

**INFLUENCE OF CONFLICT AT THE WORKPLACE IN THE
MANAGEMENT OF AN ORGANIZATION: A CASE OF THE
DEPARTMENT OF IMMIGRATION, KENYA.**

BY

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A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND
MANAGEMENT OF THE UNIVERSITY OF NAIROBI.

2012

DECLARATION


This Research Project Report is my original work and has not been presented for the award of a degree or any other award in any other university.

Sign  M K I _____ Date 10 'S - TjOILL

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This Research Project Report has been submitted for examination with my approval as the university supervisor.


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DEDICATION

This Research Project Report is dedicated to my parents, my departed father and my mother. Their love and determination has instilled in me values that have helped me go through life.

ACKNOWLEDGEMENT

Firstly, I highly appreciate my Supervisor. Dr. Ouru John Nyaegah for his guidance whilst undertaking this research. His advice, constructive criticism and insight have gone a long way in making this document what it is. His invaluable time that he spent to ensure my study was a success is highly appreciated. Secondly, I would like to thank my parents for their sacrifice in giving me the gift of education that has enabled me to come this far. The resources and time they spent on my education was surely an investment that I do not take for granted. The confidence they showed in me has enabled me come this far.

I would like to thank my lecturers who took me through the coursework in my studies that have equipped me with knowledge that I will apply for many years to come, especially Dr. Christopher Gakuu who taught me Research Methodology that has given me great insight in carrying out this research. I would also like to thank Mr. Linus Muriithi of the Department of Immigration for his assistance and facilitation in data collection at the Department. His commitment in making this study a success was beyond his normal official responsibility. To all members of staff at the Department of Immigration who took part in this study, I highly appreciate your support. I am so grateful to them for sharing their experiences and opinions that have yielded valuable data for this study.

I wish to thank my fellow students for the ideas we shared and their constructive criticism in the course of my studies. They made me appreciate the value of teamwork. Finally, I wish to thank my employer. The Ministry of Immigration and Registration of Persons for allowing me to pursue my studies on a part-time time basis while still working. Specifically, I would like to thank my boss, Mr. J. Bonaya for his understanding in terms of my working schedules. His cooperation has gone a long way in making this study a success.

LIST OF ABBREVIATIONS AND ACRONYMS

- GOK - Government of Kenya
- UK Human Resource
- IPRS - Integrated Population Registration System
- JKIA - Jomo Kenyatta International Airport
- KACC - Kenya Anti-Corruption Commission
- KUR - Kenya-Uganda Railway
- MIRP - Ministry of Immigration and Registration of Persons
- NCST - National Council of science and Technology
- NGO - Non Governmental Organization
- NRB - National Registration Bureau
- OP Office of the President
- SPSS - Statistical Package for Social Sciences

ABSTRACT

Conflict in the workplace is a universal phenomenon. It is documented that the main causes of conflict at the workplace are: personality differences, sharing of resources in the organization, unclear lines of responsibility and communication barriers among other factors. However, previous studies on the topic of conflict in the workplace have shown that conflict is more common in the public sector than in the private sector. The purpose of this study therefore was to establish the influence of conflict at the workplace in the management of an organization. This study is important because it is likely to make the department of immigration formulate practical and realistic policies that will ensure that conflict at the workplace is well managed and organization performance is always at its optimum. The objectives of this study were to determine how personality differences as a source of conflict affects the management of an organization; to assess how unclear lines of responsibility in an organization as a source of conflict affect the management of an organization; to explore the extent to which sharing of resources within the organization leads to conflict and how it affects the management of an organization; to examine how task interdependence leads to conflict at the workplace and its influence on management of an organization and to identify how communication barriers as a source of conflict at the workplace influences the management of an organization. This study targeted the whole of the Immigration department. The study population was derived from immigration officers. Descriptive research was employed with a questionnaire as the main tool of data collection. The research was essentially qualitative and the researcher administered questionnaires and conducted interviews. Data collected was coded for confidentiality and analyzed using Statistical Package for Social Sciences (SPSS) and the findings were presented in tables using percentages and frequencies. Among the findings of this study were; that selfishness and irresponsibility are the major personality traits that cause conflict in the department, unclear lines of responsibility were a major cause of conflict among officers of the same cadre and office space, equipment and stationery were the resources that were shared most among officers in most of the stations. Conclusions drawn from this study indicate that it is important for the management to put mechanisms in place that ensure conflicts resulting from resource sharing are put at the minimum level possible while policies and procedures outlined should be effective enough and avoid creating room for apathy and lethargy or no impetus for change and innovation. Since task interdependence and communication barriers are major sources of employee conflict in the department of immigration, such conflicts were also shown to affect the management. It is therefore important for the management to set up policies that guide employee performance. Use of integrators to liaise with different groups in an organization is necessary as it helps foster understanding. Availing required resources to reduce resource conflict that comes as a result of resource sharing and interrogative negotiation when unclear lines of responsibility exist are amongst the ways utilized by the management to curb conflict. Suggested areas of further study were on various ways through which managers use to resolve conflict and still maintain employee loyalty and also the impact gender issues have in conflict resolution. In some organizations, where there is unequal representation of men and women, it would be important to evaluate the impact of the misrepresentation of either men or women and the effect it has.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Conflict is more than just mere disagreement based on differing views and opinions. It is more than just healthy competition. There is something negative about the term 'conflict', which suggests that it is unproductive at least and possibly even destructive (Cole, 2005). According to Handy (1993, cited in Cole 2005) paradoxically, differences are essential to change. If there were no urge to compete and no need for disagreement, the organization would be either in a state of apathy or complacency. The basis of conflict lies in disagreement, but that the degree of disagreement can vary from milder to stronger forms, each provoking different behavior and having different outcomes.

According to Cole (2005), conflict is a condition that arises whenever the perceived interests of an individual or a group clash with those of another individual or group in such a way that strong emotions are aroused and compromise is not considered to be an option. Conflict, when managed effectively, can contribute to organizational effectiveness, but when mishandled can give rise to counter-productive behavior, in which both sides lose. In overall terms, the aim of any conflict-resolution strategy should be to achieve positive outcomes, in which all parties are satisfied, that is, 'win-win' outcomes.

Conflict can arise between two individuals at any level; two senior managers in conflict over the implementation of some policy, or between two skilled tradesmen about how to tackle a particular operational problem. Conflict can also occur within individuals, for example when a person experiences role-conflict, that is, when his or her expectations of the role clash with the expectations of others such as the boss, colleagues or functional specialists. What organizations do to manage disagreement and conflict in their day-to-day existence much depends upon how they view conflict.

Research shows that 60-80% of all difficulties in organizations stem from strained relationships between employees, not from deficits in individual employee's skill or motivation (Daniel, 2001). Statistics show that the typical manager spends 42% of his or her time addressing conflict in the workplace. That is time that is spent away from direct productivity such as strategic planning and business development. If you have the right techniques to address and resolve workplace disputes, these negative effects can be avoided and you can get back to doing the work that you love (Watson, & Hoffman, 1996).

Unresolved conflict represents the largest reducible cost in many businesses, yet it remains largely unrecognized (Daniel, 1999). Another set of problems may occur when employees with high intent to turnover do not leave the organization. Such employees tend to have lower commitment, be more dissatisfied with their jobs and reduce morale in the area in which they work. Many such employees 'retire on the job' (that is, do not do their share of the work) which causes workload problems for others in their area (Duxbury & Higgins, 2003). Chronic unresolved conflict acts as a decisive factor in at least 50% of departures.

Conflict accounts for up to 90% of involuntary departures, with the possible exception of staff reductions due to downsizing and restructuring (Daniel, 2001). No matter what the cause, turnover has a number of undesirable implications for organizations, including the costs of losing an experienced worker, recruiting and retraining a successor (retraining is estimated to cost 1.5 times the employee's annual salary), the lower productivity of a new worker, and secondary morale effects on managers, peers and subordinates. (Duxbury & Higgins, 2003).

The turnover costs for an employee is anywhere between 75% and 150% of the annual salary (Phillips, 1990). A team-member's commitment to the team and the team mission can decrease if intra-team conflict remains unresolved. If unhealthy conflict goes

unresolved for too long, team members are likely to leave the company or use valuable time to search for alternatives (Barnes-Slater. & Ford, 2005). Tension and stress reduce motivation and disturb concentration. A loss of simple productivity of 25% (doing things other than work related activities, such as discussing the dispute, playing computer games, finding reasons to get out of the area reduces an average work week to fewer than 20 hours (Cram, James, Mac Williams & Richard, 2003). Employees who report the following sources of stress are more likely than others to be absent for six or more days; these are interpersonal relations; job control: and management practices (Health Canada. 1998). Studies reveal a direct correlation between prevalence of employee conflict and the amount of damage and theft of inventory and equipment. And, covert sabotage of work processes and of management's efforts usually occurs when employees are angry at their employer (Daniel, 2001). Workplace stress and work-related conflict are among the top eight reasons why employees request counseling assistance. (Warren, 2002).

In fact, when surveyed, most employees were able to identify a significant impact on the workplace when conflict is not dealt with effectively. 76% said that they have avoided other co-workers, 14% have pretended to be sick or missed meetings, and up to 12% said they have left the company altogether. A 2005 UK survey by Roffey Park found that 78% of managers are suffering from work-related stress, 52% have experienced harassment and 46% have seen an increase in conflict at work. (Roffey, 2005).

The Department of Immigration is one of the five departments in the Ministry of state for Immigration and Registration of Persons (MIRP) in the Republic of Kenya. The Ministry is made up of five Departments namely: the Department of Immigration, the Department of Civil Registration, the National Registration Bureau (NRB), the Department of Refugees and the Integrated Population and Registration System (IPRS). The Department is charged with the responsibility of issuing travel documents and regulating entry and residence of aliens in the country among other things. This institution

was selected for this study because previous research on the topic of 'conflict at the workplace' has also shown that conflict at the workplace is more prevalent in the public sector than in the private sector.

1.2 Statement of the problem

Conflict in the workplace is a common phenomenon in all types of organizations; whether in the public sector or in the private sector. The main causes of conflict at the workplace are: personality differences, sharing of resources in the organization, unclear lines of responsibility and communication barriers among other factors. Previous studies on the topic of conflict in the workplace have shown that conflict is more prevalent in the public sector than in the private sector. A survey carried out in Canada in 2002 found out that, the three work sectors where frequent conflict is most common are government (42.7%), education (41.8%) and not-for-profit (41.3%). There was a big drop in dealing with conflict in the business (36.7%) and consulting (27.6%) sectors. The survey further revealed that conflict is more problematic in work environments with significant rules and regulations. Conflict appears to occur more often in the service oriented sectors than those that are driven by a profit motive (Warren, 2002).

The Department of Immigration being a public sector institution presents a good study area for the topic of conflict at the workplace. This is because it is a service oriented department that is governed by strict regulations and procedures and as noted earlier, organizations that are guided by significant rules and procedures are more prone to conflict than other organizations. The activities of the Department of Immigration are anchored on a legal framework based on various legal instruments and international conventions that Kenya is a signatory.

This study was mainly based on the findings of two reports, The Kenya Anti-Corruption Commission (KACC) Examination Report of 2006 and the Ministry of Immigration Work Environment Survey Report of 2009. According to KACC 2006. the

Immigration Act empowers the Immigration officer to carry out statutory duties without specifying different levels of responsibility. Thus in some cases officers without sufficient experience to carry out the statutory functions of an Immigration officer nevertheless make weighty decisions. (KACC 2006) This means that Immigration officers enjoy discretionary powers that may lead to subjective interpretation of the law when performing their duties. This is likely to be a fertile ground for conflict at the workplace due to different opinions and viewpoints of different Immigration officers. Unless this legal weakness is properly addressed, there is a high likelihood of conflict among Immigration officers at their workplaces.

The Ministry of Immigration Work Environment Survey Report of 2009 exposed various issues that are likely to be sources of conflict at the workplace in the Immigration Department. The Report revealed that, at the Immigration department, 75% of employees were of the opinion that the office space allocated to them was inadequate. This is likely to generate conflict especially when officers are required to share office space. Further, the report revealed that 69% of employees were of the opinion that storage facilities and furniture were inadequate at the Department of Immigration. Due to the scarcity of these resources, employees are required to share the resources and this increases the possibility of conflict amongst them.

It is no doubt that conflict at the Immigration Department among employees affects service delivery to those who seek immigration services. This is a setback to the requirements of Kenya's socio-economic blueprint. Vision 2030, which among other things aims at having a public service that is focused on efficient service delivery. The findings of this study are therefore expected to provide the Department of Immigration with a platform for assessing its internal conflict resolution mechanisms and address the root causes of conflict amongst its employees. The aim of this study was to investigate the influence of conflict at the workplace at the Department of Immigration.

According to Hodgetts & Hegar (2008), what a manager needs to realize is that the stronger the worker's motivation to reach a desired goal, the greater the person's frustration with failure. Because the manager wants to encourage high motivation, it is imperative that some form of assistance be provided to the individual to enable him or her cope with the frustration. The management of the Department of Immigration needs to put in place mechanisms for making the work environment less prone to conflict amongst its employees.

1.3 Purpose of the study

The purpose of this study was to investigate the influence of conflict at the workplace in the management of an organization at the Department of Immigration.

1.4 Objectives of the study

The study was guided by the following objectives;

1. To examine how personality differences as a source of conflict influences the management of an organization.
2. To assess how unclear lines of responsibility in an organization as a source of conflict influences the management of an organization.
3. To explore the extent to which sharing of resources within the organization leads to conflict in an organization.
4. To establish the extent to which task interdependence leads to conflict at the workplace in an organization.
5. To examine the extent to which communication barriers at the workplace influences the management of an organization.

1.5 Research Questions

The study was guided by the following research questions;

1. How do personality differences among employees as a source of conflict influence the management of an organization?
2. How do unclear lines of responsibility in an organization as a source of conflict influence the management of an organization?
3. To what extent does sharing of resources within an organization lead to conflict in the organization?
4. To what extent does task interdependence as a source of conflict among employees influence management of an organization?
5. To what extent do communication barriers in an organization lead to conflict at the workplace?

1.6 Significance of the Study

It is hoped that this study would yield information that would be useful to professionals working in Human Resource departments in various organizations. Also, people who have a management role in any organization are expected to get valuable insights on how conflict resolution in their organizations can lead to better management of their organizations. This study was also expected to provide valuable insights to researchers and policy makers. Specifically, it is hoped that the Department of Immigration will use the findings and recommendations of this study to re-assess its internal conflict resolution mechanisms and how they can be improved to achieve optimum performance.

1.7 Limitations of the study

The main challenges experienced in carrying out this study were time and financial constraints. This problem was addressed by utilizing the resources and time available optimally to ensure that the study was carried out as planned. Another problem that was experienced in carrying out this study was in data collection because the Department of

Immigration has some of its workstations far from Nairobi city. In this case, the researcher made arrangements with the officers in charge of those stations through the management of the department to send questionnaires to those stations by mail. After filling in the questionnaires, the researcher made arrangements with the officers on how the questionnaires would be mailed back. The researcher also traveled to some stations that are outside Nairobi to administer the questionnaires in person.

1.8 Delimitations of the Study

This study was conducted at the Department of Immigration which has various stations in different parts of the country. Data was collected from various selected stations from different regions to ensure that the sample was representative. The Department of Immigration was selected for this research because previous research on the topic 'conflict at the workplace' has revealed that conflict is more prevalent in organizations that are guided by significant rules and procedures. In the discharge of its duties, the Immigration Department is guided by various legal instruments both local and international which Kenya is a signatory. Previous research has also revealed that conflict is more problematic in the public sector than in the private sector as noted earlier.

1.9 Basic Assumptions of the Study

One assumption of this study was that the sample that was selected to respond to questionnaires represented the population of employees at the Department of Immigration. Secondly, it was assumed that the respondents were honest when providing information during the study. Thirdly, it was assumed that the data collection instruments had validity and reliability and measured the desired constructs. Another assumption of this study was that access to secondary data would not be restricted by the Department of Immigration.

1.10 Definitions of Significant Terms

The key terms defined in this study were; Conflict, Conflict resolution. Management, Workplace and Organization.

Conflict- This is a condition that arises whenever the perceived interests of an individual or a group clash with those of another individual or group in such a way that strong emotions are aroused and compromise is not considered to be an option.

Conflict Resolution - This refers to a process which has as its objective the ending of the conflict between the disagreeing parties. Conflict resolution refers to all process oriented activities that aim to address the underlying causes of direct, cultural and structural conflict. Structural conflict defines the social, political and economic structure of a conflict situation when unequal power, domination and dependency are perpetuated, while cultural conflict refers to the social and cultural legitimization of direct and structural conflict.

Management - It is defined as the process of reaching organizational goals by working with and through human and nonhuman resources to continuously improve value added to the organization. Management is a process which enables organizations to achieve their objectives by planning, organizing, and controlling their resources including gaining the commitment of the employees.

Workplace - A place or premises where industrial and administrative activities take place. This may take the form of an office, a factory, a construction site, business premises etc.

Organization - A social unit of people systematically structured and managed to meet a need or to pursue collective goals on a continuing basis.

Workplace conflict - It includes any type of conflict which takes place within a workplace or among workers, potentially including conflict between employees out of work hours.

1.11 Organization of the study

This study is organized into five chapters namely; Introduction. Literature Review, Research Methodology; Data Analysis, Presentation, Discussion and Interpretation and; Summary of Findings, Conclusions and Recommendations. The introduction part covered aspects such as; Background of the study, Research objectives, research questions, limitations of the study and definitions of significant terms among other aspects. The Literature Review section focused on secondary data about the topic of study. This included data from books, journals and online articles that are relevant to the topic of study. This section also included the Conceptual Framework of the study. The third chapter, Research Methodology covered three main areas namely; Data collection methods. Data collection instruments and Data analysis methods. Chapter four covered Data analysis. Presentation. Discussion and Interpretation and finally Chapter five covered summary of Findings. Conclusions, Recommendations and Suggestions for further Research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviewed literature on the topic 'conflict at the workplace' which was divided into five major aspects namely; The conflict process. Traditional versus contemporary perspectives on conflict, functional versus dysfunctional conflict, causes of conflict in organizations and conflict resolution mechanisms in organizations. The chapter began with a brief background of the Department of Immigration.

2.2 Historical Background of the Department of Immigration

The control of entry and residence of foreigners into this country dates back to the introduction of what was called the Immigration Restriction Ordinance of 1906. This Ordinance restricted the influx of foreigners especially Indians, coming to the then Kenya colony and Protectorate upon completion of the Kenya-Uganda Railway (KUR) or the 'Iron Snake' (GOK, 2011).

These foreigners known as 'Coolies' from the sub continent of India had decided to remain in Kenya to start businesses and became known as *dukawalas*. This Ordinance and others in 1940, 1944, 1948 and 1956 imposed restrictions on persons who wished to travel to Kenya for permanent settlement. The Immigration Ordinance of 1st August 1948 formed the basis of the present day Immigration Department, which was carved from the Police Department in 1950. The Immigration Ordinances were revised in 1962 and 1964, when the latter was renamed the Immigration Act. The Immigration Act of 1964 was revised and a new Immigration Act of 1967, Cap. 172 Laws of Kenya, the current operational Act of the Department, came into force on 1st Dec. 1967 (GOK, 2011).

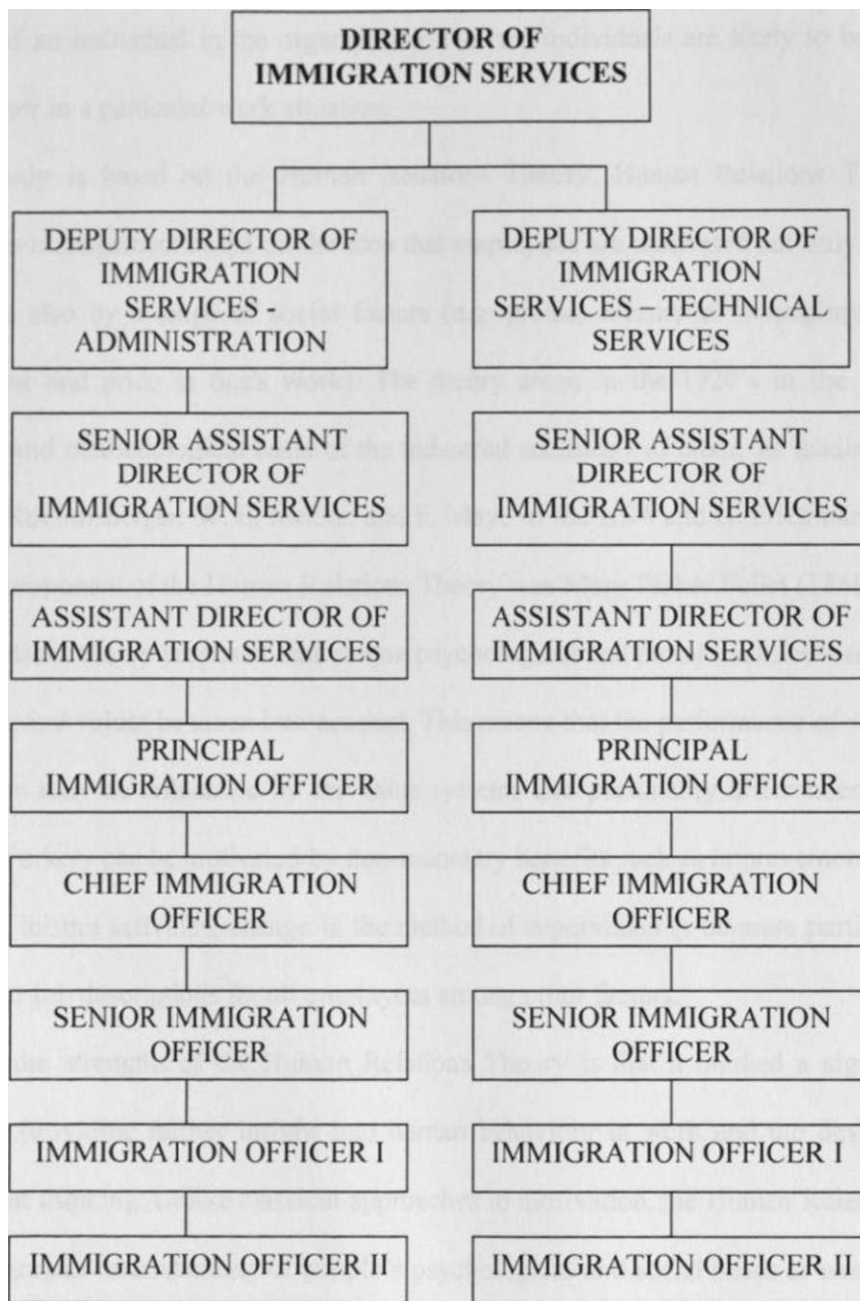
At independence, the Department was placed in the Ministry of Home Affairs and was later transferred to the Office of the President (OP), then Ministry of Constitutional

Affairs in the early eighties and later back to the Office of the President. In the year 2003, the department was moved to the Ministry of Home Affairs. In the year 2005, the Department reverted to OP and was placed in the new Ministry of State for Immigration and Registration of Persons. At the moment, the Ministry of state for Immigration and registration of Persons falls under the Office of the Vice president (GOK. 2011).

The Department of Immigration in Kenya is charged with the following functions; Control of the entry and exit of persons across Kenyan borders. Issuance of travel documents to Kenyans, Regulation of the residency and employment of non-Kenyans. Provision of consular services in Kenya Missions abroad. Maintenance, safe custody and retrieval of records in respect of the Department's functions (GOK. 2011).

In the discharge of its duties, the Department of Immigration is guided by laws, rules, regulations and various international conventions which Kenya is a signatory. Previous studies on the topic of 'conflict at the workplace' have shown that conflict is more prevalent in institutions that are guided by strict rules and regulations. Because of these rules and regulations, immigration officers have little room for personal discretion and this creates potential for conflict because people have different approaches to work due to personality differences (Garza, & Kidambi, 2007). The other issue is that because certain procedures have to be followed, there is a lot of task interdependence among different units within the department and this is a potential source of conflict as officers from one unit can easily blame officers from another unit when services are not offered in good time and as optimally as they are supposed to be offered. This makes the Immigration Department a good area study for the topic 'conflict at the workplace'.

Figure 1: Organizational Structure of the Department of Immigration



2.3 Theoretical framework

In a very broad sense, this study falls under the discipline of organizational behavior. Organizational behavior is concerned with all aspects of how organizations influence the behavior of individuals and how individuals in turn influence organizations. It is related to individuals, groups of people working together in teams. The study becomes more challenging

when situational factors interact. The study of organizational behavior relates to the expected behavior of an individual in the organization. No two individuals are likely to behave in the same manner in a particular work situation.

This study is based on the Human Relations Theory. Human Relations Theory is an approach to management based on the idea that employees are motivated not only by financial reward but also by a range of social factors (e.g. praise, a sense of belonging, feelings of achievement and pride in one's work). The theory arose in the 1920's in the USA as the attitudinal and methodological basis of the industrial sociology of labor. Its leading advocates were F. J. Roethlisberger, W. E. Moore, and E. Mayo in the USA and G. Friedmann in France. The main proponent of the Human Relations Theory was Mary Parker Follet (1868-1933). The human relations theory proposed that human psychological and moral qualities—such as goals, motivation, and values be taken into account. This means that the performance of workers in an organization may be influenced by the value systems and personality differences of different workers. Workers can be motivated by non-monetary benefits such as improvement of working conditions, leisure activities, change in the method of supervision to be more participative and having clear job descriptions for all employees among other factors.

One of the strengths of the Human Relations Theory is that it marked a significant step forward in providing further insight into human behaviour at work and the development of management thinking. Unlike classical approaches to motivation, the Human Relations Theory strove for greater understanding of people's psychological and social needs at work as well as improving the process of management. Another strength of this theory is that it recognized the importance of the informal organization which will always be present within the formal structure. This informal organization will influence the motivation of employees who will view the organization for which they work through the values and attitudes of their colleagues. Their view of the organization determines their approach to work and the extent of their motivation to work well or otherwise (Mullins 2007).

The Human Relations Theory has been subjected to severe criticism. It has been criticized generally for the adoption of a management perspective. It has also been criticized for being insufficiently scientific and it takes too narrow a view. It ignores the role of the organization itself in how society operates. Despite these weaknesses, the human relations writers demonstrated that people go to work to satisfy a complexity of needs and not simply for monetary reward. They emphasized the importance of the wider social needs of individuals and gave recognition to the work organization as a social organization and the importance of the group, the group values and norms in influencing individual behaviour at work (Mullins 2007).

2.4 Causes of conflict in organizations

Today's organizations may face greater potential for conflict than ever before in history. The marketplace, with its increasing competition and globalization, magnifies differences among people in terms of personality, values, attitudes, perceptions, languages, cultures and cultural backgrounds. With the increasing diversity of the workforce, furthermore, comes the potential for incompatibility and conflict (Nelson & Quick, 2008).

Conflict is pervasive in organizations. To manage it effectively, managers should understand the many sources of conflict. They can be classified into two broad categories: structural factors, which stem from the nature of the organization and the way in which work is organized and personal factors, which arise from differences among individuals (Nelson & Quick, 2008).

2.4.1 Personality differences as a source of conflict

Individuals do not leave their personalities at the doorstep when they enter the workplace. Personality conflicts are realities in organizations. To expect that you will like all of your coworkers may be a naïve expectation, as would be the expectation they will

all like you. One personality trait that many people find difficult to deal with is abrasiveness. An abrasive person ignores the interpersonal aspects of work and the feelings of colleagues. Abrasive individuals are often achievement oriented and hardworking, but their perfectionist, critical style often leaves others feeling unimportant. This style creates stress and strain for those around the abrasive person (Nelson & Quick 2008).

Like any other organization, the Department of Immigration is peopled by officers from different cultural, social and religious backgrounds. These differences are visible at the workplace and are a source of conflict when officers with different value systems work together. Some officers find it difficult to tolerate certain forms of behavior from other officers and this creates conflict among officers working together.

2.4.2 Unclear lines of responsibility as a source of conflict

This occurs because uncertainty increases the risk that one party intends to interfere with the other party's goals. Ambiguity also encourages political tactics and in some cases employees enter a free-for-all battle to win decisions in their favor (McShane and Glinow 2008). Unclear definition of responsibility can lead to numerous occasions for conflict to arise over decisions made or actions taken in disputed territory (Rau-Foster, 2000).

The functions of one section may sometimes clash with the interests of another section at the immigration Department. For example, one section is charged with the responsibility of regulating the number of foreigners working in the country while another section is expected to play a crucial role in promoting foreign investments. Such jurisdictional ambiguities create a fertile ground for conflict among officers working in the two sections.

2.4.3 Sharing of resources as a source of conflict

Any time multiple parties must share resources, there is potential for conflict. This potential is enhanced when the shared resources become scarce. This becomes problematic in prioritizing and scheduling work (Nelson and Quick 2008). Limited resources; boss's time, money, office space, materials, supplies, and equipment are all valuable resources. Competition for any of these resources will inevitably lead to interpersonal and interdepartmental conflict (Rau-Foster 2000).

Huczynski & Buchanan (2002) posit that, once a task is allocated to an individual, group or department, it is also allocated resources to achieve it. Since resources are finite, conflict can arise with respect to how personnel, money, space or equipment are shared out. From a win-lose perspective, one party's gain is another's loss. For this reason, conflicts often arise at times of budget cuts, reduced promotion opportunities and no increase in salaries or wages.

According to Organ & Bateman (1991), the greater the mutual dependence on a limited resource, the greater the need for joint decision making with respect to that resource. Budget allocations are a prime example of mutual dependence and conflict over a limited resource. In addition, interdependence of timing of activities creates a need for joint decision making with respect to scheduling. If two groups are interdependent with respect to scarce resources or scheduling, an action by one manager will affect the other group. This creates pressure toward joint decision making and the potential for conflict between the groups.

In the Department of Immigration, because of the different services offered and the need to separate the units to enhance efficiency, competition for resources such as office space, equipment, vehicles among other resources becomes inevitable. This makes it difficult to prioritize work and this creates a potential for conflict. When work groups

have different goals, these goals may be incompatible. Often, these types of conflicts occur because individuals do not have knowledge of another department's objectives.

2.4.4 Task interdependence as a source of conflict

Work that is interdependent requires groups or individuals to depend on one another to accomplish goals. Depending on other people to get work done is fine when the process works smoothly. When there is a problem, however, it becomes very easy to blame the other party and conflict escalates (Nelson & Quick, 2008). Task interdependence also exists when team members must share common inputs to their individual tasks, need to interact in the process of executing their work, or receive outcomes (such as rewards) that are partly determined by the performance of others. The higher the level of task interdependence, the greater the risk of conflict because there is a greater chance that each side will disrupt or interfere with the other side's goals (McShane and Glinow, 2008). Luthns (1992) posits that, the more diverse the objectives, priorities and personnel are of the interdependent groups, the more conflict there tends to be.

The types of task that individuals, groups and departments are allocated can cause difficulties. Such tasks can be either routine or non-routine. Tasks which have high variety (possess many unexpected events) and low analyzability (no ready-made solutions) require a great deal more information processing than those that do not. Groups performing such tasks have to interact more with other groups in order to obtain the volume and quality of information that they need to perform their tasks. This increases the chances of conflict between them. In contrast, tasks that have low variety (are predictable with few unexpected events) and possess high analyzability (many ready made solutions) require less information processing. The latter reduce or eliminate the need for individuals, groups or departments to obtain information from each other in order to do

their job and thereby reduce the chances of conflict occurring between them (Huczynski & Buchanan, 2002).

Task interdependence between different units and sections is a reality in the Immigration Department because certain procedures have to be followed and officers are allocated specific tasks whereby they have to depend on other officers performing different duties. This becomes a source of conflict sometimes when certain officers feel they are being delayed by others or other officers are interfering with their work.

2.4.5 Communication barriers in the organization

Communication barriers such as physical separation and language can create distortions in messages and these can lead to conflict. Another communication barrier is value judgment, in which a listener assigns a worth to a message before it is received (Nelson & Quick 2008). The Immigration Department, being a public sector organization has a bureaucratic structure of administration. This means that communication between the top management and the junior staff follows a long chain of command before it reaches all the members of staff. This means there is a possibility of delays and distortion of the message before it can get to its intended recipients. When the content and timing of a message is interfered with, this creates potential for conflict between employees and management and among employees themselves.

Barriers to communication also affect groups. Additionally, group attitudes toward collaboration and competition can also create barriers. Parties with a competitive attitude define conflict as win-lose. The win-lose perspective is a major barrier to intergroup communication. This kind of 'we-they' attitude polarizes the interacting groups and communications take an aura of bargaining, rather than submission of facts or problem solving (Gordon *et al* 1990)

2.4.6 Job specialization in the organization

When jobs are highly specialized, employees become experts at certain tasks. Highly specialized jobs can lead to conflict, because people have little awareness of the tasks that others perform, for example, sales people and engineers (Nelson & Quick, 2008).

2.4.7 Authority relationships within the organization

A traditional boss-employee relationship is hierarchical in nature with a boss who is superior to the employee. For many employees, such a relationship is not a comfortable one, because another individual has the right to tell them what to do. Some people resent authority more than others and obviously this creates conflicts. In addition, some bosses are more autocratic than others; this compounds the potential for conflict in the relationship. As organizations move toward the team approach and empowerment, there should be less potential for conflict from authority relationships (Nelson & Quick 2008). Some organizations have a strong status difference between management and non-management workers. Managers may enjoy privileges such as flexible schedules, reserved parking spaces and longer lunch hours that are not available to non-management employees. This may result in resentment and conflict (Nelson & Quick, 2008).

2.4.8 Skills and abilities of employees in the organization

The workforce is composed of individuals with varying levels of skills and abilities. Diversity in skills and abilities may be positive for the organization, but it also holds potential for conflict, especially when jobs are interdependent. Experienced, competent workers may find it difficult to work alongside new and unskilled recruits (Nelson & quick 2008).

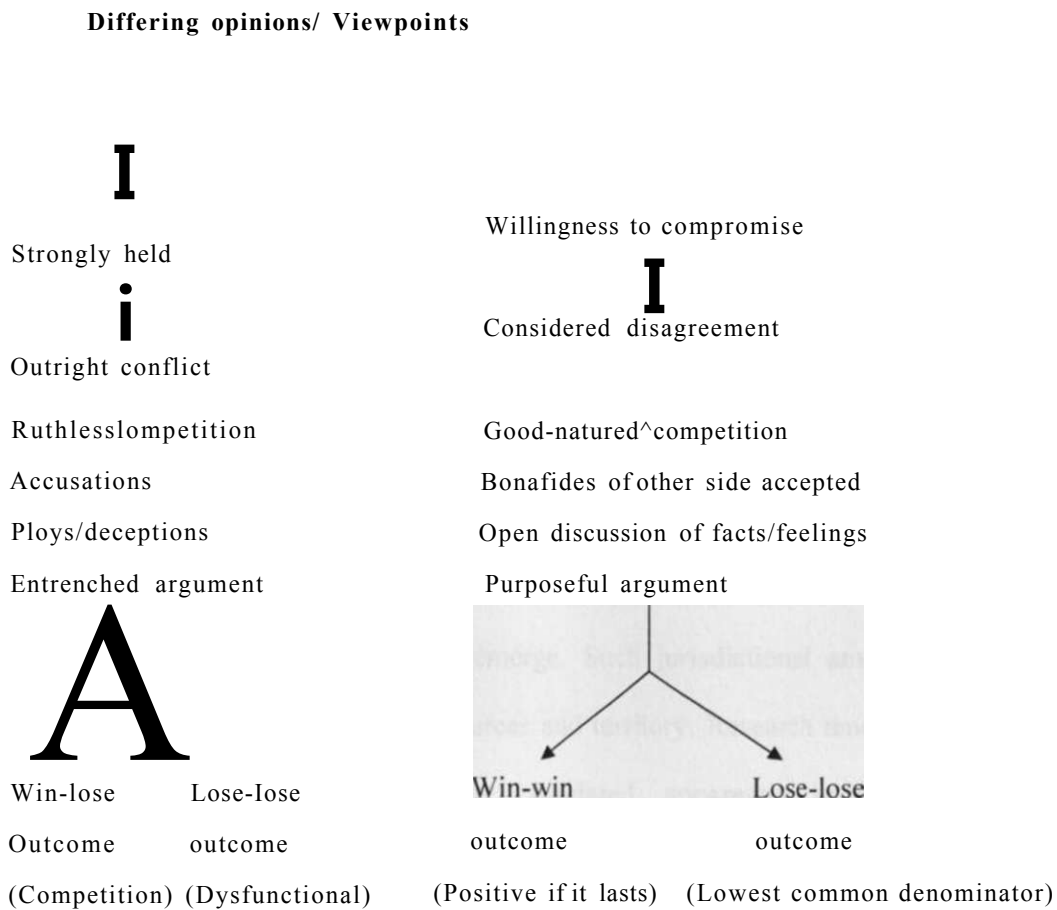
2.5 The conflict process

The conflict process can be seen as comprising five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior and outcomes.

2.5.1 Potential opposition or incompatibility

The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. They need not lead directly to conflict, but one of these conditions is necessary if conflict is to surface. For simplicity's sake, these conditions which also may be looked at as causes or sources of conflict have been condensed into three general categories; communication, structure and personal variables (Robbins, 2003).

Figure 2: A Simplified Conflict Model for Organizations



Source: Cole G.A. (2005) Organizational Behavior: Theory and Practice

Differing word connotations, jargon, insufficient exchange of information and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict. Evidence demonstrates that semantic difficulties arise as a result of differences in training, selective perception and inadequate information about others.

Research has further demonstrated that the potential for conflict increases when either too little or too much communication takes place. Apparently, an increase in communication is functional up to a point, whereupon it is possible to over communicate, with a resultant increase in the potential for conflict.

The channel chosen for communicating can have an influence on stimulating opposition. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise (Robbins. 2003).

The term 'structure' is used in this context to include variables such as size, degree of specialization in the tasks assigned to group members, jurisdictional clarity, member/goal compatibility, leadership styles, reward systems, and the degree of dependence between groups. Research indicates that size and specialization act as forces to stimulate conflict. The larger the group and the more specialized its activities, the greater the likelihood of conflict. Tenure and conflict have been found to be inversely related. The potential for conflict tends to be greatest when group members are younger and when turnover is high. The greater the ambiguity in precisely defining where responsibility for actions lies, the greater the potential for conflict to emerge. Such jurisdictional ambiguities increase intergroup fighting for control of resources and territory. Research tends to confirm that participation and conflict are highly correlated, apparently because participation encourages the promotion of differences. Reward systems, too, are found to create conflict when one member's gain is at another's expense (Robbins, 2003).

Personal variables include the individual value systems that each person has and the personality characteristics that account for individual idiosyncrasies and differences. Evidence indicates that certain personality types, for example, individuals who are highly authoritarian and dogmatic lead to potential conflict (Robbins, 2003).

2.5.2 Cognition and Personalization

This is the second stage and comprises the antecedent conditions that can lead to conflict only when one party or more is affected by and aware of the conflict. However, because a conflict is perceived does not mean that it is personalized. In other words, "'A' may be aware that 'B' and 'A' are in serious disagreement but it may not make 'A' tense or anxious, and it may have no effect whatsoever on 'A's affection toward 'B'. It is at the felt level, when individuals become emotionally involved, that parties experience anxiety, tension, frustration or hostility.

Stage II is important because it is where conflict issues tend to be defined. This is the place in the process where the parties decide what the conflict is about. And, in turn, this 'sense making' is critical because the way a conflict is defined goes a long way toward establishing the sort of outcomes that might settle it. So the definition of a conflict is important because it typically delineates the set of possible settlements. Emotions play a major role in shaping perceptions. For example, negative emotions have been found to produce oversimplification of issues, reductions in trust and negative interpretations of the other party's behavior. In contrast, positive feelings have been found to increase the tendency to see potential relationships among the elements of a problem, to have a broader view of the situation and to develop more innovative solutions (Robbins, 2003).

2.5.3 Intentions

Intentions intervene between people's perceptions and emotions and their overt behavior. These intentions are decisions to act in a given way. You have to infer the

other's intent in order to know how to respond to that other's behavior. A lot of conflicts are escalated merely by one party attributing the wrong intentions to the other party. In addition, there is typically a great deal of slippage between intentions and behavior, so behavior does not always accurately reflect a person's intentions.

Intentions provide general guidelines for parties in a conflict situation. They define each party's purpose. Yet, people's intentions are not fixed. During the course of a conflict, they might change because of reconceptualization or because of an emotional reaction to the behavior of the other party (Robbins, 2003).

2.5.4 Behavior

The behavior stage includes the statements, actions and reactions made by the conflicting parties. These conflict behaviors are usually overt attempts to implement each party's intentions. But these behaviors have a stimulus quality that is separate from intentions. As a result of miscalculations or unskilled enactments, overt behaviors sometimes deviate from original intentions (Robbins, 2003).

2.5.5 Outcomes

The action-reaction interplay between the conflicting parties results in consequences. These outcomes may be functional in that the conflict results in an improvement in the group's performance, or dysfunctional in that it hinders group performance (Robbins, 2003).

Functional outcomes in conflict are constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tensions released and fosters an environment of self evaluation and change. Evidence suggests that conflict can improve the quality of decision making by allowing all points, particularly the ones that are unusual or held by a minority, to be weighed in important decisions. Conflict

is an antidote for groupthink. It does not allow the group to passively 'rubber-stamp' decisions that may be based on weak assumptions, inadequate consideration of relevant alternatives, or other debilities. Conflict challenges the status quo and therefore furthers the creation of new ideas, promotes reassessment of group goals and activities and increases the probability that the group will respond to change (Robbins, 2003).

Dysfunctional outcomes are the destructive consequences of conflict on a group's or organization's performance. A reasonable summary might state; uncontrolled opposition breeds discontent, which acts to dissolve common ties, and eventually leads to the destruction of the group. Among the more undesirable consequences are a retarding of communication, reduction of group cohesiveness and subordination of group goals to the primacy of infighting between members. At the extreme, conflict can bring group functioning to a halt and potentially threaten the group's survival (Robbins, 2003).

2.6 Traditional versus Contemporary perspectives on conflict

Since the early part of the 20th century, organizational scholars have gradually changed their perspectives on conflict. Much of this change in thinking relates to assumptions about whether conflict is positive or negative. Two relatively distinct perspectives on conflict can be identified; traditional and contemporary.

The traditional perspective asserts that all conflict is bad. Thus, the presence of conflict indicates that something is wrong. This perspective on conflict was probably reinforced by the violent struggles that took place between management and the young labor movement during the first twenty years of the 20th century. One important consequence of this view is that since conflict is inherently bad, it must be eliminated. Typically, attempts to eliminate conflict took the form of suppression. Unfortunately, while suppression might remove the outward appearance of conflict, it does not contribute to resolving the underlying difficulties which led to it. This traditional perspective on conflict is still held by many people today. Nonetheless, in recent years, organizational theorists and

practitioners have gradually changed their view of conflict in light of knowledge gained from both research and practice. This has led to what may be described as a more contemporary perspective on conflict (Ivancevich, 1990).

The contemporary viewpoint describes conflict as neither inherently good nor bad but as inevitable. Too much conflict can have negative consequences because it requires time and resources to deal with and diverts energy that could more constructively be applied elsewhere. Too little conflict, on the other hand, can also be negative in that such a state can lead to apathy and lethargy and provide little or no impetus for change and innovation. If everything is always going smoothly (that is, there is no conflict) people may become too comfortable to want to make changes that could improve organizational effectiveness (Ivancevich, 1990).

Two important conclusions regarding conflict from the contemporary perspective follow: In many situations, conflict can be good because it can have positive results (for example, stimulating innovation and creativity). Since conflict is inherently neither good nor bad and can lead to both positive and negative results, a primary concern should be the management of conflict, rather than its elimination or suppression. This suggests, among other things, that there may be times when conflict is created as a deliberate strategy to stimulate the search for new and better ways of doing things (Ivancevich, 1990).

Every organization has an optimal level of conflict that can be considered highly functional, it helps generate positive performance. When the conflict level is too low, performance can also suffer. Innovation and change are less likely to take place and the organization may have difficulty adapting to its changing environment. If a low conflict level continues, the very survival of the organization can be threatened. On the other hand, if the conflict level becomes too high, the resulting chaos also can threaten the organization's survival (Ivancevich, 1990).

2.7 Functional versus Dysfunctional conflict

Not all conflict is bad. In fact, some types of conflict encourage new solutions to problems and enhance creativity in the organization. In these cases, managers will want to encourage the conflicts. Thus the key to conflict management is to stimulate functional conflict and prevent or resolve dysfunctional conflict. The difficulty, however, is distinguishing between dysfunctional and functional conflicts (Nelson & Quick, 2008).

Functional conflict is a healthy, constructive disagreement between two or more people. Functional conflict can produce new ideas, learning and growth among individuals. When individuals engage in constructive conflict, they develop a better awareness of themselves and others. In addition, functional conflict can improve working relationships; when two parties work through their disagreements, they feel they have accomplished something together, morale is improved. Functional conflict can lead to innovation and positive change for the organization. Because it tends to encourage creativity among individuals, this positive form of conflict can translate into increased productivity. A key to recognizing functional conflict is that it is often cognitive in origin; that is, it arises from someone challenging old policies or thinking of new ways to approach problems (Nelson & Quick, 2008).

Dysfunctional conflict is an unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict itself and the parties involved. Excessive conflict drains energy that could be used more productively. A key to recognizing a dysfunctional conflict is that its origin is often emotional and behavioral. Disagreements that involve personalized anger and resentment directed at specific individuals rather than specific ideas are dysfunctional. Individuals involved in dysfunctional conflict tend to act before thinking and they often rely on threats, deception and verbal abuse to communicate. In dysfunctional conflict the losses to both parties may exceed any potential gain from the conflict. Diagnosing conflict

as good or bad is not easy. The manager must look at the issue, the context of the conflict and the parties involved. The following questions can be used to diagnose the nature of the conflict a manager faces:

- i) Are the parties approaching the conflict from a hostile standpoint?
- ii) Is the outcome likely to be a negative one for the organization?
- iii) Do the potential losses of the parties exceed any potential gains?
- iv) Is energy being diverted from goal accomplishment?

If the majority of the answers to these questions are yes, then the conflict is probably dysfunctional. Once the manager has diagnosed the type of conflict, he or she can either work to resolve it (if it is dysfunctional) or to stimulate it (if it is functional). One occasion when managers should work to stimulate conflict is when they suspect their group is suffering from groupthink. Teams exhibiting symptoms of groupthink should be encouraged to consider creative problem solving and should appoint a devil's advocate to point out opposing perspectives (Nelson & Quick, 2008).

Some organizational researchers contend that dysfunctional conflict should be eliminated and functional conflict encouraged. In reality, however, this is not what actually happens in most organizations. In practice and consistent with the traditional perspective on conflict, many managers attempt to eliminate all types of conflict, whether dysfunctional or functional. Some reasons are: Many of the important institutions in our society (for example, the home, schools and churches) are operated on the traditional view of conflict. Traditionally, conflict between children or between children and parents has for the most part been discouraged. In school systems, conflict has been discouraged; teachers have all the answers and both teachers and children were rewarded for orderly classrooms. Finally, most religious doctrines stress cooperation and acceptance without questioning. Managers often are evaluated and rewarded for the lack of conflict in their

areas of responsibility. Anti-conflict values, in fact, become part of the 'culture' of the organization. Harmony and satisfaction are viewed positively, while conflicts and dissatisfaction are viewed negatively. Under such conditions, managers seek to avoid conflicts, functional or dysfunctional, that could disturb the status quo (Ivancevich, 1990).

2.8 Conflict resolution mechanisms in organizations

The overall strategies or mechanisms used in conflict resolution are either competitive or cooperative. The competitive strategy is founded on assumptions of win-lose and entails dishonest communication, mistrust and a rigid position from both parties. The cooperative strategy is founded on different assumptions: the potential for win-win outcomes, honest communication, trust, openness to risk and vulnerability and the notion that the whole may be greater than the sum of the parts (Nelson & Quick 2008). Suggestions for handling conflict have been put forward by Peters (1988; cited in Cole 2005), whose advice is not to stifle disagreement, but to encourage it. This implies a culture in which: Openness is encouraged (concerning feelings as well as factual issues; Leaders are trained to accept and use disagreements within their teams in order to arrive at optimum solutions to problems, mistakes are used as learning opportunities rather than as causes of criticism, serious mistakes are dealt with quickly, again with no recriminations, Assertiveness is encouraged as a way of expressing individual and team views and a framework of clear objectives, good communications and adequate fail-safe systems (that is, controls) are set in place.

There are many specific techniques for dealing with conflict. Some are effective, others are ineffective.

2.8.1 Ineffective techniques

One ineffective technique of dealing with conflict in an organization is non-action. This is doing nothing in hopes that the conflict will disappear. Generally, that is not a good

technique, because most conflicts do not go away and the individuals involved in the conflict react with frustration. Another ineffective technique is secrecy. This is trying to keep a conflict out of view of most people, which only creates suspicion. Secrecy may result in secret political activity by employees who hope to uncover the secret. The third technique is administrative orbiting. This is delaying action on a conflict by buying time, usually by telling the individuals involved that the problem is being worked on or that the boss is still thinking about the issue. This technique leads to frustration and resentment.

Fourthly, there is due process non-action. This is a procedure set up to address conflicts that is so costly, time consuming, or personally risky that no one will use it. Thus, the company has a procedure for handling complaints (due process), but no one uses it (non-action). The last ineffective technique is character assassination. This is an attempt to label or discredit an opponent. Character assassination can backfire and make the individual who uses it appear dishonest and cruel. It often leads to name-calling and accusations by both parties and both parties end up losers in the eyes of those who witness the conflict.

2.8.2 Effective techniques

The first effective technique of dealing with a workplace conflict is introduction of a Super-ordinate goal. An organizational goal that is more important to both parties in a conflict than their individual or group goals is a Super-ordinate goal. Super ordinate goals cannot be achieved by an individual or by one group alone. The achievement of these goals requires cooperation by both parties. One effective technique for resolving conflict is to appeal to a super ordinate goal, in effect, to focus the parties on a larger issue on which they both agree. This helps them realize their similarities rather than their differences.

If the conflict's source is common or scarce resources, providing more resources may be a solution. In some cases, long-running severe conflict may be traced to a specific individual. For example, managers with lower levels of emotional intelligence have been

demonstrated to have more negative work attitudes, to exhibit less altruistic behavior and to produce more negative work outcomes. In such cases, transferring or firing an individual may be the best solution, but only after due process (Nelson & Quick 2008).

Another way to resolve a conflict is to change the structure of the organization. One way of accomplishing this is to create an integrator role. An integrator is a liaison between groups with very different interests. Creating the integrator role is a way of opening dialogue between groups that have difficulty communicating. Using cross-functional teams is another way of changing the organization's structure to manage conflict. Using a cross-functional team made up of members from different departments improves coordination and reduces delays by allowing many activities to be performed at the same time rather than sequentially which reduces potential for conflict.

Some conflicts require confrontation and negotiation between the parties. Both these strategies require skill on the part of the negotiator and careful planning before engaging in negotiations. The process of negotiating involves an open discussion of problem solutions and the outcome often is an exchange in which both parties work toward a mutually beneficial solution. Negotiation is a joint process of finding a mutually acceptable solution to a complex conflict. Negotiation is a useful strategy under the following conditions: When there are two or more parties. Negotiation is primarily an interpersonal or intergroup process; when is a conflict of interest between the parties such that what one party wants is not what the other party wants. The parties are willing to negotiate because each believes it can use its influence to obtain a better outcome than by simply taking the side of the other party. The parties prefer to work together rather than to fight openly, give in, break off contact, or take the dispute to a higher authority. There are two major negotiating approaches; distributive bargaining and integrative negotiation. This is an approach in which the goals of one party are in direct conflict with the goals of the other party. It is a competitive or win-lose approach to negotiations. Some situations

are distributive in nature, particularly when the parties are interdependent. If a negotiator wants to maximize the value of a single deal and is not worried about maintaining a good relationship with the other party, distributive bargaining may be an option.

This is an approach in which the parties' goals are not seen as mutually exclusive and which the focus is on making it possible for both sides to achieve their objectives. Integrative negotiation focuses on the merits of the issues and is a win-win approach. For integrative negotiation to be successful, certain preconditions must be present. These include having a common goal, faith in one's own problem-solving abilities, a belief in the validity of the other party's position, motivation to work together, mutual trust and clear communication (Nelson & Quick 2008). Where disagreements develop into entrenched conflict, then the following options are open to organizations; In this case, the parties get together, perhaps under an independent chairman, to negotiate about their differences with a view to achieving their own resolution of the issue (Cole, 2005).

Where a third party, internal or external, acts as a broker or peacemaker between the warring factions, seeing each side independently, trying to assess the nub of their disagreement and then trying to provide a basis upon which the two sides are prepared to return to the negotiating table; mediators sometimes put forward specific proposals for the parties to agree on; ultimately, however, the final agreement has to be made by the parties themselves (Cole, 2005).

Where a third party hears the arguments of both sides, examines the evidence and then makes the decision for the parties: this frequently entails a decision that is favorable to one party and not to the other. By going to arbitration, the parties in conflict realize that they cannot reach agreement themselves and give the responsibility to an outsider, whose judgment they agree to accept; arbitration, therefore, is very much a matter of last resort (Cole, 2005).

2.9 Defense Mechanisms in Interpersonal Conflict

When a conflict occurs between two or more people, it is known as interpersonal conflict. To manage interpersonal conflict, it is helpful to understand defense mechanisms exhibited by individuals and ways to cope with difficult people (Nelson & Quick 2008). The first defense mechanism is fixation. In this case, the person maintains a persistent, non-adjustive reaction even though all the cues indicate the behavior will not cope with the problem. Secondly, there is displacement. The individual redirects pent-up emotions toward persons, ideas, or objects other than the primary source of the emotion. Thirdly, there is negativism. The person uses active or passive resistance, operating unconsciously. (Nelson & Quick 2008). The fourth defense mechanism is compensation. The individual devotes himself or herself to a pursuit with increased vigor to make up for some feeling of real or imagined inadequacy, for example, making up for a bad relationship at home by spending more time at the office.

The fifth is identification. The individual enhances own self-esteem by patterning behavior after another's, frequently also internalizing the values and beliefs of the other person; also vicariously shares the glories or suffering in the disappointments of other individuals or groups.

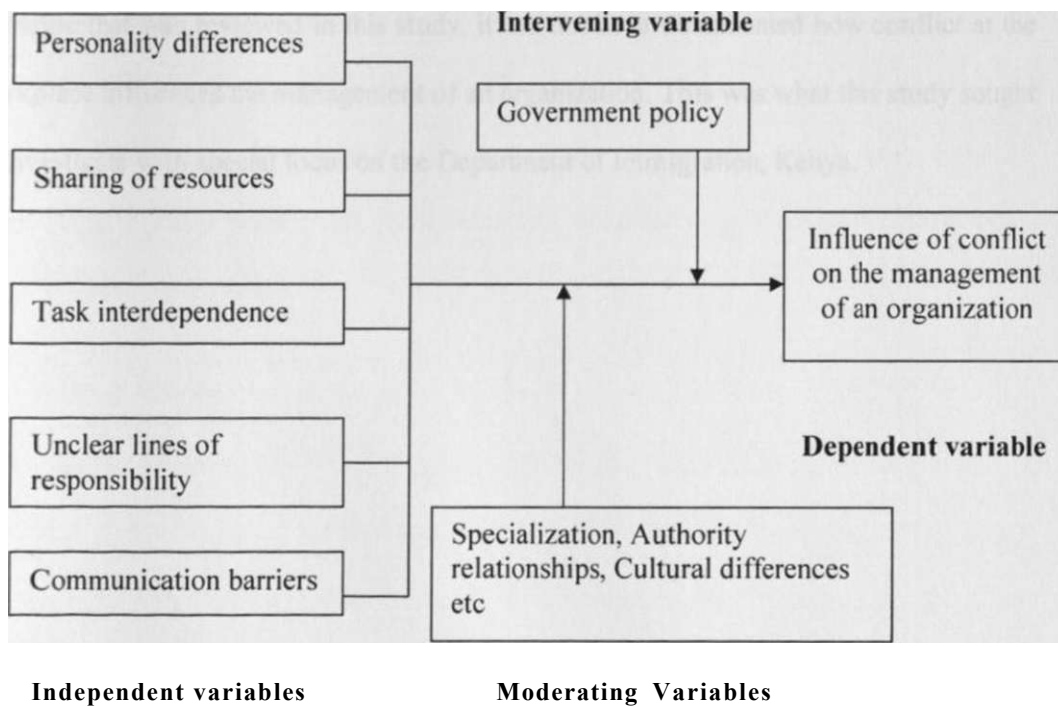
The sixth defense mechanism is rationalization. The person justifies inconsistent or undesirable behavior, beliefs, statements and motivations by providing acceptable explanations for them. Seventh, there is withdrawal. Through either physical or psychological means, the person leaves the field in which frustration, anxiety, or conflict is experienced. Eighth, there is conversion. Emotional conflicts are expressed in muscular, sensory, or bodily symptoms of disability, malfunctioning or pain. The last defense mechanism is fantasy. The person daydreams or uses other forms of imaginative activity to obtain an escape from reality and obtain imagined satisfactions. (Nelson & Quick 2008).

2.10 Conceptual Framework

In research, a conceptual framework is a concise description of the phenomenon under study accompanied by a graphic or visual depiction of the major variables of the study. The description of the conceptual framework emphasizes the researcher's overarching view of how the variables interact or could be made to interact under manipulatable conditions (Mugenda 2008).

Influence of Conflict at the Workplace on the Management of an Organization

Figure 3: Conceptual Framework



The dependent variable as illustrated in the conceptual framework is directly influenced by the independent variables which are Personality differences, sharing of resources, task interdependence, unclear lines of responsibility and communication barriers. Moderating variables have significant effect on the relationship between independent and dependent variables. In this study they include, specialization, authority relationships, and cultural

differences. The intervening variable to be used in the study will be government policy because the Immigration Department enforces the policy of the government of the day.

2.11 Summary of Literature Review

This chapter covered literature on the topic 'conflict at the workplace' and the conceptual framework. The literature was organized into five main areas; the conflict process, traditional versus contemporary perspectives conflict, functional versus dysfunctional conflict, causes of conflict in organizations and conflict resolution mechanisms in organizations. Finally, this chapter covered the conceptual framework that shows the diagrammatic representation of the interaction among the variables. From the literature that was reviewed in this study, it has not been documented how conflict at the workplace influences the management of an organization. This was what this study sought to investigate with special focus on the Department of Immigration, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the technique used by the researcher to collect and process data to solve the research problem. This chapter aimed at defining the research design and the method used to collect data in the study. It also contained the target population, the sample size and sample selection procedure, the research instrument, data collection and data analysis methods.

The aim of this research was to identify the influence conflict at the workplace has on the management of an organization with specific interest on the Department of Immigration, Kenya. The research design, target population, sample and sampling techniques, research instruments, data collection methods and data analysis procedures that were used are covered.

3.2 Research Design

A research design is a tool that enables one to develop answers to problems and acts as a guide in various stages of the research (Burns, & Bush, 2000). Descriptive survey design was used in this study in order to establish the relationship between conflict at the workplace and management of an organization. Descriptive research studies precisely describe the characteristics of a particular group (Churchill 1999). Information gathering from the staff at the Immigration department about how Personality differences, unclear lines of responsibility, resources sharing, task interdependence and communication barriers influence management was sought. A descriptive research used here therefore explained affairs as they exist in the Immigration Department.

3.3 Target Population

According to Mugenda. & Mugenda (2003), a population is a total collection of the elements about which inferences ought to be made. It entails all the cases or individuals that primarily fit for being sources of data/ information required in addressing the research problem. In this study therefore a total of 780 employees of the Kenya Immigration Department were the target population from which study sample was obtained. 3/4 of target population is situated in Nairobi with the other 1/4 in satellite offices.

3.4 Sample Size and Sample Selection

According to Fisher (1992), 50% of all the target population is recommended in social research while for descriptive studies, 10% or above of the accessible population is enough for the study, (Mugenda & Mugenda 2003). In this study therefore, out of the 780 target population, 78 respondents were sampled. In the offices outside Nairobi, stratified random sampling was used. (Appendix 4)

3.5 Research Instruments

Primary data collection method was used in this study. Data was collected by use of questionnaires. The study made use of close and open ended questions to solicit ideas related to the research problem from the respondents. For high Cadre Staff e.g. the Directors and Managers, interviews were used in order to increase the response rate and also to clarify issues to the problem especially from the management and leadership perspective. According to Nachmias & Nachmias (1996), the foundation of all questionnaires is the question. The questionnaire must translate the research objectives into specific questions; answers to such questions provide the data for data analysis. The question must also motivate the respondent to provide the information being sought. The major considerations involved in formulating questions are their content, structure, format and sequence. Questionnaires were used in collection of data in this

study. The fine tuned questionnaires were administered to 78 employees of the Department of Immigration. Respondents were allowed up to one week to fill in the questionnaire with clarifications from the researcher while the remaining 10 top management employees were involved in the interview schedule.

According to Patton (2002), reliability and validity are two factors, which any qualitative researcher should be concerned about while designing a study, analyzing results and judging the quality of the study. White (2002) emphasizes the need to build in the research design the concept of validity and reliability. Validity is concerned with the idea that the research design fully addresses the research questions and objectives the researcher is trying to answer and achieve. Reliability is about consistency in research, and whether another researcher could use the same design and obtain similar findings. This however does not imply that the two researchers' interpretations and conclusions would be the same because the judgment of individual comes into play.

3.5.1 Piloting of the instruments

According to McMilan and Schumacher, (2001) it is highly recommended that researchers conduct a pilot test of their questionnaire and other instruments before using them in studies. It is therefore necessary to locate a sample of subjects with characteristics similar to those that would be used for the study. In this study, piloting was carried out on some of the Immigration Department staff who were not sampled in the study. After analysis of the pilot study, items which needed readjustment were made. Irrelevant and baseless items were discarded and replaced with more useful and logical ones which were needed to elicit the required responses. The questionnaire was fine tuned for objectivity and clarity.

3.5.2 Validity of the instruments

Most of the employees of the department of immigration have been in their current position for at least the last one year and have a wealth of experience on issues concerning conflict at the workplace which is vital to ensure the reliability of the data collected. The validity of research instruments in this study was tested through a pilot test which was done on ten employees of the department of immigration. The pilot test was done to determine if there were flaws, weaknesses and ambiguities in any of the items in the questionnaires and interview guides and helped to know if the research instruments would elicit the type of data desired and anticipated. The data desired was then meaningfully analyzed in relation to the stated research questions to find out whether the time, cost and staff requirements estimated were valid. The questionnaire was then edited before the final data collection was done.

3.5.3 Reliability of the instruments

To ensure reliability, the same questions were asked in different ways and answers compared to ensure consistency. The internal consistency of the items and reliability coefficients was calculated from the pre test data. Split-half test was done to obtain the correlation coefficient (r) using the Pearson Products Moment Correlation Coefficient Formula indicated below:

$r = \frac{[\sum xy - (\sum X)(\sum Y) / N]}{\sqrt{[\sum X^2 - (\sum X)^2 / N][\sum Y^2 - (\sum Y)^2 / N]}}$; where; $\sum XY$ = Sum of the cross product of the values for each variable

$(\sum X)(\sum Y)$ - product of the sum of X and sum of Y

N = Number of pairs of scores

To obtain the reliability coefficient of the entire instrument, the Spearman Brown Prophecy Formula indicated below was applied

$Re = \frac{2r}{1+r}$, where; Re = reliability of the original test, R = reliability coefficient resulting from correlating the scores of the odd statements with scores of the even statements.

3.6 Data Collection Procedure

A Research Permit was sought by the researcher from the Ministry of Science and Technology to conduct research. Through a letter of introduction, the researcher then sought formal approval from the Department of Immigration to carry out the study. After obtaining the approval, the researcher dropped and picked questionnaires from the officers who were working within the Nairobi city. The researcher then made arrangements with the management of the Department of Immigration to send questionnaires to the stations outside Nairobi by mail and to get them back in the same way. A return envelopes and mailing stamp fee was paid for all respondents outside Nairobi. The respondents were then given one week to respond to each item. Follow -up was made on respondents who delayed in returning the questionnaires.

3.7 Data Analysis Techniques

This study used quantitative data analysis method. Upon collection of data, instrument completeness, accuracy and uniformity were checked. Data collected was stored in Excel spreadsheets and assembled in a concise and logical order for descriptive analysis. This is the process of assigning numerals or other symbols to answers so that responses can be put into a limited number of categories or classes (Kothari, 2004). The purpose of the coding would be classifying the answer to a question into meaningful categories so as to bring out their essential pattern. Descriptive statistics (frequencies and percentages) were also used to extract information for analysis of close ended questions. Statistical Package for Social Sciences (SPSS). Version 10.0 Program was used and frequencies and percentages for the study generated and summaries developed expressed in tables. The research findings were presented in tables, alongside background information and the discussions and conclusions drawn from the results.

3.8 Ethical Considerations

This study ensured that the confidentiality of all data accrued is kept by coding the instruments used in data collection; respondents were also not required to enter their names. The data collected was generalized to only address the objectives of this study. Before enrollment of any of the participants into the study, consent was sought.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter covered the questionnaire return rate, presentation of the analyzed data and the interpretation of the data. A total of 70 respondents were surveyed using questionnaires during the study period. This included 4 Principal Immigration Officers, 14 Chief Immigration Officers, 15 Senior Immigration Officers, 19 Immigration Officers (I) and 18 Immigration Officer (II). This represents a presentable distribution of the influence of conflict at the workplace in management of an organization.

4.2 Questionnaire Return Rate

Out of the 78 targeted respondents, a total of 70 questionnaires were received back by the researcher and this represented a high questionnaire return rate of 89.7%. This high return rate was achieved because the researcher took time off his normal duties and administered the questionnaires to the respondents.

4.3 Background Information

The profile of the respondents influences the kind of conflict management skills in an organization. Such profile is like gender, length of time worked in specific sections and job position.

Table 4.1: Gender of the Respondents

	Frequency	Percentage
Male	51	73.0
Female	19	27.0
Total	70	100.0

Out of the 70 respondents; 51 of them were men which represented 73% while women were 19 which represented 27%. This is an indication that influence of conflict at the work

place in management of an organization would be biased with respect to gender. This is because representation of female respondents was biased. Table 4.1 illustrates that the responses accrued from the study are aligned to organizations that have minimal gender balance, and where male respondents are more than V^* of the respondents.

Table 4.2: Length of time worked in the specific station/section.

	Frequency	Percentage
<6 Months	12	17.1
6 Months - 2 years	19	27.1
2-5 Years	14	20.0
5-10 Years	10	14.4
10 Years or More	15	21.4
Total	70	100.0

Table 4.2 shows that out of the 70 interviewed employees, most of them had worked for a period between 6 months and 2 years in their specific stations/sections at 19 which represented 27.1 % while those who had worked for more than 10 years followed closely at 15 which represented 21.4%. Only 12 respondents which represented 17.1% of the respondents had worked for less than six months. This is an indication that the respondents had relevant information required to respond to the questionnaires. Also, having worked for longer durations (i.e above six months) indicated that the respondents might have come across conflict at the workplace and would authoritatively respond on how conflict issues were addressed by the management.

Table 4.3: Positions held by the respondents.

	Frequency	Percentage
Principal Immigration Officer	4	5.8
Chief Immigration Officer	14	20.0
Senior Immigration Officer	15	21.4
Immigration Officer 1	19	27.1
Immigration Officer 2	18	25.7
Total	70	100.0

From table 4.3. 15 respondents which represented 21.4% of the respondents held Senior Immigration Officer Posts while 14 respondents which represented 20.0% of the respondents held chief Immigration Officer Posts and 4 respondents which represented 5.8% of the respondents were Principal Immigration Officers. Involvement of the leadership of the department of immigration enabled the researcher to get responses from the top management in line with his study. Responses from the management were essential in this study as they enabled the researcher to distinguish effects of conflict at the workplace and its adverse effect on the management.

Table 4.4: Presence of conflict at the work place

	Frequency	Percentage
Yes	52	74.3
No	18	25.7
Total	70	100.0

When respondents were asked whether they had witnessed conflict at their workstations, 52 of them which represented 74.3% indicated that they had as shown in table 4.4. The influence of conflict at the work place on the management of an organization would therefore be further explained in detail by these respondents. 74.3% of the respondents had witnessed conflict at the workplace and would therefore explain their experiences in line with the objectives of this study and this validated the study.

4.4 Personality differences

These are in born attributes of individual employee that make it impossible or easier for them to work with others. Such attributes that can cause conflict in this study were outlined as Unreliability, Dishonesty, Selfishness, Bad temperedness, hatred, Irresponsibility, Arrogance and rudeness.

Table 4.5: Personality Traits as a source of conflict

	Frequency	Percentage
Yes	33	47.1
No	37	52.9
Total	70	100.0

Table 4.5 illustrates that 37 respondents which represented 52.9 % of the respondents had not experienced any differences with their colleagues and had not seen personality traits as a source of conflict while 47.1 % of the respondents had witnessed personality differences and felt that it was a source of conflict. Results from the study indicate that among others reasons, personality traits that were cited in the analysis are a major cause of conflict and are usually implicated by reluctance to consult, reluctance to accountability, unreliability, selfishness and irresponsibility.

Table 4.6: Personality differences as a source of conflict

	Frequency	Percentage
Dishonesty	27	38.6
Bad temperedness	28	40.0
Hatred	12	17.1
Arrogance	18	25.7
Rudeness	16	22.9
Unreliability	12	17.1
Irresponsibility	42	60.0
Selfishness	43	61.4
Total	70	100.0

Data from table 4.6 indicates that Irresponsibility and Selfishness were among the major causes of conflict at the department of immigration at 42, 60% and 43, 61.4 % respectively. Further content analysis explained that irresponsibility resulted from unclear lines of responsibility while selfishness occurred due to management favoritism.

4.5 Unclear lines of responsibility

When lines of responsibility are not well spelt out in an organization, it is very difficult for employees to determine what they need to achieve individually geared to the organization goals.

Table 4.7: Unclear lines of responsibility as a source of conflict

	Percentage	Frequency
Yes	43	61.4
No	27	38.6
Total	70	100.0

From table 4.7, it is well indicated that unclear lines of responsibility was a cause of employee conflict and the respondents cited employees who often slept on their jobs and burdened their colleagues with their assignments. When respondents were asked whether they thought unclear lines of responsibility was a source of conflict, 43 respondents which represented 61.4% responded on the affirmative while 27 respondents which represented 38.6% thought it was not a source of conflict. This also occurred on employees who are not techno savvy and who relied on their colleagues for them to perform their duties. Such favoritism was mainly evident when the management used discretionary powers. This is however, as shown in table 4.8 not explicitly defined since discretionary powers were not used on a daily basis and employees regarded them as a minor cause of conflict.

Table 4.8: Discretionary powers as a source of conflict

	Percentage	Frequency
Yes	27	38.6
No	43	61.4
Total	70	100.0

Discretionary powers exercised by immigration officers in each station and section did not cause conflict per say in execution of duties. When respondents were asked whether they thought discretionary powers were a source of conflict 43 respondents which represented 61.4% indicated that these powers were not a source of conflict among immigration officers. All powers were normally exercised within stipulated organization policies and thus conflicts arising from discretionary powers were minimal as indicated by 27 respondents which represented 38.6%.

4.6 Sharing of Resources

It is inevitable for employees in a particular organization to live independently. Sharing of resources such as office space, equipments and stationery is a common phenomenon and requires employees to have standard operating procedures to guide them on maintenance of such resources and to also avoid bias in usage of the resources by a few employees.

Table 4.9: Resources shared by immigration officers performing different duties

	Frequency	Percentage
Yes	42	60.0
No	28	40.0
Total	70	100.0

Out of the 70 respondents interviewed, 42 of them which represented 60% of the respondents indicated that they shared resources whilst performing different duties. Sharing of resources can be a potential cause of conflict when there are no defined mechanisms on fair usage by all employees.

Table 4.10: Scarce Resources as a source of conflict

	Frequency	Percentage
Yes	42	60.0
No	28	40.0
Total	70	100.0

When respondents were asked whether they thought sharing of resources was a source of conflict, 42 respondents which represented 60% responded on the affirmative. Scarce resources can be a potential source of conflict especially when evaluation of employees is based on their performance of different duties.

Table 4.11: Type of Resources Shared

	Frequency	Percentage
Equipment	18	25.7
Stationery	12	17.1
Office space	40	57.2
Total	70	100.0

Resources shared by respondents were mainly office space according to 40 respondents representing 57.2%, Equipment according to 18 respondents representing 25.7% and Stationery according to 12 respondents representing 17.1%. Since employees in an organization cannot be self-sufficient, it is the duty of the management to ensure that all resources shared are adequate and are not a source of conflict.

4.7 Task Interdependence

When the output of one employee's work is the input required for another employee to perform his duties, then task interdependence creeps in. At the department of immigration, all employees said that they relied on each other for them to perform their duties.

Table 4.12: Task Interdependence as a source of conflict

	Frequency	Percentage
Yes	68	97.1
No	02	2.9
Total	70	100.0

Data from table 4.12 indicates that almost all employees were adversely affected by conflict resulting from task interdependence. When respondents were asked whether they relied on their colleagues to perform their duties, 68 respondents which represented 97.1% indicated they did while 2 respondents representing 2.9% indicated that they did not. Task interdependence was further explained to cause conflict when employees were slow in their duties thereby causing a pile up for other employees. Also, when the management lagged behind in decision making in some sectors; various services rendered to the citizenry would pile up causing further conflict when implementation time is reached. Such sectors that witnessed massive task interdependence were the passport processing and visa section while the management caused task interdependence in the areas of alien registration, investigation and prosecution.

The management action to curb task interdependence was quoted at 90% where job descriptions were laid out for the employees and policies to guide in action for the management where complex issues such as prosecution of aliens arose.

4.8 Communication

This is the relaying of information by junior employees to the management and vice versa. Communication is a means by which the organization goals are made known to the employees whilst grievances and complaints are reported for corrective action to the management of an organization.

Table 4.13: Communicating with other immigration officers whilst performing duties

	Frequency	Percentage
Yes	60	85.7
No	10	14.3
Total	70	100.0

When respondents were asked whether they needed to communicate with their colleagues while performing their duties, 60 respondents which represented 85.7 % said they did while 10 respondents representing 14.3% of the respondents said they did not need to communicate. This is an indication that relaying of wrong information or a delay in passage of information would grossly affect operations at the department of immigration.

Table 4.14: Frequency of relaying information

	Frequency	Percentage
Daily	33	47.1
Weekly	16	22.9
Monthly	21	30.0
Total	70	100.0

When respondents were asked how oftenly they communicate with their colleagues. 33 respondents which represented 47.1% said they communicate on a daily basis while 21 respondents representing 30% said they communicate on a monthly basis and 16 respondents

representing 22.9% said they communicate on a weekly basis. Office communication is vital in service delivery and as such in enhancing office networking.

Table 4.15: Means of Communication

	Frequency	Percentage
Reports	15	21.4
Memos	17	24.3
Emails	13	18.6
Oral Communication	19	27.1
Telephone calls	6	8.6
Total	70	100.0

As shown in figure 4.15, when respondents were asked the means of communication they used more often, 19 respondents representing 27.1% said they use oral communication which was the highest frequency while 6 respondents representing 8.6% said they use telephone calls which was the lowest frequency. Presence of evidence and for purposes of record keeping, use of a reliable means of communication is important and requires the employees to be more accurate and accountable for their deeds.

Table 4.16: Communication barriers as a source of conflict

	Frequency	Percentage
Yes	34	48.6
No	36	51.4
Total	70	100.0

When respondents were asked whether they thought communication barriers were a source of conflict, 36 respondents which represented 51.4% said they did not think communication barriers were a source of conflict while 34 respondents representing 48.6% said they thought communication barriers were a source of conflict at the Immigration Department. Communication when used effectively, can lead to reduction in conflicts while when used with bias, employees of an organization can result into use of rumors and gossip to transmit information about the anticipated changes and courses of action in an organization. This causes the management to lose credibility.

4.9 Discussion and Interpretation

Conflict at the work place is a common occurrence in most organizations and it is therefore the duty of the management to work out strategies that minimize its occurrence and aid in completion of assigned duties. The management at the Department of Immigration felt that conflict was a major occurrence at the workplace although it never got to explosive phases where employees physically abused each other. The main causes of conflict were identified to be unclear lines of responsibility and resource sharing. This was due to the limited office space that made employees to stay in assigned portions whilst accommodating new employees.

It is noted that although personality differences is a source of conflict in organizations, in this study, it was established that most employees of the Department of Immigration had few cases of conflict resulting from personalities. Respondents who were managers of sections and stations felt that use of discretionary powers resulted in employee resistance and thus affected performance. When employees are often achievement oriented and hardworking, their perfectionist and critical style often leaves others feeling unimportant creating stress and strain for those around such persons (Nelson & Quick 2008).

Task interdependence occurred when one employee's output was a prerequisite for another employees work. This interdependence was curbed by developing job description for all cadres of employees. The man hours spent in resolving employee conflicts were estimated to be at least four hours in a week and this greatly influenced management decisions. Functional conflicts can lead to innovation and positive change for the organization. Because it tends to encourage creativity among individuals, this positive form of conflict can translate into increased productivity. A key to recognizing functional conflict is that it is often cognitive in origin; that is, it arises from someone challenging old policies or thinking of new ways to approach problems. (Nelson & Quick, 2008)

Resources' sharing was an issue of great concern as it resulted to frequent conflict. Such resources include office space and stationery and the management addressed such issues by

creating room in under utilized sections whilst office materials e.g stationery was purchased on regular basis. The management decisions were therefore greatly influenced and instead of focusing purely on organizational goals, the management also lost man hours in resolving conflict. There were certain laid out standard measures in addressing conflict such as hearing of grievances by the disciplinary committee. These methods were however not frequently employed as they were deemed to be grossly punitive. New conflict resolution measures that can be successfully employed include regular airing of grievances by employees and round table discussions where employees also described the course of action for some of the common causes of conflict.

The management described issues of unclear lines of responsibility and communication barriers as evident conflict causes. They were however not a common occurrence. Integrative negotiation was normally employed. This is an approach in which the parties' goals are not seen as mutually exclusive and which the focus is on making it possible for both sides to achieve their objectives. Integrative negotiation focuses on the merits of the issues and is a win-win approach (Cole, 2005)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

5.1 Introduction

This chapter presents a summary of the findings, conclusions, recommendations and suggested areas for further research from a research that sought to establish the influence of conflict at the workplace in management of an organization.

5.2 Summary of Findings

Personality differences such as irresponsibility and selfishness were a major cause of conflict. Selfishness was enhanced by managerial decisions to punish and reward certain employees without clearly explaining the factor behind such actions. Such favoritism was mainly evident when the management used discretionary powers. This is however not explicitly defined since discretionary powers were not used on a daily basis and employees regarded them as a minor cause of conflict.

When tasks and duties are not well spelt out, some individuals take advantage and lag behind while the industrious employees are burdened with all the said responsibilities. Unclear lines of responsibility in the department of immigration was mainly cited to be between employee to employee in the same cadre, also from an employee to another who serve in different sections but have almost similar duties and also between supervisors and their juniors. This is a source of conflict in an organization and influences the management of an organization. In order to reduce this type of conflict, it is essential that a written code of conduct and job descriptions are developed way in advance by responsible parties. This type of conflict however has its positive influence as it can be a functional conflict.

In every organization, it is inevitable for employees to share resources. This is because they require each other for them to perform their duties and are by virtue working to attain

the same goal. Resources such as office space, equipment and stationery were found as the most shared in this study. Conflicts arising due to sharing of these resources was further explained to be due to colleagues who were either selfish and did not maintain these resources up to standard. The role the management played in eliminating such conflicts was either by purchasing new additional equipment, informing all officers of their respective duties and roles, reshuffling officers to new sections, reconciling of the affected officers and issuing warning letters to the defaulters.

Task interdependence between different units and sections is a reality in the Immigration Department because certain procedures have to be followed and officers are allocated specific tasks whereby they have to depend on other officers performing different duties. This becomes a source of conflict when certain officers feel they are being delayed by others or other officers are interfering with their work. In the process of issuing travel documents for example, it was cited that there were steps which follow each other in sequence, and hence when one officer has not done their work, it was impossible for the other partner parties to proceed. Task interdependence conflicts also arose from officers who would delay in finishing up their task which is a pre-requisite for his/her workmates. The role the management played in resolving these kinds of conflict was by mainly issuing warning letters and training employees more on their duties.

Oral communication and memos were cited to be the two most common media used by employees and the management to convey information. Poor communication mechanism is a precursor for conflict. It is important for the management to ensure that its staff is always up to date with information on upcoming events to avoid two forms of communication (rumors and official communication) working against each other as competing entities. Another communication barrier is value judgment, in which a listener assigns a worth to a message before it is received (Nelson & Quick 2008). Conflicts

arising due to communication difficulties in this study were as a result of information which was not communicated on time because of delays that arose from late authorship of the memos or the distribution that was not done properly to reach all members of staff concerned.

5.3 Conclusions

Every organization has an optimal level of conflict that can be considered highly functional, and helps it generate positive performance. However, when management time is always used in managing conflict, that is when conflicts levels are too high, the resulting chaos can also threaten the organization's survival (Ivancevich, 1990).

Personality differences are a source of conflict in organizations and the management. It is therefore necessary to reprimand employees with attributes that threaten survival of the organization or those who shift the focus of fellow employees from the organization's vision.

Unclear lines of responsibility should be addressed by use of job descriptions that are drafted before allocation of duties and regular appraisal of employees to ensure that they work to attain their set goals. Also, for underperforming employees, warning letters can be used while those that perform to meet their spelt out mandates are rewarded.

Since resource sharing is inevitable in every organization, it is important to ensure that adequate resources are availed to the staff of an organization to avoid conflict. Resources such as stationery and Computers were most times purchased to meet employee needs at the department of immigration.

For Communication challenges that most times resulted into conflict, formation of an integrator who liaised with the management was necessary for groups with different interests and this enabled foster understanding.

5.4 Recommendations

The following recommendations are made in reference to the research findings.

Although personality differences were not reported as a major source of conflict at the Department of Immigration, it is imperative that managers ensure they do not affect performance of workers when they differ on personal matters.

Duties should be clearly defined to avoid any room for ambiguity which makes it difficult to hold anyone accountable for duties performed. This can be done by giving every employee a clear job description to avert conflicts that emanate from unclear lines of responsibility.

It is important for the management to ensure that resource sharing does not cause conflict. Adequate resources should be allocated to members of staff to enable them carry out their duties efficiently.

Conflicts that arise from task interdependence can be minimized by heads of each unit ensuring that all workers in their unit deliver their expected output within the stipulated timeline to avoid delaying other workers hence causing unnecessary inconveniences.

Communication to junior employees should not only encompass routine memos and over the corridor grapevine that leave room for ambiguity. It is important for the management to hold consultative meetings that allow employees to air their grievances and give their opinions in order to enhance teamwork and have a sense of belonging. Also, use of integrators whose main role is to liaise between different groups can greatly reduce the frequencies of conflict at the workplace.

In the absence of laid down procedures and mechanisms to resolve and identify conflicting issues, it would be important for organizations to develop other alternative routes that employees can use to resolve conflicts. Such mechanisms can involve presence of mentor employees. Employees should be constantly trained on their work to avoid redundancy that results when there is a change in technology. Also training on the impact

of conflict on an organization's performance should be emphasized and routinely done to ensure a peaceful work environment.

5.5 Suggestions for further research

Conflict at the work place is an every day scenario and it is therefore important for managers to adopt ways in which conflict can be resolved amicably and thus all parties' issues are well addressed.

- i) A study on various ways through which managers use to resolve conflict and still maintain employee loyalty should be carried out.
- ii) It is also necessary to study the impact gender issues have in conflict resolution. In some organizations, where there is unequal representation of men and women, it would be important to evaluate the impact of the misrepresentation of either men or women and the effect it has.

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APPENDICES

Appendix 1: Letter of Transmittal

TITUS KARIUKI
UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
P.O BOX 92, KIKUYU.
15TH JUNE, 2011

Dear Sir/Madam.

**REF: INFLUENCE OF CONFLICT AT THE WORKPLACE ON THE
MANAGEMENT OF AN ORGANIZATION**

I am a Master's degree student in Project Planning and Management at the Department of Extra Mural studies. University of Nairobi. I am conducting a study on the influence of conflict at the workplace in the management of an organization: a case of the department of immigration, Kenya.

Please fill in the attached questionnaire, which is designed to gather information on your personal experience and opinion about the topic. The information you give will be used purely for academic purposes and will be treated with utmost confidentiality and therefore do not write your name on the questionnaire.

The questionnaire is divided into two parts: I and II. Kindly provide information on all the items in the questionnaire. Your cooperation in promoting this study will be highly appreciated. Thanking you in advance.

Yours Faithfully,

Titus Kariuki

Appendix 2: Questionnaire for Immigration Officers

Please answer all the questions by ticking next to the answer you deem appropriate.

PART 1: Background Information

1. What is your Gender? Male Female
2. Name of the Section/ Station where you are working currently

3. For how long have you worked in this section/ station?
< 6 Months 6Months-2 yrs 2- 5 years
5-1 Oyears 10 years or more
4. What rank of Immigration officer are you? Principal Immigration Officer
Chief Immigration Officer Senior Immigration Officer
Immigration Officer I Immigration Officer II
How long have you served in the Department of Immigration?
< 1 year 1- 5 years 5- 1 Oyears 10 years or more

5. State by ticking appropriately, the main activities carried out in your section/ station.

Issuance of travel documents.

Regulation of entry and exit of Persons across Kenyan Borders.

Regulation of entry and Residence of aliens in the Country.

Investigation and Prosecution of Immigration offences.

Issuance of Kenyan Citizenship.

Registration of aliens.

Coordination of research and training activities.

Any other, Please explain

PART TWO:

6. Have you ever witnessed conflict among immigration officers at your station/section? Yes No

9b) If yes, what in your opinion are the main causes of conflict among immigration officers at the department of immigration?

7. Are personality differences among Immigration officers in your station/ section a source of conflict? Yes No

8. In your opinion, which personality traits among Immigration officers make it difficult for them to work with each other?

9. How would you rate the following personality traits as sources of conflict among immigration officers in your station/section?

PERSONALITY TRAIT					
	Very High	High	Medium	Low	Very Low
Dishonesty					
Selfishness					
Bad temper					
Hatred					
Irresponsibility					
Arrogance					
Rudeness					
Unreliability					

10. Are discretionary powers exercised by immigration officers in your station/section a source of conflict among immigration officers? Yes No

11. If yes in question 12, what actions are taken to reduce such incidences?

12. In your station/section, are there resources that are shared by immigration officers performing different duties? Y e s Q No I I
13. If yes, which resources are these?
 Equipment Stationery Office space
 Any Other Please Specify
14. In your opinion, are the above resources scarce? Yes No
15. Does sharing the above named resources ever cause conflict among immigration officers? Yes Q] No| |
16. Are you aware of any management action that has been taken to resolve these conflicts? Y e s Q No Q
17. If yes, please explain in detail what kind of management action has been taken to resolve these kinds of conflicts?
18. Is this source of conflict (sharing of resources) a common occurrence? Yes
19. In your line of duty, are there tasks that require you to depend on other immigration officers in order to perform your duties? Yes • N o D
20. In your opinion, do you think task interdependence among immigration officers causes conflict? Yes No
21. If yes, how does it cause conflict?
22. Is conflict occurring from task Interdependence a common phenomenon?
 Y e s Q No [
23. If yes, what are the main issues of contention?
24. Does the management take action when conflicts arise due to task interdependence? Ye^ No Q

25. If yes; what kind of action?

26. Are you expected to communicate regularly with other immigration officers whilst performing your duties? Yes No

If yes, how often do you confer/relay information?

Daily Weekly Monthly Yearly

27. What means of communication do you employ?

Report Memos Emails) | Oral communication | [Telephone calls

28. Are barriers to the above means of communication a source of conflict in your station/section among immigration officers? Yes No

If yes, could you please explain what causes the conflict?

Thank you for taking time to answer the questions

Appendix 3: Interview Schedule for Top Management

- 1) Are there cases of conflict in your section?
- 2) How often do they occur?
- 3) Please explain the main causes of conflict in your section/station?
- 4) How many man hours do you take while resolving employee conflicts at the immigration department?
- 5) How does conflict at the workplace influence management decisions?
- 6) Are there standard measures set out by the immigration department that you use in resolving conflicts?
- 7) Are there new conflict resolution mechanisms that you would recommend to the Department of Immigration? If yes, which ones

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Appendix 4: Distribution of staff members at the Immigration Department and sample size

HEADQUARTERS

Section	Sub-sections	Total population.	Sample target,
Administration		36	3
Visa section		8	1
Aliens registration section		18	2
Investigations and prosecution section		16	2
Permits and passes section		15	1
Passport section	Passport processing	74	7
	Physical counters	30	3
Kenyanisation section		6	1
Citizenship section		7	1
TOTAL FOR HEADQUARTERS		210	21

REGIONAL OFFICES

Garissa		27	3
Kisumu		33	3
Eldoret		17	2
Mombasa		44	5
Embu		5	0
Nakuru		5	0
Total for regional offices		131	13

BORDER CONTROL POINTS

Malindi/Kilifi/Ngomeni		15	2
Lunga-lunga.		14	1
Taveta.		10	1
Shimoni		6	1
Namanga		25	2
Isebania.		12	1
Busia.		16	2
Malaba.		12	1
Moyale		6	1
Lokichoggio		6	1
Suam		6	1
Lwakhakha		6	1
Loitokitok		8	1
Sandriver gate		4	0
Liboi		4	0
Mandera		6	1
Vanga		4	0
Kilindini		7	1
Old port		3	0

Lamu/Kiunga
Wajir

Total for border points

**INTERNATIONAL
AIRPORTS**

Jomo Kenyatta
International Airport

Moi International Airport
Eldoret airport (covered under regional
office)
Wilson Airport

**Total for International
airports**

GRAND TOTAL