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**Impact of Conflict Management in the Horn of
Africa**

Allan Nguni



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Allan Nguni

Department of Community Development
Kenyatta University

Abstract

Purpose: Lack of capacity on the part of local peace structures has posed a great challenge to the achievement of a lasting peace. These have remained a major constraint to sustainable peace. Peace structures lacked capacity in terms of finance or logistics to effectively monitor conflict situations, identify early warning indicators and make appropriate rapid response interventions. The general objective of the study was to evaluate impact of conflict Management in the Horn of Africa.

Methodology: The paper used a desk study review methodology where relevant empirical literature was reviewed to identify main themes and to extract knowledge gaps.

Findings: From the study findings, the study concluded that with the devolved government, opportunities arise to solve some of the problems which eventually may lead to decreased conflict. Participation of citizens and interest group may be enhanced so as to include their voices in development agenda setting and in formulating programs that target peace building activities such as repairing broken relationships and rebuilding livelihoods, especially the pastoral economies.

Recommendations: The study recommended that the need for conflict management to focus on the resource management intervention measures in pastoral areas. Such resource management conflict resolution should be based on the emerging issues of land and culture change. According to the study findings it emerged that politics is one of the study findings that limit the effectiveness of inter-community conflict management. Politicians take advantage of their jostling for position to fuel conflict.

Keywords: *impact ,conflict management, horn of Africa*

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1.0 INTRODUCTION

Background of the Study

The diversity of conflicts in Horn of Africa has brought renewed interest on the origin of conflicts and their probable causes. Conflicts over natural resources have contributed to the decline in socio-economic developments and resulted to untold human suffering in many countries around the world. Ethnic conflict is not a preserve phenomenon of pastoral communities alone, rather is worldwide phenomenon. The conflict has led to deep divisions, manifesting themselves in varying forms; the ethnic hostilities, interstate conflicts, intra-state and extra-state conflicts (Bursen, 2018)

Africa boundaries that were drawn by colonial government have contributed to conflict escalation. Boundaries, limit the desire of ethnic communities to control and retain resources that span over territories thus boundaries have been perceived as one of the causes of ethnic conflicts. The boundaries have led to different ethnic groups finding themselves in one county, although they may not be compatible. A case in point of pastoralists and agriculturists. This has provided opportunities that give rise to conflict. The Horn of Africa (HoA) is associated different conflicts linked to ethnicity within and across borders (Crawley,2019).

Inter-state wars have been a common occurrence in the Horn of Africa with the region having experienced at least both violent conflict and inter-state wars have been experienced over the past decades. The inter-state wars have risen due to border and territorial disputes with contextual factors playing a significant role in stoking the inter-state wars, as the boundaries were established in the precolonial times. The Southern Sudan wars (1956–72; 1983–2005) owes its source to colonial boundaries defined by colonialists, Turko-Egyptian rule and geographical administration created by the British. On the other the Ethiopia-Eritrea war (1960-91) can be traced to the Italian and British occupation.¹⁹ Among the region's major wars, three were fought between Ethiopia and Somalia. The first war was fought over Somalis claims for Ogaden in 1961 while the second war was fought over Ogaden between 1977 and 1977 and involved external actors such as Cuba and USSR (Lockey,2018).

Most countries in the region have encountered at least one major conflict either through major actors or through proxies that fight on behalf of the actors. The region civil wars have varied in terms of intensity and frequency with the inter-state conflict linked to various groups. Upsurge of inter-state conflict has led to the involvement of government in the great horn as peace promoter or as support of actors in the conflict. The support of actors in conflict by states

is not uncommon in the region as ethnic ties exist across countries making it necessary for government to get involved in one way or another (Colton, 2021).

The shift wars in Kenya was supported by the Somali State which had a vision for the expansion of Somali land to Kenya borders. Insurgency movement in areas dominated by Somalis in Ethiopia has also received significant support from Somali Government. The Ethiopian government has also been accused of supporting a number of insurgency movements in Somalia with the aim of weakening its resolve to pursue its claim over the Ogaden land. Similarly, the Ethiopian government supported the insurgency movement in Sudan particularly, SPLM that was fighting for the liberation of South Sudan. Uganda has also been guilty of providing support to SPLM with Sudan government retaliating by supporting LRA in Uganda and Eritrea Jihadist movement. Eritrea has also supported Ethiopian insurgency movements, an accusation that has been revealed by the UN (Tadeos, 2019).

Conflict management depends on the kind of styles that suit the organisation and have an added advantage to the organisation in the long run. Conflict management is also seen as a wider concept which involves conflict management styles, process and skills to mitigating conflicts in a workplace (Kareem, 2020). Therefore, in order to know which style suits the conflict best, management should be able to have the right kind of skills to manage the conflicts which come about in the organisation. The conflict management styles include dominating, compromising, integrating, avoidance and accommodation (Labrue, 2018) who studied the five different styles of conflict management. In preference for one or another conflict management style, all depends on certain factors which include the kind of conflict, position of the parties and the kind of the relationship (Montes, Rodriguez, & Serrano, 2012). However, individuals may use a particular style for conflict management which suits them best.

AU, US and IGAD against Eritrea. Ethiopian government retaliated by supporting the rebel groups in Eritrea (Gebrimacheal, 2021). Accusation have emerged on the supposed role of Eritrea in funding and fueling the conflict in Somalia through Al-Shabab. However, this has been dismissed by some human rights organizations such as the International Crisis Group. It has been argued that the conflict in the region is not occasioned by proxy wars but encouraged

by many factors. Despite the region experiencing a number of conflicts, countries in the region have also cooperated in curbing insurgencies in the region.

The cases of Sudan helping Uganda fight LRA and Sudan and Ethiopia stopping to support rebels are cited as model of conflict management in the region (Alen, 2014). Sudan has also experienced one of the longest conflicts in the region with the wars in Sudan starting in 1955 to 2005 when South Sudan was granted independence. This has made Sudan to be among one of the countries with highest casualties on conflicts. Sudan is still experiencing conflict in the Darfur region²⁸. Ethiopia has also encountered a greater proportion of civil conflict in the region with significant conflict including Eritrea and Somali also had liberation movement from 1975 to date. Kenya has faced relatively fewer wars. However, Kenya has experienced periodic internal conflict among communities with the major conflict occurring in 1992 and 1997 tribal clashes which led to the loss of approximately 2,000 deaths and 500,000 displaced persons (Hinga,2018). The 2007 post-election violence is the major conflict that Kenya has experienced to date as it led to the displacement of more than 500,000 persons and death of 1200 people. Djibouti has not been excluded from the conflict that has occurred in the region, with the major conflict occurring between the Front for the Restoration of Unity and Democracy (FRUD) and the state, 1991– 2001. Uganda has also experienced a number of conflict that are grouped in the following conflict clusters of Buganda war of 1966; Idi Amin wars (1972–79); Wars against Obote government by NRM(National Rescue Front), 1980–85 and the Uganda government and LRA 1987 to date.

The politics surrounding cold war has played a key role in the Eritrea-Ethiopia conflict (1961-91). Cold war period was a fight between two dominant interests of US and USSR, with the countries along horn of Africa region aligning themselves to US or USSR. The intensity of the Ethiopia- Somali conflicts was occasioned by support that the two countries received as a result of their participation in the war on terror. Ethiopian states was viewed favorably by the USA government following the post September war on terror. Ethiopia was considered a partner by the USA government, EU and other international bodies. External support inform of military support was provided to Ethiopia despite its poor human rights record, this only fueled the conflict between Ethiopia and Somalia that had not received such help (Lalla,2020).Another failure that has fuelled conflicts in horn of Africa region is existing strong traditional institutions and ethnic groups that have experienced relatively little transformation over the past decades. The political and social institution of various groups in the horn of Africa remain

largely intact, and as such they have continued to play significant role in fuelling conflict , which are linked to the traditional institutions. Related to lack of traditional institutional transformation is the lack of transformation in democratic space, with some countries such as Eritrea and Somalia yet to hold elections (Abdi, 2017).

1.2 Statement of the Problem

Inter- state and intra state wars have been a common occurrence in the horn of Africa region with the region having experience at least four major conflict over the past four decades. The inter- state wars and intra-state wars have been linked to claim over territorial disputes. In addition to intra state and inter-state wars, countries in the Horn of Africa, have faced many inter- community armed conflict which have been fought between various ethnic groups over resources. These inter-community conflicts have been aggravated by factors both internal and external. Although, the inter-community conflicts are linked to historical causes, questions still abound as to the historical antecedents Communities have engaged in frequent conflicts that have affected the Horn of Africa for close to a century. The conflict between communities has claimed thousands of lives, due to hostilities existing between communities. The continued hostility and conflict has had effects in the communities. The continuation of conflicts in the Horn of Africa has attracted a number of actors who have instituted a number of intervention to resolve conflicts in Horn of Africa. Part of this study examines the intervention that have been instituted to resolve conflict. These interventions have been implemented by AU, IGAD, national government, NGO's, religious organizations and international community Interventions that have been carried out in the Horn of Africa involve: declarations, arbitration, peace agreements, peace keeping, traditional mechanism and splitting of states. These initiatives have been championed by international actors, IGAD, and AU with support from international community. Despite, the various responses that have been initiated, conflict still persists in the Horn of Africa thereby calling into question the strength and weakness of existing conflict management initiatives. This study was carried out with an aim of examining inter-community conflict management in Horn of Africa.

1.3 Objectives of the Study

The general objective of the study is to evaluate impact of conflict in the Horn of Africa

1.4 Justification and Significance of the Study

Over the last three decades, conflicts has grown rapidly in Africa and, particularly, in pastoral areas, which are the most susceptible. Wars are currently rampant in areas that are arid and

semi-arid and, frequently combines with food insecurity, high poverty levels, which in turn, exacerbate the livelihoods of most pastoral communities. Most of these conflicts that are related to resources have gone over a long period of time without solution. This necessitates study to understand the causes and dynamics of conflict in order to develop or enhance effective strategies for its prevention among pastoral communities. The research findings forms a source of reference in identifying long lasting solutions to conflicts globally. The research will also contribute to improving peace building research. The study can also be used as a means of conflict resolution by creating awareness on the danger of engaging in conflict.

2.0 LITERATURE REVIEW

2.1 Theoretical review

Two theories were found to be relevant in evaluating impact of conflict in the Horn of Africa. The theories that were found to best inform the research constructs are liberal institutional theory, (1961) and Thomas Killmann conflict mode instrument (Maddox, 1963).

2.1.1 Liberal Institutional Theory

This theory was postulated by Elton Mayo in 1964 . The liberal institutional theory of international relations that is premised on the intrinsic good nature of human beings in that peace is the normal state of affairs among men; therefore, war is seen as both unnatural and irrational, an artificial contrivance and not a product of some peculiarity of human nature. Such a conceptualization presupposes that human beings have the capacity to cure the cancer of the war through antidotes such as democracy and free trade. Democratic processes and institutions would break the power of the ruling elites and curb their propensity for violence whereas free trade would aid the transcending of artificial barriers between individuals thereby uniting them into one community. In cases of war, liberal institutionalism, a variant of the theory of liberalism, calls for collective security as the solution. Such a collective security presupposes states' membership to international organizations or institutions in which they can broaden conception of self-interest and widen the scope of cooperation. By complying with the rules of the organization there would be the discouragement of the narrow pursuit of national interests and the weakening of the meaning and appeal of state sovereignty. The core of liberal theory is anchored on the concept of interdependence between all societies. Collective security is thus one of the means by which liberals try to maintain international peace and ensuring that man can realize his or her potentiality. The relevance of this theory to this study is in so far as it explains the emergence and utility of regional and sub-regional organizations such as IGAD as

well as their role in conflict management. At the same time the study is cognizant of its key weakness in that it does not explain the narrow and selfish interests that some states pursue under the cover of international organizations and international laws

2.1.2 Thomas Kilmann Conflict Mode Instrument

Thomas and Kilmann in 1976 postulated the conflict mode instrument and was designed to understand the various behaviours of particular individuals in a conflict scenario. The model views mainly two particular perspectives that is assertiveness which is satisfying individual needs and cooperativeness which involves cooperating with others and when combined, form a conflict management style (Tjosvold et al., 2014). The model he adopted looked at the five basic styles of conflict management; integrating, dominating, accommodating, compromising and avoiding and how the two perspectives are involved.

The five styles of CM assertiveness and cooperativeness are involved when managing conflicts in the organisation. For instance; dominating style is assertive and uncooperative, accommodating style is unassertive and cooperative, avoiding style is uncooperative and unassertive, compromising style is partially assertive and partially cooperative while the integrating style is assertive and cooperative according to Thomas and Kilmann (1976). Therefore the model depicts personal behaviour in a conflict scenario basing on how assertive and cooperative they are when using the various styles (Kaimenyi, 2014). The Thomas Kilmann conflict mode instrument was relevant to this study in that for conflicts to be solved, the managers should know the conflict management styles they use (Corn, 2013) and with this, they are then able to establish which style suits the organisation depending on the parties behaviours of being assertive and cooperative of which in the end yield results. The managers can also select from a number of conflict management styles depending on which style suits the organisation and how it was to have an impact on the employees' performance. The management should also be able to recognise the conflicts and establish how employees deal with them (Graham, Mentor, & Hughes, 2009) and educate them on the various styles on how to mitigate the conflicts. According to Iravo (2011), a work environment based on trust, respect and free from conflicts leads to employee commitment and motivation with a result of high performance

2.2 Empirical Review

Omondi, (2018) conducted a study that sought to examine stakeholder conflicts and its effects on the performance of expansion projects taking place at Jomo Kenyatta International Airport.

The study assessed the role of the following conflicts on the implementation of projects at the airport; role related conflicts, process related conflicts, relationship conflicts and interdependence conflicts. Objectives of the report were to determine the effect of stakeholder conflicts on the implementation of expansion and modernization projects at Jomo Kenyatta International Airport. The performance of projects was conducted from the parameters of cost, quality and timelines of completion of projects. The study used descriptive design and the study population was drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation Authority who is the regulatory body, Airlines and Handling Agents and Service facilitators. Sampling techniques included the use of stratified sampling to select a sample of 114 respondents from a population of 135 employees within these institutions. Questionnaires were used to collect data using drop and pick method as well as email. Data was analyzed quantitatively using descriptive and regression analysis with the aid of Statistical Package for Social Sciences software to ascertain the effects of the independent variable on the dependent variable. Data was presented using table charts and written discussion. The report established that project implementation and expansion at Jomo Kenyatta International Airport are negatively influenced by stakeholders engaged conflict. The study found out that there was a significant but negative influence of conflicts on the implementation of projects with conflicts accounting for seventy three point six percent (73.6%) of variations in project implementation. The report recommended that stakeholder participation in all aspects of project implementation should be anchored in law, policies and performance appraisal of project managers to forestall uncertainties and complaints from stakeholders in projects

Cherutich , (2016) conducted a study to investigate elder hood in ethnic conflict management in Kenya's Rongai Sub-county from 1992 to 2015. It is to be appreciated that ethnic conflict management results in peace which in turn creates a fertile environment for achievement of sustainable development. Western and contemporary conflict resolution mechanisms, which have been in use for decades, have not yielded the desired results and rather than solely relying on their legal and lengthy judicial processes, indigenous mechanisms have been sought. One such mechanism is the institution of elders which has become instrumental in addressing the prevailing challenges of ethnic based violence. This study specifically investigated the nature, origin and causes of ethnic conflicts, examined the institution of elderhood, and interrogated the roles of elders in ethnic conflicts management in Rongai Sub-county. The study was based on the following premises: Land was the major cause of ethnic conflicts in Rongai Sub-county,

elderhood institutions commanded respect among majority of ethnic groups in Rongai Sub-county and that the institution of elders played a significant role in ethnic conflict management in Rongai Sub-county. The study was guided by Protracted Social Conflict Theory and Conflict Transformation Theory. The study adopted descriptive research design. The target population was the people of Rongai Sub-county. The sample size was obtained using purposive and snowballing sampling techniques. Both primary and secondary data was collected. The primary data was collected using in-depth interviews and focus group discussions while secondary data was obtained from both published and unpublished records, magazines and books. The data collected was analyzed using thematic analysis where categories of responses for each objective from the respondents were identified, classified and combined into themes. The data was then interpreted and presented based on these categories and themes. This study has three major findings. First, the ethnic conflicts in Rongai Sub-county were mainly of violent nature, originated from the reintroduction of multi-party politics in Kenya in early 1990s and were caused mainly by land and political issues. Secondly, the institution of elderhood was strong in Rongai Sub-county and commanded respect in the management of ethnic conflicts. Thirdly, the elders were the lead actors in ethnic conflicts management in Rongai Sub-county and played key roles that were aimed at achieving peaceful co-existence among ethnic groups. The study, therefore, recommends that the institution of elderhood be supported by the government and given a leading role in ethnic conflicts management. Secondly, the underlying cause of ethnic conflicts be identified and resolved proactively. Thirdly, ways should be found to weed out the culture of intolerance and impunity among ethnic communities in Rongai Sub-county

Shitemi,(2015) conducted a study that sought to establish the role of media in conflict situations with a special focus on the Tana delta conflict that occurred in the months of August and September 2012. The objectives were to explain the causes of the Tana Delta Conflict, to investigate the role of the Kenyan media during the Tana Delta Conflict and to assess the impact of the media reports on the Tana delta conflict. Media is a critical player in times of conflict (Berger 2011). The information being conveyed, the means used and how it is done can shape the dynamics of a conflict. It can help to end hostilities, create an understanding of the issues of the conflict and also be the bridge to fast and amicable conflict resolution. However when badly used, it can also flame the violent conflict and make it difficult for conflict resolution processes to succeed (Frere 2011). Kenya has had a fair share of conflicts and some are still being experienced today. The 2007/8 post-election violence was however the most devastating

in terms of deaths, displacement and destruction of property. The Tana delta conflict of August and September 2012 was the most devastating in terms of lost lives, over 100 after the 2007/8 violent conflict. It is therefore useful to find out whether media covered it sensationally or otherwise. Conflict theory and peace journalism theory were used to guide the study. The two theories bring out the issues of resources and conflicts and how journalists should informatively report on them. The research used descriptive research as the research design. The study targeted a population of 200 individuals in Tana River who reside around the conflict area and also journalists who covered the conflict. Among these a sample size of 100 was picked through stratified sampling to obtain the research sample. The data collected was analyzed qualitatively and quantitatively. This included the use of charts, figures and percentages. Questionnaires were used for data collection using both structured and unstructured questions. Personal interviews were also used to get in-depth data. The researcher analyzed the data and generated findings which demonstrated that media does have a role in conflict situations. Data collected illustrated that media has a role in framing conflicts depending on how it reports on them. It also has a role in escalating conflict if it does not report on it informatively. The media has a critical role in providing balanced reporting through good investigative journalism. Peace building and the use of community and vernacular radio stations are tools that can be used during conflict situation to promote peace and tranquility. The study recommends continuous training and capacity enhancement of journalists both in institutions of higher learning and media houses especially in conflict reporting to ensure they are good agents of informative journalism.

Mwangi, (2014) conducted a study that sought to examine the effects of workplace conflicts on performance of teachers. The main objective of the study was to establish the effects of the workplace conflict on performance of teachers in public secondary schools. The factors wider investigation were work relationship conflicts, task conflicts, structural conflicts and the goal conflicts and how they influence the performance of teachers. A review of literature was conducted so as to find out what other researchers had found out on studies related to the topic. The researcher filled the gap by seeking the views of teachers in Nyeri Central District on the effects of workplace conflict on their performance. The study targeted a population of 292 respondents who are principals and teachers in the 17 public secondary schools. Due to the large number of the respondents, the researcher used the proportionate stratified random sampling whereby according to Mugenda and Mugenda (2005), 30% of the target population

will be an ideal sample. This translated to 82 teachers who the researcher then collected data from using questionnaires. The collected data was analyzed using descriptive statistics and the data was presented in form of frequency tables, charts and graphs. Among the key findings established in the study were that task conflicts had a major influence on the performance of teachers (76%). The structural conflict was also found to have a high influence on teacher performance (75%). Goal conflicts had a relatively low influence on performance of teachers when compared to task and structural conflict (65%) while the work relationship conflict the lowest influence on the performance of teachers (46%). The researcher recommends that all the necessary efforts should be made to manage workplace conflicts by enhancing communication amongst teachers, provision of necessary materials, as well as the provision of a well-designed job design and that teachers should come up with SMART individual and organizational goals. The researcher further recommends that more studies should be done on the strategies and mechanisms that need to be adapted to overcome workplace conflicts in public secondary schools.

Musonye, (2014) conducted a study to investigate the effect of conflicts on project team productivity at Mastermind Tobacco Kenya Limited in order to build everlasting coexistence of members of a project team and ensure attainment of project as well as overall organizational goal. The objectives of this study were: to examine the effects of project leadership related conflicts on project teams' productivity, to find out the effects of organizational structure related conflicts on project team productivity and to establish the effects of stakeholder involvement conflicts on project team productivity in Jaza jaza project at Mastermind Tobacco Kenya Limited. A descriptive research design was adopted in this study. The sample was selected through stratified random sampling, study participants were randomly selected from the marketing, finance and human resource departments as they are directly involved in the Jaza jaza project implementation. The target population size was a hundred five respondents and a sample of 45 respondents was drawn. Questionnaires were distributed to the targeted population and duration of four weeks was given. The completed questionnaire was coded, entered into the computer, organized and analyzed with a statistical package for social science (SPSS). The collected data was analyzed and presented in tabular form, graph and chart for simple understanding of the finding and regression analysis was also utilized. In conclusion, the company faces conflicts related to project leadership, organizational structure and stakeholder involvement but to varying extents thus, there is a paramount need to address and

manage conflicts to improve on project team productivity as a way to increase the overall performance of the organization. From the study findings, the study recommends that in order to maintain its existence in the market, the tobacco companies should practice conflict management of project teams to boost productivity

2.3 Research gaps

Geographical gap is a knowledge gap that considers, the untapped potential or missing/limited research literature, in the geographical area that has not yet been explored or is under-explored. For instance, Cherutich , (2016) conducted a study to investigate elder hood in ethnic conflict management in Kenya's Rongai Sub-county from 1992 to 2015. The study adopted descriptive research design. The target population was the people of Rongai Sub-county. The sample size was obtained using purposive and snowballing sampling techniques. The study found out that the elders were the lead actors in ethnic conflicts management in Rongai Sub-county and played key roles that were aimed at achieving peaceful co-existence among ethnic groups. The study presented a geographical gap as it was done in Rongai Sub-county while our current study seek to evaluate conflict management styles and employee performance in hospitals

Methodological gap is the gap that is presented as a result in limitations in the methods and techniques used in the research (explains the situation as it is, avoids bias, positivism, etc. Omondi, (2018) conducted a study that sought to examine stakeholder conflicts and its effects on the performance of expansion projects taking place at Jomo Kenyatta International Airport. The study used descriptive design and the study population was drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation Authority who is the regulatory body, Airlines and Handling Agents and Service facilitators. Sampling techniques included the use of stratified sampling to select a sample of 114 respondents from a population of 135 employees within these institutions. The study found out that there was a significant but negative influence of conflicts on the implementation of projects with conflicts accounting for seventy three point six percent (73.6%) of variations in project implementation. The study presented a methodological gap as it was subjected to descriptive research design while our current study adopted a desktop literature review method.

Conceptual gap arises because of some difference between the user's mental model of the application and how the application actually works. Shitemi,(2015) conducted a study that sought to establish the role of media in conflict situations with a special focus on the Tana delta conflict that occurred in the months of August and September 2012 .The research used descriptive research as the research design. The study targeted a population of 200 individuals in Tana River who reside around the conflict area and also journalists who covered the conflict.The study found out that the media has a critical role in providing balanced reporting through good investigative journalism. Peace building and the use of community and vernacular radio stations are tools that can be used during conflict situation to promote peace and tranquility. The study presented a conceptual gap as it sought to establish the role of media in conflict situations with a special focus on the Tana delta conflict that occurred in the months of August and September 2012, while the current study will evaluate conflict management styles and employee performance in hospitals.

3.0 METHODOLOGY

The study adopted a desktop literature review method (desk study). This involved an in-depth review of studies related to conflict management styles and employee performance in hospitals. Three sorting stages were implemented on the subject under study in order to determine the viability of the subject for research. This is the first stage that comprised the initial identification of all articles that were based on conflict management styles and employee performance in hospitals from various data bases. The search was done generally by searching the articles in the article title, abstract, keywords. A second search involved fully available publications on the subject on conflict management styles and employee performance in hospitals. The third step involved the selection of fully accessible publications. Reduction of the literature to only fully accessible publications yielded specificity and allowed the researcher to focus on conflict management styles and employee performance in hospitals which was split into top key words. After an in-depth search into the top key words (conflict management styles, employee performance, hospitals), the researcher arrived at 5 articles that were suitable for analysis. The 5 articles were findings from Omondi, (2018) who conducted a study that sought to examine stakeholder conflicts and its effects on the performance of expansion projects taking place at Jomo Kenyatta International Airport. The study used descriptive design and the study population was drawn from Kenya Airports Authority who is the airport owner, Kenya Civil Aviation Authority who is the regulatory body, Airlines and Handling Agents and

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4.0 SUMMARY, CONCLUSION AND POLICY IMPLICATION FOR FURTHER STUDY

4.1 Summary

Human security entails the realization that the traditional forms used by the state security are no longer capable to protect citizens and that development needs to be viewed beyond the economic growth aspect and, instead, be regarded as decorous survival through freedoms from want and fear. The security is a situation where communities and people are able to manage stress, enjoy their values and rights and meet their needs. As such, security provides freedom from fear and want and provides the liberty to indignity and from dangerous impacts Prolonged clashes and conflict escalation has resulted communication breakdown between adjacent/neighbouring communities and the ensuring loss of social networks that have been constructed over long durations including strong bonding through inter-clan marriages and other institutions, which are critical in terms of coping with uncertainty. High insecurity levels in villages as well as high poverty levels and destitution have led to an increase in urban migration.

4.2 Conclusion

From the study findings, the study concluded that with the devolved government, opportunities arise to solve some of the problems which eventually may lead to decreased conflict. Participation of citizens and interest group may be enhanced so as to include their voices in

development agenda setting and in formulating programs that target peace building activities such as repairing broken relationships and rebuilding livelihoods, especially the pastoral economy. More important is to build institutions and capacity that would deal with psycho-social issues and recreate new realities so as to make healing possible. This way the work of mending relations across the divided society would be made easier. At the household level, conflicts usually leads to limited accessibility of food as well as other social services, death, property loss, insecurity and displacement.

4.3 Recommendations

The study recommended that the need for conflict management to focus on the resource management intervention measures in pastoral areas. Such resource management conflict resolution should be based on the emerging issues of land and culture change .According to the study findings it emerged that politics is one of the study findings that limit the effectiveness of inter-community conflict management. Politicians take advantage of their jostling for position to fuel conflict. The study therefore recommends that there is need for the elders to use their position during election time and work on a negotiated democracy that will incorporate all sides without one community feeling left out. This should be done within the boundaries of peace committee.

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