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Influence of Conflict Management Styles on Organizational Performance: A Case of Jumuia Resorts, Kenya

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Abstract:
Managing workplace conflict is one of the most challenging tasks faced by managers in organizations, and Jumuia Resorts are not exceptions. Conflicts often occur at the Resorts with positive and negative consequences, the negative side being more prevalent. A high rate of employee turnover is a typical example of such consequences. The objective of the study was to examine the influence of conflict management styles on organizational performance in Jumuia Resorts. The study used descriptive survey design, while collecting data through census method. Questionnaires were used in the collection of the data. A population of 116 employees of Jumuia Resorts was identified which included top management, middle level and lowest cadre staff. The representation of data was done by use of pie charts, bar charts and frequency distribution tables that aided the researcher in arriving at a descriptively meaningful analysis of the results. The study found that Jumuia Resorts adopted the conflict management styles of avoiding, accommodating, competing, and collaborating in varying contexts. The study further found that these styles of conflict management significantly influence organizational performance differently. The study recommends that the management of the Jumuia Resorts to organize training on conflict management styles for their employees to have a better knowledge of managing conflict.

Keywords: Conflict management styles, organizational performance, Jumuia resorts

1. Introduction

An organization refers to an entity with a number of individuals who pursue common goals. This makes an understanding of the concept of organizational performance very important. Organizational performance consists of the outcomes realized by an organization compared to its intended outcomes. It is the ability of an organization to fulfill its mission through persistent dedication to achieving its intended outcomes. Why some organizations fail as others succeed is a major concern (Ongori, Iravo, & Munene, 2013). This concern generates the need to examine the influence of conflict management styles on organizational performance. According to Copley, (2008), conflict management styles play a major function in the level of organizational performance.

For every organization, an optimal level of conflict exists which is considered highly functional as it helps to generate good performance. Conflicts should be maintained at an optimal level through application of correct management styles to ensure achievement of good organizational performance. Too high level of conflict is detrimental to an organizational performance. Organizational performance is also threatened if conflict is at a low level (Iravo, 2011). Managing conflict at an optimal level requires appropriate conflict management styles. Even though conflict is a natural and inevitable part of people working together, it should be kept at a manageable level which cannot adversely affect the activities of the organization towards the achievement of its objectives (Awan & Ahson, 2015). This requires the managers to identify and apply appropriate styles of conflict management based on diverse situations. Failure of some of the managers to apply the right conflict management style in the organizations causes further problems.

Conflict management styles refer to the ways through which individuals handle conflict interactions. Conflict management strategies are grouped under five major responsive conflict management styles, and each of these styles influences managers' behaviors and organizational performance (Kinnander, 2011). Various conflict management styles involve a cooperative approach, whereas other conflict management styles involve a competitive approach. Each and every individual has at least one conflict management style that they tend to use in most cases. These styles of conflict management

are not mutually exclusive, and therefore, a blend of multiple styles can be applied in combination. These styles of conflict management include avoidance, accommodating, competing and collaborating (Farhangi, 2008).

The kind of relationship among individuals depends on the styles of managing conflict interactions. The employees' attitudes towards performing their duties depend on the kind of relationship in an organization. Conflict management styles determine the manner in which the employees express their interests within an organization. Abnormal organizational behavior may be developed by the employees as a result of application of inappropriate conflict management styles by the supervisors and managers. These styles of conflict management can lead to absenteeism, mental and physical exhaustions among employees of an organization (Mansoor, Fida, Nasir, & Ahmad, 2011). This may eventually negatively influence organizational performance. Consciousness about the correct styles offers a proper field for working and reduces negative feelings towards work among the staff (Kavousi, 2008). An organization should therefore emphasize on the application of proper conflict management styles in handling conflict interactions in order to achieve positive gains.

Jumuia Resorts in Kenya are a little-known hotel chain which contributes to significant market segment of the economy. Fully owned by NCCK, the resort chain operates in Christian values in a number of branches in Kenya including; Jumuia Conference and Beach Resort, Mombasa, Jumuia Guesthouse, Kisumu, Jumuia Guesthouse Nakuru, Ol-Lerai Meeting Boma, Nairobi, and Jumuia Conference and Country Home, Limuru. Jumuia Resort is a leading Christian Resort chain in Kenya that offers world class hospitality services while greatly focusing on customer satisfaction. The ideal locations of the resorts offer both business and holiday destinations for the business traveler, the honeymooners, the family getaway, a meeting and conferencing destination or simply a weekend getaway. The Resorts provided conferencing facilities to Council groups and other groups in the run up to independence (National Council of Churches of Kenya, 2013).

Jumuia Conference and Country Home, Limuru has been a center of Christian leadership training and venue for important reconciliatory meetings between various civil, political and religious leaders. Major renovations were carried out in 2004-2007 to upgrade the center's facilities. Jumuia Conference and Country Home aims to be the leading Christian resort in Kenya. To date, it is an ideal venue for management conferences, executive retreats and strategy sessions as well as honeymoons and weddings (National Council of Churches of Kenya, 2013).

2. Statement of the Problem

Heightened by social interdependence, interdepartmental and interpersonal conflicts are a distinctive feature of operations at Jumuia Resorts. Individuals who are engaged in the line functions are exposed to regular or semi-regular interaction with guests and with each other. Interdepartmental conflict quite often occurs, especially at the kitchen and restaurant interface. This has both positive and negative consequences, the negative side being more prevalent. The high rate of employee voluntary turnover is a typical example of such negative consequences. Employees having an option to remain with the employer decide to quit their jobs. This is evidenced by the outcome of an exit interview conducted by the researcher prior to undertaking this study. Six out of the ten employees who were interviewed confirmed that they voluntarily terminated their services due to inappropriate style of conflict management adopted by the managers of the organizations.

It becomes potentially costly as trained, qualified, experienced and motivated employees voluntarily leave the organizations. This is because of recruitment and training expenses associated with hiring new staff to fill the vacant positions. This adversely affects organizational performance. Conflicts interfere with smooth and normal functioning of the organizations. Managers of organizations spend 25 to 60% of their time dealing with conflict of employees (Cloke & Goldsmith, 2011). This drastically reduces the average working hours per week and adversely influences operations and the overall performance at Jumuia Resorts.

Conflicts should be maintained at an optimal level through application of correct management styles to ensure achievement of good organizational performance. This requires the managers of the Resorts to identify and apply appropriate styles of conflict management based on diverse situations. Some of the studies have been done on various aspects of conflict management, for instance, Effect Of Conflict Management Styles on Performance of Public Secondary Schools in Machakos County (Iravo, 2011); Organization Conflict Management Strategies on Employee Job Satisfaction: A Case Study of Nzoia Sugar Company (Omweri, Miroga, & Gongera, 2013), and Conflict Management Strategies Adopted by Commercial Banks in Kenya (Wangari, 2013). Most studies viewed are done outside the hospitality industry. However, those which have been done in the hospitality industry do not include the influence of the conflict management styles on organizational performance. The study filled this gap in knowledge.

3. Research Objectives

This research comprised of a general objective as well as specific objectives.

3.1. General objective

The general objective of the study was to investigate the influence of conflict management styles on organizational performance.

3.2. Specific objectives

To establish the influence of avoiding conflict management style on organizational performance at Jumuia Resorts.

- To determine the influence of accommodating conflict management style on organizational performance at Jumuia Resorts.
- To establish the influence of competing conflict management style on organizational performance at Jumuia Resorts.
- To determine the influence of collaborating conflict management style on organizational performance at Jumuia Resorts.

4. Justification of the Study

The findings of the study broaden the knowledge base of studies examining the influence of conflict management styles on organizational performance. The findings also serve as reference point for future studies on the same area. The recommendations of the study will initiate further research on the influence of conflict management styles on organizational performance. The findings of the study provide the employees of Jumuia Resorts with an insight of appropriate conflict management styles in relation to various conflict situations, and this in turn enable them to enhance organizational performance.

A better understanding of conflict management styles enables administrators of various organizations to make the best possible decision when faced with conflict interactions. The findings of the study will assist the managers to focus on the right conflict management style in the right situation to promote organizational performance. The findings of the study are also helpful to the government in developing and implementing policies in the hospitality industry. This research will also be valuable to researchers as it can be used as a basis on conceptual and empirical research in the future, and as a result help to validate future findings and refine future studies.

5. Theoretical Framework

5.1. Social Interdependence Theory

Proposed by Deutsch, (1949), this theory states that social interdependence exists when the achievement of each person's objectives is influenced by the actions of the other people in an organization (Johnson & Johnson, 2008). Positive social interdependence occurs when the actions of individuals promote the achievement of their mutual goals, whereas negative social interdependence occurs when the actions of people prevent the accomplishment of the goals of each other. Oppositional interaction takes place when there is negative social interdependence among individuals. As a result, individuals tend to discourage and prevent each other from completing tasks in order to achieve their goals (Johnson & Johnson, 2008).

The achievement of an organization's goals depends on the achievement of the goals of each and every member of the organization. An appreciation of this theory would enable employees of an organization to understand that cooperation rather than competition results in more positive relationship. This in turn leads to achievement of good organizational performance. The postulations of this theory hold that, even though interpersonal conflicts are part of social interrelationships, they can be destructive or constructive depending on whether the conflict arises within a cooperative or competitive environment (Johnson & Johnson, 2008).

5.2. Attribution Theory

Proposed by Heider, (1958), attribution theory states that people generally attempt to understand the causes of the events that happen around them. This is especially so if the causes are related in one way or another to the behavior of other people within an organization (Manusov & Spitzberg, 2008). This theory is demonstrated in organizations when individuals attach different meanings to past, current and future events, based on their beliefs, attitudes and past experiences (Martinko, Harvey, & Dasborough, 2011). People generally interpret behavior of others in terms of causes, and naturally link characteristics, intentions and attitudes to the people they encounter. Through this linking process, people normally attempt to organize and understand the world around them.

The causal explanations of the events that happen around people in an organization influence reaction to the judged behavior. People scrutinize each other's actions in search of reasons behind their actions. Attributions enable individuals to behave toward others in varying ways. This may heighten the level of conflict by encouraging individuals to see the behavior of the others as intentional aggression. However, at times this may be as a result of mistaken assumptions, which may generate negative attitudes and separate individuals. According to Manusov & Spitzberg, (2008), when one party makes a negative attribution toward another party, it creates tendencies for the party to act in negative ways toward the other which encourages the other to make negative attribution and to behave negatively. This generates reciprocal actions (Manusov & Spitzberg, 2008).

Attribution theory describes how people explain the causes of their own behavior and the behavior of other people. A majority of people prefer to see themselves positively and tend to assign blame to others. This tendency explains the popular blame game of 'it is the fault of so and so!' Attribution theory explains why some individuals see others as a convenient scapegoat for social problems. An appreciation of attribution processes can facilitate reconsideration of mistaken beliefs, so as to overcome misperceptions about the behavior of people in the organizations. The decisions that are made and the actions that are taken are generally based on attributions for the behavior of people working within organizations. Good decisions are made only and only when attributions are accurate, and that is when appropriate actions can be taken in an organization

(Coleman, Goldman, & Kugler, 2009). Attribution theory can therefore eventually influence the achievement of organizational performance through appropriate conflict management styles. This study was therefore also guided by attribution theory.

5.3. Dual Concern Model

Devised by Thomas & Kilmann, (1974), the dual concern model assumes that conflict management styles are based on two underlying dimensions; assertiveness and cooperativeness. The model describes a person's concern for themselves with the problem as well as concern for others in relationships. Assertiveness refers to the level of motivation of individuals to achieve their own goals; whereas cooperativeness represents the willingness of the individual to enable the other parties in conflict interactions to achieve their goals (Mujtaba & McCartney, 2010). The dual concern model identifies five styles of conflict management including avoiding, accommodating, competing, collaborating and compromising styles.

This model was important in the study because the researcher found out that it helps people to be able to see that there are a number of ways of responding to conflict situations. It is worth noting that there is no best way of managing conflicts, and that each situation determines the best method of managing conflicts. The dual concern model also shows that even though individuals may have a predisposition that is more comfortable with a particular method of managing conflict, it can be used in combination or alternation with other styles in order to balance the predisposition. This would lead to successful management of the conflict in an organization. Conflict management styles refer to an individual's preferred responses or natural inclinations when faced with conflict (Shih & Susanto, 2010).

People in organizations generally respond differently to various conflict situations. By assessing a person's own conflict management styles, a person can be able to develop greater control of how to respond to a particular conflict situation. Similarly, by assessing the conflict management styles of other people, a person can be able to determine appropriate interventions when faced with conflict (Mujtaba & McCartney, 2010). The dual concern model also shows that besides thinking about conflict management styles in terms of the level of cooperativeness and assertiveness, a person can also think about conflict management styles by asking the question who will win and who will lose.

The answer to this combination of questions is either party in conflict interaction winning or losing (Mujtaba & McCartney, 2010). In this case, people who are less concerned with their own interests as well as the interests of others are said to be in a loss-loss interaction. Similarly, individuals who are primarily concerned with their interests and show little concern for other parties are said to be in win-lose interaction. Those who show high concern for their interests and low concern for others' interests are in a loss-win interaction, whereas people who show high concern for their interests and high concern for others' interests portray a win-win dimension of interaction. The Dual Concern Model illustrates conflict management styles as shown in Figure 1.
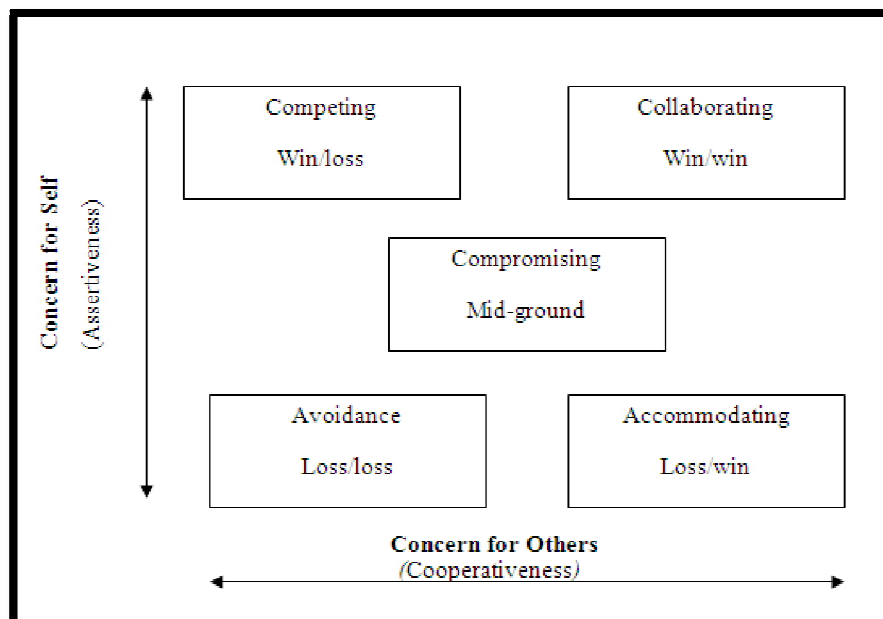

Figure 1: Dual Concern Model
Source: Thomas & Kilmann, (1974)

6. Empirical Review

6.1. Avoidance Style of Conflict Management and Organizational Performance

Avoidance style describes individuals who have low level of concern for themselves and low level of concern for others' interests; one party passively withdraws from the problem or actively suppresses the issue (Robbins & Judge, 2013). It

is being low in assertiveness and low in cooperativeness. These people harbor issues and stay away from conflict while pretending that all is well. Such individuals tend to withdraw from the conflict situation or decide to remain neutral. Some of the tactics of avoiders include a show lack of interest by not speaking, ignoring the other person or bring up more issues that have nothing to do with the conflict at hand, and an attempt to change the topic and pay attention to something other than the conflict.

Avoiding style prevents issues from being aired such that it becomes difficult to address issues, and so there is the possibility of the issues resurfacing in the future. Avoiders exhibit low level of activeness and disclosure. According to Lussier, (2010) avoidance is being neither assertive nor cooperative and is commonly used by people who are emotionally upset by the tensions and frustrations of conflict. However, avoiding can be perceived as a temporary conflict management strategy since a person involved tends to ignore and withdraw from the conflict, thereby neither satisfying their own needs nor the needs of others.

According to Lussier, (2010), avoidance can certainly work as a short-term solution but it can neither solve nor eliminate the conflict. Avoiding conflicts prevents issues from being aired and therefore makes it becomes difficult to address them. Avoiders try to postpone the conflict or put it off indefinitely hoping that it will resolve itself. This style of conflict management is often used when the potential consequences of confronting the other party seem to outweigh the benefit of resolving the conflict. Avoidance like any other style of conflict management is a good practice, but it can also yield unfavourable results. Application of this style of conflict management depends on the situation at hand.

A study conducted by George, Miroga, &Omweri, (2013) focusing on the Effects of Organizational Conflict Management Strategies on Employees Job Satisfaction; a case of Nzoia Sugar Company, found out that even though Nzoia Sugar Company Limited used a number of strategies of conflict management, avoiding style has more positive effects, as compared to the other styles of conflict management which were found to have moderate effect on organizational performance through employees' job satisfaction. This is because it involves suppressing the real differences while focusing on the other people's view of the situation.

The study further found out that the main factors which determine a person's choice of a particular conflict management style include the nature of conflict encountered and the significance of the issue at hand, among others. The target population of the study was 3726 employees of Nzoia Sugar Company Limited, with a sample size of 400 employees of the organization. Data collection used in the study included structured and semi-structured questionnaires and interview techniques. Both descriptive and inferential techniques were used to analyse the data. Presentation of data was done using tables, pie-charts, histograms and bar graphs.

6.2. Accommodating Style of Conflict Management and Organisational Performance

Accommodating style of conflict management is characterized by an individual's low concern for own interest and high concern for the interests of other people in conflict interactions. Accommodating style of conflict management enables other people to realize their concerns as the accommodators give little attention to their own concerns. The goal of accommodating is "lose-win." Accommodators feel that the other individuals should win even if that means that they have to be the losers. People who use the accommodating style use passive behavior (Verderber, Verderber, & Sellnow, 2011).

This style of conflict management is often useful in improving shaky relationship. Accommodators are flexible and are willing to change their position at the expense of the other individuals' demands. The level of assertiveness of accommodators is generally low and they are not actively after the issues or conflict, but rather, they are concerned with retaining good relationship with others. Accommodating style involves one party in the conflict appeasing the other (Robbins & Judge, 2013). Accommodating style of conflict management is characterized by a person's low concern for own interests and high concerns for the other individuals' interests. This style of conflict management is preferred when the conflicting issue is perceived to be more important for other party than for oneself.

In the study, 'Effect of Conflict Management Methods used by Secondary Head Teachers', Lagat, (2009) found a significant positive correlation between accommodating conflict management style and organizational performance of public secondary schools in Nandi County. Descriptive survey research design was used in the study. Semi-structured questionnaire and interview schedules were used to collect primary data from a target population of 456 respondents. Stratified probability sampling of 14 schools obtained 90 teachers from the sampled schools.

Descriptive statistics was used to analyze the data. The outcome of the study was that 70% of the respondents said that schools which do not experience interpersonal and interdepartmental conflict, because of application of appropriate styles of managing conflicts, performed very well in all activities. This confirms that when the management of an organization is conversant with appropriate conflict management styles and apply them accordingly, they will experience less conflict and perform well in other area as well, and vice versa.

6.3. Competing Style of Conflict Management and Organizational Performance

According to Lussier, (2010), competing style of conflict management is marked by a primary emphasis on satisfying the party's own concerns and disregarding other people's concerns. An individual who uses this style of conflict management tries to win up the other person. As such, the conflict often escalates to the point of shouting, insulting and even causing

physical harm to people. This style of conflict management is also characterized by an aggressive behaviour in an attempt to solve the conflict.

Competing style of conflict management, also called dominating style, involves the use of authorities and threats by one party in order to intimidate the other party. Individuals who use this style of conflict management normally try to force other people to comply in order to achieve their own goals and interests. Competing style of conflict management leaves hard feelings since individuals dislike having other people's views being imposed on them (Fiore, 2009). It is the most confrontational style of managing conflicts and is associated with coercive tactics to enable a person to fulfil his wants. This leads to fear of the other party in conflict interactions.

The parties who adopt competing style of conflict management make their demands apparent, while hiding their true motives (Verderber, *et al.,* 2011). They actively pursue personal goals, doing all it takes to achieve them. Competitors are rigid and use all means possible to compel other individuals in order to satisfy their own concerns. Competing style of conflict management is demonstrated by individuals trying to get others to go along with them by virtue of superior power. Individuals who are inclined to this style of managing conflict have no interest to preserve future relationship. Competing conflict management style emerges when a person gives more importance to his rights and less importance to the rights of others. This style of conflict management may also be considered appropriate when conflict issue becomes more important than the relationship.

Because one party is trying to dominate the other, this conflict management style can contribute to escalation of conflict and the loser may try to retaliate (Verderber, *et al.,* 2011). This leads to a cycle of struggle among the parties concerned over who has to win and who has to lose in the conflict interaction. The most assertive individuals who are least cooperative may well be limited only by some greater power such as social taboo or law (Al-Shourah & Abdullah, 2015). Ethical dilemma is likely to occur in this type of conflict management strategy as one of the parties could find it difficult to act in a way that helps the organization or others as it goes against his or her principles and interests (Prause & Mujtaba, 2015).

In the study, 'Influence of Head teachers Conflict Management Styles on Teachers' Job Satisfaction in Primary Schools, Gilgil, Kenya', Wachira, (2011) found out that competing has a strong negative bearing on teachers' satisfaction and performance. The study sought to find out whether teachers' job satisfaction is influenced by the conflict management styles employed by the head teachers. This was done in a total of 28 primary schools in the region. Stratified sampling method was used to select the 22 respondents. Analysis of data was done using descriptive statistics and the presentation of the data was done using pie-charts, bar graphs, and frequency distribution and relative tables.

The findings were that the teachers reported lower levels of satisfaction when the head teachers used competing style of conflict management in the organizations. Competing style of conflict management disheartens individuals and drives their commitment to the opposite direction. The level of satisfaction of the individuals becomes down and the organizational performance is adversely affected. This suggests that dissatisfied teachers contribute to lower organizational performance. This has been confirmed by (Phillips & Gully, 2013) who noted that competing conflict management style focuses on satisfying the party's own concerns while disregarding the other parties' concerns.

6.4. Collaborating Style of Conflict Management and Organizational Performance

Collaborating style of conflict management employs high concern for one's own interest and at the same time a high concern for the other parties also. This conflict management style focuses on problem solving and an attempt to reach the desired outcome for both the parties who encounter conflicts (Phillips & Gully, 2013). Because individuals employing collaborating style of conflict management exhibit high concern for both own needs and others' needs, they lay out their concerns and figure out how to address them to ensure it works for both of them. Individuals who are inclined to this style of conflict management are also moderate to high disclosure. The parties in collaboration focus on the issues and interests of those involved rather than on personalities (Phillips & Gully, 2013).

The parties in collaboration are problem minded rather than solution minded and therefore both of them are concerned with searching out the issues that separate them (Chung-Yan & Moeller, 2010). This style of conflict management leads to the mutual solutions agreeable to all parties involved in conflict interaction. The parties concerned openly and frankly attend to the issues. The parties in collaboration try to understand other parties' point of view and recognize that the others' needs and interests are as important as their own needs and interests. When people face a great deal of conflict in an organization, relying on collaboration style can increase the amount of stress and anxiety people experience (Chung-Yan & Moeller, 2010).

A study conducted by Wangari, (2013) on the effects of conflict management strategies on organizational performance of commercial banks in Kenya determined the challenges of organizational performance due to various conflict management styles adopted by the commercial banks. The target population of the study comprised of 43 commercial banks. Descriptive research design was used in the study. Primary data was collected using structured and semi-structured questionnaires, and analysis of data was done using descriptive statistical techniques such as percentages and frequencies. Presentation of the data was done using pie-charts, bar graphs, and frequency distribution and relative tables. The findings of the study were that commercial banks used avoiding and collaboration styles more than other strategies in managing conflicts.

7. Research Gap

The literature reviewed focused on the influence of conflict management styles on organizational performance under various circumstances, most of which were conducted in educational and banking institutions rather than in the hospitality industry. However, the review ascertained that empirical studies conducted within the institutions were not comprehensive. None of these studies concentrated on the environment under which the application of these styles is effective within the hospitality industry to address organizational performance associated with conflicts; and this study filled that gap in knowledge.

It is necessary for the management of organizations to be aggressive in adopting styles that effectively manage conflicts in order to provide a good environment for good performance and to reduce the labour turnover rates associated with escalating conflicts. Moreover, knowledge of conflict management styles should be rooted in social interdependence theory and attribution theory, which is not evident in the reviewed empirical studies. This is because the two theories are founded on behaviour modeling, which contributes to achievement of good organizational performance. This study sought to bridge this gap in knowledge in order to remedy the present dilemma by focusing on the vital role of conflict management styles on organizational performance at Jumuia Resorts.

8. Conceptual Framework

The conceptual framework adopted organizational performance as the dependent variable and conflict management styles as independent variables as shown in Figure 2.
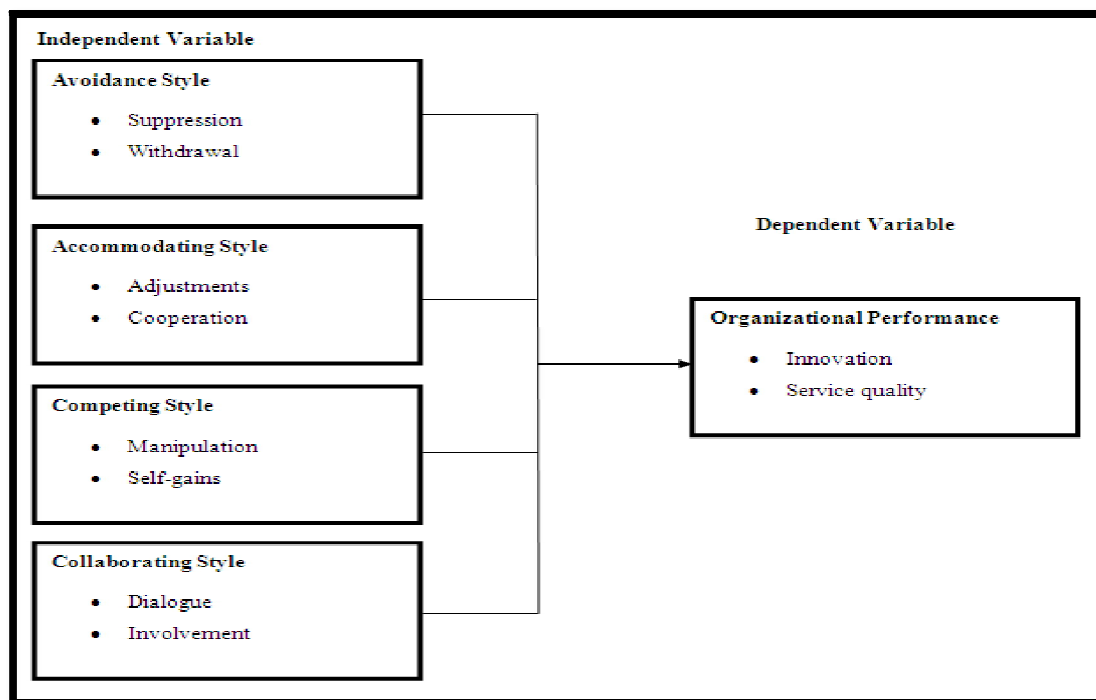

Figure 2: Conceptual Framework
Source: Author, (2018)

A conceptual framework refers to a diagrammatical representation that shows the relationship between dependent variable and independent variables (Young, 2009). The conceptual framework for the study shows organizational performance as a dependent variable whose indicators are innovation and service quality. The independent variables conceptualized in the study are the conflict management styles including avoidance style, accommodating style, competing style, and collaborating style.

9. Research Design and Methodology

The study employed descriptive survey design to examine the influence of conflict management styles on organizational performance considering the fact that it is performed on subject matters about which the researcher already has a certain level of understanding but would like to know more in order to be more accurate and precise in the knowledge in it. The findings that were gathered through this design were summarized in a way that provided descriptive information. The targeted population was one hundred and sixteen (116) employees working for the different departments that had experienced conflict situations and had employed different conflict management styles.

Data was collected covering the entire target population of 116 individuals through census method. Data collection procedure included use of questionnaire that was administered to the respondents. The structured questions consisted of five-point Likert scales, in which respondents were required to indicate their level of agreement or disagreement with the statements. The semi-structured questions presented the opportunity for respondents to provide additional information. The researcher analyzed data using Statistical Package for Social Science (SPSS) with an aim of establishing relationships. The researcher summarized the data by use of frequencies, distribution tables, and percentage. The representation of data was done by use of pie charts, bar graphs and frequency tables that helped the researcher to arrive at a descriptively meaningful analysis of the results.

10. Results of the Findings and Discussion

In order to determine if there were statistically significant relationships between the variables, regression analysis was done. This was also done in a bid to make predictions outside the data of the study by analyzing trends between independent and dependent variables. The outcomes of regression analysis were as follows.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.831	0.691	0.663	0.273

Table 1: Model Summary
a. Dependent Variable
b. Independent Variables
Source: SPSS Generated Analysis for the Study, (2018)

Table 1 shows a model summary of regression analysis between the four independent variables and dependent variable. The study established a correlation value of 0.831 which depicts a near perfect linear relationship between the dependent and independent variables. The value of R being close to positive 1, shows that there is a strong positive relationship between the variables. R Square indicates the proportion of variability in the data set that was accounted for by the model. The value of R Square, also referred to as the coefficient of determination, was found to be 0.691 and adjusted to 0.663. This was used to measure the proportion of variability in the dependent variable that was accounted for by the independent variables in the statistical model. This implies that the predictor variables (avoidance, accommodating, competing and collaborating styles of conflict management) account for 69.1% of the variations in the predicted variable (organizational performance); the remaining 30.9% of the variations are brought about by other factors that are not captured in the objectives of the study. The standard error of estimate measures the amount of variability of the actual values of the dependent variable from the predicted values.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.506	8	1.813	24.333	0.000[b]
1 Residual	6.483	87	0.075		
Total	20.990	95			

Table 2: ANOVA
a. Dependent Variable
b. Independent Variables
Source: SPSS Generated Analysis for the Study, (2018)

Table 2 shows Analysis of Variance statistics of the processed data including the F-test of overall significance of the linear model. At 5% level of significance, the value of calculated F was found to be 24.333. The F value was used to assess the overall statistical significance of the model. The proposed regression model was statistically significant at $F_{(8, 87)}$ = 24.333 and calculated probability = 0.000 and thus adequately fitted the data.

Model	Unstandardized	Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.508	0.325		10.787	.000
Avoidance	.418	.058	.740	7.270	.000
Accommodating	.597	.054	1.866	11.003	.000
Competing	.145	.300	.342	4.838	.000
Collaborating	.177	.200	.759	8.966	.000

Table 3: Regression Coefficients
Source: SPSS Generated Analysis for the Study, (2018)

Table 3 presents the coefficients as a result of multiple regression analysis. The coefficient table shows that the beta values for independent variables were: avoidance style, β = .740; accommodating style, β = 1.866; competing style, β = .342; and collaborating style β = .759.

The regression equation can be written as:

$\hat{Y}$ = 3.508 + 0.418X_1 + 0.597X_2 + 0.145X_3 + 0.177X_4 + 0.325.

Where; $\hat{Y}$ = organizational performance, α = constant, β = coefficient factor, X_1 = avoiding style, X_2 = accommodating style, X_3 = competing style, X_4 = collaborating style and ε = error term.

The proposed model implies that if all factors (avoidance, accommodating, competing and collaborating styles of conflict management) were held constant, organizational performance of the organization would be at 3.508 units, and that a unit improvement in the use of avoidance, accommodating, competing and collaborating styles of conflict management would lead to an increase in organizational performance by 0.418, 0.597, 0.145 and 0.177 units respectively. All the independent variables had P values of less than 0.05, an indication that all the factors were statistically significant. This implies that the findings have 95% chance of being true. Organizational performance was therefore attributed to the four independent variables in the study. The findings support Armstrong's, (2009) assertion that conflict may have either a positive or a negative influence on organizational performance, depending on the nurture of the conflict and how it is managed.

11. Conclusions

It has been argued in the literature that the influence of conflict management styles on organizational performance has positive and negative results. The study established that conflict management styles influence organizational performance in varying contexts. From the study, the styles of conflict management popularly used in the organizations were collaborating, avoiding, competing and accommodating styles. None of the styles is better than the others. It was concluded that in order to achieve good organizational performance of the Resorts, more emphasis should be put on adopting appropriate conflict management styles so as to alleviate adverse outcomes of conflict. The use one style or the other is based on the likelihood that a style of conflict management will be successful in a given situation. This perspective suggests that a party's concern for one's own outcomes and the other's outcomes will vary depending on contextual features of the conflict. Conflicts can be good so long as they are handled appropriately. Conclusions were drawn based on the independent variables and their influence on the dependent variable.

12. Recommendations

With reference to the study's findings, the following recommendations were made: The management of the Jumuia Resorts and other organizations should use the model proposed by this study to forecast new observations. What is already known about the relationship can be used to forecast unobserved values; it has been confirmed by this study that conflict management styles influence organizational performance. Accommodating style of conflict management, which involves cooperation and adjustment of employees to different personalities, should be prioritized since it was found to have the greatest influence on organizational performance at the Resorts. The management should organize seminars on organizational conflict management styles in order to achieve good organizational performance. The management must be flexible in the adoption of the other styles of conflict management since all of them were statistically significant and were equally important. The choice of one a style depends on a given situation.

13. References

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