

**IMPACT OF DISPUTE MANAGEMENT STRATEGY ON EMPLOYEE PERFORMANCE IN KENYA:  
A CASE STUDY OF LUGODA TEA FACTORY,**

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**DECLARATION**

This studies undertaking is my original work and has not, in entire or in part, been submitted for the award of a Diploma in another university.

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**Supervisor Statement**

This painting changed into achieved below my supervision

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## **DEDICATION**

I devote this undertaking to Management University of Africa board who supported me tirelessly with abilities, expertise and equipment during the undertaking. I additionally devote to my dad and mom Ahmed Mohamed Yussuf and my mom Halima Abdi Sugul who helped me financially during the process. .

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## **ABSTRACT**

The reason of this observe changed into to assess the effect of dispute control practices on worker overall performance at Lugoda Tea Factory, Nairobi County - Kenya. The observe changed into guided through the subsequent unique objectives; to have a look at the connection among dispute control and worker overall performance in Lugoda Tea Factory, wellknown objectives; Leadership fashion, group overall performance and worker language. A descriptive quantitative studies layout changed into used; number one information had been accumulated the usage of 5 scales as withinside the questionnaire. The goal populace of this observes changed into a hundred seventy five respondents from pinnacle control to purposeful stage and fifty three respondents had been acquired from all departments. Data had been analyzed for descriptive statistics. A sampling method changed into used to pick a populace pattern from the whole worker populace. In this observe, descriptive statistics, specifically imply rankings and percentages, had been utilized in information analysis. The analyzed information changed into provided with inside the shape of tables, charts and graphs. The observer's findings determined that there are numerous elements that personnel face while adopting dispute control practices. Some of those elements had been management fashion in struggle control, agency overall performance, and group overall performance and worker language. The observe makes some of coverage and exercise recommendations. First, plant control embraces provider shipping through disposing of essential boundaries of this kind. Management have to instill in personnel a subculture of provider this is fashioned from a hard and fast of principles, beliefs, values, traditions and attitudes. The education practices utilized by the manufacturing facility also can have an effect on worker motivation and organizational dedication. In order to equip its personnel with the abilities essential to carry out their jobs, the workplace have to educate personnel, that could result in a excessive stage of motivation and dedication from personnel who absolutely see the possibility they may be getting.

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## **OPERATIONAL DEFINATION OF TERMS**

**Employee** – Employee is a person engaged in full time employment by an Employer for a salary or wage.

**Employee performance** – Workers efficiency which will finally improve on production of the organization.

**Productivity** – This denotes how effectively resources are managed to achieve customer satisfaction and flexibility objectives. It entails the effective and efficient utilization of all resources in the organization including management, capital and labour.

**Efficiency** – Refers to the ability to minimize the use of resources in achieving the organizational goal.

**Diversity** – Diversity is the differences in race, gender, class, ethnicity, physical ability, religion, sexual orientation and educational level Of individuals.

**Performance** – is the execution or accomplishment of work, goals and tasks to a certain level of desired satisfaction.

**Culture** – is a human medium that shapes the human life of an individual employee.

## CHAPTER ONE

### INTRODUCTION

#### **1.1 Background of the study**

The workplace refers to an environment where the employees of an organization converge to fulfill their various responsibilities to jointly achieve some common goals. While there is no single definition of workplace conflict, most definitions seem to include the following factors: There are at least two independent groups, the groups perceive some incompatibility with each other, and the groups interact in some way (Putman and Poole 1987). Two examples of definitions are: the process in which one party perceives that its interests are opposed or negatively affected by another party (Wall & Callister, 1995). An interactive process manifested by incompatibility, disagreement or dissonance within or between social entities (Rahim, 1992). In general, there are several causes of conflict and it can occur when: A party is obliged to perform an activity that is contrary to its needs or interests. Party has behavioral preferences whose satisfaction is incompatible with another Party has attitudes, values, skills, and goals that are salient in guiding its behavior but are perceived as exclusive to the attitudes, values, skills, and goals held by the other(s). A party wants some mutually desirable resource that is in short supply, so the needs of all stakeholders may not be fully met. Dispute is a useful and necessary part of organizational life. It is an integral and inevitable part of the change process. Conflict is of two types, which is destructive and unhealthy, and the other is a problem-solving pace where those involved willingly supplement personality and cultural differences to listen to others' opinions and be open with you. According to Albert (2001), disputes are productive and destructive. A dispute is positive when the parties discuss it constructively and reach simple terms for settlement. Constructively managed disputes induce positive performance, while poorly managed disputes destroy the environment, leading to misunderstanding of the whole group, which will reduce productivity on employee performance, emotional stress and inability to sleep, psychological and physical injuries. -an operative atmosphere is created to support opportunities and movement towards non-violence and reconciliation Albert (2001). Cultural diversity is the representation of people with significantly different cultural group affiliations in one social system meaning (Ang, Van, Koh, Tay, Chandrasekar, & Templer, 2007). Tayeb (2003) describes culture as the shared norms and values of a society a system that characterizes a society and lies beneath its art and architecture, clothing, food, cooperation, ways of greeting and ultimately ways of communication. While Hofstede (2010) defines culture as the collective programming of the mind based on value that distinguishes one group from another. According to Tayeb (2003), cultures differ from each other in the degree to which they generally hold certain values and attitudes, and not in the way these values and attitudes are.

According to Aluko (2003), culture is a broad and multidimensional concept that cannot be hoped to be fully tackled in a single study. This is because culture is divided into two main aspects which are; (i) tangible and (ii) intangible cultures. Aluko (2003) goes further and describes material culture as physical pieces that are clear and visible such as clothing, technology, tools and art. The intangible aspects of culture are described as abstract ideas and ways of thinking, languages, morals, attitudes, norms and values shared and transmitted in society. They cannot be seen or touched, but can be detected through the mental state and behavior of individuals. To Ely and Thomas (2001), the main goal of organizations that seek to ensure and enhance cultural diversity is to dominate pluralism for one culture and ethno relativity for ethnocentrism. Daft (2003) explains pluralism as including different subcultures of an organization, while ethnorelativity accepts the fact that members of subcultures and the dominant culture are equal. As a result of these two points of view, these people will feel ignored and excluded because they come from different cultures in the organizations that can be deeply involved in the organizations (Ely and Thom-as, 2001). According to the proponents of diversity, cultural diversity will be accepted as a necessary, useful, natural and encouraging fact that will allow the organization to feel truly happy about pluralism and the use of different superiority of human resources (Seymen, 2006). When it comes to organizations, cultural diversity has both advantages and disadvantages, and each of these realities at both poles should be considered separately (Peppas, 2001). Cultural diversity will be widely embraced by organizations as a way of creating competitive advantage. This is mainly because they have the opportunity to use the vast amount of knowledge, skills and abilities they find in a culturally diverse workforce (Stahl, Maznevsk, voigtand Jonsen, 2010). Blunt and Jones (1992), George and Jones (1996) and Zakaria (1997) argued that all organizations everywhere will operate within a specific culture.

In current discussions of organizational performance, it will be increasingly recognized that managers and other organizational personnel will need to develop an understanding of their cultural environment if their organizations are to function effectively (Kochan et. al, 2004). It will be widely agreed that cultural diversity, if managed, can benefit performance, and if overlooked or mismanaged, can reduce organizational performance (Browaeys and Prince, 2011). Managing cultural diversity is the whole action of planning and implementing organizational systems and procedures for managing people so that the potential benefits of diversity are maximized while minimizing its disadvantages (Stahl, Maznevski, Voigt, & Jonsen, 2010). Jehn and Bezrukova (2004) believe that the goal of managing cultural diversity will be to maximize the ability of all employees to contribute to the organiza

tion's goals and achieve their full potential without the barriers of cultural identities such as religion, norms, values and language. Lugoda Tea Factory was established in 2001 in Nairobi County and has 100 employees

## **1.2 Problem Statement.**

Conflict occurs in an organization when an individual perceives that his goal is threatened or hindered by another person's activity. In most cases, disputes in an organization arise from the inability to fulfill its employee and end with its employee embarking on industrial action, which will Employee labor action usually results in loss of man-hours, output, machine hours, qualified personnel, organizational reputation and employee morale. Also, cultural differences between employees sometimes lead to disputes in the organization. Organizations with a strong culture will perform better than those without it (Ang et.al 2007) A strong culture is an organizational culture with a consensus of values that will drive the factory with an intensity that will be recognizable even to outsiders (Kochan et. al, 2003). A strong culture will be deeply held and widely shared and will also be highly resistant to change (Daft, 2003). Canella et.al,(2008) says that despite the large number of studies on diversity, most studies will produce inconsistent results, leading to the question of whether diversity is beneficial to organizations. Ang et al. , (2007) acknowledges that diversity can have both Positive and negative impacts on organizations, but the nature of the impact will depend on the type of diversity climate that exists rather than the fact of diversity itself. Differences in culture will make general technical management know how difficult it is to exploit when there are differences in The cultural context reduces the effectiveness of sharing activities and creating synergies between organizational units (Stahl et.al. 2010). Studies conducted in the Kenyan context by Irungu (2007), Awino (2007) and sifa (2009) all considered business performance as a dependent variable. The findings of each of these studies will suggest that performance is a function of a combination of factors. Irungu's (2007) study revealed that there is a relationship between employee characteristics and various organizational performance indicators. According to Awino's (2007) study focused on the impact of top management team diversity on company performance while Sifa's (2009) study focused on the impact of top management team characteristics and performance. Studies have shown that organizational workers continue to face many management problems rooted in the top management team, which ultimately hinder progress toward achieving high performance. Thus, there is a problem of few researches focusing exclusively on the effect of culture on employee performance in the Western group. According to so little is known about the nature and uniqueness of Kenyan culture and its impact on organizational performance. While much attention can be paid to the impact of cultural diversity on the

workforce. In addition, these studies were conducted on the effect of cultural diversity on employee performance in the Lugoda tea factory. Therefore, this study aims to fill the knowledge gap by examining how dispute management affects employee performance in an organization.

### **1.3. Objective of the study.**

#### **1.3. 1: General objective**

The general objective of the study was to assess the impact of dispute management practices on employee performance in Kenya: A case study of Lugoda Tea Factory, Nairobi District.

#### **1.3. 2: Specific objectives**

The specific objectives that guide this study are;

- i. To evaluate the impact of leadership style on employee performance.
- ii. Assess the impact of team performance on employee performance.
- iii. To find out the effect of language and employee performance.

### **1.4 Research questions**

- i. How does leadership style affect employee performance?
- ii. To what extent does team performance affect employee performance?
- iii. How does employee language affect employee performance?

### **1.5 Significance of the study**

#### **1.5.1 Management and Employees**

The study was useful to the management and employees of Lugoda Tea Factory and the general public on the effect of dispute management on employee performance.

#### **1.5. 2 Government policy makers**

The government will benefit from further understanding of the issues facing tea factories and this will help them come up with sensible policies and legislation that are consistent with supporting tea factories in Kenya.

#### **1.5. 3 Researchers and other students**

This research benefits scholars by providing information on the relationship between dispute management and employee performance. This study will add new insights to the existing body of knowledge on competitive measurement and performance of tea plants.

### **1.6. Scope of the study**

This study was concerned with the relationship between dispute management and employee performance. The study period was from May to September 2022. The target population was employees from Lugoda Tea factory the study will seek to explore the challenges faced by tea factories. The target population will be all 100 respondents.

## CHAPTER TWO. LITERATURE REVIEW

### 2.2 Theoretical Study

Dispute decision represents a crucial managerial obligation and interest with a decisive effect at the prosperity of the business enterprise. Managers regularly function 1/3 events to the war decision procedure. The business enterprise develops many positive war decision techniques at one-of-a-kind tiers of the business enterprise. Many researches have documented that protagonists who emphasize their cooperative undoubtedly associated goals, in which they trust that once one is transferring closer to reaching a goal, others also are equipped to interact in open dialogue. In discussions, they explicit their one-of-a-kind critiques immediately, try and apprehend every different and integrate their thoughts to resolve the underlying trouble for mutual benefit. Contrary to this idea of a technique this is probable to result in superb effects, the definition of positive war isn't always so sincerely operationalized. According to Deutsche (1973), conflicts are positive to the volume that individuals trust they have got received extra advantages than prices overall. However, assessing those advantages and evaluating them to prices required a complicated calculation.

Conflicts could have wide-ranging results, and it appears probable that actors normally revel in one-of-a-kind results and outcomes which are precious within side the brief time period aren't always precious within side the lengthy time period.

Etty Liberman, Yael Foux Levy, and Pertz Segal (2009) word that there's a notion that an inner war control gadget for administrative center disputes need to be designed to sell a superb paintings surroundings. It assesses how powerful a war control gadget may be from the users' factor of view in enhancing interpersonal relationships and growing a good ecosystem withinside the administrative center. According to Linda L. Putnam (2007) at the organizational gadget of war control - early fashions of disputes together with decision-making, arbitration, which can be changed with the aid of using a non-union surroundings characterized with the aid of using a crew paintings gadget, cooperative partnerships and joint ventures, participative and collaborative control System. Steve Alper, Dean Tjosvoid (2000) notes that a cooperative technique to war ends in war effectiveness, which in flip ends in powerful overall performance as measured with the aid of using managers. Negotiation, electricity and dependence, social emotional factors and instrumental are the 4 sorts of private relationships

in an business enterprise relies upon on time for war control and organizational improvement, as argued with the aid of using Michael R. (1989).

Dean Tjosvoid (2007) states that cooperative relationships exist in an business enterprise in which the cap potential to speak about various and conflicting perspectives is open-minded, bringing collectively the energy, thoughts and know-how of various human beings in a tremendously positive manner. Conflict with inside the administrative center is pretty ideal and has to be welcomed and inspired in which possible, Pondy (1992). George and Jone (2005) word that despite the fact that war is inevitable; it could regularly beautify organizational overall performance if cautiously controlled and negotiated. Franscisco J. Medina and Lourders Munduare (2005) kingdom that the function of organizational tradition extra affects the character of conflicts that arises with inside the administrative center. We locate that mission conflicts arise in non-public groups with excessive goal-orientated cultures in comparison to public groups with low goal-orientated cultures.

Ruth Sirman (2008) argues that collaborative management is a great way to complicated troubles withinside the administrative center. The take a look at explains control patterns which are ripe for war. Collaborative management adjustments dynamics and restores a practical administrative center, calls for enters from personnel, have collaborative plans, assess damage, and is going past political paintings. George Kohl-rieser (2007) states that there are six simple abilities for handling war. He indexed the advantages of war to a business enterprise and a way to control war for excessive overall performance. Janice L. Dreachslin and Kiddy Dane (2006) additionally lists six principal reasons of war as useless or bad conversation, loss of clean jurisdiction, doubtful expectations, war of interest, interpersonal patterns or attitudes, and organizational change. The war may be resolved the usage of the subsequent patterns; collaborate, compromise, compete, keep away from and accommodate.

According to dispute control, a dominating fashion will pressure conduct to benefit function at any value. To dominate is without a doubt to rise up for one's proper or to guard a function that a celebration believes is proper. Constance Barrow-Green (2004) centered on the connection among war patterns and the great of the dyadic courting among leaders and followers. He states that powerful management is crucial to organizational success, which affects patterns

Leadership and relationships exchanged among chief and member. Jennifer L. Clarke (2003) argues that experiential studying permits for advanced war control in a piece crew. An experiential studying application impacts the cap potential of teamwork to successfully control war. Dialogue, decisions, numerous discussions, unfinished commercial enterprise discussions and tact are crucial characteristics for positive war controls within side the paintings surroundings.

Growing globalization and superior conversation technology will help the emergence of Global Virtual Concepts (G.V.T). There is notable cap potential for war in G.V.T as individuals paintings throughout cultural, temporal and geographical boundaries. An in-intensity take a look at of G.V.T war episodes is carried out the usage of interviews, documents, conversation logs and observations. G.V.T cultural range is probable to make contributions to each mission and courting war, whilst practical range can also additionally result in mission war. The excessive quantity of digital conversation and the shortage of immediacy of comments in asynchronous media can make contributions to mission war. Also, the connection among mission war and crew overall performance is probable to rely upon mission complexity and war decision technique. The effect of courting war on overall performance can also additionally rely upon interdependence and the technique to war decision. In flip, the technique to war decision can be decided with the aid of using the character of the war attribution. These propositions have been synthesized right into a version to manual destiny empirical studies and exercise of G.V.T. A normal supervisor spends 25-forty percentage of his time coping with war within side the administrative center. That's one to 2 days of every paintings week. A researcher suggests that 60-eighty percentage of all troubles in groups stem from strained relationships among personnel, now no longer from a deficit in man or woman personnel' abilities and motivation. Organizational war decision strategies together with mediation and arbitration display a 50-eighty percentage discount in litigation prices. Ninety percentage of harassment is by no means formally reported.

### **2.2.1 Performance theory**

Performance control is a key a part of human aid control as it permits powerful use of to be had resources. The principal gain of the usage of overall performance control is that it permits control to form worker overall performance consistent with organization techniques

These factors may be key to growing worker engagement which will boom organizational outputs to satisfy consumer delight and enhance great. Organizational human aid control makes use of numerous theories to boom worker motivation.

### **2.2.2. Theory of Leadership Studies**

Central to the idea of management effectiveness mentioned right here is the contingency version, consistent with which organization effectiveness relies upon at the interplay among management patterns and the volume to which conditions permit leaders to exert have an impact on. The idea predicts that a mission-orientated fashion

could be the first-rate fashion in favorable management conditions, a courting-orientated fashion could be first-rate in transitional conditions, and a mission-orientated fashion will once more be only in damaging organization conditions. Two measures of management fashion—least favored coworker (LPC) and perceived similarity among opposites (ASO)—are used. Validation research (particularly the Belgian Maritime Study), organization procedure and organization overall performance, and research extending the version to careworn businesses, careworn businesses, counteractive businesses, and 2d- and 1/3-stage managers are discussed, together with standards for management patterns and organization type and organization assignments. Areas for destiny studies also are suggested.

### **2.1.3 Motivation theory**

In a business enterprise, it's miles very crucial to discover ways to encourage personnel. Motivation refers back to the set of forces that have an impact on human beings to pick one-of-a-kind behaviors amongst numerous options to be had to them. A worker's overall performance is simply prompted with the aid of using motivation, his capabilities and the paintings surroundings (Shanks, 2007). Organizational management is continuously challenged to encourage the body of workers for 2 purposes. The first motive is the incentive of personnel to take part actively and willingly in reaching the business enterprise's goals. This is to encourage personnel to attain private goals (Shanks, 2007). This paper targets to discover the behavioral, want and paintings primarily based totally theories of motivation which can assist control to encourage their personnel.

### **A behavior-based theory of motivation**

Behavior-primarily based totally motivation is constructed at the idea that worker conduct is immediately connected to outcomes in their actions. As referred to with the aid of using Satterlee, the behavioral primarily based totally strategies of motivation

“Contain responding to subordinate conduct with superb reinforcement, terrible reinforcement, punishment, or extinction” (2009, p. 170). It has been verified thru experiments that superb and terrible reinforcement creates superb conduct. Punishment and extinction were proven to prevent behaviors however additionally were proven to have a terrible impact at the worker’s morale.

## **2.2 Statistics of workplace conflicts**

When collaboration and cooperation is low, it's miles pondered in productiveness, organizational and man or woman pressure, consumer provider, unwell go away utilization, scientific claims retention, recruiting cap potential, and unplanned absences. It is a sum of data that displays the prices of war in groups; changing a worker in it prices 1.5 instances the revenue for the function. It is expected that extra than sixty five percentage of overall performance troubles stem from strained relationships among personnel and now no longer from deficits within side the abilities or motivation of man or woman personnel. Some of consists of administrative center data that display the prices of turnover, misplaced productiveness and absenteeism; The value of turnover within side the administrative center is extraordinary, with Ernst and Young reporting that the value of dropping and changing personnel may be as excessive as 15% of a departing worker's annual revenue. Turnover prices additionally consist of supervisor time to teach new personnel. Workplace pressure and intellectual fitness Two-thirds of each ladies and men say paintings has a big effect on their pressure tiers, and 4 in 4 were unwell or taken in for an intellectual fitness day because of paintings-associated pressure. Problems at paintings are extra strongly related to fitness proceedings than every other fitness stressor. Workers who've to take day off paintings because of pressure, paintings war or tension could be off paintings for approximately 21 days. When groups make it a concern to teach personnel in conversation or listening abilities, war decision abilities, crew constructing and consider constructing, and less unresolved conflicts. When personnel sense their worries are heard with the aid of using control, activity delight and productiveness boom, which is going immediately to the business enterprise's backside line.

## **2.3 Empirical Literature Review**

This component wills evaluation preceding paintings that attunes itself the studies. In this example, the take a look at will look at the impact of management fashion, crew overall performance and worker language within side the Economic Development of Lugoda Tea Factory.

### **2.3.1 Leadership style**

Ronald H. Humphrey, (2006) discusses simple principles together with empathy, the cappotential to apprehend the feelings of others, and the cap potential to explicit one's personal feelings are 3 variables which are associated with moods, management, consider, promising studies. areas, emotional labour, suggesting realistic approaches

to assist personnel and the business enterprise address administrative center war. SteverAlper, Kenneth S. Law, Dean Tjosviod, (2000) notes that structural equation evaluation helps the version that a cooperative in place of a aggressive technique to war ends in war effectiveness, which in flip ends in powerful overall performance as measured with the aid of using managers. . The take a look at will recommend how organizational groups may be organized to apply their autonomy to resolve troubles and conflicts which will be productive.

Mictielle A. Marks, (2001) works on maximizing the advantages of mission war. The war control function makes a specialty of intergroup war studies that suggests that mission war can enhance organization effects and has now no longer addressed how businesses make sure that the superb factors of mission war are realized. Although groups regularly put into effect crew systems that enhance overall performance, structuring does now no longer mechanically enhance bad overall performance. This explains the connection among crew individuals' terrible temper and crew strategies to be decided

If terrible temper has an adverse impact on crew overall performance thru crew strategies. Three fashions of war control are defined primarily based totally at the cultural framework of Glen (1981). Confrontational version, conflicts are conceptualized as which include sub-troubles and a experience of affordable compromise aids decision notwithstanding a confrontational fashion. In the regulatory version, bureaucratic gadgets are broadly used to limit or facilitate war avoidance. In the concord version, war control starts off evolved with minimizing war in groups thru norms emphasizing adherence to mutual responsibilities and status. Conflicts are described as an entire and their decision is facilitated with the aid of using the avoidance and accommodative fashion.

### **2.3.2 Team Performance**

Conceptualizing the Interpersonal Conflict Construct, International Journal of dispute Management. The loss of a clean conceptualization and operationalization of the assemble of interpersonal war makes it tough to evaluate the consequences of various research and provide an accumulation of know-how within side the area of war. Interpersonal war is described as dynamic

a procedure that takes place among interdependent events once they revel in terrible emotional reactions to perceived disagreements and interference with the success in their goals. De Oreu (2005) argues that war idea and studies has historically centered on war control techniques in terms of the man or woman and paintings – crew effectiveness and productiveness with much less interest given to activity delight, turnover intentions, man or woman fitness, well

– being and organizational commitment. This situation is unlucky as it isolates

War idea and studies from broader problems in organizational psychology and organizational conduct studies. It additionally hinders implemented paintings with the aid of using leaving unsure how interventions have an effect on now no longer handiest war and effectiveness, however additionally delight and well-being.

### **2.3.3 Language of the employee**

Language is the important thing to someone's personal identification. Language permits personnel to speak and apprehend every different (Imberti, 2007). Language is described as a gadget of conceptual symbols that permit people to speak (Imberti, 2007). It is likewise an artifact of the way thoughts are formulated and the way they may be communicated and discussed (Bartel, 2001). Language impacts nearly each thing of life. It enables now no longer handiest in conversation, however additionally in reference to the identification of the worker (Lauring, 2008). It permits someone to explicit feelings, inform stories, proportion emotions and produce complicated messages and know-how (Imberti, 2007 and Lauring 2008). The interaction among company language and herbal or cultural language is an essential mission for commercial enterprise exercise (Welch, Pickkari, 2005). The language to be utilized by decision-makers within side the business enterprise shapes and constrains what the manufacturing facility makes a specialty of and the way it articulates its strategic options (Brannen and Doz, 2012). In this regard, language can facilitate and considerably restriction the strategic boom and overall performance of a business enterprise. Language boundaries can stand up among people from one-of-a-kind cultural backgrounds. These boundaries then have an effect on numerous factors of the provider

Studies and grow to be a crucial difficulty at some point of intercultural provider encounters (imberti, 2007).

When someone fails to perceive with different cultural businesses, they will have terrible attitudes closer to such businesses (Bartel 2001).

### **2.4 Knowledge gap**

Armstrong (2006) defines overall performance control as a scientific procedure of improvement

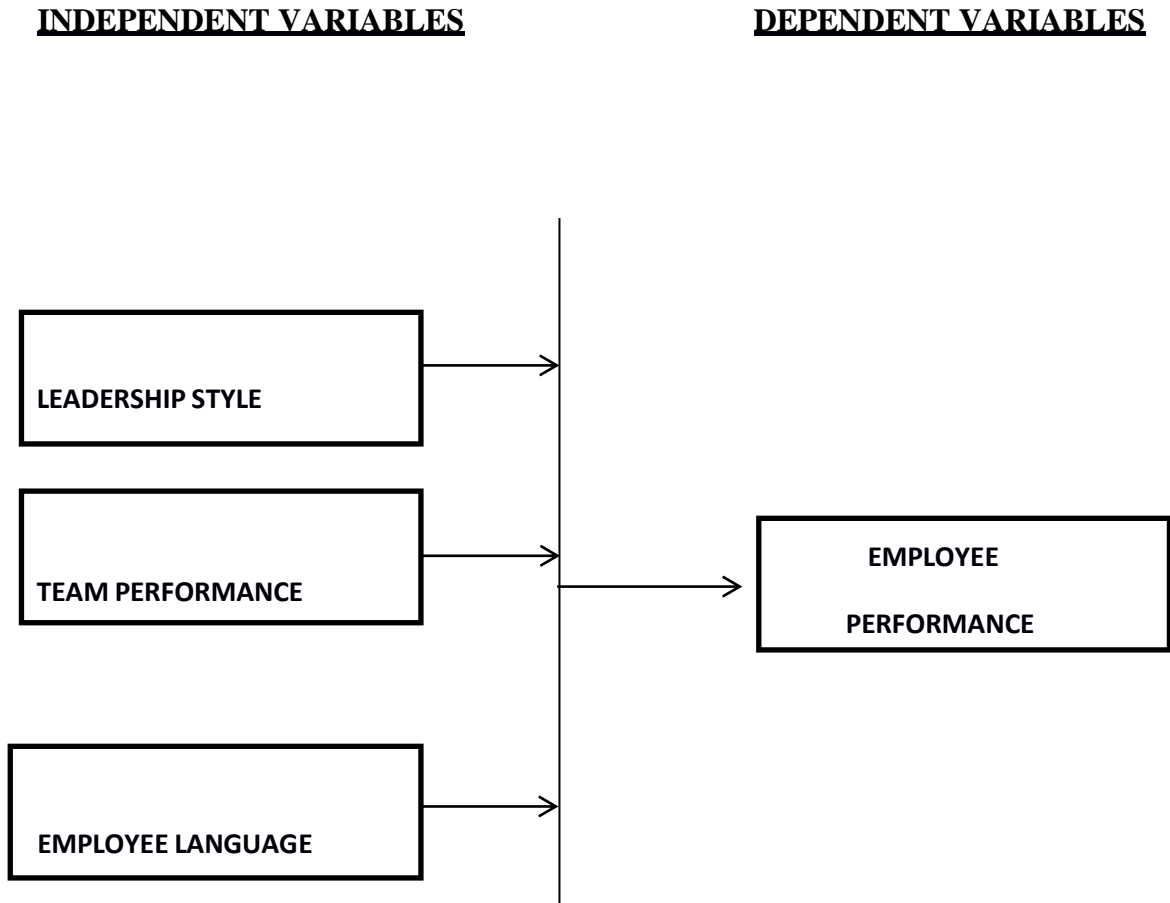
Organizational overall performance with the aid of using growing the overall performance of people and groups. It way reaching higher consequences with the aid of using knowledge and handling overall performance inside an agreed framework of deliberate objectives, requirements and competency requirements. There are strategies for organizing a shared knowledge of what's to be completed and for handling and growing human beings in a manner that will increase the chance that it will likely be completed within side the brief and lengthy time period. It focuses human beings on doing the proper factor with the aid of using clarifying their goals. It is owned and con-

trolled with the aid of using line control. Jackson (2009) argues that overall performance control is a formal, based procedure used to measure, examine and have an impact on personnel' paintings-associated attitudes, behaviors and

Performance consequences. Essentially, a excessive-appearing business enterprise, whether or not public or non-public, need to be interested by growing and imposing powerful overall performance control structures in order that thru such structures they could stay excessive-appearing and aggressive groups.

A motion in the take a look at of dispute control practices worried with the take a look at as a social gadget of interactions. The empirical take a look at of those practices basically exists as an try to resolve the trouble of hermeneutics, i.e. a way to reveal the validation of literary interpretation in an business enterprise. It is obvious from reception idea that the interpretations of those practices aren't sure handiest to the text, however additionally, to a big volume, to the reader, each in phrases of man or woman and societal conventions of dispute control approaches. It is obvious that the empirical take a look at of dispute control approaches presents a particular technique to the subject and makes a specialty of the technique that offers it a component this is a high-quality manner to discover the socio-cultural factors of the literary structures in this example of dispute control approaches. It irreplaceably contributes to the improvement of a extra relational, clinical and socially applicable take a look at.

## 2.2 Conceptual Framework.



### **Intervening variables**

Fig. 2.1. Conceptual framework. Source: (Researcher, 2022) Explanation of the Variables

The general objective of this study was to assess the impact of dispute management on employee performance. Dependent variable employee performance represented by increased employee engagement, achievement of organizational goals, and improved work practices. The independent variable is conflict management as represented by leadership style, firm performance, team performance, and employee language. The intervening variable is cultural diversity. Therefore, all the managers of various factories should consider all the above variables in their strategies to minimize the disputes in the factory which reduced the productivity of the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research layout**

The layout that become used within side the studies become a descriptive studies layout. Descriptive inquiry includes the gathering and evaluation of facts to reply a query concerning the contemporary fame of the difficulty of prevalence and the agencies below investigation (Mugenda and Mugenda 2003).

#### **3.2. Study area**

The take a look at become carried out in Tea Factory, the corporation has some of factories in Cross Nairobi district, the take a look at did now no longer encompass the ones personnel who're in general withinside the decrease mica and others are informal workers. However, the take a look at generalized as consultant of all personnel at Lugoda Tea Factory.

#### **3.3. Target population**

The goal populace for this take a look at become all personnel at Lugoda Tea Factory to make sure as a great deal illustration as possible. The manufacturing facility has a hundred personnel. (100)

#### **3.4 Sampling length and procedure**

The pattern length is the organization of humans you select for your take a look at (cooper and Schilndler (2006). According to Mugenda and Mugenda (2003), a appropriate pattern ought to be among 10-30% of the populace. The researcher decided on sixty five personnel randomly and the pattern effects have been tabulated via way of means of Mugenda and Mugenda (2003).

**Table 3.1. Sample Size**

<b>Function</b>	<b>Population size</b>	<b>Sample size</b>
Administrators	3	3
Supervisors	10	5
Managers	8	8
Mechanics	10	4
Watchmen	8	4
Drivers	12	6
Casuals	49	33
<b>Total</b>	<b>100</b>	<b>65</b>

**Source: (Researcher, 2017)**

### **3.6 Instrumentation, upload extra records to the questionnaire**

These are the equipment for use for facts series and the way the device become developed. The facts series devices that become used to gather facts from the chosen respondent become a questionnaire. The take a look at will use number one facts with the intention to be amassed via a self-administered questionnaire.

A based questionnaire may be used to gather facts.

#### **3.6.1 Validity of the Research Instrument**

Validity of accuracy that may be derived from a studies tool; the researcher with the assist of manager used professional judgment on questionnaire via way of means of checking their readability and their meaningfulness in keeping with all goals stated.

### **3.6.2 Reliability of equipment**

Reliability of a studies tool refers to its stage of inner consistency over time, Borg and Gall (1989). A dependable tool is consequently one which continually produces the predicted effects while used extra than as soon as to gather facts from samples drawn from the identical populace, Mulusa (1989). To make sure reliability, the researcher used the Test – Retest method.

### **3.6.3 Pilot study**

Before administering the questionnaire to the respondents, the researcher become confident of readability and the exclusion of any shape of ambiguity.

### **3.7. Data Collection Procedure**

The researcher acquired a letter of authorization from the Faculty's School of Management and Leadership. Questionnaires have been to be designed primarily based totally at the goals of the take a look at. A 5-factor Likert scale become used for designing. Questionnaires have been administered the usage of the drop and choose method.

### **3.8 Analysis and presentation of facts**

In this take a look at, descriptive statistics, in particular suggest ratings and percentages, have been utilized in facts evaluation. The analyzed facts become provided within side the shape of tables, charts and graphs.

### **3.9 Ethical Consideration**

Ethical Consideration Involved on this study for an excessive diploma of confidentiality in all facts amassed.

#### **i. Informed consent**

Its goal is that human members can input studies freely (voluntarily) with complete records approximately what participation manner for them and they provide their consent earlier than coming into the studies.

#### **ii. Voluntary participation**

Voluntary participation refers back to the workout of loose will via way of means of a human studies difficulty in finding out whether or not to take part in a studies activity.

### **iii. Confidentiality and privacy**

Privacy and confidentiality are separate ideas that shield distinct forms of records. "Privacy" is used with regards to records this is blanketed as a part of studies, while "confidentiality" refers to diverse records contained in relevant contracts and agreements.

### **iv. Anonymity**

Providing anonymity to records amassed from studies members' manner that both undertaking does now no longer gather in my opinion identifiable records

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.5 Response Rate

The statistics for this look at became accrued for the duration of per week the use of a dependent questionnaire out of sixty five questionnaires that had been administered to the respondents, handiest 12 had been now no longer returned. A general of fifty three questionnaires had been returned, indicating an excessive reaction price of 81.five%. According to Babbie (2002), any reaction of 50% and above is ok for evaluation and consequently the studies passed the minimal required reaction threshold

#### 4.6 Gender of Respondents

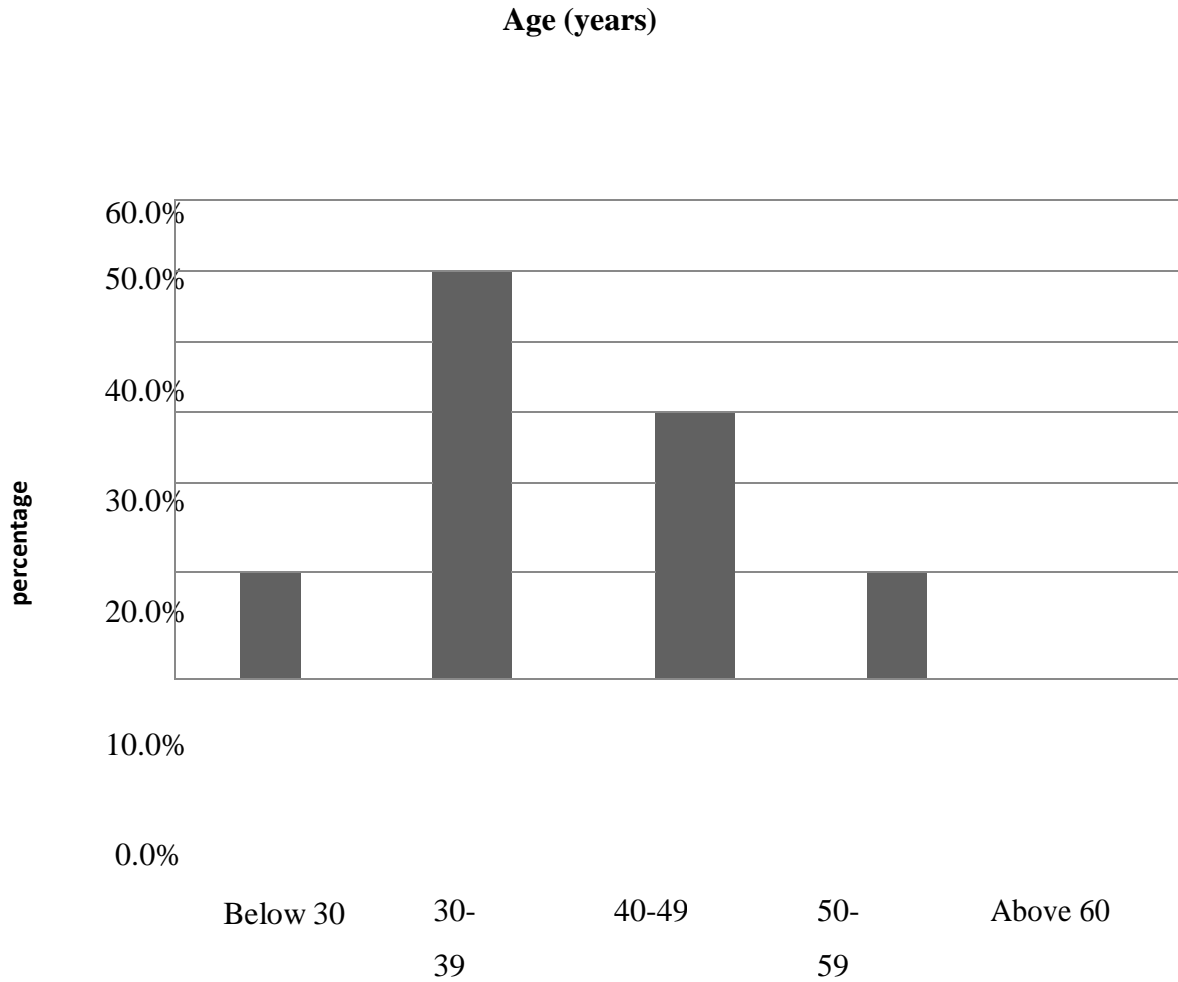
**Table 4.3: Gender of respondents**

	Frequency	Percentage
Male	33	62.26
Female	20	37.74
Total	53	100.0

**Source: Field Data, 2017.**

Table 3 above shows the gender of the respondents. 62.26% of the respondents were men  
37.74% were women. Most of the respondents were men

### 4.3 Age of the Respondents



Source: Field Data, 2017.

#### Figure 4.1 Age of respondents

Regarding the age of the respondents, as shown in Figure 2, 10% of respondents said they were less than 30 years old, 50% said they were between 30 and 39 years old, 30% were between 40 and 49 years old, 10 % were aged between 50 and 59 and none were aged over 60. Most of the respondents were between 30 and 39 years old.

#### 4.4 Management Level

**Table 4.4: Management Level**

	<b>Frequency</b>	<b>Percentage</b>
Top	7	13.21
Middle	16	30.19
Functional	30	56.60
Total	10	100.0

**Source: Field Data**

The table above shows that majority of the respondents were functional managers with 56.60%, followed by middle managers with 30.19% and finally top managers with 13.21%.

#### 4.5 Duration Worked in the Factory

**Table 4.3: Duration Worked in the Factory**

	<b>Frequency</b>	<b>Percentage</b>
Less than 5 years	6	11.32
6-10 years	20	37.74
11-15 years	15	28.30
16-20 years	10	18.87
Over 20 years	2	3.77
Total	53	100.0

**Source: Field Data, 2017.**

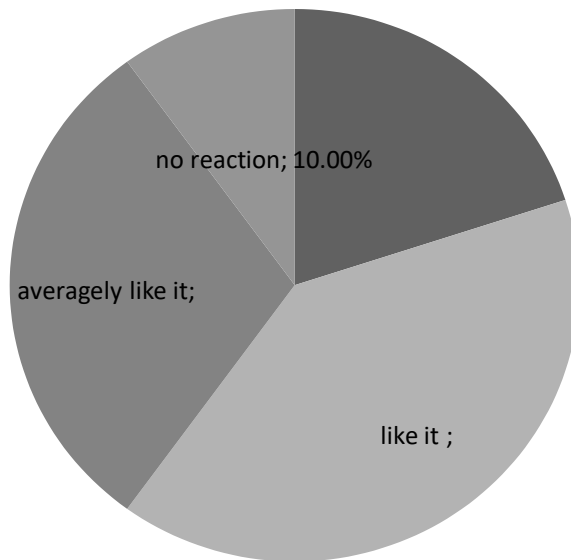
On the number of years the respondents had worked in the factory, 11.32% of the respondents indicated that they had used it for less than years, 37.74% indicated that they had used it for 6-10 years, 28.30% indicated they had worked for 11-15 years, 18.87% had worked in the factory for 16-20% and finally 3.77% of the respondents had worked for the factory for more than 20 years

#### 4.5 : Dispute Management

**Table 4.4: Dispute Management**

management	Agree				Disagree			$\sum fi$
	5	4	3	2	1			
Dispute management affects employee performance	80	60	75	4	0	53	219	4.13
Poor dispute resolutions lowers the organizational productivity.	120	80	54	2	0	53	256	4.83
Organizations with Good leadership style reduces Dispute in the factory.	75	56	57	0	0	53	188	3.54

From table 4.6 above it shows that dispute management practices have an effect on employee performance with an overall mean of 4.16 which represents fair agreement. Most respondents agreed that poor dispute management reduces organizational productivity with the highest mean of 4.83. However, the respondents' lowest ratings were organizations with a good leadership style that reduces factory disputes with a mean of 3.54. Management of disputes affecting employee performance has an average of 4.13. The findings of this study indicate that dispute management procedures should be



increased to increase factory productivity.

#### 4.5 Factors that Promote Employee Performance

Source: Field Data, 2017.

Figure 4.2: Factors that Promote Employee Performance

40% of the respondents argued that motivation influence employee performance, 10% said that better organizational layout influence employee layout, 30% were on conflict resolution and lastly 20% argued that improved working practices and leadership style promote employee performance in the factory.

#### Employee Language

Table 4.5: Employee Language

Test item	Veryhigh Extent	High Extent	Moderate Extent	Small Extent	No Extent	$\sum f_i$	$\sum f_i w_i$	$\sum f_i w_i^2$
								$\sum f_i$

5            4            3            2            1

Language limit strategic growth	60	60	27	4	0	53	151	2.84
Language used on decision making	100	40	30	2	0	53	172	3.25
Language is a link to employees identity	120	80	54	6	0	53	260	4.91

**Source: Field Data, 2017.**

Table 7

above shows that employee language is important to employee with an aggregate of 3.66 representing moderate extent. Most of the respondents agreed that language is a link to employee identity with the highest mean of 4.91. However respondents rated lowest was language limits strategic growth with a mean of 2.84. Language used on decision making has a mean of 3.25. The finding of this study reveals that employee language should be improved to reduce the disputes in the factory.

#### 4.8.1 Leadership style

**Table 4.6: Leadership style**

Variables	Mean	Standard Deviation	Number Of Items	Items Dropped	Cronbach's Qalpha
Leadership style	-	-	36	5	0.92
Transformational	3.73	0.830	20	4	0.98
Transactional	3.39	0.691	8	-	0.94
Laissez Faire	2.36	0.734	8	1	0.88

Source Alaedin K. Alsayed, M. Motaghi, Osman - Published 2012

This research note presents the results of testing the goodness questionnaires of leadership style within the community. The paper further discusses dimensionality for construct. The leadership questionnaire rates leadership behaviors utilized by leaders/supervisors questionnaire has been widely tested for its reliability in diverse context

#### 4.8.2 Team performance

**Table 4.7: Team performance**

Aspects	Frequency	(%)
Gender		
Male	163	69
Female	73	31
Marital Status		
Married	136	58
Single	97	41
Widowed	3	1
Age		
Above 18	22	9
Above 25	131	56
Above 35	61	26
Above 45	22	9
Education		
Bachelor's	44	19
Master's	149	63
Other	43	18

Type of Organization		
Readymade Garments	69	29
Banking	58	25
Education	43	18
IT	11	5
Other	55	25
Work experience		
More than 1 year	120	51
More than 5 years	67	29
More than 10 years	29	12
More than 15 years	20	8
Employment Level		
Top Level	49	21
Mid-Level	147	62
First Line	40	17

**MD Aftab Uddin, Monowar Mahmood, L. Fan Posted on March 11, 2019**

This study, which uses a multilevel research approach, aims to examine the impact of employee engagement on team performance. It further examines the mediating effects of employee engagement and organizational citizenship behavior on the relationship between employee engagement and team performance. The study follows a quantitative method. Data were collected through a self-administered, snowball, and convenience questionnaire survey sampling. Descriptive statistics and bivariate correlation analyzes were performed using SmartPLS 2 and SPSS 20 software, and a structural equation model was subsequently developed. The study suggests that better employee engagement could improve team performance in an organizational context.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.4: Summary of research results

The study aimed to assess the effect of dispute control practices on worker overall performance in Kenya: A case study of Lugoda Tea Factory, Nairobi District. In order to attain this, unique targets have been set. The first goal became to analyze the connection among dispute control and worker overall performance at Lugoda Tea Factory. The findings discovered that 43.40% indicated agreed at the elements as to whether or not dispute control has a dating with worker overall performance at the same time as 37.73% indicated strongly agreed on the connection of dispute control on worker. The study determined out that 18.87% the replied indicated disagree at the dispute control and not one of the replied indicated strongly disagree and neutral. These augers properly with the statement that strong dispute mechanisms enhance worker overall performance. The findings of the study screen that dispute control practices are influential to worker overall performance with an combination imply of 4.sixteen representing pretty agree. Most of the respondents agreed that negative dispute control lowers the organizational productiveness with the very best imply of 4.83. However respondents rated lowest became agencies with appropriate management fashion reduces dispute within side the manufacturing facility with an average of 3.54. Dispute control affecting worker overall performance has an average of 4.13. The locating of this study famous that dispute control practices need to be elevated to enhance the productiveness of the manufacturing facility. The study findings determined out that 40% of the respondent indicated management fashion have an effect on worker overall performance, 10% of the respondents indicated suggests how Team overall performance impacts worker overall performance, 30% of the respondent indicated suggests group overall performance on personnel and ultimately 20% of the respondents indicated how worker language have an effect on worker overall performance. The 1/3 goal became to analyze how worker language impacts overall performance at Lugoda Tea Factory. The findings of the study screen that worker language is essential with an n combination of 3.sixty six representing mild extent. Most of the respondents agreed that language is a hyperlink to worker identification with the very best imply of 4.91. However respondents rated lowest was language limits strategic increase with an average of 2.84. Language used on selection making has an average of 3.25. The locating of this study famous that worker language needs to be progressed to lessen the disputes within side the manufacturing facility.

## **5.5 Conclusions**

The conclusions of the have a look at confirmed that using powerful dispute control processes has a superb impact at the overall performance of personnel in production companies, so it could be concluded that negative control, vulnerable organizational ideas and processes, negative communiqué save you right remedy of personnel. It also can be concluded that the function of warfare control, which specializes in intergroup warfare studies, can enhance organization results and that group systems enhance overall performance. Furthermore, it could be said that language limitations can stand up among people from exclusive cultural backgrounds. These limitations then have an effect on numerous factors of the carrier enjoy and end up a important trouble in intercultural carrier encounters. Therefore, it's far essential to foster appropriate communicate channels to growth the benefit with which language improves worker overall performance.

## **5.6 Recommendations**

The following pointers for coverage making and destiny studies are performed in formulating practices and destiny studies;

### **5.6.1 Policy and Practice Recommendations**

Based at the findings, the subsequent pointers have been made. That the control of the manufacturing facility accepts the availability of offerings to the personnel via way of means of getting rid of the primary boundaries of this nature. Motivation impacts worker engagement, productiveness and turnover. So the manufacturing facility needs to make certain that jobs are designed to carry worker satisfaction. A technique to warfare decision is an essential function of powerful company creation, overall performance and client retention. Management need to instill in personnel a subculture of carrier, that's a hard and fast of ideas, beliefs, values, traditions and attitudes. The education practices utilized by the manufacturing facility also can have an effect on worker motivation and organizational dedication. In order to equip its personnel with the important abilities to carry out their jobs, the business enterprise needs to teach personnel so that it will optimize the capacity in their workforce. Training can result in excessive degrees of motivation and dedication from personnel who certainly see the possibility they're getting.

### **5.6.2 Suggestions for further study**

The have a look at best seems on the elements influencing worker overall performance dispute control practices in Kenya and especially on the Lugoda Tea Factory. The have a look at did now no longer don't forget different stakeholders and key gamers with inside the production industry.

## REFERENCE

(Ang, Van, Koh, Tay, Chandrasekar, & Templer, 2007). Tayeb (2003) describes culture as the shared norms and values of a society

(Seymen, 2006). Cultural diversity has both advantages and disadvantages in relation to organizations and each fact on both poles must be considered separately (Peppas, 2001).

According to Albert (2001), disputes are productive and destructive.

According to Aluko (2003), culture is a broad and multidimensional concept that cannot be hoped to be fully tackled in a single study.

According to Babbie (2002), any response of 50% and above is adequate for analysis and therefore the research exceeded the minimum required response threshold.

Blunt and Jones (1992), George and Jones (1996) and Zakaria (1997) argued that all organizations everywhere will operate within a specific culture.

Cultural meaning (Ang, Van, Koh, Tay, Chandrasekar, & Templer, 2007). Tayeb (2003) describes culture as the shared norms and values of a society

Daft (2003) explains pluralism as including different subcultures of an organization,

MD Aftab Uddin, Monowar Mahmood, L. Fan Posted on March 11, 2019

Source Alaedin K. Alsayed, M. Motaghi, Osman - Released 2012

The interactive process manifested itself in the incompatibility Rahim, 1992

There are at least two independent groups Putman and Poole 1987

While Hofstede (2010) defines culture as the collective programming of the mind based on value that distinguishes one group from another. According to Tayeb (2003), cultures differ from each other in the extent to which they generally hold certain values and attitudes, not in the way these values and attitudes

## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

I am a Diploma scholar of Management University of Africa. A partial requirement for coursework evaluation is the submission of a studies record on: **IMPACT OF DISPUTE MANAGEMENT STRATEGY ON EMPLOYEE PERFORMANCE IN KENYA: A CASE STUDY OF LUGODA TEA FACTORY.**

I might significantly recognize it if you can kindly fill out the questionnaire to assist me with the records collection. Your data together with others will assist me in my studies and might be used for instructional functions simplest and might be dealt with as confidential, so please do now no longer consist of your call with inside the questionnaire.

Thanks in advance.

**ABDULKHALIQ AHMED**

## APPENDIX II: QUESTIONNAIRE

### Questionnaire for Employees at Lugoda Tea Factory

#### Section A: Personal and Organizational Details:

Tick ( ) where necessary and explain where asked

1. What is your gender? Male

[ ]

Female [ ]

2. Age

3. What is your management level?

Top [ ]

Middle [ ]

Functional [ ]

4. For how many years have you worked for Lugoda Tea Factory?

Less than 5 years [ ]

6 – 10 years [ ]

11 – 15 years [ ]

16 – 20 years [ ]

Over 20 years [ ]

5. What is your level of education?

Primary school certificate	[ ]
Secondary school certificate	[ ]
Diploma	[ ]
Graduate	[ ]
Post graduate	[ ]
Any other	[ ]

## **SECTION B: DISPUTE MANAGEMENT**

6. Indicate the extent to which you agree with the following statements. Use the scale of 1 to 5 where **1=strongly Disagree 2= Disagree 3=Neutral 4=agree 5=Strongly agree**

### **KEY**

**SD**-Strongly disagree

**D**-Disagree

**N**-Neutral

**A**-Agree

**SA**-Strongly agree

<b>Dispute Management</b>	<b>S</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Dispute management affects employee performance					
Poor dispute resolution lowers the organizational productivity.					
Organizations with good leadership style reduces dispute in the factory.					

**SECTION C: LEADERSHIP STYLE**

<b>Test item</b>	<b>Very high extent</b>	<b>High extent</b>	<b>Moderate extent</b>	<b>Small extent</b>	<b>No extent</b>
Leadership style affects employees performance					
Poor Leadership lowers the organizational productivity.					
Organizations with good leadership style reduces dispute in the factory.					

**SECTION D: TEAM PERFORMANCE**

<b>Test item</b>	<b>Very high extent</b>	<b>High extent</b>	<b>Moderate extent</b>	<b>Small extent</b>	<b>No extent</b>
Team Performance reduces employees disputes					

Team Performance helps in decision making.					
Team Performance affects employees performance					

**SECTION E: EMPLOYEE LANGUAGE.**

6. Please tick in one of the boxes under the column the extent to which the employee language affects the employees and the factory’s performance.

Test item	Very high extent	High extent	Moderate extent	Small extent	No extent
Language limit strategic growth					
Language to be used by decision makers bounds what the factory focuses on					
Language is a link to employees identity					

### APPENDIX III: BUDGET

	Items	Quantity	Unit Price	Total (Kshs.)
1	Stationery			2000.00
		TYPING, PRINTING AND INTERNET SERVICES		
2	PRINTING	40	10	400
3	TYPING PROPOSAL	40	40	1600
4	Binding project	2	100	200
5	Flash disc	1	900	900
6	Internet services		2000	2000
	<b>OVERALL</b>			<b>7,100</b>

### APPENDIX IV: WORK PLAN 2022

