INFLUENCE OF CONFLICT RESOLUTION ON EMPLOYEE
MOTIVATION IN AIRLINE INDUSTRY

A CASE STUDY OF KENYA AIRWAYS LIMITED

BY
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DECLARATION

Declaration by student

I, the undersigned declare that this is my original work and it has never been presented before to any institution or examination board for any academic credit. This project is my original work and has not been presented for a degree in any other University.

Name: JACINTA WANJIRA Admin No: BML/10/00298/1/2015

Signed ………………………. Date……………………………

Declaration by Supervisor

This project has been presented with my approval to MUA

MR DANIEL KOMU

Signed………………………….. Date…………………………….
DEDICATION

I dedicate this project and my course work at the Management University of Africa to the Almighty God who has granted me the strength, my family for providing the necessary financial resources to undertake this noble course throughout my duration at the University.
ACKNOWLEDGEMENT

I take this opportunity to thank the Almighty God for being with me till this far, it was a long journey which needed strength and guidance, I am also greatly indebted to my supervisor for His professional guidance, advice, patience while working on this research, my profound appreciation to Him.

To my family, I thank you so immensely for your support, patience and understanding, I am touched by your love.

Thank You All, May the Almighty God Bless You All.
ABSTRACT

Employees are the most important factor in the success and failure of any organization. The airline industry is a service industry that sells seats to its passengers therefore employees motivation towards their job plays a very important role in serving the customer’s needs. This study focuses on the impact of employee motivation and its components e.g. work environment, pay and benefits, management systems and organizational vision on customer satisfaction in the airline industry of Kenya. Results show that employee motivation as well as its four components e.g. work environment, pay and benefits, management systems and organizational vision have a significant positive influence on customer’s satisfaction. Those employees who have direct interaction with customer satisfaction highly influence the customer satisfaction level. It is evident from results that pay and benefits plays key role in motivating employees towards their organizational goal of higher customer satisfaction.
# TABLE OF CONTENTS

DECLARATION .................................................................................................................... II

DEDICATION ........................................................................................................................ III

ACKNOWLEDGEMENT .......................................................................................................... IV

ABSTRACT ........................................................................................................................... V

LIST OF FIGURES ................................................................................................................ X

LIST OF TABLES .................................................................................................................. XI

ABBREVIATIONS AND ACRONYMS ................................................................................ XII

CHAPTER ONE: INTRODUCTION ....................................................................................... 1

1.1 BACKGROUND ............................................................................................................. 1

1.2 STATEMENT OF THE PROBLEM ............................................................................... 5

1.3 GENERAL OBJECTIVE .............................................................................................. 6

1.3.1 Specific Objectives ............................................................................................... 6

1.4 RESEARCH QUESTIONS .......................................................................................... 7

1.5 JUSTIFICATION ......................................................................................................... 7

1.6 SCOPE ....................................................................................................................... 7

CHAPTER TWO: LITERATURE REVIEW ............................................................................. 9

2.1 INTRODUCTION ......................................................................................................... 9

2.2 THEORETICAL REVIEW ............................................................................................ 9

2.2.1 Influence of leadership on conflict resolution ......................................................... 10

2.2.1.1 Competitive ..................................................................................................... 11

2.2.1.2 Collaborative .................................................................................................. 11

2.2.1.3 Compromising ................................................................................................. 11

2.2.1.4 Accommodating ............................................................................................. 12

2.2.1.5 Avoiding .......................................................................................................... 12

2.2.2 Transformational leadership Conflict management Role ......................................... 13
3.2 POPULATION .......................................................................................................................... 37
3.3 SAMPLE AND SAMPLING TECHNIQUE ................................................................................. 38
3.4 INSTRUMENTS ......................................................................................................................... 39
3.5 VALIDITY AND RELIABILITY TEST ......................................................................................... 39
3.6 DATA COLLECTION PROCEDURE ......................................................................................... 40
3.7 DATA PROCESSING AND ANALYSIS ..................................................................................... 40

CHAPTER FOUR .......................................................................................................................... 42

4.0 INTRODUCTION ..................................................................................................................... 42
4.1 DEMOGRAPHIC INFORMATION ............................................................................................... 42
  4.1.1 GENDER ............................................................................................................................. 42
    4.1.2 Age .................................................................................................................................. 43
    4.1.3 Education qualifications .................................................................................................... 43
    4.1.4 Period of service .............................................................................................................. 45
4.2 LEADERSHIP ON CONFLICT RESOLUTION AND MOTIVATION ........................................... 45
  4.2.1 Timely conflict resolution .................................................................................................. 45
  4.2.2 Impact of solving a conflict early on employs’ motivation .................................................. 46
  4.2.3 Conflict resolution process respect personal affairs ............................................................ 47
  4.2.4 Conflict resolution procedure considering differences causing the conflict ....................... 48
  4.2.5 Management confronting the tension caused on fair judgment ......................................... 49
  4.2.6 Conflict on the company when arise are resolved amicably ............................................. 50
4.3 INFLUENCE OF EDUCATION ON CONFLICT RESOLUTION ............................................... 51
  4.3.1 Important life skills training to deal with conflict resolution done at Kenya Airways ............. 51
  4.3.2 The airline company initiates more training of its staff ...................................................... 52
  4.4.4 Training assists in resolving conflict resolution .................................................................. 53
  4.4.5 Kenya airways employees have conflict resolution strategies and expertise ....................... 54
4.5 INFLUENCE OF STATUS QUO ON CONFLICT RESOLUTION FOR EMPLOYEE MOTIVATION .......................................................... 55
  4.5.1 Use of force or coercion to resolve conflict ....................................................................... 55
  4.5.2 Existence of biasness on conflict resolution ....................................................................... 56
  4.5.3 Is there fair hearing before judgment .................................................................................. 56
  4.5.4 Open door policy for contacting any manager any time ..................................................... 57
LIST OF FIGURES

Figure 2.1: Conceptual Framework Diagram.................................................................41
LIST OF TABLES

Table 1: Sampling frame.................................................................43
Table 2: Gender.............................................................................47
Table 3: Respondents age.................................................................48
Table 4: Academic qualifications.........................................................49
Table 5: Period of service.................................................................50
Table 6: Timely conflict resolution.....................................................51
Table 7: Early conflict resolution impact............................................52
Table 8: Respect of individual affairs................................................53
Table 9: Differences considered........................................................54
Table 10: Confronting tension with fairness........................................55
Table 11: Conflict on the company when arise are resolved amicably........55
Table 12: Life skills training (conflict resolution)...................................56
Table 13: The airline company initiates more training..............................57
Table 14: Training assists in resolving conflict resolution........................58
Table 15: Employees have conflict resolution strategies and expertise........59
Table 16: Force/coercion for conflict resolution.....................................60
Table 17: Existence of biasness on conflict resolution..............................61
Table 18: Is there fair hearing before judgment.......................................61
Table 19: Open door policy for contacting any manager any time...............62
Table 20: Managers or bosses accepting mistakes during conflict resolution.....63
Table 22: Personality of manager’s influence the way they handle conflict resolution........63
Table 22: Suggestion and recommendation towards conflict resolution........64
## ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN</td>
<td>United Nation</td>
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<td>TRC</td>
<td>Truth and Reconciliation Commission</td>
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CHAPTER ONE: INTRODUCTION

The aviation sector is one of the major economic drivers for prosperity, development and employment in any country. The rapidly expanding aviation sector in India handles near about 2.5 billion passengers across the world in a year and moves 45 million tonnes (MT) of cargo through 920 airlines, using 4,200 airports and deploying 27,000 aircrafts in the world.

In any business satisfying the customer is the ultimate goal or objective of any marketer. Excellent passenger satisfaction is one of the greatest assets for air business in today’s competitive environment. Passenger satisfaction service arises when a company can provide passengers with benefits that exceed passengers’ expectation and this is considered value-added. If customers are satisfied with the product or service which the company is providing then they will buy more, and do so more often. Passenger gratification is an essential goal for each airline providing passenger services. The on board experience is still something special for the customer. The customers have a wide choice to select the suitable airline product according to their requirements. Therefore, Airlines Companies are continuously working on the in-flight product development and innovation to differentiate themselves from their competitors. There are many factors that can help an Airlines Company to build its customer base, and passenger service and satisfaction can be a determining factor in the success of an entire operation.

1.1 Background

In the business industry, capacity to solve conflict is considered an irreplaceable reserve. For operative conflict administration practises is paramount to wholly quarter of the society. The government, companies, domestic life requires many sacrifices and attention to operate effectively. Conflict management plan ought to be formulated to augment non-violent
cohabitation, endorse steadiness, institutional learning and performance. According to Latham, conflict administration entail reduction, eradication or come to an end of conflict (1994).

There are several studies that plunge into conflict resolution mechanism, which are negotiation, bargaining, mediation and arbitration. To prevent conflict is supposed to be a longstanding process. Therefore, it needs enduring plans and polices in which return will avert emergency of situations giving rise to conflicts in an organization that have negative influence on employee performance. The plans and guidelines are essential to many institutions as well as the world. Therefore, it is very important to recognize the well-planned and harmonized actions to deal with the conflict causes that are to be founded on dependable and precise early cautions.

Lyon (2001) noted that there exists divergence on defining scope of preventive diplomacy, tools, and plans that engaged to manage conflicts. The researcher noted that preventive diplomacy, arbitration, negotiations and mediation need to be applied to moderate conflict. According to Jehn, an early stage of the business it should be conflict advent ought to be addressed and observation upheld to foresee opposing effect (1994). Indeed Dodd (2003) was specific on operation is adversely affected when no work is done. According to Wenner (2001) foremost and evading conflict are mainly noted a lot among managers when they meet on corporate meetings and general discussion business goals and objectives.

This phenomenon also occurs and takes place whereby important resolutions are at offing stage. For example, in times of institutional reformation, rationalizing and restructuring of commercial operations. According to Gavin and Gerzon (2006) concluded that conflict administration approaches has attained its operative relevance in today’s institutions than it was in the past because of its value proposition.
In 2006, Armstrong indicted that individuals are the primary root cause of premeditated options, source of invention and generates explanations for organization drawback and encounters unlike other business resources. The work place practises enable business delivery distinct value. According to (Jones & George, 2003) noted that there are many source of conflicts in an organization which occurs, similar in social life.

While family members, friends and relatives, manage conflicts in the society, institutions ought to possess the aptitude and competence to perform the same. In business world, there is the need to be determined by the management to guarantee workers are not side tracked from their job of value creation within the organization.

According to (Baker, 1987) conflicts hardly get resolved effortlessly and resolution techniques are entwined and cannot be taken apart when one is studying conflicts within workplaces. Therefore, this provides the reasons why progressive organization has changed the tactical method from conflict management to conflict administration. In 2001, Brian noted that the aim of this is to ensure that an organization manages conflicts at all cost and ensure employee is at a good working environment. Furthermore, (Adomi & Annie, 2005) agree that dealing with conflict is the greatest test to management. In organizations, they both have positive and negative result to the individual employee and business (Jone & George, 2003). As a result, it can arise amongst intra or inter group conflict and or both that greatly influence worker enactment. Furthermore, they add to the deliberate concern of actual influence of the working environment conflict resolves methods in performance of the employees.

Conflict possess a desirable or undesirable impact on institutional performance about the conflict nature and on how to manage it (Armstrong, 2009). In many businesses, an ideal conflict level exists which is deliberated as extremely purposeful as it assists in generating better performance. High conflict level is dysfunctional and performance agonizes. In
addition to that, invention and modification are hard thus, the business might suffer hard when adopting changes and its surroundings.

Organisations enactment is at risk when conflict is also down. Otherwise, if conflict becomes much high and low, its outcome is hectic in a business setup and loom its existence. According to (Beardwell & Claydon, 2007), organization have CEO who are in control in ensuring that organization maintain its stability in order to achieve its goals. (O Kumbe, 2001)

Nzuve (2007) indicated that managers encounter delicate and non-aggressive type of disagreement like arguments, reproaches and incongruities. Any unsettled conflict lead to higher non-attendance, augmented effort turnover, long standing interruption of undertakings and a clear support absence by shareholders.

According to Allan (2007), institutional performance is dependable on individual or group performance. There exists no method of performance measurement within any level of the business. In 2008, Patrick showed that organization performance well thought out in numerous measures within a period. Failed performance in any business stage can be a sign to management to gross remedial action. Supervisions counteractive deed emphasize on essentials of institutional behaviour, structure, or practice.

According to Cole, (2008) managers should be in a position to use objectives that are SMART. The discrete intentions are flowed from the business aims. CEO’s have own discrete objectives, which are in line with organizations aims but limited to their responsibility areas. Assistants have their own level, thus performing interconnect coherent chain of command on performance.

Environment is essential in addressing both specific and collective conflict within an organization (Gupta, 2008). It is important in providing a wide range of employment associations within the institution. In solving conflicts effectively, organization’s
environment ought to address amidst others: policy of the organization and its structure, human resource plan and permissible agenda. The environment ought to offer instructions and stabilities in daily activities of an institution at all levels, to endorse a spirit of solidarity and devotion.

In the line of top management interior and exterior environments need to be capable to tackle the process of decision making therefore provides standard control. In respect on organizations goals and objectives, environment should facilitate, flexible and long lasting.

1.2 Statement of the problem

A couple of years ago, In Kenya, the air transport industry has been battling with augmented conflicts within work places originating from its first-hand business plan selections aimed at rearranging its competitive edge. Ingenuities associated with labour cost reduction, swotting and renegotiating third party treaty and employing expatriate’s pilots have been met with stiff confrontation from employees as well as unions. This is notwithstanding the proposition value of these improvements to the corporates financial and economic spot where loss of large sums is evident during the industrial actions. Go slows are evident in corporate sections like in the Air flight where union that represent pilots is disparate to the employment of expatriate pilots. Where engineers in technical division are disparate to task assessment. Also in ground services, there exists constant conflict from operators because of shift change patterns. Therefore, these incidents effect depressingly on performance.

Robins (2006) stated that many supervisors use up 25% of individual time resolving conflict administration while bosses use up to 18% of individual time on interpersonal workers conflict. The number has double since 2006 due to growth and complexity of organization, transformation, at work place. Example pressure of globalization. South Africa Airways
recently cancelled most of its flights due labour conflict coming from CBA that lead to nastiest industrial strike in the history of airline in Kenya (Kenya Airways Limited, 2012)

In Kenya airline industry has remain competitive because it has encompassed conflict tenacity approach to cope with risk, get better its enactment and accomplish its business aims and purposes. These conflicts dynamic gives vital consequences on the procedure and means on conflict administration within the organization. There exists the need to re-study conflict management practises and establish the influence has on employee performance. The employee performance needs motivation and the loss witnessed at Kenya airways can be led by conflict, which requires reputable conflict resolution that comes with employee’s motivation.

1.3 GENERAL OBJECTIVE

To identify the influence of conflict resolution on the motivation of employees for their performance

1.3. 1 Specific Objectives

1. To establish the influence of leadership on conflict resolution for employee motivation.
2. To investigate how education influences conflict resolution for employee motivation.
3. To determine the influence of status quo on conflict resolution for employee motivation.
4. To explore how personality influences conflict resolution for employee motivation.
1.4 Research Questions

1. How does leadership influence conflict resolution to enhance employee motivation?
2. To what extent does education influence conflict resolution for employee motivation?
3. Does status quo have influence on conflict resolution to promote employee motivation?
4. How does personality influence conflict resolution for motivation of employees?

1.5 Justification

The study will investigate the proximate outcomes of the motivation brought by management of conflicts at Kenya Airways. The study will reveal the progress with regard to practices and perceptions of employees on conflict resolution and therefore will expose factors that influence their motivation. In addition implementers of conflict resolution on employee motivation may benefit from the findings addressing the various approaches on how the variables under investigation are relevant when dealing with conflicts and the effects attached to it.

This study on the influence of conflict resolution on employee motivation if considered may inform policy shift for effective implementation of the in human resource operations.

Finally, the findings of this study avail human resource researcher’s key considerations to make as research innovations are scaled up into airline industry in non-research settings.

1.6 Scope

In this study we will be focusing on conflict resolution and employee motivation that are in use at Kenya Airways. There will be identification of the ways on how emerging conflicts are
dealt with and how important the resolutions put in place are to the parties involved and the results on their eventual performance. The study will also be specific to establish the success factors and failures in conflict resolution and how either of the mentioned affects the performance of employees.

**Limitation**

The study will be only be carried out on Kenya Airways despite existence of other airlines within reach. This will be attributed to the availability of limited resources attached to the study.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Mainly on this chapter, review the literatures that relates on a concept of conflict resolution and how it influences motivation on the employees, which is key factor in performance. The past studies that leverage on the factors in conflict resolution will be considered and then the critical analysis will be done to identify gaps existing in the study so as to give direction on the relevant areas need to be explored more.

2.2 Theoretical review

The organization comprises of several individuals. In this entire people, we have different attitudes, perceptions, needs and feelings that are distinct from each person. The individual diversity may result to disagreement and conflict between individuals and group may arise. Therefore relational and intergroup conflict can touch institution either damagingly or undamagingly. Conflict management is thus essential in resolving conflict so that order maybe maintained, or else worker’s spirit and institutional performance might grieve (Dessler, 2008). In addition to that, conflict based on lack of power, means or social place occurs when one side of group or person fells their plans or goals are thwarted. (Dana, 2001) stated that conflict occur as result when exertion between incompatible individuals. (Okumbe, 2001) Conflict in organisation happens at the follow levels: intrapersonal, relational, and intergroup and inter-organization (Robbins & Coulter, 2004)
2.2.1 Influence of leadership on conflict resolution

(Dessler, 2008) Leadership entails defining and communicating in organization should be a long-term vision and mission, on the other hand conflict resolve compacts with the readily available condition. By conveying what need to be achieved. Any leader built team that work in cohesive together. In addition to that, leaders see through the resolve of conflicts that divert the members of the team, output reduction and damage enthusiasm and causes irritation and anger. Some conflict are natural and need to be understood by leaders that are basic to produce innovative result to problems.

According to Dessler, (2008) a leader refers to the person who uses inspiration to better an organization conflict management and revolution. In hospitals, families, learning institutions, as well as churches we have leaders. Tutsch stated that we should employ our inspiration to make others to follow Jesus as one of leader’s responsibility.

To achieve set goals, organizations mobilize and connect workers and leaders from dissimilar upbringing and qualities into interaction amongst themselves. Azamosa stated that conflicts entail a wide assortment of conduct and thoughts that is in antagonism amid bosses and employees. To form practicable institution as well as organization conflict administration, all leaders must totally cooperate. Therefore, conflict is inevitable (Dessler, 2008)

To determine the future of changes the key factor of leadership is to develop clear and exact vision of the organization. It is clear that the future is place we are creating not the place we are going to. We look at the paths to be found not to be made, and the instrumental in making them change both the destination and maker. We all know that leaders are human being and they have values, beliefs and feelings. Tara stated that characteristics of leadership for conflict management, the conflict exist until the disparity is resolved. Dessler (2008).
2.2.1.1 Competitive

According to Sigrit, Kulno and Ott (2013) stated that frontrunners practise their rank, expertise or influential aptitude to implement rule over their subordinated. Autocratic leadership style is always used when you want to make decision very urgent and thus thwart conflict from implementing in the institution, successful team bests spends time in gathering effort from assistants and cease from acting as if the decision is either a loss or a win to the subordinate.

2.2.1.2 Collaborative

According to Sigrit, Kulno, Ott (2013) in using a leadership style that all people participate stage a teamwork and co-operation environment, that allows employee to purpose cohesively as a team. Any real leader swiftly establishes analysis concerns that hamper team output, and quickly takes counteractive measures to solve conflicts on their own without management involvement.

2.2.1.3 Compromising

According Sigrit, Kulno, Ott (2013) by compromising both side of the aggrieved on conflict contribute roughly to attain a covenant. Leaders who are effective inspire team affiliates to receive compromise when need be in order to maintain productivity to avoid debate or argue. This helps members to promote acceptance and overcome interpersonal conflict at workplace.
2.2.1.4 Accommodating

Effective frontrunners screen their line-up environment and deliver training and mentoring to associates that empowers them to operate effectively together deprived of working at the expenditure of others Sigrit, Kulno, Ott (2013)

Sometimes in order to come to terms with the team needs, a team affiliate may submit his/her position. Thus, this usually happens when risks are low and obliging other individual’s needs promotes agreement and forge ahead fruitful work environment. Lasting conflict can ascend if very aggressive team members take advantage of people and acts assertively. A good leader provide coaching and mentorship Sigrit, Kulno, Ott (2013)

2.2.1.5 Avoiding

Conflicts involving a contentious or an ostracized decision repel the enticement to disregard or circumvent it. By outlining the core origin of the problem, inspiring lively listening, negotiating a resoluteness and prompting members to pardon each other when the conflict is over, you can establish an effective team. Nevertheless, operative leaders also identifies that entrusting conflicts resolve to another person like enablers or mediator’s, can be productive in a setting where sentiments remain steady even after extensive conversation Sigrit, Kulno, Ott (2013).

In any social or institutional alteration, conflict is viewed as a normal part. The conflict challenge is dependent on how individuals chooses to go about it. Most likely, conflict festers growing into aversion, creating withdrawal or causing schismatic infighting within an
institution. When addressed appropriately, conflicts lead to changes, invention, individual and proficient development and innumerable other items that repeatedly end up missed opportunities. Nevertheless, any other cited item result from conflict is dependent on leadership and on how to solve the conflict. Out there, there exists leaders that incite a conflict since they view it as a positive and obligatory in order to gain maximum efficiency. A sure thing is that conflict avoidance is an unproductive attitude for solving problems. Therefore, the incapacity to deal respectfully, beneficially with a conflict in a timely routine speedily destabilizes the leader’s integrity as well as the organization progress. Leaders within an organization needs to realize that conflict administration is one thing that requires the first priority. Conflict cannot merely be squared off in placement, nor done over a launch gathering Sigrit, Kulno, Ott (2013)

2.2.2 Transformational leadership Conflict management Role

Research available from the past by FTF contexts supported that the more optimistic effects of transformational, management, on team procedures and results (Nielsen & Daniels, 2012). While these two styles have proved operative and connected, the literature appears to advocate that transformational leadership is far much effective (Judge & Piccolo, 2004). For example, there is increased fervour as well as confidence of team associates when transformational leadership is put into action in problem-solving teams. Additionally, it promotes understanding and gratitude of contradictory views, and knowledgeably inspiring members to reassess grave expectations and to view glitches in new ways.

These physiognomies are believed to nurture positive, as disparate to distrustful, team interaction (Poutiatine, 2009). Indeed study has instituted support for a productive association amid collective transformational leadership and helpful team connections (Balthazard et al., 2002). Similar results would be predictable in a condition with a solitary transformational
leader, whose morals would be more likely to nurture productive team association than would those of transactional leader (Edwards & Sridhar, 2005). According to Chou, Lin, Chang and Chuang (2013) in a research they carried out about transformational management and team enactment, the arbitrating roles of rational trust and shared ability.

This research sightsees the association between transformational management styles, rational trust and collective ability as well as these variables impact concerning distal team performance. According to data which was collected from 39 different teams indicated that team rational trust as two method variable encompasses a transformational leadership approach where by cognitive trust is the leader of the team and the rational trust amidst members of the team facilitate the influence of this leadership style on shared value (Nielsen & Daniels, 2012).

Different from previously done studies these outcomes indicated that leveraging rational trust in the leader of the team is obligatory but not adequate for improved proximal collective worth, which in turn eases distal team performance. However, cognitive trust amid team affiliates was more meticulously associated to proximal shared efficacy than the team leader perceptive trust. Thus, the elements fostering cognitive trust development amidst team associates persist to be scantily explored in the transformational leadership literature and justify additional consideration in future studies (Nielsen & Daniels, 2012).

### 2.2.2 Influence of education on conflict resolution

There exists numerous other points to concede from the outset employed in examining the educational role in association to conflict alteration and peace enhancement. Primarily, the need for examining education from a conflict viewpoint is not restricted to specific conflict phase (Nielsen & Daniels, 2012).
Examining the educational role has its benefits during the conflict as well as during pre and post conflicts. An example is, within comparatively non-violent contexts, education system analysis may highpoint education elements that would arise as grievance sources amid groups or amongst the state and societal sections and this delivers a chance for adjusting education guidelines and sequencers in a precautionary way (Nielsen & Daniels, 2012).

Nielsen & Daniels study in 2012 showed that during conditions when ferocious conflicts are already existing, education might possess a defensive role, example giving, by delivering stability points and employees daily routine if it is conceivable in keeping the organization functional, by facilitating understanding essential conflict causes and by consolidation messages amid workers concerning undesirable violence effects. Therefore, it facilitates the means for educating individuals about other, peaceful techniques of responding conflict.

When condition for peace procedures are ongoing, education provides the means of social transformation contribution. An example is, through education systems improvements and by enlightening individuals concerning the first-hand preparations for political exhibition, justice and monitoring. Education is portrayed as a fundamental tool capable of making institutional changes in many sectors made possible by the learned personnel in the post within the organization or those shaping institution in the future. In developing the economy as well as social skills that are key in generating supporting livelihood for succeeding generations, education still plays a vital role. The immediate situation offered by the post –conflict period bring with it the opportunities of providing the basic security, delivering peace bonuses, shoring up and building confidence amid political developments and in strengthening key national capability in leading peace building efforts as suggested by the United Nations Secretary-General (Nielsen & Daniels, 2012).
If early enough a country succeeds in these key areas, it considerably augments its chances for sustaining peace and enables reducing the risks of relapsing in conflicts. In communities where vehement violence has been evidenced before, education plays a vital role in lengthy, post-conflict improvement making it possible for the coming generations to comprehend the ferocious conflict that happened amid their own community and possibly contributed towards imminent peace building. One element involving the part of history in educating about the ferocious past which is deliberated later. Alternatively, it concerns the conceptions of truth and reunions (Nielsen & Daniels, 2012).

Evidently they are not essentially interconnected, but habitually are. Study carried out by Cole in 2007 about South Africa indicated how the countries Truth and Reconciliation Commission (TRC) was brought into place as an essential part of the discussed evolution from white majority governance to democratic rule in the country as a process of creating a public record concerning the exploitations of the apartheid epoch through public authentication. The country provided an awareness into the intricacy in operating with such ideas. Example giving, if “truth” is unprejudiced, biased of inter-subjective: and whether individuals are further engrossed in instituting truth order in seeking justice other than compromise.

Moreover, a modest description of reconciliation as ‘a course that institutes alienated individuals or parties into sociable associations’ is uptight with predicaments like whether such progression requires to be mutual, operating at inter-personal, or among different group level, or even whether groups involved in conflict ever had ‘sociable associations’ previously at any point in the time of their conflict.

Regardless of the quandaries, as suggested by Cole those reconciliatory methods ought to reach afar macro-level practices that involves the parliament, judiciary as well as military and at times ‘develop as a section of the midlevel and proletarian organisations like schools
whose functioning relate further diligently to the livelihood of the middle class citizen. She pinpoints to the instructions cultured from the increased positive associations that Germany has put into place with its neighbouring countries since the era of World War II and its contribution to the transformation of history teaching as well as textbooks. More so, research scrutinized the range to which education plays part in patronizing towards understandings succeeding endorsements from contemporary TRC’s in countries like Rwanda, Peru, Guatemala as well as Sierra Leone. Additionally, it continued to highpoint the necessity for additional study into the moral concerns for educators; the part played by education in relation to tribute and dedicatory sites as well as events; and improved consideration of intergenerational erudition (Nielsen & Daniels, 2012).

Countries that have been faced with conflict commonly point to educational role that helped in promotion of lengthy reconciliation as a way to prevent repetition of ferocious conflict. Thus, it emphasizes evidently that peace is at stake, setbacks are common adding that the key aim of education involvements at any phase in such progressions is to endorse a peace-building course. Another essential role is that in any community living in harmony or affected by conflicts or at a point of transition, it is doubtful that the education system is functioning in absolutely constructive or destructive ways (Nielsen & Daniels, 2012).

In his research, Davies suggested that any examination regarding the education system is likely to pinpoint an assortment of localities where some system parts might be accelerating conflict in an extremely debated way, whereas there might be other system parts trying to fuel changes and thus, contributing towards peace-building (2010). Therefore, this brings forth an equally multifaceted picture, specifically when moving from a policy that is more nonconcrete choices levels (an example is amid the positives and negatives of devolution from a conflict standpoint) to real-world programming and operative selections that requires to be established in dissimilar local circumstances.
Respectable conflict examination constantly takes setting as the opening point (OECD-DAC, 2007) and it is not restricted exclusively to what happens inside the classroom. A more all-inclusive tactic takes account of control and ascendancy of the education system; structures of education; and educational framework and practices. It is doubtful that interposition at any education system level will possess an unswerving influence on conflict in the broader civilization, but understandings in conflict pretentious countries propose that there exists repetitive issues that convert to challenging tasks if not unaddressed.

The research regarding the connections amid education and conflict has augmented abundantly in the past ten years. Most of these researches encompasses qualitative study as well as case studies therefore, not potential to be conclusive regarding causal associations or the course of interconnection (for example, whether assured systems of education delivery accelerate conflict, or are an outcome of conflict). Nonetheless, the occurrence of comparable concerns (for example, regarding the mechanism, procedure and education content) across various unrelated social and traditional settings suggesting the existence of a moral motive to give attention to the education impact in the areas affected by conflicts (Nielsen & Daniels, 2012). The subsequent sections ascertain the main areas where vigilant devotion to tactics and practices regarding a conflict standpoint might inhibit education schemes, and the progenies they attend to from being organized as a fragment of the dynamics of conflict.

### 2.2.3 Influence of status quo on conflict resolution

In projects, conflict is frequently evaded and inhibited since individual fears its unproductive outcome, and seek to uphold steadily, solidity, and congruence within the status quo.

Agreeing to the definitive conception offered by Lewi in 1947 that each procedure regarding cognitive alteration, in people and among groups, needs unfreezing. Thus, a qualification for the approval and internalization of any substitute content regarding that conflict or about its
perseverance is dependent on the capability to undermine the solid organization of the socio-psychological repertoire concerning the conflict.

It is suggested that the notion fuelling the inspiration to unfreeze is founded upon the acknowledgment in the incongruity amid the present state and or the alleged past on the one hand and anticipated future, on the other hand. Stating the matter otherwise, inspiring to examine the held opinions and entertain unconventional ones is founded on the understanding that perpetuation of present condition (i.e. concerning the conflict), will not cause a better or a wanted future but may even hurt the ultimate goals and or requirements of the community (Bartunek, 1993). Faced with such circumstances, the forces pushing in the direction of change (driving forces) need to be robust than the restrictive ones. An essential encounter of every trial of removing or even moderating the psychological hitches to reconciliation is to ascertain the two kinds of forces and to toughen the motivating ones as a supernumerary to the confining ones. Additionally, an essential necessity for creating such inspiration is prevalent societal beliefs amidst community affiliates in the inward strength of the shared and in its aptitude to put up with the anticipated encounters that peace progression brings (Marcus, 2006).

From a cognitive viewpoint, Kruglanski et al. (1983) recommended that a Meta cognitive-motivational theory explaining the processes of unfreezing. They pointed out two main probable contributors assisting in moving the society from condition of inspirtain for particular content to inspiration for to ingenuousness alternative ideas. The primary mechanism commonly regarded as the fear of invalidity that was defined by Kunda as “the accuracy motivation” (1990).

In regard to this, when people get the affection that they are going to be held accountable for their judgement, they have a tendency to use an extremely comprehensive information dispensation approaches. The subsequent approach is the presence of a conclusional as well
as a manoeuvring inspiration suggesting that the current approach of thinking is unfavourable to essential goals (see also Tetlock, Peterson, & Lerner, 1996). Largely, the two mechanisms helps in reducing closure through presentation of different techniques emphasizing on the costs of freezing and or the resulting benefits of ingenuousness (Kruglanski, 2004).

Therefore, emphasizing the expenses of misapprehensions or prejudiced and misleading information dispensation might prompt openness. When validity trepidations are noticeable, in turn, the individuals have a habit of relying of comprehensive information hunt and considering the numerous alternative assessments in explaining conflict occurrences as well as in entertaining first-hand solutions on ways to end it (Kruglanski & Webster, 1996).

In other ways, triggering unfreezing is connected to the emotional coordination. From an actual viewpoint, exhaustive researches have indicated that sentiments might play a fundamental role in controlling information dispensation. Thus, the postulation is dependent on the well-known associations amid emotions and human inspiration for information dispensation (Frijda., Kuipers & ter-Schure, 1989).

In his discussion regarding the protection motivation theory, Roger recommended that in accordance with the prospect value scrutiny that fear entreaties are operative to the point that they persuade the participants that the outcomes are damaging and very probable to happen in the endorsement is not taking place (1983). In accordance to this, the meta-examination of fear research establish that use of fear is connected with augmented persuasion (Boster & Mongeau, 1984).

Likewise, conferring to the “effective intelligence theory”, Marcus &MasKuen stated that middle levels of emotions such as fear and anxiety that are a fragment of the “surveillance system” moves individuals from their rudimentary discernments causing them to reassess their outlooks hence asking for supplementary first-hand information concerning the
condition (1993). Marcus (2003) and Janis (1967) also pointed out that the usefulness of the intermediate stage of fear in persuasion.

2.2.3.1 Do the doable

The project managers should evaluate and focus mainly in putting their efforts and energy in doing what is possible. Like one say goes its no us in trying to teach ducks to sing; will only frustrate you and confuse the ducks.

2.2.3.2 Build on earlier market analyses

We should use strategy in doing the achievable, they should built on previous analyses of situations to show some insight into the setting that would meet other group criteria for win win solution.

2.2.3.3 Use the assertive model

The model states that build the strong point of parties while reduce their weaknesses. In order to attain win win solution need to build mutual understanding and also trust.

2.2.3.4 Look at things right side up

We should look at things on a different perspective that the individual is the problem and thus start attacking the individual in place of the problem.
2.2.3.5 Avoid catastrophizing

To have a confidence, rise on frustration and possibly project failure. The common failure are frustration, difficulty and inconvenience are warrant of disaster. You need to encourage about the project whether it is hard so that participants to be positive and give out solution that are manageable and useful.

2.2.3.6 Picture things going well

It is hard to progress onto something good without knowing what is better. The managers should come up with something that is moving to get support from others and commitment and deal with hindrance positively.

2.2.3.7 Identify priorities and verbalize them

The source of conflict thought the project life cycle is rank by priorities. People settle on compromise so much that their is no one wins and it become a dissatisfied. Project manager evaluate what they need to have in there project and those that are not necessary. By doing so they pick the one that are highly valuable, a success that would contribute high, and those that would contribute less.

2.2.3.8 Influence of personality on conflict resolution

Amid the essential elements of conflict administration styles, personality traits are the most vital. However, there exists numerous personality measurement models, but Big Five Personality Dimension commonly referred to as Five Factor Model is among the most extensively premeditated and discussed model by scholars. The model is consisted of five
trait, which includes Extroversion, Agreeableness, Openness to experience, Emotional stability and Conscientiousness (Robbins et al. 2008).

According to Thomas & Kilmaan, (1974), there exists two extents of conflict management egocentricity (Assertiveness) as well as other concern (Cooperativeness). The model is characterised by five factors that include circumventing, accommodating, cooperating, conceding and competing style capitalize on peoples achievement on the expense of other while collaborating style is self-centredness founded but bearing in mind the welfares of the other party.

People with reduced self-concern embrace two panaches; avoiding style in addition to accommodating style. Avoiding style is put into action when people neither chooses selfishness nor others attention where as the accommodating style shelters sacrificing selfishness in place of the other people. Lastly, compromising style combines assertive together with cooperative styles thus considering development of efforts in solving conflicts.

Concerning how conflicts are handled, they may shape the institutional environment, conflict level and stress as stated by Friedman, et al (2000). Butler Jr discussed the styles used by mediators and established that mediators using amalgamation (collaborating), obliging (accommodating) or avoiding style got much effective that the mediators using controlling (competing) style. People using integrative (collaborative style) in handling conflicts experienced reduced work conflict level as well as stress at job whereas those who used avoiding or dominating styles faced increased conflicts and work stress (Friedman et al. 2000).

Conflict style have been discussed by researchers in diverse viewpoints and founded that there exists numerous elements of assortment of conflict management styles; numerous researchers have provided results, like conflict management styles transformations
concerning the foundation of gender, job position, job know-how and age (Brahnam et al., 2005; Polkinghorn & Byrne, 2001).

The key essential element of conflict management style is the human personality traits. However, there are numerous personality measurement models accessible, but Big Five Personality Dimensions commonly referred to as Five Factor Model is among the most extensively researched and deliberated model by researchers. Researchers have founded relevance of the key big five disposition qualities; an example is Moss & Ngu (2006) established significant connection of big five disposition traits and on the job morals and results. Big five disposition qualities is consisted of five traits, which are Extroversion, Agreeableness, and Openness to understanding, Emotional steadiness, and Conscientiousness (Robbins et al. 2008).

Extroversion refers to a disposition aspect that describes the sociable individual, extroverted and self-assured. Agreeableness refers to a disposition aspect describing a person regarded as cheerful, obliging and unquestioning. Conscientiousness refers to the personality aspect describing an accountable, reliable, tenacious and organized individual. Emotional constancy is denotes a personality aspect characterizing an individual as tranquil, confident and secure.

2.3 UNDERSTANDING THE THEORY: CONFLICT STYLES

Kenneth T. and Ralph K. acknowledged five key styles on how to deal with conflict in the 1970’s. The styles change in their extent of cooperativeness and aggressiveness. The two argued that individuals stereotypically have a desired conflict management style. Nevertheless, as noted by the researchers that dissimilar styles were much beneficial in diverse conditions. additionally, they came up with the Thomas-Kilmann Conflict Mode Instrument (TKI) that assists individuals in
identifying which styles they tend to use when faced with a conflict. The styles are described below as;

2.3.1 Competitive

Individuals inclining towards a competitive style put into place a firm stand, and they are aware of what they need. Characteristically, these people follow individual goals at another individuals cost are usually operating from a powerful position, rank, knowledge or convincing capacity. People frequently refer the competitive style as the situation where an individual “stands up for their rights.” The style is usually useful when in dare need of a quick decision; once the decision seem ostracized; or when one is defending themselves from other people who are exploiting them in a selfish situation. Nonetheless, the style might lave individuals feeling damaged, discontented and offended when employed in less crucial conditions.

2.3.2 Accommodating

In this style is the willingness to meet the requirements of individuals at the cost of the individuals own wants. People using this style possess both unassertive and cooperative styles and acting opposite to competing. The accommodator is aware of the time he/ she needs to give in but often can be convinced to give up a position even with no warrant.

When issues of the other individual matters most, accommodation becomes more appropriate. When peace becomes more appreciated with respect to winning, or when an individual needs to be in a situation enabling them to amass on this “favour” you let go. Conversely, individuals might not return favours hence in general; this tactic is improbable to yield the best results.
2.3.3 Avoiding

Individuals inclining towards the above style pursue to avoid the conflict completely. The people are unassertive and unhelpful. The style is characterised by assigning provocative decisions, accommodating evasive decisions, and the need for not to hurt anyone’s feeling. The style is suitable when triumph is impossible, when the argument is unimportant, or when someone different is in a healthier situation to resolve the problem. Typically, individuals employing this style reschedule their problem or circumvent dealing with the problem at all. In countless circumstances, it is regarded as a feeble and unsuccessful tactic to employ.

By avoiding a conflict, individuals try to neither attain outcomes nor address associations with other individuals. They disregard the conflict.

2.3.4 Collaborative

Individuals inclining in the direction of a collaborative style attempt to meet the requirements of all the involved individuals. Persons with this style tend to be both collaborative as well as assertive. The individuals here can be extremely confident but dissimilar to the competitor they collaborate efficiently and admit that every person is imperative. With the need to combine a diversity of standpoints to achieve the best outcome, the style becomes much useful. With cases where conflicts were present before within the group or when faced with a very essential circumstance for a modest transaction the style becomes much useful. Collaborating might take the procedure of reconnoitring the disparity in an open and honest means or trying to discover creative problem solutions.
2.3.5 Compromising

Individuals preferring a negotiating style tend to find an answer that least partly gratify everyone. It might mean that the groups creating concessions or in search of a central ground resolution. The objective is to discover some conjointly tolerable answer that partly gratify the parties. Compromise is essential when the conflict expense is greater the expense of losing ground, in presence of opponents with equal strength, and lastly in presence of a looming deadline. When individuals negotiate with each other, every individual partly meets the other person’s requirements. At times, compromising means forfeiting essential needs. It is uncommon for both parties to leave discontented from a concession.

Researcher David Antonioni (1998), who instituted that outbound, meticulous, courteous and open individuals incline to handle conflict in an optimistic way, reconnoitred the influence of personality and conflict administration style. The study designated that such personality qualities infrequently employed avoidance styles conflict administration. Instead the typically established that a constructive and confident way of dealing with conflict amid the associations. Outstandingly, there existed no flawless style of conflict management. Every condition needs a specific tactic suitable for the setting

2.4 PERSONAL PREFERENCES FOR CONFLICT RESOLUTION

In times of conflict, individuals can responds to each other in three key ways. These ways are either; Passive, Assertive or Aggressive.
Passive tactic implements a compliant way of conduct through which individuals avoid conflict allowing it to escalate because of the issues being not addressed. Individuals implementing passive tactic commonly direct their emotions to other individuals thus, they try to solicit other people’s support.

The aggressive technique is a short-term tactic because individuals might get bullied in order to accept the results. An aggressive method can rarely be a lasting solution since individuals who got into submission forcefully might likely respond resentfully.

The assertive techniques are probably going to yield long-term outcomes since in this style, open dialogues amid the involved parties is encouraged and their desired needs are probably going to be met. There exists an honest admission of what every individual wants and emphasizes on reasonable results.

2.5 FIT THE STYLE TO THE SITUATION

When a person comprehends the diverse styles, they can employ that information on thinking on the most suitable technique (or an assortment of techniques) suitable for their present condition. People can also think about their individual’s intuitive method, and can learn how they are required to change it if necessary.

Assessing and deciding which tactic is most probably going to yield the anticipated results. Preferably, people can implement a tactic that encounters the condition, solves the condition, and compliments individual’s genuine interests and amends damaging working associations.

2.6 CONSTRUCTS FOR CONCEPTUAL FRAMEWORK

Description and Theories

Leadership
Often, individuals create needless conflicts. Leaders avoiding conflicts at all time see themselves regretting later. In managing conflicts, time is everything and hard evidence about a worker having a track record or misconducts that might damage the performance of others provides the most appropriate time to take action. Leadership is about taking action and confronting the issues before it is too late. If one waits too long during times of adversity, those around will begin to make the decisions that the person was hesitant to make and loses momentum as a leader. When others see the one in control as not mature enough as a leader to act, this puts leadership reputation at risk.

Conflict can become something much more complicated and unmanageable if there is no control on the limitations and boundaries of employees. Everyone deals with conflict differently, so the leader must know the risks and rewards of conflict resolution within the boundaries of each of employees. Help others know when they tend to cross the line through careful observation; identify behavioral tendencies that seem to trigger certain attitudes, provoke mindset shifts, or demonstrate a lack of self-awareness. This can be accomplished with consistent coaching sessions where precedence can be set and reinforce performance expectations for each of the employees. This not only allows to identity their conflict boundaries but more importantly to establish standards that will help prevent conflict from arising.

Rather than a leader influencing, hierarchy or rank – should respect the unique differences in people and learn to see things from differing points of view so there is better understanding on how to avoid conflict in the future. Conflict resolution is rarely black and white. In fact, there are more and more grey areas these days as the workplace becomes more generationally and culturally diverse than ever before. Leadership is often about doing the things that most other people don’t like doing. Conflict resolution is one of those things – but as a leader one
must confront the tension head-on. Don’t wait, but rather activate your leadership to address the conflict before circumstances force for intervention.

Conflict can yield an emotional state of mind that makes it more difficult to manage it. As such, one must confront rather than allow it to fester because there was failure to address the adversity when it first became apparent. Adversity is very big when it is all that can be seen. But it is very small when in the presence of all else that surrounds a leader.

2.6.1 Leadership Contingence Theory

The contingency theory on leadership stressed on the leader’s behaviour or psychological nature as the key variable in their capability to lead. Additionally, it outlined that the way the group accepts the leader, tasks involved, and if the leader is capable of exerting control in the group provides the three principle elements determining how effective the leader-led organization shall be. Therefore, the least preferred co-worker (LPC) values are added and averaged to yield the score. An optimistic alignment towards human connection is indicated by a high LPC as the leader get well along with individual. When the locality provides situation for affiliates to be independent as in a scientific situation, tasks might not be the only well-established thus, the leaders should be relying on their personality in accomplishing their goals without causing conflicts. Leaders with lower PLC counting (task-oriented) are well organized regardless of highly favourable factors or not. Those with augmented LPC counts (relations-oriented) get more organized in presence of the three factors. In identifying a suitable leader for a state, LPC counts can be put into action. With the ability to control task leaders, possess the power to create a constructive leadership setting.

2.6.2 Education

The connection amid conflict and education is reflective and learning has an essential role in creating peace (Bird, 2009; Bush and Salterelli, 2000; Smith and Vaux, 2003). In it nature,
education underwrites to determining and altering civilization and hence plays a chief role in conflict solving. The progression requires a diversity of skills and rigorous training platforms to deliver these skills. The training can provided to the facilitators and to the institution members by individuals focusing in training programmes. Academics influence a chief role in this progression. Conflict steadfastness training assists people and groups in managing or solving conflict circumstances within or amidst groups these skills includes; arbitration, negotiation skills, third party attendance methods, and peaceful intervention.

2.6.3 Constructivism Learning Theory

Constructivism came into existence in the years 1970s and in 1980s. It expressed the impression concerning information, learners are not submissive receivers but instead, they enthusiastically construct individual knowledge when interacting with their environment and by reorganizing their mental assemblies.

Therefore, learners are seen as sense-makers, not merely recording provided information but deducing it. Viewing learning like this assisted in shifting from “knowledge acquisition” to “knowledge-construction” comparison. The increasing evidence supporting the nature of constructive learning was in accordance with and supported earlier research from prominent theorists liken Jean Piaget as well as Jerome Bruner. Although there exists diverse constructivism versions, the most common thing is the learner-centered tactic whereby educators develops as the learner’s cognitive chaperon but not transmitters of knowledge. This knowledge therefore chances the way individual handles emotions and situations that becomes very essential in resolving conflicts in an organization.
2.6.4 Status

Regarding the status quo, conflict commonly encompasses force as well as coercion. Their manifestation is violence. Their main intention is wither winning or frustrating other people’s vision. Habitually, nevertheless, a lot gets achieved regarding such conflicts and its resolve accelerated by (1) developing eye-catching offers and (2) gratifying promises i.e. through pursuing an altercation by which mutually interests get fulfilled. By doing this, a more long lasting power balance for successive cooperation and contribution to peace of shared gratification.

Progressively, individuals might not constantly possess the ability of focusing on an exchange, specifically if other individuals are insisting on changing the status quo to favour themselves or by creating an offer responding to violence or intimidations thus communicating weaknesses or pacification. Additionally, other individuals might make very unfair demands hoping that they will achieve something through negotiation. Nevertheless, a person should have a personality concerning an exchange. Using force and coercion in particular situation one requires the most vigilant rationalization.

How repeatedly and individual establishes a genuine motive, clarification or validation regarding a decision they want others to make when in conflict situations, most probably they will persuade a “yes” not because on is fearing the outcome of no, nor be it that they are desiring what is assured for a yes. Since many considers a yes as right. In invoking validity, seeking precedent for an explanation is right. Thus, this shows that the other party has agreed to what was required before, or what other respects, inclines to deliver a demand or ask legitimately.
2.6.4.1 Status Characteristics Theory

This theory emphasizes upon the social manifestations concerning assured attitudes and assessments (Berger et al., 1977; Foddy, 1997). The theory rests upon the idea of a status-forming course, in which changes in individual assessments and outlooks regarding interactional situations resulting in alterations in noticeable and rigid characteristics of interactional progression (Berger et al., 1977). The idea concerning the status characteristic is essential to this (Berger, Ridgeway, Fisek & Norman, 1997). This notion can be regarded as a characteristic that people retain to opposing levels, in which the opposing degrees of the feature appeal differential quantities of reverence or worthiness (Ridgeway, 1993). The increments of admiration bestowed in each attribute level are founded on outlooks shared and contained by the culture (Ridgeway, 1993).

The theory describes two kinds of status characteristics. The first one is diffuse and the second one is specific. A diffuse status physiognomy activates both overall and definite prospects regarding performance. On the other hand, a specific status physiognomy produces different prospects about definite abilities (Berger & Zelditch Jr., 1985). An entity’s racial group, sex, and level of education are deliberated as diffuse status physiognomies whereas mathematically aptitude, and imaginative writing capability are regarded as specific status physiognomies. Firstly, gender as a characteristic is regarded as diffuse status physiognomy since its states, male as well as female, are rendered respectfully appreciated qualities; males are rendered increased mathematical aptitude whereas females are accorded augmented creative capability (Berger et al., 1977; Eagly, 1993). The subsequent motive concerns existence of a comprehensive expectation by which state of the gender (male or female) will be more or less proficient in many of the situations (Foddy & Smithson, 1996; Webster Jr. & Foschi, 1988). Specific status physiognomies like mechanical capability possess the
possibility of affecting status organising mechanism in a job-oriented environment if the aptitude is relevant in particular ways to the job (Foddy & Smithson, 1996).

2.6.5 Personality

The style shows the dedication attributed in meeting the requirements of other people at their own needs expense. Individuals with this style are unassertive as well as cooperative in contrast to competing. Frequently, the accommodator is aware of when he/ she should give in to the other person although they can be persuaded in surrendering a position even when warrant is guaranteed.

When an issues matter most to other parties, accommodation becomes more appropriate especially if winning is not more valuable that peace or when an individual need to in a state that they can gather on this “favour” the other person gave. Nevertheless, individuals may not give favours in return and generally, this technique is doubtful to yield the best results.

Individuals inclining towards the style of collaboration attempt to achieve the requirements of all individuals involved. In this case, they are considered as collaborative as well as assertive. The individuals are extremely self-confident contrasting the contestants they collaborate efficiently acknowledging that each individual is essential. When in need of bringing together an assortment of standpoints to yield the best solution, this style is useful, where history of preceding conflict is evident within the group or during times when the present situation in much significant for a modest transaction. Collaborating may adopt the form that explores the conflict in a frank and an open way and lastly when exasperating to discover imaginative explanations to a problem.

Individual preferring a compromising style trying to find solutions that at least partly gratify everybody. In other circumstances, it means the individuals involved to make concessions or seek a middle-ground explanation. The objective is to seek a conjointly satisfactory explanation partly satisfying the individuals. Concession is essential when the conflict
expenses are higher than the expenses of losing ground, when opponents with equal strengths are at halt with a looming deadline. When individuals compromise, every individual partly meets the other individual demands. Negotiating at times means forfeiting essential requirements. It is not usual for the two parties to go away discontented from a negotiation.

2.6.5.1 PB and Personality Theory

Conferring to the Staat’s personality theory, three interactive repertoires contribute to the personality theory. Sensory-motor repertoire is the first of them, and it includes a sensory-motor abilities and attentional as well as social abilities. The language-cognitive is the subsequent repertoire whereas the third refers to as the emotional-motivational repertoire. Born infants lack the above repertoires and acquires them later by through multifaceted erudition thus possessing the aptitude of dealing with innumerable circumstances. Conferring to the repertoires, in individual’s life, by growing, the repertoires cultivate a BBR i.e. basic behavioural repertoire thus their life circumstances informs their morals constituting their disposition.

Consequently, PGB also deliberates the personality study that includes how it is affected, and its effects on people’s behaviour. Individuals have viewed disposition tests as important for their ability of predicting the exhibited behaviours. Testing also assist in identifying morals as well as the circumstances that yield them, assisting in making it possible to create those settings that yield anticipated morals and avert development of undesired comportments. Some important traits like being patient, accommodative and compromising portrays an individual’s behaviour and how the person can handle the various circumstances.

2.7 CONCEPTUAL FRAMEWORK

Influence of conflict resolution on employee motivation in airline industry.

Independent Variables
Leadership
- Right Timing
- Knowing Boundaries
- Respect Differences
- Confronting the tension

Education
- Emotional Awareness
- Attitude
- Mediation Skills
- Team work

Status
- Legitimacy
- Focus on Exchange
- Display Commitment
- Resist Aggression

Personality
- Accommodative
- Extraversion
- Collaborative
- Compromising

Employee Motivation Factors
- Job Satisfaction
- Targets, rewards & Incentives.
- Encouraging participation
- Enhanced communication

Dependent
CHAPTER THREE: METHODOLOGY

3.0 INTRODUCTION

This chapter sets out the research methodology that will be adopted so as to enable the researcher to attain the research objectives. The research design, the population of interest, sample volume and sampling methods design, data collection method, and data analysis techniques are discussed.

3.1 Research design

The researcher will use the descriptive research design for the study. As the name suggests, this design refers to a set of methods and procedures that describe variables. According to Emory and Cooper (1994), a descriptive study is used to determine who, what, when and how of a research topic which is a concern for this study. Descriptive research design will be chosen because it will enable the researcher to generalize the findings to a larger population. The descriptive research design approach will be credited due to the fact that it allows analysis of the relationship between variables (Creswell, 1999).

3.2 Population

According to (Mathafena, 2007) stated that population demote the potential subjects that possess the attributes in which the researcher is interested. The target population size will be done on one hundred respondents. The study will target the management and staff from the Kenya Airways. The company was selected because there it has elaborate systems on employee management and also since its employees are on duty round the clock working in shifts, there must emerging conflicts and also they need motivation to deliver well on their
duties. The study will seek respondents from the management personnel and staff members in the target airline. The population of this study will consist of a total of 10 management personnel and 40 staff respondents from different departments.

3.3 Sample and sampling technique

The sample size will be selected on a stratified random sampling, study participants will randomly select from various level managers who oversee the employees in executing their duties, the staff/employees will also be sampled in regard to reporting to their managers in Kenya Airways. This will result into a sample size of fifty (50) employees involved in conflict resolution i.e managers and staff thus eliminating the risk of unreliable responses if all departments of Kenya Airways were involved.

The term sample refers to a segment of the population selected for research to represent the population as a whole (Kotler and Armstrong, 2006). A good representative of the population which can also help in reducing sampling errors should be 50% on the total inhabitants. Therefore, study sample will be 50 respondents.

**TABLE 3.1: SAMPLING FRAME**

<table>
<thead>
<tr>
<th>Strata</th>
<th>Total population</th>
<th>Sample size</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle Management Personnel</td>
<td>20</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Staff members</td>
<td>80</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: (Kenya airways, 2017)*
3.4 Instruments.

In this study, the main data collection tool was used by the researcher will be a questionnaire. The advantage with this tool is that within a short duration of time was administered to a large group of respondents (Kombo and Tromp, 2006). Questionnaires are also generally preferred for this study because they ensure a wide range of respondent perception. The questionnaire consist both open ended question, with the closed question. Open ended questions was for in-depth information while the closed ones was easily be analyzed and understood. For the closed ended items on the questionnaire, responses was measured on a likert scale, eg.

1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree 5=Strongly Agree.

The questionnaire is divided into 5 sections, where section 1 comprises of the socio-demographic data; Section 2, Leadership; Section 3 Education’; section 4 will comprise of status and section 5 comprises items relating personality. The survey questionnaire items were self-administered to the targeted respondents in the target Kenya Airways Airline Company. Personal interviews with the respondents were used to compliment information derived from the questionnaire items. The researcher, developed an interview guide with a set of prepared questions and was also conduct un-structured interviews to gather information that may not have otherwise been anticipated during the construction of the data instrument.

3.5 Validity and reliability test

Validity is therefore an extent from which the instrument used in research process what it purports to measures. Mugenda and Mugenda (2003), Validity is the accuracy and meaningfulness of inferences which are based on the research results. In order to improve validity, experts used to validate the value content of the instrument then modifications made
where necessary. Information gathered were also be crosschecked with other secondary sources to ensure authenticity and accuracy.

The term reliability demotes to the consistency or rather the stability of the notch up obtained on tests and assessments modus operandi. According to Mugenda and Mugenda (2003) argue reliability is therefore a measure on degree to which a researchers’ instrument yields consistent results or data after repeated trials. To ensure reliability, Charles (1995), postulates that consistency from which questionnaires or the tested items results score remain comparatively in which the same determined along can be tested and retested method at two different periods. Therefore, this method involves administering questionnaire at an interval of one week as a pilot test to the same group and then comparing the two scores. Comments were made by the pre-testing respondents were used to adjust and improve the instrument.

3.6 Data collection procedure.

Data was gathered from side to side from administration of questionnaires to a side view of respondents taken from the a range of categories. The respondents were requested to fill the questionnaire as the researcher waits. This helps to reduce instances of non-responses. The questionnaires were also left behind and picked later helping to increase the proportion of usable responses. Follow-ups were made through telephone calls, e-mails and personal interviews to ensure a viable response rate for the examine. The inspections of questionnaires were mainly done to eliminate error and omission, vagueness, legibility and significance.

3.7 Data Processing and analysis.

For analysis, the questionnaire data will be coded and before entry. After coding, the data will be linked to the management and staff (target population as collected) and then entered
together with questionnaire data into a spread sheet then transferred to the SPSS 17.0 software for analysis.

For the purposes of identification and confidentiality, no names were used. For data description, the main statistical tools will be tables, graphs, percentage, frequencies, mean (median) and standard deviation. For relationships and/or association between variables, Chi square test was performed while for comparisons of quantitative variables may be performed.
CHAPTER FOUR

4.0 INTRODUCTION

Chapter four presents the raw facts and figures collected on field and therefore it is divided into five sections; Demographic data of respondents influence of leadership, education, status quo and personality on conflict resolution. The study took place at Kenya Airways where the researcher got the data.

4.1 DEMOGRAPHIC INFORMATION

The personal information of the respondents was sort to establish the personality in relation to the study in knowing the quality and reliability of information given. In this regard the researcher was interested to know of the gender, age, education level, duration of service and the position one has at Kenya Airways.

4.1.1 GENDER

The researcher sought the views of fifty respondents where thirty were female and twenty were male. All the respondents were well versed with the conflicts going on at Kenya Airways and therefore convenient for the study.

Table 1: Gender

<table>
<thead>
<tr>
<th>Age of respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Male</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Table above of gender was female respondents were more than male and indication that there is a possibility of having more female than male employees at Kenya Airways.
4.1.2 Age

From the data collected, age of the respondents was analyzed and the following was the data obtained;

Table 2: Respondents age

<table>
<thead>
<tr>
<th>Age of respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25 years</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>26-35</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>36-45</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>46-55</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>56 and Above</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

The airline is dominated by the young and middle age according to working age. Most of the respondents fall between Under 25 years which are a very productive age in workforce.

4.1.3 Education qualifications

The researcher wanted to know the education level of the various respondents within Kenya airways. It must be noted that the research wanted to institute the kind of individuals in terms of academics that the airline employ. During the consideration of the data, in getting contrary views on the topic under study. The researcher therefore categorized the respondents into different academic levels starting from the lowest to the highest qualification (Secondary school level \ O level certificate, Diploma, Undergraduate and post-Graduate level). The table below presents the information about the academic qualifications of the respondents.
Table 3: Academic qualifications

<table>
<thead>
<tr>
<th>Respondents level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary school level\ O level Certificate</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>23</td>
<td>46</td>
</tr>
<tr>
<td>Post- Graduate</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

It is evident from the data that the airline employees majority at an undergraduate level, this suggests that those with post graduate level may have achieved it while at the airline as their personal career advancing initiative but not as the basic requirement by the company. The diploma holders may have been considered due to the experience acquired elsewhere that Kenya Airways needed at that particular time.
4.1.4 Period of service

In regard to this section, the researcher’s aim was to establish the period of service the individual respondents had rendered to Kenya Airways. This is relevant as it points out clearly the experience an individual has with the airline and therefore determine the knowledge an individual has on conflict resolution in the company. The data obtained is represented in the bar graph below:

**Table 4: Period of service**

<table>
<thead>
<tr>
<th>Period of Service</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>5-10 years</td>
<td>29</td>
<td>58</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

It can be noted that the airline has more employees served for between 5-10 years as a majority indicating that it is possible that employees move to other companies after gaining experience and others may have been affected by ongoing retrenchment at Kenya Airways. This retrenchment would be affecting mostly the long serving employees.

4.2 LEADERSHIP ON CONFLICT RESOLUTION AND MOTIVATION

4.2.1 Timely conflict resolution

The examiner wanted to know if the management/leadership handles the conflicts timely to avoid things going out of proportion and the data obtained from the shown on the table below:
Table 5: Timely conflict resolution.

<table>
<thead>
<tr>
<th>Respect of individual affairs</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

The information gathered according to majority showed that the response system to conflicts is slow and therefore the conflicts at the Kenya airways Company are delayed which can be dangerous especially on the performance of employees.

4.2.2 Impact of solving a conflict early on employs’ motivation

There was need to know how solving of the conflict early affects the motivation and the performance of employees at Kenya airways. The respondents had the following data as tabulated in the table below:
Table 6: Early conflict resolution impact.

<table>
<thead>
<tr>
<th>Early response impact</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great impact</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Normal impact</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Less impact</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>No impact</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

It is agreeable that there is impact on the motivation and performance of employees when the conflicts are dealt with early according to the above presented data. This would mean that performance of employees would not be so much affected negatively but instead will increase due to trust developed to the leadership of the company by employees.

4.2.3 Conflict resolution process respect personal affairs

This was to find out the if there is consideration of the personal issues and affairs of the individual as private and confidential and therefore the providers of conflict resolution
displays leadership in not contravening this important aspect in resolving conflicts. Those interviewed provided the following feedback;

Table 7: Respect of individual affairs

<table>
<thead>
<tr>
<th>Respect of individual affairs</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>48</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

On data presented on top, most of the respondents did not agree that there is normally respect for individual affairs when coming with resolutions to the affected parties. This therefore means that the management infringes on the personal affairs of individuals, which can lower the self-esteem and demoralize performance of employees. Though there is an attempt to respect that privacy according to the few who agreed to it.

4.2.4 Conflict resolution procedure considering differences causing the conflict

Conflict occurs due to differences which can be on ideas, status, resources etc. The leadership that would be involved in the resolution should therefore first respect the differences that brought about the conflicts so as to enable the parties/individuals involved to accept the process of resolution. The study therefore was to identify how the leadership at Kenya Airways handles this situation and the following responses were recorded;
In this case those agreeing to the consideration being effected less but substantive to be ignored. This means that there are efforts to consider the differences though in most circumstances was overlooked. Those who did not agree are slightly higher and so that could be the more sources of conflict and sometimes immunity to resolution.

4.2.5 Management confronting the tension caused on fair judgment

Conflicts in most cases results into tension that has to be well handled to be contained. Confronting the tension by management should be tactful and objective to ensure effective
resolution. The researcher wanted to know if the management or leadership handles tension in a way to ensure a fair judgment. The respondents had the following as indicated in the table below

**Table 9: Confronting tension with fairness**

<table>
<thead>
<tr>
<th>Confronting tension with fairness</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2017)*

On data presented, confronting of the tension is still not well done by the management since majority feel that the fairness needed in dealing with the tension is not yet convincing though it is done according to the other considerable number of respondents.

**4.2.6 Conflict on the company when arise are resolved amicably**

Conflict when arise at the company is resolved amicably by the top management. The researcher wanted to know if the management or leadership resolves conflict amicably without any biasness. The respondents had the following as indicated in the table below

**Table 10: Conflict on the company when arise are resolved amicably**

<table>
<thead>
<tr>
<th>Conflict on the company when arise are resolved amicably</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>28</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>16</td>
</tr>
</tbody>
</table>
From the data presented, confronting of the tension is still not well done by the management since majority feel that the justice needed in resolving conflict as they arise in the company.

**4.3 INFLUENCE OF EDUCATION ON CONFLICT RESOLUTION**

**4.3.1 Important life skills training to deal with conflict resolution done at Kenya Airways**

The interest here was to find out if there life skills are done to employees to prepare them in dealing with challenges they can encounter at work more specifically on conflict resolution.

On the rated scale, the respondents had the following to give;

**Table 11: Life skills training (conflict resolution)**

<table>
<thead>
<tr>
<th>Life skills training (conflict resolution)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)
It was noted that life skills on how to handle conflicts has not been done at the airline company under study from the majority. 20% responded in acknowledging that it is has not done which can be a possibility that the few individuals taken through the training are managers or those in leadership but not all staff members.

4.3.2 The airline company initiates more training of its staff

It was important to know that Kenya airways initiated more training for its staff was of major focus and the response on the topics were as follows;

Table 12: The airline company initiates more training

<table>
<thead>
<tr>
<th>The airline company initiates more training</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>33</td>
<td>66</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
It was evident that it was important to know that Kenya airways initiated more training for its staff was of major focus and the response employees at Kenya Airways disagree on conflict resolution. However a significant number termed conflict mitigation topic as the one mostly focused on foe those ones taken through the trainings.

4.4.4 Training assists in resolving conflict resolution

Some constructs were tested to establish what whether training assists in resolving conflict resolution at Kenya Airways. The following were used to measure that and the respondents were recorded;

Table 13: Training assists in resolving conflict resolution

<table>
<thead>
<tr>
<th>Training assists in resolving conflict resolution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)
The company focuses mostly on training assists in resolving conflict resolution in conflict resolution matters. 70% of the Staff was for agreeing that training assists in resolving conflict resolution in conflict resolution matters according to the data obtained from respondents.

4.4.5 Kenya airways employees have conflict resolution strategies and expertise

Provisions of these at Kenya airways employees have conflict resolution strategies and expertise on conflict resolution. There was therefore the need to know what happens at Kenya Airways. The views of those interviewed on this were as follows;

Table 14: Employees have conflict resolution strategies and expertise

<table>
<thead>
<tr>
<th>Employees have conflict resolution strategies and expertise</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

The company focuses mostly on Kenya airways employees have conflict resolution strategies and expertise in conflict resolution. 56% of the Staff was for agreeing that employees have conflict resolution strategies and expertise in conflict resolution according to the data obtained from respondents.
4.5 INFLUENCE OF STATUS QUO ON CONFLICT RESOLUTION FOR EMPLOYEE MOTIVATION

4.5.1 Use of force or coercion to resolve conflict

Conflict resolution maintains the status quo and therefore employees can be forced or coerced to resolve their differences. Therefore the study was to know if this style is used at Kenya airways. The data tabulated were as follows;

Table 15: Force/coercion for conflict resolution

<table>
<thead>
<tr>
<th>Force/coercion for conflict resolution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>No</td>
<td>42</td>
<td>84</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

![Pie chart showing force/coercion for conflict resolution with Yes at 16% and No at 84%](chart.png)

Source: Author (2017)

Majority objected that force or coercion is not used to resolve conflicts in at the company while again a considerable number agreed to it being applied.
4.5.2 Existence of biasness on conflict resolution

It was to find out that there is existence of biasness on conflict resolution. Those involved disagree to that there was existence of biasness on conflict resolution. The employees of Kenya Airways that were interviewed indicated the following;

Table 16: Existence of biasness on conflict resolution

<table>
<thead>
<tr>
<th>Existence of biasness on conflict resolution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>44</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Majority of those who respondent disagree there was existence of biasness on conflict resolution. The smaller percentage of 10% did agree to it and 12% strongly agree.

4.5.3 Is there fair hearing before judgment

It was to find out that there is fair hearing before judgment on conflict resolution. Those involved agree to that there was fair hearing before judgment on conflict resolution. The employees of Kenya Airways that were interviewed indicated the following;

Table 17: Is there fair hearing before judgment

<table>
<thead>
<tr>
<th>Is there fair hearing before judgment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>60</td>
</tr>
</tbody>
</table>
Majority of those who respondent agree there is fair hearing before judgment on conflict resolution. The smaller percentage of 16% did agree to it and none were for strongly disagreeing.

4.5.4 Open door policy for contacting any manager any time

It was to find out that Open door policy for contacting any manager any time on conflict resolution. Those involved agree to that Open door policy for contacting any manager any time on conflict resolution. The employees of Kenya Airways that were interviewed indicated the following:

Table 18: Open door policy for contacting any manager any time

<table>
<thead>
<tr>
<th>Open door policy for contacting any manager any time</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>86</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Majority of those who respondent agree there is Open door policy for contacting any manager any time on conflict resolution. The smaller percentage of 14% did disagree to it and none were for strongly disagreeing.
4.6 INFLUENCE OF PERSONALITY ON CONFLICT RESOLUTION FOR EMPLOYEE MOTIVATION

4.6.1 Managers or bosses accepting mistakes during conflict resolution

Those in authority need to accept mistakes committed in conflict resolution in order to make the process effective and amicable. The study was therefore to also find out if the managers at Kenya Airways take responsibilities of their own mistakes in resolving conflicts. The following was the data gathered;

Table 19: Managers or bosses accepting mistakes during conflict resolution

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>No</td>
<td>41</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

Majority at 82% objected that those in authority never accept the mistakes due to possibly their personal ego and therefore this becomes the challenge for resolving conflicts that may especially be between a staff member and a manager.

4.6.2 Personality of managers influence the way they handle conflict resolution process

It was noted that personality of managers influence the way they handle conflict resolution process. The study was therefore to also found out that personality of managers influence the way they handle in resolving conflicts. The following was the data gathered;

Table 20: Personality of managers influence the way they handle conflict resolution

<table>
<thead>
<tr>
<th>Personality of managers influence the way they handle conflict resolution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strongly agree  30  60
Agree  15  30
Disagree  2  4
Strongly disagree  3  6
Total  50  100

Source: Author (2017)

Majority at 60% supports, strongly agree personality of managers influence the way they handle conflict resolution process. A relatively lower percent of 6% were for strongly disagreeing and 4% disagree.

4.6.2 Suggestion and recommendation towards conflict resolution for employee motivation

It is normally important to consider some aspects in solving conflicts e.g considering all the involved parties as important, explore disagreements openly, creativity to find solution, assertiveness etc.

The researcher therefore wanted to know the above named aspect is considered at Kenya Airways;

Table 21: Suggestion and recommendation towards conflict resolution

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>No suggestion</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Union &amp; management</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Fairness in resolution</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
It is important to note from the respondents that some very important considerations and recommendation are not taken serious as the airline company under study to resolve conflicts according to the response obtained. This means that the airline company does not take conflict resolution strategies seriously.
CHAPTER FIVE

5.0 INTRODUCTION

Chapter five presents the precis of what were, obtained in chapter four divided into sections as the summary, conclusion from the summary and then recommendation derived from the conclusion.

5.1 SUMMARY

The respondent’s gender involved female were more than male though with not much difference. The age of the employees at Kenya Airways noted to be between 26 to 40 years majority being young. On the academic qualifications, majority of them were undergraduates then those with post-graduate being more than diploma holders are.

The services period offered at the company realized as majority being between more than 10 years, few worked there for more than 1-5 years

Leadership on conflict resolution

Leadership response to conflict resolution is slow and therefore causes delayed conflict resolution. It were noted that timely and early conflict resolution impact on motivation and performance of employees. The leaders do not consider the personal respect and privacy when handling conflicts. Also confronting tension caused by the conflicts by the leaders or managers not well handled though some efforts noticed to engage. It was noted that biasness in conflict resolution was at a higher alert.

Education on conflict resolution

There was confirmation that like skills that are necessary to equip the staff with conflict resolution strategies not done at the airline company. Those very few who agreed to it would be managers.
Those few who agreed on the above are possibly the same who confirmed that there are specific focus areas of training like conflict mitigation strategies otherwise majority did not know any existence of such focus areas. Among many aspects of trainings and conflict resolution enhancers, only team building and strict company rules were identified to be used but other important aspects like staff counseling not a priority. Therefore, little is done to prepare those in management with skills to handle conflict resolution on employees.

**Status quo on conflict resolution**

The company does not use status force or coercion to as conflict resolution tool. There is use of legitimate reasons to the parties to bring them to consensus and the conflict resolved.

**Personality on conflict resolution**

The individuals in authority never accept mistakes that one has committed to cause the conflict especially involving manager and staff. The company does not consider seriously important considerations like exploring individual disagreements openly; creativity to find solutions to conflicts, being assertive etc.

**5.2 CONCLUSION**

It can be noted that the female were more than male respondents. Their age was of the middle working class category majority of them being young and therefore can be the reason for having again majority of them with undergraduate level of education.

Post graduate are few who could possibly form the better part of management. Most of those served for a time of more than 10 years are majority showing that most of those who had worked there for more than 10 years are the ones mostly retrenched in its cost cutting strategy.

**Leadership on conflict resolution**

The slowness on handling conflicts timely is attributed to ineffective leadership and therefore resulting into delayed resolutions that can be dangerous to the motivation and performance of employees.
When handling conflicts leaders do not respect the private and personal life of an individual and which can fuel the conflict instead of providing the solution. The managers or leaders fail to confront tension caused by conflicts and lead to actions like strikes that are experienced at the company.

**Education on conflict resolution**

The necessary life skills needed to equip the staff with conflict resolution strategies are only offered to managers and therefore leaving the larger population without skills that could be important in helping them sort some small conflicts within without necessarily involving the management. Also it is only the management that benefits from the specific training focused areas like conflict resolution mitigation strategies. Its only team building and strict company rules that are given focus in enforcing conflict resolution and leaving out other very important aspects like staff counseling.

There is also little interest in preparing those in management with skills to handle conflict resolution on employees.

**Status quo on conflict resolution**

There are legitimate reasons that are agreeable to both parties in conflict to mitigate conflict than use of force or coercion that the company does not consider.

**Personality on conflict resolution**

Those people in authority are reluctant to take responsibilities that caused the conflict especially when it involves a junior staff. There is also laxity in considering important conflict resolution aspects like exploring disagreements openly at individual level, creativity to find solution and then being assertive to individuals to control conflicts.

**5.3 RECOMMENDATIONS**

Kenya Airways should consider retaining employees for more than 10 years to have even those members joining have that sense of belonging than having majority exit due length of service
Leadership on conflict resolution

Leadership should be structured and develop mechanism to handle conflicts timely to motivate employees and have them trust the leadership. This will also reduce time and resources wastage on solving conflicts when things are out of hand.

Leaders should also respect the privacy and personal affairs of individuals as long as it’s not part of what is causing conflict to have them feel respected and so motivate performance.

Education on conflict resolution

The skills needed for conflict resolution should be extended to other staff members to help reduce cases arising from conflict and not getting amicable solution due to lack of skills in mitigating the conflicts.

The company should come up with strategies to equip the management with special skills on how to handle conflicts of different magnitudes.

Status quo on conflict resolution

There is need for the management or company to develop other ways and methods for conflict resolution other than having legitimacy alone on status quo.

Personality on conflict resolution

The company policy need to be followed to ensure everyone takes responsibility regardless of the position on holds to promote fairness that is very necessary for employee motivation and performance.
REFERENCES


Appendix I: Letter to the Respondent

Management University of Africa
School of Management
MUA,
Dated ______________________

Dear Sir/Madam,

Re: A Research on the influence of conflict resolution on employee motivation in airline industry.

I am undertaking a Bachelor degree in Business administration at the school of management, MUA. Currently I am undertaking study on the influence of conflict resolution on employee motivation in airline industry.

I hereby request you to provide information on the data collection form. The result of the report is will be treated with confidential and it’s mainly for the purpose of academic. I will be very glad and appreciate a lot on your corporation in assist on academic project.

Thank in advance

Yours truly

Jacinta Wanjira
RESEARCH QUESTIONNAIRE

SECTION A: DEMOGRAPHIC DATA/PERSONAL CHARACTERISTICS

1) Gender  
   Male [ ] Female [ ]

2) Your age bracket (Tick whichever is appropriate) 
   Under 25 years [ ] 26 – 35 [ ]
   36 – 45 [ ] 46 – 55 [ ]
   56 and Above [ ]

3) What is your education level? (Tick as applicable) 
   [ ] Secondary school level/O level Certificate
   [ ] Undergraduate
   [ ] Diploma
   [ ] Post- Graduate
   [ ] Others: specify ………………………………………………….

4) Years of service/working period at Kenya Airways (Tick as applicable) -
   1-5 years [ ] More than 10 years [ ]
   5-10 years [ ]

SECTION B: CONFLICT RESOLUTION ON EMPLOYEE MOTIVATION

(A) LEADERSHIP ON CONFLICT RESOLUTION AND MOTIVATION

5) Does your management handle the issues on staff conflicts promptly?
   a. Strongly agree [ ] b. Agree [ ]
   c. Disagree [ ] d. Strongly disagree [ ]

6) What extent of impact does prompt resolution have on your level of staff motivation?
   a. Great extent [ ] b. To some extent [ ]
   c. little extent [ ] d. No extent at all [ ]
7) The conflict resolution processes do infringe on your personal life.
   a. Strongly agree ☐ b. Agree ☐
   c. Disagree ☐ d. Strongly disagree ☐

8) Conflict resolution procedures separate personal life and workplace life
   a. Strongly agree ☐ b. Agree ☐
   c. Disagree ☐ d. Strongly disagree ☐

9) Management confront the tension caused on fair judgment.
   a. Strongly agree ☐ b. Agree ☐
   c. Disagree ☐ d. Strongly disagree ☐

10) Conflict at Kenya Airways arises it resolved amicably by the top management.
    a. Strongly agree ☐ b. Agree ☐
    c. Disagree ☐ d. Strongly disagree ☐

(B) INFLUENCE OF EDUCATION ON CONFLICT RESOLUTION

11) Does important life skills training deal with conflict resolution done at Kenya Airways?
    i) Yes [ ] ii) No [ ]

12) Kenya Airways initiate more training for its staff
    a. Strongly agree ☐ b. Agree ☐
    c. Disagree ☐ d. Strongly disagree ☐

13) Training assists in resolving conflict resolution?
    a. Strongly agree ☐ b. Agree ☐
    c. Disagree ☐ d. Strongly disagree ☐

14) Kenya Airways employees have conflict resolution strategies and expertise on conflict resolution
    a. Strongly agree ☐ b. Agree ☐
    c. Disagree ☐ d. Strongly disagree ☐
(C) INFLUENCE OF STATUS QUO ON CONFLICT RESOLUTION FOR EMPLOYEE MOTIVATION

15) Do you think use of force or coercion can be used to resolve conflict?
   i) Yes [ ]   ii) No [ ]

16) There is existence of biasness on conflict resolution in your organization
   a. Strongly agree [ ]   b. Agree [ ]
   c. Disagree [ ]   d. Strongly disagree

17) Do you think both sides are given fair hearing before judgment is done?
   a. Strongly agree [ ]   b. Agree [ ]
   c. Disagree [ ]   d. Strongly disagree

18) Does Kenya airways has an open door policy were every employee has a right to call any manager any time?
   Give your opinion,
   ………………………………………………………………………………………………………
   ………………………………………………………………………………………………………
   …………………

(D) INFLUENCE OF PERSONALITY ON CONFLICT RESOLUTION FOR EMPLOYEE MOTIVATION

19) Do your Managers or bosses accepts mistakes during conflict resolution
   i) Yes [ ]   ii) No [ ]

20) Do the personality of managers influence the way they handle conflict resolution process?
   a. Strongly agree [ ]   b. Agree [ ]
   c. Disagree [ ]   d. Strongly disagree [ ]
21) Please give suggestion/recommendation towards conflict resolution for employee motivation in the airline industry in Kenya

THANK YOU FOR YOUR TIME AND COOPERATION