air transport industry	Negotiation strategy and organizational performance

2.5 Conceptual Framework

Figure 2.1 shows the independent variables are third party intervention strategy, compromise strategy, communication strategy and negotiation strategy and the organizational performance as the dependent variable.

Independent Variables

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Workplace Conflict Management
Strategies

   ┌─────────────────────────────┐
   │ Third Party Intervention    │
   │ Strategy                    │
   │    • Mediation              │───────┐
   │    • Motivation             │       │
   │    • Arbitration            │       │
   └─────────────────────────────┘       │
                                         │
   ┌─────────────────────────────┐       │
   │ Compromise Strategy         │       │
   │    • Fairness               │───────┤
   │    • Equity                 │       │
   │    • Mutual trust           │       │
   └─────────────────────────────┘       │
                                         │
   ┌─────────────────────────────┐       │
   │ Communication Strategy      │       │
   │    • Clarity                │───────┤
   │    • Channel                │       │
   │    • Involvement            │       │
   └─────────────────────────────┘       │
                                         │
   ┌─────────────────────────────┐       │
   │ Negotiation Strategy        │       │
   │    • Interests/values       │───────┘
   │    • Dialogue relationship  │
   │    • Shared values          │
   └─────────────────────────────┘
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Dependent Variable

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┌─────────────────────────────────┐
│ Organizational Performance      │
│    • Customer base              │
│    • Quality service            │
│    • Customer satisfaction      │
└─────────────────────────────────┘
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Source: Researcher (2018)

Figure 2.1: Conceptual Framework

Figure 2.1 shows the relationship between variables both independent and dependent. The independent variables are third party intervention strategy, compromise strategy, communication strategy and negotiation strategy and the dependent variable is the organizational performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises of the sections of methodologies carried out in the study.

3.2 Research Design

The study utilized descriptive survey research design in which according to Mugenda and Mugenda (2003) the design entails collection of data for the purpose of testing hypotheses or giving answers to research questions based on current situation. The design was utilized because it enabled the researcher to use methods of collecting data from a small sample that was representative of a large population.

3.3 Target Population

The selected target population was Safaricom Kenya Limited and Airtel Kenya Limited in Nairobi Region. The Nairobi region was selected because it is where the organization headquarters lies and center for the management of employees. The total population was 130 as shown in Table 3.1.

Table 3.1: Target Population

Category	Population
Safaricom Kenya Limited	65
Airtel Kenya Limited	65
Total	**130**

3.4 Sampling Design and Sample Size

Sampling involved cluster sampling which involved putting the accessible population into two clusters and then selection respondents was carried out using simple random sampling method. According to Sekaran and Bougie (2010) cluster sampling technique is a situation where subjects

are selected because of their convenient accessibility and proximity to the researcher. The sample size was 130 respondents.

3.5 Data Collection Instrument

Questionnaires were utilized in collecting data from support staff. The questionnaires consisted of five sections. Section (A) gathered data on respondent's demographic information, Section (B) gathered information on collective bargaining. Section (C) gathered data on compromise strategy. Section (D) collected data communication strategy, Section (E) gathered data on negotiation strategy, Section (D) collected data communication strategy, Section (E) gathered data on negotiation strategy and Section (F) collected data communication strategy, Section (E) gathered data on organizational performance.

3.6 Pilot Study

Piloting of questionnaires was done at Safaricom Kenya Limited involving 2 HRM managers and 8 support staff. The findings of the pilot study helped the researcher to improve on ambiguity in the instrument.

3.6.1   Validity of the Instruments

Orodho (2005) observe that validity is the degree to which data collection tool used measures what it is intended to in regard to study objectives. This study used content validity which was achieved by going through items one at a time and comparing the contents to ensure that all the objectives of the study are covered.

3.6.2 Reliability of the Instruments

This study used test re-test method to establish the reliability of these instruments. The second test was administered to the same respondents after two weeks. A correlation coefficient of 0.799 was obtained using Cronbach's alpha test as advocated by (Reid, 2006).

3.7 Data Collection Procedure

The organization management was contacted to permit the research to carry out the study within the organization. The researcher personally administered the questionnaires to the respondents. The respondents were given two weeks for filling in the questionnaires. The researcher made a visit to the respondents to remind them on the importance of filling the questionnaires so as to ensure high response rate.

3.8 Data Analysis and Presentation

Collected data from the field was first edited, cleaned and categorized into common themes to represent meaningful data. Qualitative data was analyzed thematically in line with study objectives. Descriptive statistics was used to analyse quantitative data. This was made possible by using Statistical Package for Social Sciences (SPSS) version 17.0. The relationship between variables was analysed using multiple regression and the model took the following form:

$$Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y = Organizational Performance

X_1 = Third Party Intervention Strategy

X_2 = Compromise Strategy

X_3 = Communication Strategy

X_4 = Negotiation Strategy

$\beta_1, \beta_2, \beta_3$ and β_4 are coefficients of determination

ε is the error term.

3.9 Ethical Consideration

The researcher ensured that she has all the relevant authoritative letter which included an data collection letter from the university and a permit from National Commission for Science, Technology and Innovation (NACOSTI). The respondents were not forced to participate in the study and information discretion was assured to all the participating respondents.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter basically presents the findings/results of the data analysis, presentation and its interpretation based on the descriptive and inferential statistics.

4.2 Response Rate

The questionnaires return rate is shown in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Responded	124	95.4
Non- responded	6	4.6
Total	**130**	**100**

Source: Survey Data (2018)

Table 4.1 indicates that 95.4 percent respondent and 4.6 percent did not respond. Baruch and Holtom (2014) recommended 80 percent or more on response rate is enough data analysis. Therefore, 95.4 percent study response rate was considered appropriate for data analysis. Therefore, there was acceptance and credibility of the research findings of the study due to high response rate.

4.3 Reliability Results

Table 4.2: Reliability Results

Variable	Alpha Coefficient	Questionnaire items
Third Party Intervention Strategy	0.802	7
Compromise strategy	0.754	6
Communication strategy	0.697	5
Negotiation strategy	0.874	4
Organizational Performance	0.869	3
Aggregate	**0.799**	**25**

The results indicates negotiation strategy had the highest reliability ($\alpha= 0.874$), followed by organizational performance ($\alpha=0.869$), third party intervention strategy ($\alpha=0.802$), comprise strategy ($\alpha=0.754$) and communication ($\alpha=0.697$). An aggregate score of 0.799 which showed a good reliability. This means that the findings of the study were more reliable because the higher score in reliability.

4.4 Background Information

Figure 4.1: Respondents' Gender
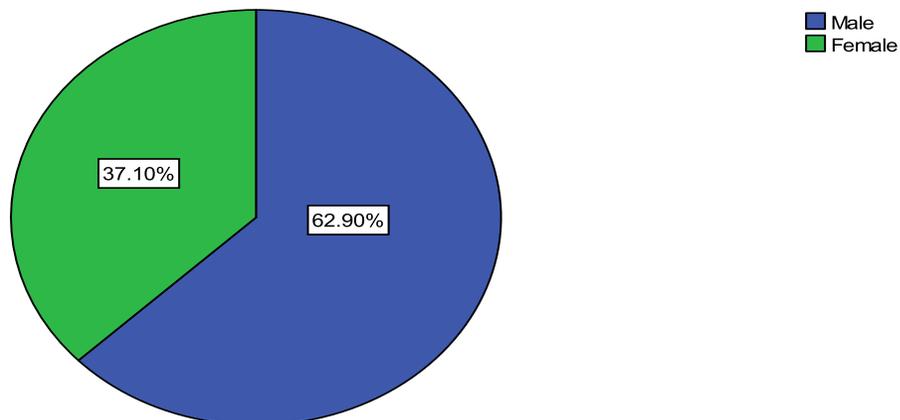
Source: Survey Data (2018)

It was established that majority as indicated by 62.90 percent while female respondents accounted for 37.10 percent. Gender of the respondents was necessary to show a true representative of both men and women in the study which means giving equal importance to both men and women in the workplace on conflict management.

Table 4.2: Respondents' Age

		Frequency	Percentage
Valid	Below 25	3	2.4
	25 - 34	43	34.7
	35 - 44	68	54.8
	45 and above	10	8.1
	Total	**124**	**100.0**

It found that majority (54.8 percent) of the respondents were aged between 35 to 44 years, 34.7 percent were aged between 25 to 34 years, 8.1percent aged 45 years and above, 2.4 percent aged less than 25 years. Misztal *et al.* (2016) observe that the cause of workplace conflicts is mostly as a result of having employees of different generations working together.

Figure 4.2: Respondents' Education Level

26
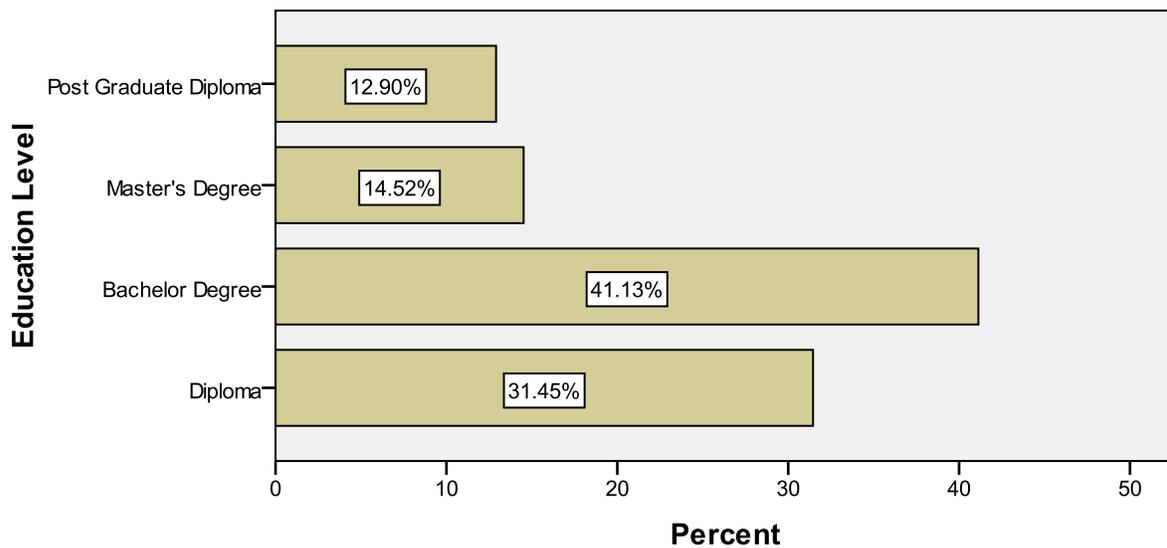
The findings show that (41.13 percent) had attained a Bachelors Degree level of education, 31.45 percent had a Diploma certificate, 14.52 percent had Master's Degree and 12.90 percent had a Post Graduate Diploma. It was necessary to establish the education level of the respondents because differences in educational background increase the likelihood that diverse perspectives and opinions will be discussed in a workgroup which may cause conflict due to diverse opinions about a task being undertaken in a workplace.

Table 4.3: Respondents' Work Experience

		Frequency	**Percentage**
Valid	Less than 5 years	2	1.6
	5 - 9 years	16	12.9
	10 - 15 years	66	53.2
	Above 15 years	40	32.3
	Total	**124**	**100.0**

The Table shows that majority (53.2 percent) of the respondents had a work experience between 10 to 15 years, 32.3 percent had over 15 years work experience, 12.9 percent 5 to 9 years and 1.6 percent below 5 years. The work experience of employee in a workplace often dictates how one thinks about and undertakes tasks which may conflict with another employee's perspective.

4.5 Descriptive Statistics

4.5.1   Third Party Intervention Strategy

Table 4.4: Third Party Intervention Strategy

Statement	Mean (M)	Standard Deviation (SD)
A third party helps with settling the question by giving data and choices yet leaves the choice to the gatherings themselves	4.1	0.431
The organization has an effective third party intervention strategy to manage conflicts	2.9	0.823
Third party intervention is utilized to tackle clashes emerging from indistinct association of work and appointment in the	3.5	0.785

association		
Mediation is used as a conflict management strategy in the organization	3.2	0.705
Arbitration has been embraced in the organization as a third party intervention to improve performance	4.4	0.601
The mediator assists with correspondence and advances compromise between the gatherings to achieve a commonly acknowledged assention	3.7	1.283
Aggregate Score	**3.6**	**0.771**

Source: Survey Data (2018)

The results indicate that respondents agreed third party intervention strategy influenced the performance of telecommunication industry in Kenya as indicated by the aggregate mean score of 3.6 and standard deviation of 0.771. Majority of the respondents strongly agreed on the statements that arbitration has been embraced in the organization as a third party intervention to improve performance and that a third party helps with settling the question by giving information and alternatives however leaves the choice to the gatherings themselves as indicated by a mean of 4.4 and 4.1 respectively with the respective standard deviation of 0.601 and 0.431. Kamil *et al.* (2017) results demonstrated that chiefs use upwards of five techniques: intercession, inquisitorial (like discretion), inspirational strategies, strife decrease through rebuilding, and teaching the work teams.

The respondents agreed on the statements that the mediator assists with correspondence and advances compromise between the gatherings to achieve a commonly acknowledged assention and that the outsider mediation is utilized to explain clashes emerging from vague association of work and designation in the organization as indicated by a mean of 3.7 and 3.5 respectively with respective standard deviation of 1.283 and 0.785. Regan (2012) study results suggest the intervention of third party will in general broaden expected terms instead of abbreviate them. In

particular, mediations that bring forth contradicting intercessions increment the normal term drastically over the standard desires, as do almost any military or financial mediation.

The respondents were neutral on the statements that mediation is used as a conflict management strategy in the organization and that the organization has an effective third party intervention strategy to manage conflicts as indicated by a mean of 3.2 and 2.9 respectively and with respective standard deviation of 0.705 and 0.823. This is in contrary to Velani (2017) study which established that the third party intervention strategy was positively correlated with all the organizational performance. However, the study context was private construction firms in Nairobi County.

4.5.2 Compromise Strategy

Table 4.5: Compromise Strategy

Statement	Mean (M)	Standard Deviation (SD)
Compromise strategy makes the solution partially positive for everyone and clears the conflict up quickly	4.3	0.838
Compromise strategy leads to quick conflict resolution and the employee can keep on with their daily activities	4.2	1.150
Compromise highlights something that is often forgotten in personal and business relationships	4.4	0.693
Compromise strategy brings down the dimensions of strain and stress coming about because of the contention	3.9	1.321
Compromise strategy can give a transitory arrangement while as yet searching for a success win arrangement	4.5	0.763
Compromising might be increasingly down to earth when time is a factor	4.1	0.930
Aggregate Score	**4.2**	**0.913**

The results shows that the respondents strongly agreed compromise strategy influenced the performance of telecommunication industry in Kenya as indicated by the aggregate mean score of 4.2 and standard deviation of 0.913. Majority of the respondents strongly agreed on the

statements that compromise strategy ca give a short course of action while up 'til now hunting down a triumph win game plan and that compromise highlights something that is often forgotten in personal and business relationships as indicated by mean score of 4.5 and 4.4 respectively with respective standard deviation of 0.763 and 0.693. Lidetu (2018) study found that employees of these selected hotels have negative perception towards organizational conflict management strategies and they believe that the outcome of workplace conflict is bad.

The respondents agreed on the statements that compromise strategy makes the solution partially positive for everyone and clears the conflict up quickly, compromise strategy leads to quick conflict resolution and the employee can keep on with their daily activities, Compromising might be increasingly down to earth when time is a factor and that compromise strategy lowers the levels of tension and stress resulting from the conflict as indicated by mean score of 4.3, 4.2, 4.1 and 3.9 respectively with respective standard deviation of 0.838, 1.150, 0.930 and 1.321. Chen *et al.* (2012) study found that incorporating and trading off peace promotion practices are emphatically identified with occupation fulfillment; coordinating refereeing conduct is decidedly identified with development execution; and staying away from peace making conduct is adversely identified with advancement execution.

4.5.3   Communication Strategy

Table 4.6: Communication Strategy

Statement	Mean (M)	Standard Deviation (SD)
The organization has a well-established Corporate Communication channel	3.2	1.174
Communication in the organization is a procedure that contains communicating, tuning in and understanding	4.0	1.134
Communication is utilized in the auspicious goals of contentions in the organization	3.9	1.344

Communication is viewed as a useful asset in unraveling execution deviations in the organization	4.2	1.406
Successful correspondence is required so as to accomplish great business execution	3.4	1.206
Correspondence about the issue enhances execution at the organization	4.4	1.127
Aggregate Score	**4.0**	**0.171**

The results shows that the respondents strongly agreed communication strategy influenced the performance of telecommunication industry in Kenya as indicated by the aggregate mean score of 4.0 and standard deviation of 0.171. The respondents strongly agreed on the statements that Communication about the issue enhances execution at the association and that communication thought about an incredible asset in settling execution deviations in the organization as indicated by mean score of 4.4 and 4.2 respectively and with respective standard deviation of 1.127 and 1.406. Chatterjee and Kulakli (2015) study found that there is significant difference between organizational communication system and interpersonal conflict.

The respondents agreed on the statements that communication in the organization is a procedure that contains communicating, tuning in and understanding and that correspondence is utilized in the timely resolution of conflicts in the organization as indicated be mean score of 4.0 and 3.9 respectively and with respective standard deviation of 1.134 and 1.344. Nordin *et al.* (2014) study findings propose that contentions the board is identified with the jobs the faculty play in the association.

The respondents were neutral on the statements that powerful correspondence is required so as to accomplish great business execution and that the organization has a well-established Corporate Communication channel as indicated be mean score of 3.4 and 3.2 respectively and with respective standard deviation of 1.206 and 1.174. This contracts the findings of Spaho (2013)

study which found that every administrative dimension have an obligation regarding great authoritative correspondence and peace promotion.

4.5.4 Negotiation Strategy

Table 4.7: Negotiation Strategy

Statement	Mean (M)	Standard Deviation (SD)
telecommunication industry in Kenya has an effective negotiation strategy in place to manage conflicts	4.3	1.114
Promise strategy depends on having a superior position and more power	3.8	1.627
Inducing strategy expect utilizing diverse techniques and habits to prevail upon accomplices in media transmission industry in Kenya	4.5	0.609
Workers need to feel engaged with choices that influence them by consulting with administrators before choices are made	3.5	0.655
Good negotiation in telecommunication industry in Kenya requires good homework and teamwork for making long term binding agreements	3.9	0.708
Performance appraisal negotiations provide employees in telecommunication industry in Kenya with useful feedback to improve performance	4.2	0.494
Aggregate Score	**3.9**	**0.638**

Source: Survey Data (2018)

The results indicates that respondents agreed negotiation strategy influenced the performance of telecommunication industry in Kenya as indicated by the aggregate mean score of 3.9 and standard deviation of 0.638. Most of the respondents strongly agreed that inducing strategy expect utilizing distinctive techniques and manners to win over partners in telecommunication industry in Kenya, telecommunication industry in Kenya has an effective negotiation strategy in place to manage conflicts and that the performance appraisal negotiations provide employees in telecommunication industry in Kenya with useful feedback to improve performance as indicated be mean score of 4.5, 4.3 and 4.2 respectively and with respective standard deviation of 0.609,

1.114 and 1.494. Mahmoodi (2012) study revealed that negotiators should utilize additional time on pre-phases of exchange and furthermore consider the issue from other person's perspective.

The respondents agreed on the statements that good negotiation in telecommunication industry in Kenya requires good homework and teamwork for making long term binding agreements, promise tactic is in view of having a superior position and more power and that workers need to feel engaged with choices that influence them by consulting with administrators before choices are made as indicated be mean score of 3.9, 3.8 and 3.5 respectively and with respective standard deviation of 0.708, 1.627 and 0.655. Muriuki, Cheruiyot and Komen (2017) study revealed that board conflict management strategies are key factor in resolving conflict within the board and in the State Corporation.

4.5.5 Organizational Performance

The study sought to investigate the extent performance of telecommunication is achieved through workplace conflict management strategies.

Table 4.8: Organizational Performance

Statement	Mean (M)	Standard Deviation (SD)
Workplace conflict management strategy has enabled telecommunication industry in Kenya to gain more customers	4.1	0.475
Workplace conflict management strategy has quality service delivery in telecommunication industry in Kenya	3.7	1.278
Workplace conflict management strategy has enabled telecommunication industry in Kenya to satisfy their clients	4.3	0.892
Workplace conflict management strategy has increased staff morale in telecommunication industry in Kenya	4.6	1.002
Aggregate Score	**4.2**	**0.912**

The results show that respondents strongly agreed workplace conflict management strategies influenced the performance of telecommunication industry in Kenya as indicated by the

aggregate mean score of 4.2 and standard deviation of 0.912. Most respondents strongly agreed that workplace conflict management strategy has increased staff morale in telecommunication industry in Kenya as indicated be mean score of 4.6 and with standard deviation of 1.002.

Majority of the respondents agreed on the statements that workplace conflict management strategy has enabled telecommunication industry in Kenya to satisfy their clients, workplace conflict management strategy has enabled telecommunication industry in Kenya to gain more customers and that workplace conflict management strategy has quality service delivery in telecommunication industry in Kenya as indicated be mean score of 4.3, 4.1 and 3.7 respectively and with respective standard deviation of 0.892, 0.475 and 1.278.

4.6 Regression Analysis

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.614^a	.377	.356	.880	.377	18.026	4	119	.000

The four independent variables (Compromise Strategy, Negotiation Strategy, Communication Strategy, and Third Party Intervention Strategy) that were studied, explain 35.6 percent of the performance of telecommunication industry in Kenya as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 64.4 percent of the organizational performance. The study therefore, recommends that other strategies such as avoidance strategy and collective bargaining strategy influences the performance of an organization.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.874	4	13.969	18.026	.000[a]
	Residual	92.215	119	.775		
	Total	148.089	123			

The value 0.000[a] shows the significance level less that 0.05 showing a statistical significance of the model showing how Compromise Strategy, Negotiation Strategy, Communication Strategy, Third Party Intervention Strategy influenced the performance of telecommunication industry in Kenya. 18.026 which is the value of F calculated at 5percent significance level is greater that f-calculated (13.969) thus the model was significant.

Table 4.11: Determination of Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.376	.406		.925	.001
	Third Party Intervention Strategy	.828	.175	4.097	3.732	.000
	Communication Strategy	.678	.105	1.792	6.475	.000
	Negotiation Strategy	.703	.053	2.152	1.937	.001
	Compromise Strategy	.503	.115	1.188	1.764	.002

a. Dependent Variable: Organizational Performance
The established regression equation by the study was:

$Y = 0.376 + 0.828X_1 + 0.678X_2 + 0.703X_3 + 0.503X_4$

Where   Y = Organizational Performance

                 X_1 = Third Party Intervention Strategy

X_2= Communication Strategy

X_3= Negotiation Strategy

X_4= Compromise Strategy

From the above regression model, holding all the independent variables studied constant, performance of telecommunication industry in Kenya would be 0.376. Third party intervention strategy was found to have a greater (82.8percent) on the performance of telecommunication industry in Kenya compared to negotiation strategy (70.3percent), communication strategy (67.8percent) and compromise strategy (50.3percent).

The study established that third party intervention strategy had a positive and significant effect on organizational performance as indicated by t-values (t= 3.732, $p < 0.05$). Jehn and Bendersky (2013) affirm that an outsider is somebody who gives procedural help to encourage people or gatherings in struggle to determine their distinction, where consideration is put on procedural help to the disputants. The study established that communication strategy had a positive and significant effect on organizational performance as indicated by t-values (t = 6.475, $p < 0.05$). Awan and Anjum (2015) communication strategy in the event that legitimately oversaw advances open and collective basic leadership, ordinary input, and auspicious goals of contention.

The study established that negotiation strategy had a positive and significant effect on organizational performance as indicated by t-values (t = 1.937, $p < 0.05$). Negotiation strategy in the work environment is the most widely recognized methodology of understanding clashes and it is fruitful when the interests of the contrary sides are incompletely normal and somewhat unique (Shalley et al., 2014). The study established that compromise strategy had a positive and significant effect on organizational performance as indicated by t-values (t = 1.764, $p < 0.05$).

According to Henry (2009) compromise strategy is a conventional method for adapting to strife, concurring to some extent with the other individual's view or request.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a brief of findings, conclusions, recommendation for policy and practice and suggestions for future study.

5.2 Summary of the Findings

The purpose of the study was to investigate the influence of workplace conflict management strategies on the performance of Telecommunication Industry in Kenya. The independent variables of the study were Compromise Strategy, Negotiation Strategy, Communication Strategy, Third Party Intervention Strategy and the dependent variable was organizational performance based on the telecommunication industry in Kenya. This study employed a descriptive research design. A census of HRM managers and support staff from Safaricom Kenya Limited and Airtel Kenya Limited was carried out. The summary of findings is presented as follows:

The first research objective sought to examine the influence of third party intervention strategy on the performance of Telecommunication Industry in Kenya. The study examined a positive and significant influence between third party intervention strategy and organizational performance. Arbitration has been embraced in the organization as a third party intervention to improve performance and that a third party helps with settling the question by giving data and alternatives however leaves the choice to the gatherings themselves.

The second research objective sought to establish the influence of compromise strategy on the performance of Telecommunication Industry in Kenya. The study established a positive and significant influence between compromise strategy and organizational performance. Compromise strategy can give an impermanent arrangement while as yet searching for a success

win arrangement and that compromise highlights something that is often forgotten in personal and business relationships.

The third research objective sought to identify the influence of communication strategy on the performance of Telecommunication Industry in Kenya. The study identified a positive and significant influence between compromise strategy and organizational performance. Communication about the issue enhances execution at the organization and is thought about a useful asset in comprehending execution deviations in the organization.

The fourth research objective sought to investigate the influence of negotiation strategy on the performance of Telecommunication Industry in Kenya. The study revealed a positive and significant influence between compromise strategy and organizational performance. Inducing strategy expect utilizing diverse strategies and habits to prevail upon accomplices in telecommunication industry in Kenya, telecommunication industry in Kenya has an effective negotiation strategy in place to manage conflicts and that the performance appraisal negotiations provide employees in telecommunication industry in Kenya with useful feedback to improve performance.

5.3 Conclusions

The study concludes that:

- Third-party intervention may be the only way to get negotiations back on track because it enables the organization to refocus on the substantive issues, salvage sunk costs, increase satisfaction with the conflict resolution process and its outcomes.

- Communication strategy spreads out how to deal with the different types of correspondence scattered by the organization and guarantees that all huge data is scattered to the right individuals, both inside and remotely.

- Negotiation strategy enables the organizations to maintain a strategic distance from clashes and enhance relations among the workers. Having the ability to mastermind sufficiently has any kind of effect the associations achieve understandings, accomplish goals, coexist better with its workforce, and at last be increasingly profitable and fruitful at work.

- Compromise strategy helps the organizations to determine debate rapidly, which is imperative when an extended difference could conceivably wreck a period touchy errand or when there is the need to keep a stewing struggle from raising. Organizations that use compromise to resolve disputes promotes a workplace culture based on tolerance.

5.4 Recommendations for Policy and Practice

The study recommends that:

- The organizations should use third-party intervention at the point when mediators trust they can never again deal with the circumstance all alone and when one arbitrator demands intercession, that procedure must be satisfactory to alternate individuals.

- The organizations should improve communication strategies when resolving conflicts and build trust. Get the skills you need to evaluate conflict situations and choose the appropriate strategies and tools to manage those disputes and disagreements.

- The management of the organizations should understand the other party's interests and strategies as an indispensable to great arranging. Picking a methodology that best reacts to their interests and strategies will help the organizations achieve good performance.

- The organization should use compromise strategy at the point when the general welfare of the association will profit by the two gatherings giving in on a portion of their requests

and when there are alternatives and the utilization of dealing or exchange will achieve shared understanding.

5.5 Suggestions for Further Studies

The study focused on how workplace conflict management strategies influence the performance of organizations in the telecommunication industry in Kenya specifically on how third party intervention strategy, communication strategy, negotiation strategy and compromise strategy influence organizational performance. Therefore, the study suggests that further studies should be carried focusing on other variables that have not been studied to find out the extent to which the influence the performance of other telecommunication companies in Kenya.

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APPENDICES

Appendix I: Questionnaire

Section A: Background Information

1. Indicate your Gender: [ ] Male   [ ] Female

2. Age:

   Less than 25 years [ ]   25 – 34 Years   [ ]

   35 – 44 Years   [ ]   45 years and above   [ ]

3. Indicate your highest level of education

   [ ] Diploma   [ ] Post Graduate Diploma

   [ ] Bachelors Degree   [ ] Master's Degree

4. Indicate your work experience:

   [ ] Less than 5 years   [ ] 5-9 years

   [ ] 10- 15 years   [ ] Above 15 Years

Section B: Third Party Intervention Strategy and Organizational Performance

Statement	1	2	3	4	5
A third party helps with settling the question by giving data and choices yet leaves the choice to the gatherings themselves					
The organization has an effective third party intervention strategy to manage conflicts					
Third party intervention is utilized to tackle clashes emerging from indistinct association of work and appointment in the association					
Mediation is used as a conflict management strategy in the organization					
Arbitration has been embraced in the organization as a third party intervention to improve performance					
The mediator assists with correspondence and advances compromise between the gatherings to achieve a commonly acknowledged assention					

5. Based on your own opinion, how does third party intervention influence organizational

performance in telecommunication industry in Kenya?

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Section C: Compromise Strategy and Organizational Performance

To what extent do you concur with the following statements concerning the influence of

compromise strategy on organizational performance in telecommunication industry in Kenya?

Statement	1	2	3	4	5
Compromise strategy makes the solution partially positive for everyone and clears the conflict up quickly					
Compromise strategy leads to quick conflict resolution and the employee can keep on with their daily activities					
Compromise highlights something that is often forgotten in personal and business relationships					
Compromise strategy brings down the dimensions of strain and stress coming about because of the contention					
Compromise strategy can give a transitory arrangement while as yet searching for a success win arrangement					
Compromising might be increasingly down to earth when time is a factor					

6. Based on your own opinion, how does compromise strategy influence organizational

   performance in telecommunication industry in Kenya?

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Section D: Communication Strategy and Organizational Performance

Statement	1	2	3	4	5
The organization has a well-established Corporate Communication channel					
Communication in the organization is a procedure that contains communicating, tuning in and understanding					

Statement					
Communication is utilized in the auspicious goals of contentions in the organization					
Communication is viewed as a useful asset in unraveling execution deviations in the organization					
Successful correspondence is required so as to accomplish great business execution					
Correspondence about the issue enhances execution at the organization					

7. Based on your own opinion, how does communication strategy influence organizational

   performance in telecommunication industry in Kenya?

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Section E: Negotiation Strategy and Organizational Performance

Statement	1	2	3	4	5
telecommunication industry in Kenya has an effective negotiation strategy in place to manage conflicts					
Promise strategy depends on having a superior position and more power					
Inducing strategy expect utilizing diverse techniques and habits to prevail upon accomplices in media transmission industry in Kenya					
Workers need to feel engaged with choices that influence them by consulting with administrators before choices are made					
Good negotiation in telecommunication industry in Kenya requires good homework and teamwork for making long term binding agreements					
Performance appraisal negotiations provide employees in telecommunication industry in Kenya with useful feedback to improve performance					

8. Based on your own opinion, how does negotiation strategy influence organizational

   performance in telecommunication industry in Kenya?

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Section F: Organizational Performance

Statement	1	2	3	4	5
Workplace conflict management strategy has enabled telecommunication industry in Kenya to gain more customers					
Workplace conflict management strategy has quality service delivery in telecommunication industry in Kenya					
Workplace conflict management strategy has enabled telecommunication industry in Kenya to satisfy their clients					
Workplace conflict management strategy has increased staff morale in telecommunication industry in Kenya					