

## Organizational Conflict Management Strategies on Employee Job

### Satisfaction: A Case Study of Nzoia Sugar Company

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#### ABSTRACT

Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. The purpose of this study was to investigate conflict management strategies and their effect on employees' job satisfaction in Nzoia Sugar Company, Kenya. The specific objectives of this study were: to examine the main types of work place conflicts, to determine the major sources of work place conflicts, to identify the conflict management strategies most commonly used by management in resolving work place conflict, to establish factors that determine the choice of conflict handling style by Management staff and to find out the effect of conflict management strategies on employee job satisfaction in Nzoia Sugar Company. The target population was 3726 permanent employees in Nzoia Sugar Company. A total sample of 400 employees comprising of 14 top level managers, 18 middle level managers, 18 Low Level Managers (Supervisory staff), and 350 operational staff was selected using purposive sampling and stratified sampling techniques. This was 10% of the target population. Data was collected use of a questionnaires and interview schedule. Data was analyzed through use of both descriptive and inferential statistics and presented by use of tables and graphs which included pie charts and bar charts. Microsoft Excell (2007) and statistical package for social science (SPSS) version 17.0 helped in data analysis. The study found out that the main causes of conflict in Nzoia Sugar Company were expectation from top management, inadequate salary and remuneration, inadequate income, work overload and stress, interdependence of departments, inability to involve employees in decision making, low job satisfaction, power struggle, seeking of favours and disciplining employees. The study also found out that the collaboration and compromise techniques were the most frequently used conflict management strategies in resolving conflict. The study further found out that the main factors which may determine one's choice of a particular conflict handling style(s) are the emergence of conflict, the nature of the conflict to be handled, the significance of the issues involved, the organizational policy, the intensity of conflict, perceptions and the trade union influence, the importance and urgency of the problem and people perceptions. This study shades the much needed information on conflict management to various stakeholders in the management of the sugar sector. This research contributes to the body of the existing literature, specifically it will inspire managers in the sugar industry to develop appropriate strategies on how to manage conflicts in their organisations effectively. The study will provide an opportunity to the management, to resolve the issue at the initial stages.

#### 1.1 Statement of the Problem

Conflicts are an everyday phenomenon in each organization. Conflicts are impossible to avoid, but it is possible to manage them in a way that we recognize the conflict symptoms in time. Workplace conflict is certainly a costly proposition for organizations all over the world. Some of the costs are obvious and other costs are implicit. Obvious cost continues to rise such as when employees react angrily instead of cooperatively and hidden cost effects on decision making (Newstrom and Davis 1993).

There has been work boycotts at Nzoia Sugar factory which have caused a dip in the firm's profits (Mars Group Kenya 2011). Nzoia Sugar Company is undergoing challenges in terms of over establishment and lack of adequate training specific to the sugar industry, a staff rationalization and manpower development programme is being drawn up, and outsourcing of non-core business services is also being planned (Mars Group Kenya 2011). This is likely to lead to work place conflicts which need to be managed. Poorly handled conflict can generate significant costs in a

corporate setting (Woodrow, 1999). This occurs in terms of frustration, disappointment, and poor performance, lost hours of management and employee time, hampering of creativity and productivity, souring of relationships and high employee turnover. Costs, due to legal suits can also be incurred. This study investigated conflict management strategies on job satisfaction in Kenya using

management has developed into a major sub-field of organizational behavior within a short time period (Kozan, 1997). This trend underlines the greater acceptance of conflict as an organizational phenomenon, and as a result, concerns over its management. In the wake of competition, management strives to on adopt efficient approach in the discharge of work by the employees to accrue the desired output. Such efforts make the management go in search of advanced practices. In this pursuit, the management brings about the changes whereby conflict free environment is provided to the employees. Similarly, once the problem is identified, it is resolved in order to keep employees away from adverse situation, which arises at the time. There is no one best way or strategy to manage conflict and managers should select the intervention appropriate for the situation. Cognizance of the importance of conflict resolution, hence the need for the study. **2.0 LITERATURE REVIEW**

Conflict is a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals (The Foundation Coalition, 2003). Zorn (2009) defines it as a state of affairs in which people express differences in satisfying their needs and interests, and they experience interference in achieving them. Schramm-Nielsen (2002) defines a conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved.

Sasso, (1990) defines conflict as a process in which an individual purposefully makes a conversed effort to offset the efforts of another individual by some form of blockage that causes frustration to the latter in accomplishment of his goals or furtherance of his interests. Likewise it is visualized as the active striving for ones own preferred goal which, if accomplished precludes the attainment by others of their preferred goal(s), thereby causing hostility.

The first phase, which is referred to as the antecedent conditions, is characteristic of a situation that increases the likelihood of conflict. This is the period when the aspirations, or the goals of one party are blocked causing tension, anxiety and frustration. Some of the common antecedents of conflict in organisations, as revealed in the literature study, include the following: incompatible personalities or value systems; role ambiguities; competition for limited resources; overworking of employees; unreasonable or unclear policies; and, complex organizational structures which tend to increase the number of hierarchical layers and increased tasks (Greenberg & Baron 1997; Kreitner & Kinicki 1997).

Because of the complex nature of the structural organizational environment, the potential for conflict exists, thus making conflict inevitable. This study investigated the nature of work place conflicts in Nzoia Sugar Company.

### *2.1 Functional Versus Dysfunctional Conflict*

Depending on why it occurs and how it develops, conflict can yield beneficial as well as harmful effects to organisations (Greenberg & Baron 1997). Most writers on conflict agree on this. They see conflict as being functional on one hand and dysfunctional on the other. When conflict is dysfunctional, it will have negative consequences, and when functional, it is useful and must be encouraged (Greenberg & Baron 1997, Ivancevich & Matteson 1998).

Ivancevich and Matteson (1999) describe the consequences of conflict and argue that changes can occur within groups and between groups as a result of dysfunctional conflict. Changes within groups include increased group cohesiveness and an emphasis on loyalty. Usually an increase in autocratic leadership can be observed in extreme conflict situations where threats are perceived. When a group is in a conflict situation, its members usually emphasise doing what the group does and doing it very well and the group thus becomes more task-oriented. Changes between groups usually results in distorted perception as group members develop stronger opinions of the importance of their units. Negative stereotyping that may have existed is reinforced. When negative stereotyping exists the members of each group see less differences within their unit and a greater difference between the groups than actually exists.

### *2.2 Types of conflict in the Workplace in Organizations*

Workplace conflict is a specific type of [conflict](#) that occurs in [workplaces](#). The conflicts that arise in workplaces may be shaped by the unique aspects of this environment, including the long hours many people spend at their workplace,

the hierarchical structure of the organization, and the difficulties such as financial consequences) that may be involved in switching to a different workplace. According to Luthan (1998), conflict can occur at the individual, interpersonal, group or organizational levels. According to Kirkwood (2002), various types of conflict that exist in organizations such those in sugar industry include data conflicts, structural conflicts, relationship conflicts, and interest conflicts. Conflicts can lead to disputes, grievances, lawsuits, complaints, strikes, and disciplinary actions.

### *2.3 Sources of Conflict in the Work Place*

Conflicts in organizations has an underlying commonality, in so far as it stems from what is perceived to be incompatible goals in a way that may benefit one of the parties at the cost of another. Bell (2002) suggests six reasons for conflict in the workplace: conflicting needs, conflicting styles, conflicting perceptions, conflicting goals, conflicting pressures, and conflicting roles.

According to Tosi et al (1994), situational conditions encourage conflict when they define and affect how people interact with each other. Situational conditions include the following: interdependence and need to interact; need for consensus; status differences and role incompatibility and communication. The distinctions

### *2.4 Conflict Management Strategies for Managing Work Place Conflicts*

Cum (1993) describes conflict management as the implementation of knowledge and skills of management and the unions or work representatives to prevent conflict which is detrimental to human and industrial relations and has the potential to disrupt production, or to prevent the operations of the company taking place. Based on the above assertions, conflict management therefore, is a process whereby managers in organisations decide on the appropriate measures to take in order to manage conflict situations. Whether strategies used will entail suppressing conflict or stimulating it, is usually a matter managers have to decide on by themselves.

### *2.5 Avoidance Style of Conflict Management*

Avoidance style of conflict management is used there is a tendency for people, or groups in conflict to withdraw from the conflict situation or remain neutral. Managers using this style are neither assertive nor co-operative. The relationship with the other party is unimportant. According to Tosi et al (1994), avoidance is commonly used by people who are emotionally upset by the tensions and frustrations of conflict. This may be because they were hurt in previous conflict situations and now they seek to withdraw from those painful memories of the past. They also indicate that avoidance is used due to the belief that conflict is evil, unnecessary or undignified and people avoid it by withdrawing, or simply leaving the scene of conflict.

### *2.6 Accommodating Style of Conflict Management*

Accommodating involves minimising or suppressing real or perceived differences while focussing on the other's views of the situation. A manager using accommodating style of conflict management has more concern for the needs of the other party than his own. According to Schermerhorn (2000), a person using accommodating style of conflict management tends to be co-operative but unassertive. He/she agrees to the wishes of others, smoothing over or overlooking differences to maintain harmony. Accommodation results in a loose-win solution but a good relationship between parties is created. According to Hellrigel and Slocum (1996) this relationship is created when people appeal for co-operation and try to reduce tension and stress by offering reassurance and support for the other person's views. The unfortunate thing about this style is that it allows concern for emotional aspects of conflict but does little to address the root causes of conflict.

### *2.7 Competing or Dominating Style*

The competing or dominating style style involves the use of coerciveness and other forms of power to dominate other people or groups in order to pressurise them in accepting your own view of the situation. It involves being non co-operative but assertive, working against the wishes of the other party and engaging in a win-lose competition and/ or forcing through the exercise of authority (Schermerhorn 2000). According to Ivancevich and Matteson (1996), dominating tends to be a power-oriented style. In order to use it successfully, one must have sufficient power and authority to force one's resolution on the other person or group. Such an individual may hold the balance of power because he/she is higher up in an organizational hierarchy and therefore has more

authority than others. He/she may have critical control over important resources such as budgets, personnel and important knowledge or be allied with powerful groups.

### *2.8 Compromise Style of Conflict Management*

Compromise involves the willingness of all parties to concede some of their own views and to focus another's views to reach agreement. When compromise style of conflict management is used, there is no distinct winner or loser and the resolution reached is probably not ideal for either group. With mediation, the intervener does not have the authority to dictate an agreement. Mediators may offer specific recommendations for compromise or integrative solutions. In other cases, they may guide disputants towards developing solutions themselves (Greenberg & Baron 1997). Arbitration on the other hand, is a form of third party intervention in disputes in which the intervening person has the power to determine the terms of the agreement

### *2.9 Collaborating Style of Conflict Management*

Collaborating style of conflict management is sometimes called problem-solving or integrating, involves working through conflict differences and solving problems so that everyone wins. It seeks to resolve conflict by placing maximum focus on both groups' concerns. According to Ivancevich and Matteson (1996), successful problem solving requires that conflicting groups display a willingness to work collaboratively towards an integrative solution, which satisfies the needs of all concerned.

Literature appears to favor the use of collaborative style and points out those collaborative management strategies generate higher quality decisions than distributive strategies (Brahnam et al., 2005). As Brahnam et al. (2005) highlight, since there is typically less emphasis in modern business on competitive negotiation and more on interorganizational relationships, it is not surprising to find that the most valued conflict management strategy in business is collaboration, that is the win-win style of managing conflict, namely collaborating is the only conflict management style that considers the interests of both parties and focuses on mutual gains, and it is therefore argued that this style produces superior outcomes with more open exchange of information and a higher level of satisfaction through exploring the conflict issues more comprehensively (Van Slyke, 1999 in Goodwin, 2002)

#### *2.1.0 Choice for One's Preferred Conflict Handling Style*

According to Kreitner & Kinicki (1997) collaborating style can be appropriate and more effective under the following conditions: if one is dealing with important issues that require an optimal solution, compromise could result in sub-optimising and collaboration will therefore be preferable, when each party is strongly committed to different goals and compromise can be very costly, when the issues are complex and plagued by misunderstandings and people use collaboration because they see it as the only way to bring them back together. Further because collaboration requires all of them to define the problem, it gives them a chance to bring out all their differences and talk about them so that misunderstandings can be resolved, when people are willing to place their group goals before self-interest and when the time is available and maintaining relationships is also important.

#### *2.1.1 Concept of Job Satisfaction*

Job satisfaction is the feeling of an employee towards his/her work. MacFadzean, *et al* (2005) describes morale from individuals' point of view as the degree to which individual needs are satisfied and the degree to which the individual desires satisfaction from his total job situation

Work satisfaction is an important workplace construct and one that is of concern for effective management. Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job (Locke, 1976). Satisfaction with supervision is one of the most important attitudinal issues in the workplace that managers face. It is a collection of feelings or affective responses of the organizational members which are associated with the job situation within the organization. Individual subordinate with higher levels of satisfaction with supervision demonstrates decreased propensity to look for other job and decrease propensity to leave (Boles, 1997). It is therefore wise for managers to consider ways of improving employee satisfaction.

#### **2.1.2 Conflict Management Strategies and Employee job Satisfaction**

Managing employees is a challenge because of the variety of individual differences in personalities and important contextual factors that shape human development. In most situations, people do not share worldviews and thus do not see things the same way, which is a function of their perceptual learning. Accordingly, it is not possible for managers

to have the exact answer every time a problem arises. Being able to determine which problems need action and which do not is the art of managing. If a manager is to let a key problem linger on, which is similar to the avoidance model, they will most likely see the result of that in the productivity and attitude of their employees. Psychosomatic complaints and stress negatively affect the individual's problem solving capacity, his or her task focus, and his or her ability to make sound and thorough decisions (Dijkstra et al., 2004).

#### 2.1.4 Summary of Literature Review and Gap

Most organisations are prone to conflict and yet most managers seem not to understand how such conflict can be resolved. This study was undertaken as a way of trying to find out the approaches used by managers when managing conflict. The researcher believes that this research will shed more light on the degree to which practicing managers relate to conflict management styles advanced by various studies, further the study contributes to existing knowledge on conflict management and its effect on job satisfaction. The study identified the nature of conflict, various causes of conflict, and conflict management strategies in Nzoia Sugar Company.

### 3.0 METHODOLOGY

#### 3.1 Research design

The study employed a case study design. According to Oso (2005) in a case where the number of organizations that can be investigated are few, a small sample is appropriate. The target population was 3726, composed of 14 top level managers, 36 middle level managers, 108 Low Level Managers (Supervisory staff), and 3,568 operational staff. The sample size was 406, composed of 5 top level managers, 11 middle level managers, 33 Low Level Managers (Supervisory staff), and 357 operational staff. This was 10% of the target population. *According to Kasomo (2007), a sample size of 10% for descriptive studies is adequate.* The study used stratified sampling, random sampling and purposive sampling. Stratified, random and Purposive sampling techniques was adopted to enable the researcher select a sample. Data was qualitatively and quantitatively analyzed and collected data was organized, presented and interpreted using descriptive and inferential statistics.

### 4. Results and Discussions

The following were the Results discussions and on the conflict management strategies on employee job satisfaction at Nzoia Sugar Company. The Results are illustrated as follows:

**Table 1 : Pearson Correlation of Conflict Magement Strategies**

	1	2	3	4	5
1. Collaborative Style	1	0.981**	0.860**	0.709**	0.956**
2. Compromise Style	0.981**	1	0.853**	0.680**	0.912**
3. Accomodative Style	0.860**	0.853**	1	0.941**	0.908**
4. Avoidance Style	0.709**	0.680**	0.941**	1	0.807**

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

#### Source: Survey Data (2012)

From table 1, there is significant positive relationship between the conflict management strategies at their significant positive relationships between the conflict management strategies at 0.01 level as follows: collaborative style of conflict management and compromise style of conflict management ( $r= 0.860$ ), collaborative style of conflict management and avoidance style of conflict management ( $r= 0.709$ ), collaborative of conflict management and dominating of conflict management ( $r= 0.956$ ), compromise style of conflict management and accommodative style of conflict management ( $r= 0.853$ ), compromise style of conflict management and avoidance style of conflict management ( $r= 0.680$ ), compromise style of conflict management and dominance style of conflict management ( $r= 0.912$ ), accommodative style of conflict management and avoidance style of conflict management ( $r= 0.941$ ) accommodative style of conflict management and dominating style of conflict management ( $r=0.908$ ), accommodative style of conflict management and dominating style of conflict management ( $r=0.807$ ). This implies

that the use of one style of conflict management has relationship with the use of the other styles.

#### 4.1 Conflict Management Strategies with Overall Job Satisfaction

Results on correlation analysis of conflict management strategies with overall job satisfaction are presented in table 1.0

**Table 1.0: Correlations Analysis of Conflict Management Strategies with Overall Job Satisfaction**

	Overall Job Satisfaction	
Compromise Style of Conflict Management	Pearson Correlation	0.453**
	Sig. (2-tailed)	0.003
	N	42
Accommodative Style of Conflict Management	Pearson Correlation	0.795**
	Sig. (2-tailed)	0.001
	N	42
Collaborative Style of Conflict Management	Pearson Correlation	0.466**
	Sig. (2-tailed)	0.002
	N	42
Avoidance Style of Conflict Management	Pearson Correlation	0.854**
	Sig. (2-tailed)	0.001
	N	42
Dominating Style of Conflict Management	Pearson Correlation	0.568**
	Sig. (2-tailed)	0.001
	N	42

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

#### Source: Survey Data (2012)

The correlation result between compromise style of conflict management and job satisfaction shows that there exist a positive ( $r=0.453$  and  $p=0.003$ ) and the result is significant at 0.01 level. However the degree of the relationship is on average. This implies that an increase in use of compromise style in conflict management leads to increase in employee job satisfaction. These support findings by Vigil-King (2000) who found out that the use of more integrative conflict management strategies are likely to have higher commitment than teams using less integrative styles while it was noted that a supportive leader engenders respect, job satisfaction and higher productivity from his staff.

The result on the relationship between accommodative style of conflict management and job satisfaction indicates that there exist a strong ( $r=0.795$  and  $p=0.001$ ) and the result is significant at 0.01 level. This shows that use of accommodative style has positive effect on job satisfaction. The correlation result between collaborative style of conflict management and employee job satisfaction shows ( $r=0.466$  and  $p=0.002$ ) a positive relationship between them and the result is significant at 0.01 level. However the strength of the relationship is on average. This concurs with Van Slyke, 1999 (in Goodwin, 2002) who argued that collaborating conflict management style that considers the interests of both parties and focuses on mutual gains, and it is therefore argued that this style produces superior

outcomes with more open exchange of information and a higher level of satisfaction through exploring the conflict issues more comprehensively.

The correlation result for the relationship between use of avoidance style of conflict management and employee job satisfaction shows there exist a strong positive ( $r=0.854$  and  $p=0.001$ ) relationship. The result is significant at 0.01 level. The correlation result for the relationship between dominating style of conflict management and employee job satisfaction indicates that there is significant positive ( $r=0.568$  and  $p=0.001$ ) relationship at 0.01 level. The result implies that managers should strive to improve on this method so as to increase employee job satisfaction.

The result therefore shows that conflict management strategies used have positive effect on employee job satisfaction since the calculated  $r$  values are greater than 0.05. The findings have also been significant at 0.01 levels. However the study established that avoidance style, collaborative and accommodative styles had more positive effect on job satisfaction as compared to dominating and compromise style which were found to have moderate effect on job satisfaction. If conflict is well managed, it adds to good job satisfaction hence good performance (Murthy, 2006). Therefore managers should try to use more of collaborative, accommodative and avoidance style to improve on employees job satisfaction.

#### 4.1 Effect of Conflict Management Strategies and Employee Job Satisfaction

Regression analysis was carried out to test the relationship between conflict management strategies and employee job satisfaction.

Predictors: (Constant), dominating Style, Avoidance Style, compromise style, accommodative Style and collaborative Style.

**Table 1.1: Model Summary**

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.916	0.838	0.816	0.01706

#### Source: Survey Data (2012)

From the model summary table 1.1 the R square is 0.838 and adjusted R square is 0.816. This implies that the prediction variables of dominating style avoidance style of conflict management, compromise style of conflict management, accommodative style of conflict management and collaborative style of conflict management explain 81.6% of the variations in overall job satisfaction of employees in Nzoia Sugar Company. The remaining 18.4% is explained by other variables that were not considered in the study.

**Table 1.2: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.054	5	0.011	37.333	0.0001
Residual	0.01	36	0		
Total	0.065	41			

#### Source: Survey Data (2012)

From the ANOVA the F ratio computed is 37.333 which is greater than F tabulated of 0.001 hence the study assumes that the model is fit.

**Table 1.3: Coefficients**

Model 1	Unstandardized	Standardized		t	Sig.
	Coefficients	B	Std. Error		
(Constant)	4.873	0.039		125.394	0
Collaborative Style	0.02	0.028	0.439	0.716	0.479
Compromise Style	-0.033	0.019	-0.875	-1.794	0.081
Accommodative Style	0.059	0.015	1.605	3.825	0.001
Avoidance Style	0.004	0.01	0.11	0.384	0.703
Dominating Style	-0.016	0.009	-0.6	-1.701	0.098

**Source: Survey Data (2012)**

The coefficient table shows that the beta values for independent variables were, collaborative style of conflict management  $\beta=0.439$  compromise style of conflict management  $\beta=-0.875$ , accommodative style of conflict management  $\beta=1.605$ , avoidance style,  $\beta=0.11$  and dominating style of conflict management  $\beta= -0.600$ . The regression equation can be written as:

$\hat{Y}=4.873+0.20X_1-0.033X_2+0.059X_3+0.004X_4+0.016X_5+\epsilon$ . The result shows that collaborative style, accommodative style and avoidance style have positive effect on employee job satisfaction as opposed to compromise and dominating style which have negative effect on employee job satisfaction. This therefore interprets that when other independent variables have been kept constant collaborative style will account for 20% change in job satisfaction. This implies that increased use of collaborative style accommodative and avoidance style leads to increased in employee job satisfaction and vice versa. Findings support Armstrong (2009) assertion that conflict may have either a positive or a negative effect on employees' job satisfaction, depending on the nature of the conflict and how it is managed by superiors.

These findings have one major implication, namely that resolving conflict successfully in organisations would be difficult unless the mindset of people change. Managers need to try and change themselves, but the biggest change must take place within the entire organisation. Managers must understand that the use of positional authority has some limitations and they should be encouraged to explore new forms of human resources management such as the "Ubuntu" management style, which encourages managers to feel that being a manager, does not take away the fact that, they have many human characteristics they share with others or their subordinates.

**5.Conclusion**

Nzoia Sugar Company experiences a great deal of interpersonal conflict due to the nature of its work. Conflict based on differing goals, such as the resource and reward related conflict, was found to be very common. From the findings it can be concluded that the causes of conflict in Nzoia Sugar Company are: expectation from top management, inadequate salary and remuneration, inadequate income as they are unable to meet their personal economic goals and expectations, work overload and stress, interdependence of departments, possibility to break the chain of command in which case operational employees receive instructions from more than one superior and results in conflict within the individual and among the management staff/supervisors, the inability to involve employees in decision making, low job satisfaction, power struggle among management staff/supervisors, seeking of favour by operational employees from their management staff/supervisors, disciplining operating employees to ensure maintenance of adequate production levels and adherence to company rules and procedures, autocratic leadership style of management staff/supervisors.

Conflict management strategies used have effect on employee job satisfaction since the calculated r values are greater than 0.05. The findings have also been significant at 0.01 levels. However the study established that



avoidance style, collaborative and accommodative styles had more positive effect on job satisfaction as compared to dominating and compromise style which were found to have moderate effect on job satisfaction.

### 5.1 Recommendations of the Study

Based on the findings, the following conflict resolution strategies are recommended:

- i) Nzoia Sugar Company should give their managers more training in new conflict management areas such as conflict stimulation. Hence the company needs to invest more resources in courses dealing with conflict management. There should be conscious training programmes to equip both management staff/supervisors and operating employees with conflicts resolution and management strategies as they find the informal approach to be more convenient.
- ii) Realistic targets should be set by top management so as to reduce work overload and stress in Nzoia Sugar Company.
- iii) There should be good Collective Bargaining Agreement to address issue of remuneration to improve job satisfaction.
- iv) The formal grievance procedure instituted in handling conflicts in the company should be well communicated to employees.
- v) For effective conflict management strategies to be put in place, the Nzoia Sugar Company administration should try to find out the root cause of conflicts in Nzoia Sugar Company and involve all the employees in the Nzoia Sugar Company in order to enhance job satisfaction.
- vi) The Nzoia Sugar Company administration should involve the employees more in conflict resolution strategies in Nzoia Sugar Company to allow for the creation of positive employee to employee, employee to managers and employees to administration.

### vii) 5.2 Suggestions for Further Research

The following recommendations are made for further research following the findings of this study;

- i) A study needs to be undertaken on the effects of various conflict management strategies applied by various sugar companies on performance of employees.
- ii) The same study need to be carried out in a large scale using more than one company and a larger sample.
- iii) A study needs to be carried out on conflict management strategies used by employees in resolving employee to employee conflicts.

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