

**AN ANALYSIS OF CONFLICT MANAGEMENT IN RELATION TO
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KENYA PORTS
AUTHORITY**

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DECLARATION

This project is my original work and has not been presented for the award in any other University or institution. No part of this research should be reproduced without the Author’s consent or that of the Management University of Africa.

Signature..... Date.....

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DIR/7/00040/1/20

This research project has been submitted for examination with my approval as university supervisor

Supervisor’s Declaration

Signature..... Date.....

David Okoth

The Management University of Africa

DEDICATION

I do dedicate this project to my wife and our two adorable children, Ann Kelly and Eleanor for their continued moral, social and spiritual support which has been my beacon of hope to soldier on even at the times I have felt like giving up. May the Lord bless them and lots of love.

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ABSTRACT

The study's main objective was to establish the analysis of conflict management in relation to organizational performance of Kenya Ports Authority. The study was guided by the following specific objectives: To determine the effects of Collaboration management on the performance of Kenya Ports Authority, to establish the effects of Mediation on the performance of Kenya Ports Authority and to determine the effects of negotiation on the performance of Kenya Ports Authority. The literature review indicated that's that 65 percent of performance problems result from conflict managements between employees, results to huge expenses in the organizations. However, he states that resolved office conflict signifies the largest decreased cost in many businesses, yet it remains largely recognized. This study used descriptive research design. The target population of this study consisted of selected departments of Kenya Port Authority and the numbers of staff was 140. The researcher used 30% of the target population to obtain a sample size of 23 respondents. In the collection of data both primary and secondary data collection were adopted. The researcher administered questionnaires to employees who were selected using the convenient sampling technique. The secondary data was gathered from reading books, journals that contain information that is related to analysis of conflict management in relation to organizational performance of Kenya Ports Authority. The qualitative data from secondary sources was analysed using content analysis and logical analysis techniques. The techniques of analysis and interpreting data such as: Tabulation, Bar graphs, Pie charts and percentage was used to present the findings. The findings of the study revealed that collaboration management influenced Kenya Ports Authority Organizational performance positively. The study concluded that there was a strong positive relationship between Collaboration management, Mediation and Negotiation practices on Organizational performance in Kenya Ports Authority. The researcher recommended enough measures to be put in place to ensure there was continuous improvement in Organizational performance of Kenya Ports Authority.

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ACRONYMS AND ABBREVIATIONS

KPA	Kenya Ports Authority
TT	Transformational Theory
GDP	Gross Domestic Product

OPERATIONAL DEFINITION OF TERMS

- Collaboration** This is a collaboration management style of managing office conflict is where all the parties involved in conflict put their differences together and arrive at a common solution where each party mutually benefits (Levine, 2015).
- Mediation** Mediation is office conflict solving method in which a neutral mediator assists the parties through constructive discussions and negotiations of their issues in order to reach a mutually acceptable resolution (Amegashie, 2016).
- Negotiation** Negotiation is a process whereby two conflicting parties each with different opinions, different goals and objectives attempt to reach a mutually satisfactory result on a matter of common concern (Amidu, 2015)

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter highlight and gives the introductory section of the study topic by focusing on the background of the study. The statement of the problem, research objectives and justification of the study as well as the scope and summary of the study were covered.

1.1 Background of the Study

Conflict resolution involves the implementation of other plans and actions to reduce conflict in the organization. An increase in office warfare reduces workflow and organizational performance (Edwin, 2017). As such, management teams help teams develop the skills to resolve conflicts by reducing office disputes and creating awareness about the types of office disputes that exist and communicate effectively when opposed to co-operation. When inconsistencies in office within the organization are reduced or reduced, they reduce the level of employee dissatisfaction, increase employee turnover and business output, for the organization to achieve goals and objectives. For all organizations to be successful and achieve their goals there must be a level of conflict. Office tensions arise when there is disagreement over interests, perspectives, lack of freedom, status and resources (Esquivel & Kleiner, 2018).

For each organization, there is a level of conflict that is considered to be very effective as it helps to deliver good results. When the amount of resistance is too high which is not important, the system suffers. As a result, skills and change is complex, and the organization may be struggling to adapt to change in its environment. Again, organizational performance is also threatened when conflict is at the grassroots level (Beardwell & Claydon, 2018).

Conflict resolution involves the implementation of alternative strategies to eliminate conflict bias, increase conflict responses and improve efficiency and effectiveness in an organized environment (Edwin, 2017). In addition, management teams work to enable teams to develop skills for resolving conflicts, such as managing managers, seeking to know about types of disputes, and effective communication with team members. As a result, management, once implemented within the organization, reduces staff dissatisfaction, increased employee turnover and absenteeism and increases productivity, skills and competencies, for the organization to gain managerial management (Garcia 2019).

Organizational conflicts can be seen as conflicts that arise when the interests, goals or personalities of different people or groups do not mutually exclude each other. This results in

situations and tensions to achieve their goals (Henry, 2015). Conflict arises in groups due to a lack of freedom, status and resources. People who value independence are often opposed to the need for cooperation and, to some extent, harmony within the group. People seek power so that they compete with others for position or position within the group. And again, Adomi and Anie, (2017) argue that the debate is a fact in the organization as long as people compete for jobs, resources, power, identity and security. Conflict has negative and positive consequences in an organization, but if properly refined, the outcome can be used to promote organizational structure and build partnerships between employees (Hotepo, 2016).

Many people see conflict as a negative force in the success of an organization or in achieving common goals and creating mistakes for another group, but it can also lead to positive consequences in the context of conflict. The result of the conflict is: improving the quality of choices, encouraging participation in discussions and building team cohesion. Recent research has shown that conflict management helps people deal with reality and create new solutions to complex problems. When conflict is properly managed, it breathes life and strength into human relationships and makes people more prosperous. Conflict is also important for true integration, empowerment and full autonomy. It enables people to express their concerns and opinions and responds to a wide range of perspectives. The result is that they have become united and committed (Garcia 2019).

Robinson, (2017) argues that resolving conflict to constructive action is the best way to resolve instability in an organization. When a conflict arises, we must be able to handle it properly so that it becomes a positive force, not a negative force that can threaten a person or group. Conference management doctrine states that the quality of power management should be in any organization. Conflict resolution systems must be integrated into the organizational process and the integration must take place at the highest level of the organization, rather than working together. The attack on the system is a human process carried out by the development process. The process begins with analysis and questioning, design, performance and analysis (Ford, 2018). Thus, the Kenyan port authority is an organization free from conflict situations, provided the human object is part of the natural resources.

The Port of Mombasa is a state parastatal under the management of Kenya Ports Authority (KPA) which is also charged with the mandate of managing all other ports along the Kenyan coastline.

KPA is one of the largest companies in the country and a supplier of maritime trade in the East and Central African region. Its path of leadership is guided by its vision of a "global-lower electoral system". The mission is to drive and promote global maritime trade by providing competitive port services (KPA, 2019). The station is equipped to handle a wide range of goods, including heavy loads, water containers and sacks, brakes, including metal and metal products, motor vehicles, machinery and equipment in containers.

KPA believes it is the best course in the world with the aim of promoting and promoting global maritime trade and providing competitive portal services. To achieve this vision and mission, KPA has set key goals that include: improving management, operations and financial performance; upgrading, rehabilitating and maintaining the station's facilities and facilities to meet customer needs, upgrading the Nairobi port as the first route to the Great Lakes area and also serving the Horn of Africa; maintaining and promoting a clean, safe working and rewarding environment; the integration of the work of the Nairobi station in the development vision of the Republic of Kenya and the region; and the effective implementation of corporate governance practices (Mwikali & Kavale, 2019).

1.2 Statement of the Problem

Dana (2018) pointed out that 65 percent of performance problems caused by conflict resolution between employees result in large sums of money in organizations. However, he pointed out that the improved office system is showing a slowdown in many businesses, but it is still widely known.

However, other studies conducted by different groups have confirmed the increasing importance of conflict resolution in organizations. A study by the Center for Effective Dispute Resolution shows that 40 per cent of disputes are related to good business practices and that UK business disputes cost billion 3 billion businesses annually. Production suffers if the tension of management conflicts persists, for example, a 25 percent reduction reduces the average work week to less than 20 hours (Cram, 2018).

Research findings show that up to 30 percent to 70 percent of the time a manager spends simply working with employees in conflict resolution (Taylor, 2019). According to various analysts, the workplace becomes toxic and financial, and taxes can be dangerous to the operations of the organization. Furthermore, there are very few books on conflict management in organizations and especially in the Kenyan context. This study on the outcome of conflict management rather than organizational performance helped fill this gap.

1.3 Objectives

To analyse the conflict management and its effect in relation to organizational performance at the Kenya Ports Authority.

1.3.1 Specific Objectives

1. To determine the effects of collaboration management in relation to organizational performance of Kenya Ports Authority.
2. To establish the effects of mediation in relation to organizational performance of Kenya Ports Authority.
3. To determine the effects of negotiation in relation to organizational performance of Kenya Ports Authority.

1.4 Research Questions

1. What is the effect of collaboration management in relation to organizational performance of Kenya Ports Authority?
2. What is the effect of mediation in relation to organizational performance of Kenya Ports Authority?
3. What is the effect of negotiation in relation to organizational performance of Kenya Ports Authority?

1.5 Significance of the Study

This study will be of great benefit to both the private sector and government agencies. This study provides ways in which the organization can resolve conflicts in the offices and other departments in the organization. This study also assists managers to create a conflict resolution system to resolve inconsistencies from employees. The study will also raise the government's interest in recognizing the need to provide adequate resources to organizations to reduce the level of office inequality in these institutions, especially the port city of Kenya. This study also provides an excellent overview of organizational arrangements to guide resources in a practical way to reduce office conditions in operations. This course is expected to be of great value to students and staff in areas of conflict resolution, PR and public administration. This study will also be useful for researchers for further studies.

1.6 Scope of the Study

The study will be based on the conflict management on the performance of Kenya port authority. It will be guided by specific objectives which include collaboration management or win-win situation, mediation and negotiation to measure the performance of the organization. The study targets only selected number of employees of the Kenya Ports Authority and a descriptive research design will be used and the data will be collected by use of questionnaires. The study is expected to be carried out within the three months.

1.7 Chapter Summary

The chapter highlighted key aspects on conflict management at the organization with close analysis of the objectives such as the effects of collaboration management in relation to organizational performance and the impact of mediation on performance. The statement of the problem was also keenly stated, significance, scope and the study population were other aspects analysed. The timeline of the research was also given in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter will cover the literature review on what the research will be all about. I will discuss in details the relationship between the independent variables and the dependent variables. It will cover the conceptual framework, theoretical framework where it will discuss some theories related to this study. It will also focus on the empirical literature of the study.

2.1 Theoretical Literature Review

Theories in literature are used to bring out the meaning and understanding as well as explain or predict facts. More often than not the question, extend and challenge the existing knowledge within the field and scope of the writing. And the theoretical literature review here introduces and describes those theories which explains why the research problem being studied do exists. Various theories are reviewed as in accordance to the research study objectives. The social interdependence theory asserts that the action to provide remedy does not hold and matter since the individual is independent and their action cannot influence the goals others aspire for. Thomas Kilmann's theory however, on the other hand asserts that the management styles is the most relevant to the subject matter and goes further to explain that this affects the employee's satisfaction. Also, the transformational theory was used to depict the fighting back of the management and is seen as part of promoting relationship in the organization. Disputes are resolved through this.

2.1.1 Social Interdependence Theory

The theory of Johnson's social interdependence theory (1989) argues that remedial action does not matter if individuals are independent, because their actions cannot influence the goals of others. However, when people are supportive, the idea of teamwork and competition becomes more relevant to the way parties work (Deutsch, 1849; Tjosvold, 1985).

More importantly, management is a way in which people see their goals as interdependent relationships, so that achieving an individual's goal increases the likelihood of achieving others' goals. Conflict resolution is combined with effective communication, friendships and helpfulness, sharing of power and division of labor. Conflict of interest is an agreed problem that is solved by partnerships, and reconciliation (Deutsch, 2006) in contrast, conflict resolution that occurs in a competitive environment is characterized by increasing negative differences between people's goal to achieve. An important topic of interpersonal communication theory

is how participants' strategies are shaped by the way they interact and the pattern of interaction determines the outcome of the situation.

2.1.2 Thomas-Kilmann Theory

This study adopted the teaching of Thomas-Kilmann (established by Kenneth W. Thomas and Ralph H. Kilmann in 1976) to examine the styles of contradiction developed by Rahim in 1976 (Miller, 2017: 197; Robbins, 2017). Thomas' management style is most relevant to the subject, as the issue of management affects staff satisfaction. These styles differ depending on their legal requirements and relationships, depending on the level of co-operation and self-reliance (Mbithe, 2013). The implication of this theory is that there are five ways to resolve disputes that will fall into different areas of responsibility. The Thomas-Killman weapon begins with the first two steps of resolving conflict, self-defense, and solidarity (others).

2.1.3 Transformational theory

Transformation theory, fighting management is seen as an important part of promoting relationships, organizations and society. Office disputes arise when there is a marked difference between the actual situation and the way we handle things, and through dispute resolution progress is made in the way things should be. Addressing instability can bring about needed change and growth. Transformation strategies against management focus not only on solving the existing problem, but on examining the causes of the relationship and the relationship and identifying solutions and influences and conflicts. The focus is on changing the relationship of long-term benefits to organizational performance.

2.2 Empirical Literature Review

Although there are many studies on the impact of dispute management and governance on organizational performance, the specific and relevant findings of additional relevant documents are shown below.

Beheshtifar and Zare (2013) conducted a political study on conflict resolution regions is a major factor in organizational failure. The results of this study showed that the main source of organizational management is the lack of resources. And Henry (2015) conducted a technical study on the system of power management and its impact on organizational performance. The method used was a case study. The sample selected for this study was single and 30 managers of government departments, public and private enterprises in Gaborone. The overall response rate was 65.4%. The findings of the study also show that the main reasons for organizational

management are limited and consistent. The most important type of conflict resolution is conflict resolution, followed by the middle class type of conflict resolution, and the outcome of conflict resolution in organizational performance, negative and positive.

2.3 Summary and Research Gaps

Previous analysis had similar thoughts. Many of them have identified the causes of office conflict: limited resources, different perspectives, ideas, and conflicting goals. And the findings from the research findings suggest that the competitive design styles used by different organizations vary depending on the context in which the organization is located. Findings from technical studies also suggest that the outcome of dispute resolution in a meeting may be positive or negative, depending on the ability of supervisors in resolving office disputes. This course then outlines a research approach, based on the theory and the debate to act. This study revealed the following gap: There was no research on the impact of conflict in organizational reform.

There has been a growing interest in conflict management in recent years. First, the research promoted interest in dispute resolution mechanisms and methods, which in the past may have included mediation mechanisms to resolve office disputes that occur in the workplace, such as discrimination, low pay and delays, strict rules and harassment by managers. There is great interest in the need for organizations to move to higher-performance services (Awan & Anjum 2015).

Workplace culture and systems with a small workforce, well-defined roles, detailed rules, heavy work ethic, and management decision-making, power and governance are no longer viable as they promote conflict in office (Dreu, 2017). A high level of work reinforces the project management as the cornerstone of good organizational performance.

2.4 Conceptual Framework

A conceptual framework refers to a structure that represents the relationship between the selected variables and shows the relationship graphically and by use of diagrams. Conceptual framework provides a picture or display of how the ideas of the study relate to each other, (Orodho, 2019). This study will seek to establish the analysis of conflict management in relation to organizational performance of Kenya Ports Authority and the main variables will be conceptualized as shown in the following figure:

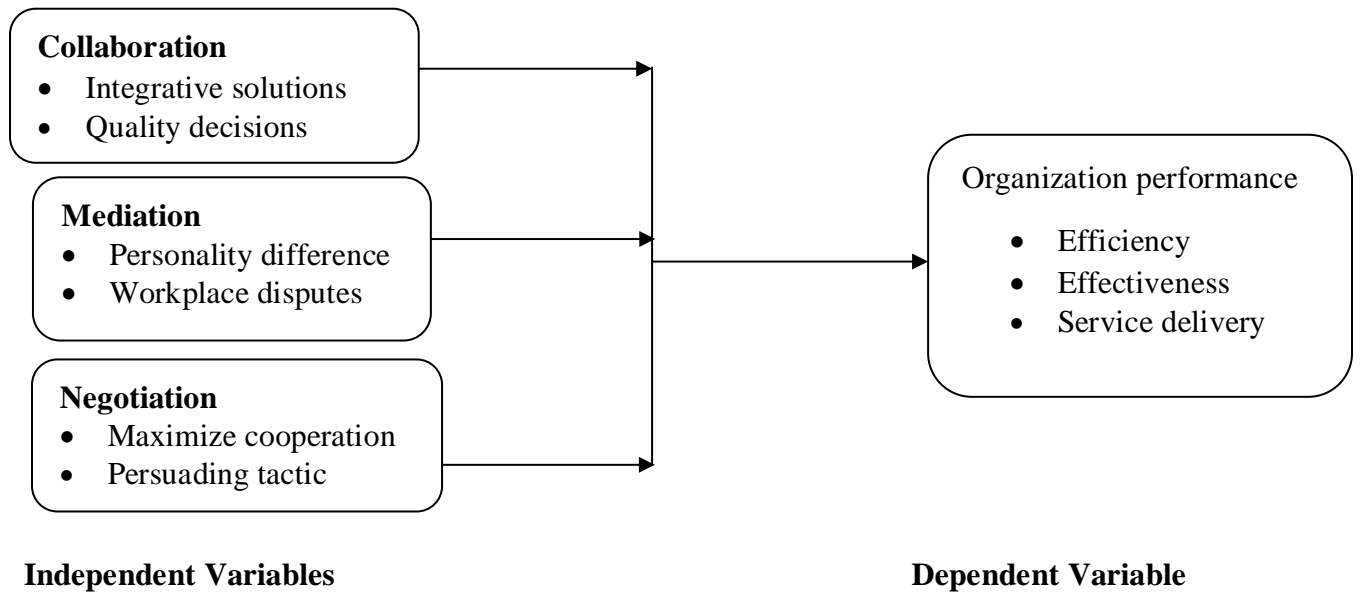


Figure 2.1 Conceptual framework

Table 2.1 Operationalization of Variables

OBJECTIVE	VARIABLE	INDICATOR	MEASUREMENT STYLE
Collaboration	IQ	Integrative solutions Quality decisions	Measured by Question of part B, No.8 in the appended questionnaire
Mediation	PW	Personality difference Workplace disputes	Measured by Question of part C, No.7 in the appended questionnaire
Negotiation	PS	Maximize cooperation Persuading tactic	Measured by Question of part D, No.7 in the appended questionnaire

2.5 Operationalization of variables

2.5.1 Collaboration management

In the co-management of a conflict management plan in the office, this is where all the parties agree to put their differences together and come to the same conclusion when each party benefits from it. This method of resolving disputes in the office requires that negotiations between others be used so that all the opposing parties are on the same page and end up in a win-win situation.

Joining conflict resolution processes involves providing diversity and problem solving so that everyone can win. It seeks to resolve conflict by placing more emphasis on group issues (Matteson and Ivancevich, 2019). According to Barsky (2016)'s need for employees to address their concerns and their willingness to work together for a solution that satisfies all members involved. To resolve office conflicts, employees need to be less anxious about their needs and more sensitive to the needs of their co-workers.

According to (Van slyke, 2016), a collaborative approach to conflict resolution is valued in an office-based approach to conflict resolution, as it takes into account the interests of all parties involved and is concerned about the claim that this approach leads to higher results on conflict resolution case.

2.5.2 Mediation

Mediation is a form of feedback in an office where a neutral mediator assists parties through constructive discussions and discussions about their issues in order to find an acceptable solution (Bercovitch and Rubin, 2008). The third party will assist in facilitating dialogue between the parties involved in the offices with the aim of finding a practical solution. According to (Amegashie, 2016) a mediator facilitates communication between the opposing parties and allows them to reach an acceptable conclusion. Mediation can be used to resolve office conflicts or communication between parties to fail. These practices are voluntary and the mediator does not participate in the outcome of the partnership (Nistorescu, 2017). The managers in the organization prefer to use outsiders to facilitate the debate with the aim of finding long-term solutions to the conflicts in the outgoing office. The ability to successfully learn and adapt interactions to meet behaviors is strongly assessed by encouragement and supervision from all team members (Amegashie, 2016). Interaction helps employees to experiment more with the workings of the exchange process that can change the quality of team scores and their performance in the organization.

2.5.3 Negotiation

According to Neale & Fragale (2016), negotiation is a process in which two parties with different perspectives, different goals and objectives differ from each other, in an attempt to find a satisfactory conclusion for an issue that is often difficult. In a negotiated way of resolving office disputes, there is a partnership of two or more parties who each have the same agreement with different interests (De Dreu, Weingart, & Kwon, 2019).

Negotiations aimed at reducing conflict affecting the official to increase cooperation, as well as maintaining conflict at acceptable levels and improving efficiency (Rahim, 2019). In the negotiations on a number of methods used to resolve disputes in the office, face-to-face mutual trust counseling can be strengthened as a basis for negotiations, there is also a convincing approach aimed at different methods use to defeat competitors and a better position and more power with a strong side. The study examined whether the Kenyan port authority had put in place a negotiation policy to resolve disputes, and looked at the effect of negotiations on performance.

According to Downie, through a process of negotiation in dispute resolution, employees (2017) feel more involved in decisions that affect them and negotiations with managers before they are taken. In communication, employees feel the order of the leaders because there is participation that leads to a shared character. The dialogue and its influence in practice can be seen in the system of evaluation processes. Effective performance monitoring systems can lead an organization to take action to plan organizational performance and growth (Long, 2016) This evaluation system provides managers with a positive view of organizational performance and warns against ineffective monitoring systems that can cause confusion and confusion from top to bottom. This can lead to problems in the office if employees feel that they are being misjudged. It can also lead to poor performance if employees do not understand what is expected of them. It is therefore important to hold a consultation at the beginning of the performance agreement so that employees are well informed about the objectives of the organization (Norreklit, 2013).

2.5.4 Organizational performance

For a successful business, the organizations' operations must be globally monitored, meaning that the organization must be able to use the strategies to achieve the organization's goals. Organizational performance can be defined as organizational performance in terms of achieving their goals and objectives (Almatrooshi, Singh, & Farouk, 2016). Organizational

performance is a key factor in helping the growth of developing countries. So, it is true that successful organizations seem to be a means to an end to social, political, and economic growth (Gavrea, Ilies, & Stegorean, 2011).

The success of any strategic plan depends on how well employees are judged in the performance measure. Successful evaluation systems should be put in place for any organization to gain competitive advantage, which is an important tool in promoting organizational performance (Church & Collection, 2017). The performance of an organization is highly dependent on the performance of employees performing an important function. In achieving organizational goals and objectives. Employee performance can be affected by factors such as feedback, promotions, compensation that can be generated through performance appraisal (Almatrooshi, Singh, & Farouk, 2016).

One of the best ways to determine an employee's contribution to organizational performance is to look at the lives of employees. Employees are able to identify where their weaknesses lie through the feedback generated from the various methods used in performance evaluation, making them more committed to achieving organizational goals. One of the common mistakes a manager makes is to combine financial matters with organizational performance rather than simply focus on human factors such as employee commitment and satisfaction. Managers forget to see that if employees are committed and committed to achieving the organization's goal, financial performance will improve and thus the overall organizational performance will improve (Kazimoto, 2016).

2.6 Chapter Summary

This chapter has looked into the literature related to the subject matter and these included on some of the related theories as the attribution theory, system theory and the transformational theory. These were well discussed and key aspect which was also summarized and highlighted here was the research gaps, conceptual framework and chapter summary.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter describe the procedures and methodologies that were administered in undertaking the study to establish the effect of mediation in relation to organizational performance as well as to determine the effects of collaboration management in relation to organizational performance. It deals with explanation of the method applied in carrying out research study. Among area that it is covered in this chapter are research design, population sample and sampling method and data collection instruments, processing and analysis.

3.1 Research Design

A research design is the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process (Bryman & Bell 2013). The researcher will adopt descriptive research design. Descriptive research design is a systematic plan to study scientific problem and it is concerned with finding out what, where, and how of the phenomenon. This method will be appropriate in this study since it describes what happen and the researcher only intends to report what is happening due to the analysis of conflict management in relation to organizational performance of Kenya Ports Authority.

3.2 Target Population

(Joseph 2019) describes research population as generally a large collection of individuals or object that is the main focused of research query. The target population will be based on selected departments of Kenya Port Authority and the numbers of staff will be 140. The researcher has selected these departments because they are concerned with the day-to-day conflict management activities that are taking place in the Kenya Port Authority hence, they are expected to have enough knowledge of the study area.

Table 3.1: Target population

Category of employees	Target population
Administration	35
Customer Care	30
Finance	25
Human Resource	20
Operations	30
Total	140

Source: (K.P.A, 2021)

3.3 Sampling and Sampling Technique

This is a list or other device used to define the researcher's population. A sample is a small group obtained from accessible population (Mugenda & Mugenda, 2013). From the population the required number of subjects or respondents will be selected in order to make a sample. The target population is 140 hence the sample will be derived from the populations. According to Mugenda & Mugenda (2015) a sample size of 30% is considered a sufficient sample size hence the researcher used 30% as the sample size. The researcher calculated the sample size as shown below.

Table 3.2: Sample size

Category of employees	Target population	Sample 30%	Total percentage
Administration	35	11	25
Customer Care	30	9	21
Finance	25	8	19
Human Resource	20	6	14
Operations	30	9	21
Total	140	43	100

3.4 Instruments

The researcher used questionnaires as a tool for data collection. The questionnaires contain closed ended questions that solicited respondents' views on organizational performance, as weighted on liker scale. Questionnaires were self-administered and picked one week later to

allow respondents ample time to fill them. In addition to primary data, secondary data was obtained from relevant journals, books, researches and other academic publications.

3.5 Pilot Study

A draft questionnaire was tested informally concentrating on the research questions by my colleagues and family who read through and provided constructive comments on wording and meaning of each question. To ensure that the research instrument is valid, reliable, clear and free from errors, the study conducted a pilot study on selected 12 staffs of Kenya Ports Authority who were later omitted from the main study. The questionnaires that were tested on members of the Kenya Ports Authority for piloting were not included in the final study findings.

3.5.1 Validity

According to Zikmund (2013), true analysis involves determining how accurate an instrument is and whether the instrument is relevant to the information they want to capture. In this study, to see if the face is genuine, the instruments were constructed and handed over to the critics of constructive criticism and then corrected according to his assertion. On the other hand, true satisfaction was achieved by placing data collection tools on analysis by a team of experts who were expected to comment on the value of each item to the tools. The results of their responses were analyzed to determine the proportion of representatives using the existing content index.

3.5.2 Reliability

The reliability test is very important because it shows how long the measurement yields the final result if the measurements are doubled. This validity of the study was performed by determining interactions between components obtained from different age groups. Cronbach's alpha was used to determine the internal integrity of the test used in this study. According to Sekran (2019), as stated by Wanyoike (2013), the reliability should be 0.70. The Cronbach's coefficient Alpha, which is higher than 0.7, indicates a reliable and acceptable instrument used in lead, as the alpha is above the critical value.

3.6 Data Collection Procedures

The study recorded and distributed the questionnaires to the identified sample and gave the respondents a time frame within which the questionnaires were collected. The questionnaire was divided into two categories, i.e., the first section sought to address the general information of the respondents and the other section touched on the objectives of the study

3.7 Data Analysis and Presentation

Both quantitative and qualitative criteria were used in the evaluation of the study findings. Personality data non-numerical, they replied, thinking about perception; proverbs and sayings. This study used large amounts of data, particularly descriptive statistical Analysis of retrieval was used to determine whether one variable is the meaning of another variable, and therefore was later used to determine the relationship between the reliability and the independent variance. The findings were presented in the form of tables, bar graphs, pie charts and percentages.

3.8 Ethical Consideration

Ethics are norm of standards of behaviour that guide moral choice above our behaviour and our relationships with others. Ethical considerations are:

3.8.1 Informed Consent

Wherever direct contact is made with a respondent the research benefits should be discussed. An interviewer should begin with an introduction with his or her name, the name of the research institution, and a brief description of the purpose and benefits of the research.

3.8.2 Voluntary Participation

Inducements to participate financial or otherwise, should not be disproportional to the task or presented in a fashion that results in coercion.

3.8.3 Confidentiality

Once the guarantee of confidentiality is given, protecting that confidentiality is essential. Researchers should restrict access to information that reveals names, telephone numbers, addresses or other identifying features.

3.8.4 Privacy

All individuals have a right to privacy, and researchers must respect that right. The privacy guarantee is important not only to retain validity of the research but also to protect respondents.

3.8.5 Anonymity

The respondent's right and well- being must be adequately protected. The respondents must have given their informed consent before participating in the research

3.11 Chapter Summary

In this chapter, the different steps and steps to complete the lesson are explained. It contains a plan for data recording. This section is a complete program, program or format designed to help the researcher answer the questions asked. This section describes the methods and techniques used for data retrieval, processing and analysis. The following sections are particularly integrated; search design, demographics, sampling methods, data collection, data collection methods and data analysis.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The information in this chapter is based on the data collection from an organization, in order to achieve the desired outcomes. Kenya Ports Authority was visited and finding drawn as discussed below.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The researcher distributed 43 questionnaires to the respondents for the purpose of data collection and the response is given below. The result of each question in each and every objective was analysed as per the formula below

Table 4.1 Response Rate

Category	Frequency	Percentage
Response	40	73
Non-response	3	27
Total	43	100

The table 4.1 shows the total number of respondent who responded and those who did not respond. As the findings indicated, 43 questionnaires were prepared thereafter, they were distributed, and 40 questionnaires were returned full answered which represent 73% while 3 questionnaires equivalent to 27% were not returned. The findings in this study leads to the interpretation that the number of questionnaires could be used in the research study.

4.3 Demographic Information

The researcher used Gender of respondent, age bracket, education level, Duration in the company so as to know the various representations. The findings are discussed in the following page.

4.3.1 Gender of Respondents

The respondent was asked to state out their gender, their findings are shown in the table 4.2

Table 4.2 Gender of the Respondent

Gender	Frequency	Percentage
Male	28	70
Female	12	30
Total	40	100

It was found that male respond dominated the employee in Kenya Ports Authority forming 70% while female were 30% and it was concluded that Kenya Ports Authority did not have gender balance in the number of employees working in that organization.

4.3.2 The Age Bracket of the Respondent

The researcher wanted to know the age brackets of the respondent in a bid to understand the sample size

Table 4.3 The Age Bracket of the Respondents

Age Bracket	Frequency	Percentage
21-30	10	20
31-40	5	25
41-50	20	30
51and above	5	25
Total	40	100

According to table 4.3 out of entire respondent, the biggest number of respondents were between age of 41-50 with 50% representing an average high percentage, the next group were age of 51 and above which has 25%, followed by respond between the age of 19-30 which has 17% and the last group was that of age group between 31-40 which has 6%. This shows that all the respondents were mature people hence they answer questions with a lot of interest and confidence.

4.3.3 Education Level

The Researcher seeks to found out the educational level among the respondents. The findings are shown below.

Table 4.4 Education Level

Level`	Frequency	Percentage
Secondary	3	6.3
Certificate	4	8.8
Diploma	7	18.8
Degree	15	38
Master	10	25
PHD	1	3.7
Total	40	100

According to table 4.4 above, a relatively larger respond were from degree holder with 38% followed by master holder which were 25%, diploma holder were 18.8% while the last group was PHD holder with 3.7% this was a proof that the information they gave was reliable and relevant because all the respondents were knowledgeable.

4.3.4 Duration in the company

The study required the respondents to indicate the number of years they have worked in Kenya Ports Authority.

Table 4.5 Duration Worked in the Company

The Researcher seeks to found out the educational level among the respondents. The findings are shown in the next page

Duration	Frequency	Percentage
1-7 years	10	12.5
8-14 years	20	25
15-20 years	20	25
21years and above	30	37.5
Total	40	100

From the table above it shows that most employee of Kenya Ports Authority worked in the organization for the period of 21 years and above which represent 37.5% followed by the period

between 8-14 and 15-20 which has the same percentage of 25% each, while 1-7 years are the minority which has percentage of 12.5%

4.4 Analysis of Objectives

In the research analysis the researcher used a tool rating scale of 5 to 1; where 5 were the highest and 1 the lowest. Opinions given by the respondents were rated as follows, 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree. The analysis for mean, standard deviation was based on this rating scale.

4.4.1 Effects of Collaboration management on the organizational performance in Kenya Ports Authority

Table 4.7 Effects of Collaboration management on the organizational performance
Descriptive Statistics

	N	Mean	Std. Deviation
Willingness to work collaboratively towards an integrative solution.	40	3.74	1.353
Generate higher quality decisions than distributive strategies	40	4.01	.718
Managers actually value positive relationships with others	40	3.77	1.441
Valid N (list wise)	40		

The first objective of the study was to determine the effect of collaboration management on organizational performance in Kenya Ports Authority. Respondents were required to answer to a set of questions related to collaboration management and give their opinion; on the statement that Willingness to work collaboratively towards an integrative solution had a mean score of 3.74 and a standard deviation of 1.353. The statement that generates higher quality decisions than distributive strategies had a mean score of 4.01 and a standard deviation of 0.718. The statement that Managers actually value positive relationships with others had a mean score of 3.77 and a standard deviation of 1.441.

4.4.2 Effects of Mediation on the organizational performance in Kenya Ports Authority

Table 4.8 Effects of Mediation on the organizational performance

Descriptive Statistics

	N	Mean	Std. Deviation
Solve conflict management arising from personality differences	40	3.87	1.143
Is important in a conflict management-performance relationship	40	3.92	1.220
Creates a culture where members are satisfied and performance is enhanced	40	3.62	.993
Valid N (listwise)	40		

The second objective of the study was to find out the effect of Mediation on organizational performance in Kenya Ports Authority. Respondents were required to respond to set questions related to Mediation and give their opinions on the statement that; solve conflict management arising from personality differences had a mean score of 3.87 and a standard deviation of 1.143. The statement that is important in a conflict management-performance relationship had a mean score of 3.92 and a standard deviation of 1.220. The statement on the culture where members are satisfied and performance is enhanced had a mean score of 3.62 and a standard deviation of 0.993.

4.4.3 Effects of Negotiation on organizational performance in Kenya Ports Authority

Table 4.9 Effects of Negotiation on organizational performance

Descriptive Statistics

	N	Mean	Std. Deviation
minimize conflict affecting individuals so as to maximize cooperation and keep conflict to acceptable levels	40	4.50	.772
Face-to-face tactic enhance organizational performance	40	4.32	1.213
Persuading tactic enhance organizational performance	40	3.82	1.058
Valid N (listwise)	40		

The third objective of the study was to establish the effects of Negotiation on organizational performance in Kenya Ports Authority. Respondents were required to respond to set questions

related to Negotiation and give their opinions. The statement that minimize conflict affecting individuals so as to maximize cooperation and keep conflict to acceptable levels had a mean score of 4.50 and a standard deviation of 0.772. The statement that Face-to-face tactic enhances organizational performance had a mean score of 4.32 and a standard deviation of 1.213. The statement that the Persuading tactic enhances organizational performance had a mean score of 3.82 and a standard deviation of 1.058.

4.4.5 Organizational performance

Table 4.10 Organizational performance

Descriptive Statistics

	N	Mean	Std. Deviation
Collaboration management has an effect on the organizational performance of Kenya Ports Authority.	40	3.53	1.234
Mediation have an effect on the organizational performance of Kenya Ports Authority	40	3.34	.867
Negotiation have an effect on the organizational performance of Kenya Ports Authority	40	4.23	.762
Valid N (listwise)	40		

The statement that collaboration management has an effect on the organizational performance of Kenya Ports Authority had a mean score of 3.53 and a standard deviation of 1.234. The statement that Mediation has an effect on the organizational performance of Kenya Ports Authority had a mean score of 3.34 and a standard deviation of 0.867. The statement that Negotiation has an effect on the organizational performance of Kenya Ports Authority had a mean score of 4.23 and a standard deviation of 0.762.

4.5 Correlation Analysis

To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

4.5.1 Coefficient of Correlation

Pearson Bivariate correlation coefficient was used to compute the correlation between the dependent variable (Organizational performance) and the independent variables (Collaboration management, Mediation and Negotiation). According to Sekaran, (2015), this relationship is assumed to be linear and the correlation coefficient ranges from -1.0 (perfect negative correlation) to +1.0 (perfect positive relationship). The correlation coefficient was calculated to determine the strength of the relationship between dependent and independent variables (Kothari and Gang, 2019).

Table 4.12 Pearson Correlation

Correlations				
	Organizational performance	Collaboration management	Mediation	Negotiation
Organizational performance	1			
	40			
Collaboration management	.768**	1		
	.000			
	40	40		
Mediation	.741**	.710**	1	
	.000	.000		
	40	40	40	
Negotiation	.557**	.437**	.291**	1
	.000	.000	.003	
	40	40	40	40

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

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation (r). This is as shown in Table 4.12 below. According to the findings, it was clear that there was a positive correlation between the independent variables, Collaboration management, Mediation, Negotiation and the dependent variable Organizational performance. The analysis indicates the coefficient of correlation, r equal to 0.768, 0.741, 0.557 and 0.354 for Collaboration management, Mediation and Negotiation respectively. This indicates positive relationship between the independent variable

namely Collaboration management, Mediation and governance structure respectively and the dependent variable Organizational performance.

4.5.2 Coefficient of Determination (R²)

To assess the research model, a confirmatory factors analysis was conducted. The four factors were then subjected to linear regression analysis in order to measure the success of the model and predict causal relationship between independent variables (Collaboration management, Mediation and Negotiation), and the dependent variable (Organizational performance).

Table 4.13 Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.817	.409	1.06178

a. Predictors: (Constant), Negotiation, Mediation, Collaboration management

The model explains 81.7% of the variance (Adjusted R Square = 0.409) on Organizational performance. Clearly, there are factors other than the three proposed in this model which can be used to predict Organizational performance. However, this is still a good model as Cooper and Schinder, (2013) pointed out that as much as lower value R square 0.10-0.20 is acceptable in social science research.

This means that 81.7% of the relationship is explained by the identified three factors namely Collaboration management, Mediation and Negotiation. The rest 18.3% is explained by other factors in the Organizational performance not studied in this research. In summary the three factors studied namely Collaboration management, Mediation and Negotiation, or determine 81.7% of the relationship while the rest 18.3% is explained or determined by other factors.

4.6 Regression Analysis

4.6.1 Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model is as per Table 4.14 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting factors of organizational performance. Basing the confidence level at

95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 25.443$, $p = 0.000$.

Table 4.14 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	477.258	3	119.315	105.833	.000 ^b
	Residual	107.102	36	1.127		
	Total	584.360	39			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Negotiation, Mediation, Collaboration management

4.6.2 Multiple Regressions

The researcher conducted a multiple regression analysis as shown in Table 4.15 so as to determine the relationship between value chain and the four variables investigated in this study.

Table 4.15 Multiple Regression

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.464	1.306		3.194	.001
	Collaboration management	.455	.071	.435	6.451	.000
	Mediation	.914	.098	.409	9.275	.000
	Negotiation	.266	.116	.125	2.304	.003

a. Dependent Variable: Organizational performance

The regression equation was:

$$Y = 1.464 + 0.455X_1 + 0.914X_2 + 0.266X_3$$

Where;

Y = the dependent variable (Organizational performance)

X₁ = Collaboration management

$X_2 = \text{Mediation}$

$X_3 = \text{Negotiation}$

The regression equation above has established that taking all factors into account (Organizational performance as a result of Collaboration management, Mediation and Negotiation) constant at zero Organizational performance will be 1.464. The findings presented also shows that taking all other independent variables at zero, a unit increase in Collaboration management will lead to a 0.455 increase in the scores of Organizational performance; a unit increase in Mediation will lead to a 0.914 increase in Organizational performance; a unit increase in Negotiation will lead to a 0.266 increase in the scores of Organizational performances. This therefore implies that all the three variables have a positive relationship with Mediation contributing most to the dependent variable.

This therefore implies that all the three variables have a positive relationship with Organizational performance with strategic alliance contributing most to the dependent variable. From the table we can see that the predictor variables of Collaboration management, Mediation and Negotiation got variable coefficients statistically significant since their p-values are less than the common alpha level of 0.05.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This study established the analysis of conflict management in relation to organizational performance of Kenya Ports Authority. The aspect of conflict management that was studied includes Collaboration Management, Mediation and Negotiation. This chapter summarizes the findings of the study and makes conclusions upon which recommendations are drawn. Suggestions for further study are also captured as a way of filling the gaps identified in the study.

5.1 Summary of Findings

The general objective of the study was to establish the analysis of conflict management in relation to organizational performance of Kenya Ports Authority. The findings of the study revealed that Collaboration management influenced Kenya Ports Authority Organizational performance positively. These findings were supported by the frequencies of the responses from the respondents which were presented in the form of percentages and mean scores. Further the finding were supported by the coefficient of determination ($R^2 = 0.409$) which shows that 89% of variations in Organizational performance are explained by Collaboration management, Mediation and Negotiation.

5.1.1 Effects of Collaboration management on Organizational performance

The first objective of the study was to set to determine the effect of Collaboration management on Organizational performance of Kenya Ports Authority. The findings revealed that Collaboration management has a positive influence on Organizational performance of Kenya Ports Authority. This finding is supported by the coefficient of determination which shows that the variations in Organizational performance are explained by Collaboration management. The analysis produced results with an overall mean score of 3.836 which showed that majority of the respondent's concurred that Collaboration management on employee port had a coefficient of 0.455, meaning that Collaboration management influences Organizational performance in Kenya Ports Authority by 45%.

5.1.2 Effect of Mediation systems on Organizational performance

The second objective of the study was to determine the effect of Mediation on Organizational performance of Kenya Ports Authority. The results showed that Mediation systems have a moderate influence on Organizational performance in Kenya Ports Authority. The analysis

produced results with an overall mean score of 4.31 which showed that majority of the respondents supported contribution of Mediation systems on Organizational performance and had a coefficient of 0.914, meaning that Mediation systems influences Organizational performance in Kenya Ports Authority by 91%.

5.1.3 Effect of Negotiation on Organizational performance

The third objective of the study was to establish effect of Negotiation on Organizational performance of Kenya Ports Authority. Majority of the respondents agreed that Negotiation had a positive influence on Organizational performance in Kenya Ports Authority. Negotiation had an overall mean score of 4.064 meaning that majority of the respondent agreed that Negotiation influences Organizational performance and has a coefficient of 0.266 meaning it influences Organizational performance in Kenya Ports Authority by 26%.

5.1.4 Factors affecting the performance of the organizational performance

The findings indicate that when all the factors are held constant the Organizational performance will increase by 1.464 units. When all the factors are held constant one unit use of Collaboration management increases the Organizational performance by 0.455 units. When all the factors are held constant a unit increase in Mediation increases the Organizational performance by 0.914 units. Similarly, a unit increase in the applicability of Negotiation holding other factors constant increases the Organizational performance by 0.266 units. This shows that the Collaboration management, Mediation and Negotiation practices have had a great impact on Organizational performance in Kenya Ports Authority.

5.2 Recommendations

Based on these research findings, the researcher recommended that adequate measures be taken to promote the development of the Kenyan port authority. The analyst recommends that the collaborative approach be used in the Kenyan port authority conflict, as a successful goal is achieved when the organization and the client work together. The auditor recommends that managers ensure that there is good communication in the management team among clients. This will ensure that everyone is aware of the management plans and actions, as well as contribute to the decision-making process in the workshop. This will free up communication. An employee must ensure that his or her selfish interests do not conflict with the goals of the organization. Other intelligent, human needs must match organizational needs.

Finally, employees need to be informed and given appropriate guidance on shared beliefs, practices, customs, values, and practices within the organization, as this leads to greater commitment to the organization.

5.3 Conclusions

The analyst concluded that co-management had disrupted the organisation's operations in the Kenyan railway council. Station operators in Kenya need to address their concerns and show that they are willing to work together for a solution that satisfies all stakeholders. In order to resolve office disputes, employees should have a low level of interest about their needs and concerns about their co-workers.

With regard to mediation, the researcher concluded that the conference management is interested in using outsiders to facilitate the debate, with the aim of finding long-term solutions to the disputes of offices in the Kenyan city.

The study concluded that communication affects the performance of organizational actions in Kenya's channel powers, as well as the elements that form the basis of questions about this change in questionnaire. This study found that the communication had an effect on the performance of the action plan in Kenya Ports Authority.

According to the above stated facts the researcher concluded that there was a strong positive relationship between Collaboration management, Mediation and Negotiation practices on Organizational performance in Kenya Ports Authority.

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SECTION B: ANALYSIS OF CONFLICT MANAGEMENT IN RELATION TO ORGANIZATIONAL PERFORMANCE; A CASE STUDY OF KENYA PORTS AUTHORITY

The following is a list of conflict management aspects in Kenya Ports Authority. Please indicate your level of agreement to each of the following items regarding their effect on organizational performance using the scale of 1-5 where 1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree & 5 = Strongly Agree	How important is it?				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Collaboration management					
Willingness to work collaboratively towards an integrative solution.					
Generate higher quality decisions than distributive strategies					
considers the interests of both parties and focuses on mutual gains					
Managers actually value positive relationships with others					
Mediation					
Solve conflict management arising from personality differences					
Is important in a conflict management-performance relationship.					
Resolution of disputes within the workplace.					
Creates a culture where members are satisfied and performance is enhanced.					
Negotiation					
minimize conflict affecting individuals so as to maximize cooperation and keep conflict to acceptable levels					
Face-to-face tactic enhance organizational performance					
Persuading tactic enhance organizational performance					

SECTION C. ORGANIZATIONAL PERFORMANCE

Indicate the extent to which the following conflict management aspects have affected the performance of Kenya Ports Authority, 1= Not at all; 2 = Small extent; 3 = Moderate extent; 4 = Great extent; 5 = Very great extent	What is the extent				
	Not at all	Small extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Collaboration management has no statistical significant effect the performance of Kenya Ports Authority.					
Mediation have no significant effect on the performance of Kenya Ports Authority					
Negotiation has no significant effect on the performance of Kenya Ports Authority					

Note, if you would want to get a copy of the proposal, kindly give your contact information.

(This is an optional).

Name:

Bank:

Work address:

Telephone: Fax:

Email address:

Your contribution to this research is greatly appreciated.

Thank you very much for your time completing this questionnaire

APPENDIX IV: TIME PLAN

Activities	Week 1	Week 2	Week 3&4	Week 5,6,7 & 8	Week 9	Week 10	Week 11	Week 12
Topic								
Proposal writing/presentation								
Data collection								
Data analysis & report writing								
Proposal presentation								
Proposal correction								
Proposal binding								
Submission								

APPENDIX III: PROPOSED BUDGET

Description	Amount
Printing papers	2,000
Photocopy of questionnaire and interview guide	3600
Typing and report writing	5,400
Internet	3000
Binding proposal 1 set	6500
Transport	15000
Total	35,500