CONFLICT MANAGEMENT STYLES AND EMPLOYEE PERFORMANCE IN HOSPITALS.

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Abstract

Purpose: Mobile technologies provide an affordable and easily accessible technology that lecturers can use effectively to assist students with their studies. The general objective of the study was to evaluate conflict management styles and employee performance in hospitals

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, it is concluded that the compromising, avoiding and dominating styles are the most commonly used styles among the Public hospitals, the doctors, nurses and the clinical officers. This is because the compromising style encourages participation of all the parties, the style is partially assertive and cooperative and the style leads to temporal solutions when being used. The avoiding style is preferred because it involves withdrawing from the conflict at hand whereas the dominating style is preferred because the style is used in case of an emergency and involves speedy decision making. With all this in place, conflicts are managed which leads to temporal and fair solutions which satisfy all the parties. Therefore, the styles when used leads to increase in employee performance in the work place.

Recommendations: The study recommended that the management of public hospitals should ensure that conflicts are cut down basing on how employee performance is important. The management should be able to encourage the employees to perform through participation in the decision making process, ensure they are performing their job roles and duties responsibly and also evaluate employees annually to know understand why they are performing the way they are.

Keywords: *evaluate, conflict management styles, employee performance, hospitals*

1.0 INTRODUCTION

Background of the Study

Conflicts are common occurrences in human societies which may be due to competition between people, groups or organisations striving to succeed, in most cases at the expense of the others, by eliminating the various obstacles that hold them back. Conflict as an obstacle, is an inescapable component of social life which pervades various organizational process (Agwu, 2013). Scholars and researchers have attempted to analyse how conflict management works in organisations since different organisations face different conflicts. Conflicts have different sources and can lead to positive or negative effects (Tetteh & Obuobisa-darko, 2016) and it has been mainly emphasized that the type of conflicts faced by the organisation can determine failure or success and conflict should be avoided at most (Tjosvold & Sun, 2013).

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 (Mukhtar, 2013). 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 (Rahim, 2002) 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.

Conflict is now a very common factor in organizations that leads to deterioration in performance because of human interactions in today's work environment. According to Corn (2013), conflict is the result of dissension between stakeholders' interests, values and goals thus disagreeing. The interest to achieve the desired goals becomes the cause of conflict in some organizations. Many researchers have different views about organizational conflict. According to Kaimenyi (2014), conflict is a process in which a part believes that the other party has a negative perception towards his or her interests. The same notion was further propagated by Simpao (2013) that conflict is seen to be the struggle for resources, power, status, beliefs, preferences and desires. Evidence does not show neither organizations nor hospitals can't be spared from conflicts because of the various human interactions that take place within the

organisation. Employee performance is affected when conflicts are many and this affects hoe the employee perform in the work environment. The conflicts usually affect the creativity and innovation, efficiency and effectiveness of the employees, there's also change in attitude and many others.

Few conflicts are easily handled than when they are many which can be bad in the long run since conflict is seen to have both positive and negative effects in the organisation performance (Iravo, 2011). Various researchers have described two types of conflicts such as constructive and destructive. Constructive conflicts are conflicts which end up being good or have a positive impact whereas destructive conflicts end up being disastrous. Similarly, it was described that positive conflict can end up being innovative and creative too (Odembo, 2013). According to Ebrahim, El, and Keshk (2014), the causes of conflict are differences in knowledge, beliefs and values, lust for power, position and recognition, personal liking and disliking, and perception about organizational culture. The administrators and managers have to use different styles of managing conflict which have advantages to them (Kinnander, 2011).

Employees are a major human resource hired by organisations to perform tasks, under certain conditions, to meet the various organisational goals. According to the Kenya Employment Act (2007), defines an employee as a person employed for wages or a salary, and includes an apprentice. Employees are the most important asset in an organisation and without them the running of an organisation becomes difficult because they support the smooth running and success of the organisation through various tasks and activities in order to meet the organisation goals (Hwang, 2010). According to Vroom (1964), for an organisation to function efficiently, HRMs have to employ employees with the right skills, knowledge, experience and competence. Employee performance is the contribution of employees to meet organisational goals and how well an individual executes their duties and responsibilities within the organisation (Thao & Hwang, 2010). Performance is a critical factor for the success of an organization and therefore management through its HR department should ensure that the policies and procedures used in the evaluation process impacts positively on employees and drives them to perform effectively (Dobre, 2013). The identified practices that encourage effective employee performance include motivation, reward and good industrial relations.

According Saeed, Anis-ul-Haq, Almas and Niazi (2014), management has to look after the welfare of employees by encouraging them to perform effectively and without neglecting other

resources at the disposal of the organisation. In organisations, employee performance is usually measured through employee evaluations which are done annually, quarterly, semi-annually depending on the organisation or hospital. Employee evaluation refers to the process of assessing the general performance of an individual employee and is normally carried out by immediate supervisors (Dobre, 2013). Employee performance is evaluated using 360 degree feedback, behavioural checklist, management by objective, self assessments and critical incidents and this is done through a process. In addition, certain factors are considered when measuring the performance of employees and include creativity and innovation, commitment, quality of work, employee effectiveness and efficiency and employee attitude (Thomas, 2012).

Employee performance measure is usually done to determine the weak and strong areas of employees, determine compensation, improve on work productivity and increase employee efficiency where necessary (Armstrong, 2014). For employees to perform according to the expected organisational standards, it was found out that its' important for management to understand the needs of their employees (Thao & Hwang, 2010) and this was supported by other researchers who stated that to understand the performance of employees, management should look into key factors including employee creativity and innovation, quality of work, change of attitude towards work and employee efficiency and effectiveness. Evaluating these factors fairly and consistently on a daily basis will help identify areas that require improvement (Saxena, 2014). Employees will feel a sense of job satisfaction and their motivation will increase thus a resultant increase in performance in the organisation (Dobre, 2013).

Conflict management consists of various styles such as integrating, accommodating, compromising, dominating and avoiding styles which are explained in detail below; Accommodating style is known to be suitable to maintain the human relations in the long run. In this case, one party sacrifices to the other and the other party wins. The style is also seen be cooperative and unassertive (Simpao, 2013) and commonly used when settling minor issues in case conflicts arise. The parties in this case work against their own objectives, goals and aims and are better when the other party has a better solution to solve the conflict. This style is appropriate when one party believes they may be wrong, dealing with a position of weakness and also when preserving a harmonious relationship.

The avoiding style is all about withdrawing from and leaving the conflict. Avoidance is being either uncooperative or unassertive (Montes et al., 2012) and used by people who are affected

emotionally because of the stress brought by the conflict upon them (Luisser, 2012). The only problem with this style is that the issue may arise again creating more problems in the organisation since nothing is done to solve the problem. This style is commonly used when the parties involved do not have a solution to their issue and each party is not being helped, and the issue is trivial too. It's also commonly used when the parties have no chance of winning. But it's effective when seen to be cost saving and no particular way to solve the problems is involved. For example this style is hardly used in Arab countries because they find other styles much better like dominating and integrating style (Al-Hamdan, Shukri & Anthony, 2011). The parties using the integrating style come to an agreement and parties benefit thus the style being cooperative and assertive (Simpao, 2013). It's also known as the collaboration style or a win-win situation. Kaimenyi (2014) noted that in order to solve a problem, it should be directed towards situations, attitude and behavioural components of the conflict. This style is appropriate when time is available, involvement of all the parties, commitment and ideas are brought up by the parties. This is effective when the parties want to seek a novel solution. The parties sit down, put down ideas and find ways on how the ideas suit them best, fairly and equally. The downside with this style is that it requires trust, time and an effort for all parties to be at the same level in order to come up with ideas, solutions which are acceptable among them.

Dominating style is also known as the win-lose situation or also known as the competing and forcing style (Longe, 2015). In this style, the parties act in an assertive way to achieve their goals and do not cooperate with each other. According to (Tetteh & 8 Obuobisa-darko, 2016), its stated that in case the dominating style is used, the chances of the conflict arising again are minimal but for a short period of time. In this case, the parties are aware of the style they are using and also used in case it's an emergency or when a quick decision has to be made in a work environment (Mwangi & Ragui, 2013).

The compromising style is also known as lose - lose situation. The parties involved in the conflict do achieve something little other than what they really wanted and agree to what has been settled for them (Simpao, 2013). This style requires the parties to be partially assertive and cooperative leading to a temporary solution as compared to the integrating style which involves coming up with a permanent solution. The style is used when the parties have equal demands and have reached a dead end (Tetteh & Obuobisadarko, 2016). The problem with this style is that the solution does not last long since it's temporal

1.2 Statement of the Problem

Several research studies have been carried out on conflict management styles and determining their relationship with different dependent variables such as employee performance, job satisfaction, motivation and others. Conflict management styles are seen to have various ways on how to suppress conflicts either permanently or temporarily. According to George, Omweri and Miroga (2013), they found out that integrating and accommodating styles increases performance of the employees because of their advantages. In some hospitals, managers or leaders with visions use compromising style to manage their conflicts (Cınar & Kaban, 2012). Such managers try as much as possible to eradicate the effects of conflicts that may be a problem in achieving the organizational goals and objectives in the long run. Conflict is seen to be inevitable and presently continues to be an issue in almost all the PH. Public Hospitals of late have been seen to be a centre of tension in the country. On a number of occasions, they are a manifestation of conflicts in the community. Management and administrators should be able to recognize conflict and take conflict management as vital (Mukhtar, 2013). This is to know the positive and negative impact it will have on the organisation and employee performance in the long run, and to find a way on how to manage conflicts and to apply conflict management styles and follow the proper steps.. The researcher of this study therefore focused on the socio-economic factors that influence food security for the aged, an issue which has not been adequately addressed previously. With conflicts on the rise and taking time when solving (Pavlakis et al., 2011), management of the hospitals end up using different styles of conflict management which yield results to mitigate the conflicts that arise and ensure employees continue performing to the standards of the organisation. However much the styles are used, the hospitals still face challenges like demand for increase in wages, better working conditions which lead to strikes of late (Iravo, 2011). These have to be managed by the using the most suitable style. Therefore, it's important for management to employ different conflict management styles, use them appropriately and encourage continuous performance of employees to perform according to the standards of the organization. Therefore, this research is to determine the effect of conflict management styles in public hospitals and how it has an impact on the performance of its employees in the hospitals

1.3 Objectives of the Study

The general objective of the study is to evaluate conflict management styles and employee performance in hospitals

1.4 Justification and Significance of the Study

The study should help the management of Public hospitals on adopting conflict management styles suitable for the conflict situation in order to achieve a positive impact on employee performance in the public hospitals. It is hoped that recommendations from the study should provide managers of the hospitals with practical solutions which would reduce on the necessary resources of managing conflicts and thereby improve employee performance. In this way, new approaches may be developed to solve conflicts and improve employee performance. The study should be a valuable source of information to scholars, students and researchers studying conflict management in organisations. Highlighting the types of conflict and styles adopted, together with recommendations offered in the study can be tailored to suit the needs of other organizations facing similar conflicts. Exposure of the conflicts experienced in Public Hospitals, and the recommendations offered by this study will be helpful to government policy makers; officials were educated on the principles of practical conflict management styles and their importance on reducing conflicts and improving employee performance. Using this knowledge enabled the government to formulate detailed policies inclined towards improving the conflict management styles across the country's health sector and thus improve employee performance in hospitals.

2.0 LITERATURE REVIEW

2.1 Theoretical review

Two theories were found to be relevant in evaluating socio-economic factors affecting food security among the elderly. The theories that were found to best inform the research constructs are Disengagement theory, (1961) and Activity Theory (Maddox, 1963).

2.1.1 Human Relations Theory

This theory was postulated by Elton Mayo in 1964 after conducting experiments to find out how individual employees behaved under certain work conditions. The study highlighted the importance of the relationship between various social factors and performance within an organisation. It was found that employee productivity and performance were considered as their functions and then compensated in the end. However, after the experiment, it was realised that in order for employee performance and production to increase, their needs had to be satisfied through motivation and with the right compensation packages (Lee, Chaudhry, & Tekleab, 2014). The Human Relations School of Thought was of the view that the performance of an organisation depends on the types of relationship between employees and managers. The

managers should be able to have more concern for their employees by establishing favourable interpersonal relationships which goes to show that achieving organisational goals depended upon employees (Saeed, 2014).

Human relations theory focuses on the individuals in a workplace and their needs in order for them to perform significantly better. The organisation should provide a great relationship between management and employees through employee participation in the decision making process (Dobre, 2013). In such circumstances, workers are exposed to morale enhancing conditions which focuses on their creativity and innovation and encourages them to perform to the expectations of the organisation (Odembo, 2013). The Human Relations theory should therefore be important to management and their practices in that; management should be able to know their employees well and how they behave in different situations, have good interpersonal relations and motivate them of which in the end, challenges and conflicts will be reduced. The human relations theory was applicable to the study in that conflicts should be partially accepted since conflicts establish a positive energy for the performance of the organisation depending on how the conflict is handled (Farahani, 2014).

Management should be able to create better human relations among their employees. In cases of conflict, management should be able to know their employees well and know how to act, select the best style of conflict management which has to yield the best results in the end thus managing the conflicts. This is because employees cannot perform effectively because conflicts stress them up (Fusch & Fusch, 2015). Conflict management can be used in managing issues in an organisation which will arise in the long run. They should be able to create a better human relations environment, understand employees as human beings, eradicate conflict between individuals and the organisation (Muldoon, 2017) and individual differences to achieve their goals, create a better working environment, encourage coordination between departments and also increase quality and quantity of products and services of the organisation.

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 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.

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4.0 SUMMARY, CONCLUSION AND POLICY IMPLICATION FOR FURTHER STUDY

4.1 Summary

The employee performance in the Public hospital was seen to have the respondents agree with the following factors; individuals performing the job roles and duties accordingly, motivated to perform through participation in decision making accordingly, evaluated annually, quarterly or semi-annually and basing on the quality of work they produce, encouraged to be creative and innovative while performing their duties, employees are also expected to have a positive or good change in attitude when performing and their efficiency and effectiveness is expected of them when performing. Whereas, EP had issues when it came to employees not being satisfied or accepting with the various management functions put in place by the management thus affecting the performance of the employees in the work place.

4.2 Conclusion

From the study findings, the study showed that the compromising, avoiding and dominating styles are the most commonly used styles among the Public hospitalsthe doctors, nurses and the clinical officers. This is because the compromising style encourages participation of all the parties, the style is partially assertive and cooperative and the style leads to temporal solutions when being used. The avoiding style is preferred because it involves withdrawing from the conflict at hand whereas the dominating style is preferred because the style is used in case of an emergency and involves speedy decision making. With all this in place, conflicts are managed which leads to temporal and fair solutions which satisfy all the parties. Therefore, the styles when used leads to increase in employee performance in the work place.

4.3 Recommendations

The study recommended that the management of public hospitals should ensure that conflicts are cut down basing on how employee performance is important. The management should be able to encourage the employees to perform through participation in the decision making process, ensure they are performing their job roles and duties responsibly and also evaluate employees annually to know understand why they are performing the way they are. The management should also ensure that when employees are performing, they should have a positive change in attitude, be creative and innovative and ensure there is efficiency and

effectiveness in the way they perform. With all the above in place, conflicts can be reduced among the employees.

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