

**INFLUENCE OF STRATEGIC LEADERSHIP INITIATIVES ON WORKPLACE
HARMONY IN THE NAKURU COUNTY GOVERNMENT**

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DECLARATION

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

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DEDICATION

This work is dedicated to my loving wife Maureen Chelimo, children Irene Kiprop and Xavier Kipsang and not forgetting my loving sisters for their words of encouragement, understanding while I was away from them and also for their moral support. I also wish to thank all my colleagues at the place of work for their support at all times.

I will not forget to dedicate it equally to my late mother, Leah Sumukwo.

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ABSTRACT

With the advent of devolution in Kenya, it is possible that most of the conflict in the public sector organizations today stem from the restructuring of government. Many County governments are yet to resolve some teething problems on many fronts which threaten to impede their functions and slow down the devolution process considerably. Some of these problems can be resolved through strategic leadership. However, studies on strategic leadership and organizational behavior have not linked strategic leadership to conflict management in the workplace. Therefore, the general objective of the study was to investigate influence of strategic leadership initiatives on workplace harmony in Nakuru County Government. Its specific objectives were to determine the influence of dialogue facilitation, equitable resource allocation, negotiation and employee bonding as strategic leadership initiatives on workplace harmony in the Nakuru County Government. The study was guided by the the Deprivation Theory and the Strategic Choice Theory. Survey research design was adopted for the study targeting the management and staff of the Nakuru County Government. A sample size of 98 respondents obtained using stratified random sampling was used. Self-administered questionnaires were used as data collecting instruments. Data was analyzed using descriptive statistics (mainly frequencies, percentages and Chi-squares) and inferential statistics, mainly Pearson product moment correlation and multiple linear regression analysis. The findings revealed that through strategic leadership, dialogue was used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, and not replace them. The study also found that through strategic leadership members of the organization sought to create common goals and hence bonds within the members of the organization. It was recommended that the organization carry out onboarding practices to ensure that new employees or employees being moved to other areas are conversant with the communications channels to be used when airing their views. There is also need for the organization's management to ensure that a committee has been put in place that ensures equitable distribution of resources. It is also recommended that the organization management focus their strategic leadership skills on negotiating industrial disputes. The organization's strategic plan on promotion also ought to be well canvassed and circulated among the members so as to enable them see the organization's vision for leadership in the areas concerned.

Keywords: conflict management, strategic leadership, workplace conflict resolution

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Over the years conflicts in the world have had an effect on employee performance both positively and negatively (Okotoni & Okotoni, 2003). When there is a conflict either among employees or between employees and the management, performance is affected. Conflict in itself has both positive and negative outcome. The negative outcome of conflict causes the organization's unrest thus interfering with the organizational short term and long term plans. Even the management faces conflicts with many forces from outside the organization, such as government, unions and other coercive groups which may impose restrictions on managerial activities. Workers in some instance, feel intimidated by a boss or a colleague, and as many as 25% say they have been intimidated by a client (Tang & Chang, 2010). Inappropriate behaviour can be partly explained by increasing diversity, assertiveness and insufficient competencies in dealing with conflicting interest and needs. Therefore, inappropriate behaviour is a big problem in the workplace, both nationally and internationally.

In Kenya, at the end of January 2014, thousands of civil servants were transferred to counties as the devolved units took over the control of their salaries. The workers from various ministries, whose functions were devolved, will now have their pay and human resource issues managed by the counties. The Ministry of Devolution and Planning then indicated that the national government was transferring the management of payroll to the counties. The move came hot on the heels of protests by health workers and unwillingness by some civil servants to be moved to counties for fear of unfair treatment. There were concerns that some counties might be forced to sack excess workers (Bigambo, 2014). For instance, a county might be having more workers in a given sector than it needs.

Payroll transfer provides opportunity for rationalising staff. Some counties have bloated staff and some might be declared redundant (Okongo, 2015). According to the then Transitional Authority, only payroll of staff whose functions had been devolved had been transferred to the counties. In other words, they had been officially handed over to the counties. Moreover, staff rationalisation in the counties was also under way to determine the devolved units with excess

employees (Ngundo, 2014). Therefore, it is possible that most of the conflict in the public sector organizations today stem from the restructuring of government.

According to Manktelow and Carlson (2013), conflicts elicit strong emotions and can result into hurt feelings, disappointment, and discomfort. When inappropriately handled, conflicts can cause irreparable rifts, resentments, and breakups. However, when conflict is resolved in a fitting way, it increases peoples understanding of each other, builds trust, and strengthens relationship bonds (Sang & Keror, 2013). On one hand, unhealthy reactions to conflict are characterized by insensitivity to matters of great importance to the other party; explosive, angry, hurtful, and indignant reactions; the loss of affection, resulting in rejection, isolation, shaming, and fear of desertion; the expectation of bad outcomes, and; the fear and avoidance of conflict (Omboko, 2006). On the other hand fitting responses to conflict are demonstrated by the capacity to recognize and respond to important matters; a readiness to forgive and forget; the ability to seek compromise and avoid punishing, and; a belief that resolution can support the interests and needs of both parties (Pauwels & De Waele, 2014). Therefore, it is evident that successful conflict resolution requires strategic leadership. However, the influence of strategic leadership on conflict resolution in the workplace has not been subjected to thorough examination in previous research and this will be the main thrust of this study.

Strategic leadership is a leadership style that is meant to provide vision and direction for the growth and success of an organization. According to Ireland and Hitt (2009) strategic leadership is a person's ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organisation. Rowe (2001) defines strategic leadership as the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term organisation's viability. In a rapidly changing world, strategic leaders face incredible pressure to deliver immediate results, do more with less and manage an ever-increasing personal workload, the pace and urgency of daily demands can make it difficult to be more than a step ahead into the future. However, in a world of changing conditions and priorities, leaders and individual contributors alike should be able to look beyond their approach to their work and responsibilities (Wheeler *et al.*, 2007; Serfontein, 2009). The global economy has created a new competitive landscape, in which events change constantly and

unpredictably (Ireland & Hitt, 2009) and where competition is complex, challenging and fraught with competitive opportunities and threats (Drucker, 2002).

Leaders often face the continuing challenge of how they can meet the expectations of those who placed them there or the organization's goals in an atmosphere of competition and uncertainties in resourcing and employee commitment (Beatty & Quinn, 2010). Addressing these expectations usually takes the form of strategic decisions and actions. For a strategy to succeed, the leader must be able to adjust it as conditions require. However, leaders cannot learn enough, fast enough, and do enough on their own to effectively adapt the strategy and then define, shape and execute the organizational response. According to Stumpf (2008), if leaders are to win they must rely on the prepared minds of employees throughout the organization to understand the strategic intent and then both carry out the current strategy and adapt it in real time.

Building prepared minds on a large scale is critical for companies needing to reset the strategic direction and transform the organization. Getting employees pointed in the right direction with the ability to learn and adapt concurrently helps ensure the strategy will deliver what leaders are looking for indeed. The challenge, though, is not only producing a winning strategy at a point in time but getting employees smart enough and motivated enough to execute the strategy and change it as conditions change. This requires the leader to focus as much on the process used to develop the strategy – the human dimension, as the content of the strategy – the analytical dimension (Kouzes & Posner, 2009).

1.2 Statement of the Problem

It is over two years since the operationalization of the County governments as a second tier government in the devolution process. Many of these County governments are yet to resolve some teething problems on many fronts which threaten to impede their functions and slow down the devolution process considerably (Nyakundi, 2014). The legal, political and structural challenges evident could invariably affect the quality of public service delivery in these Counties if not adequately addressed in good time (Bigambo, 2014). Some of these problems revolve around conflicts such as role conflict, conflict among the staff, conflict between management and organizations and also conflict between the parallel systems of government which ideally should

be complementing each other. Moreover, issues such as wage disparities among employees in both tiers of government together with levels of subordination still remain issues among the employees who feel they do equal work and different pay or have the same job description but with more responsibilities. Such conflicts may have short term or long term remedies depending on their nature, the variables and actors involved and, more importantly, the leadership in place (Tang & Chang, 2010). More friction in the workplace can lead to the deterioration of service delivery and in some cases, notably, those involving the health sector, there has been a total paralysis of the services. This has the effects of undermining the concept of devolution as a means of bringing public services closer to the people. That is, devolution may fail to capture the aspirations of the people (Lakin, 2013). Studies on strategic leadership and organizational behavior, such as, Baum and Wally (2003); Ireland and Hitt (2009); Beatty and Quinn (2010), have not linked strategic leadership to conflict management in the workplace. This motivated the need for the present study to investigate how strategic leadership influences conflict management in County governments.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of the study was to examine the influence of strategic leadership initiatives on workplace harmony in the Nakuru County Government.

1.3.2 Specific Objectives

The specific objectives of the study were:

1. To determine the influence of dialogue facilitation as a strategic leadership initiative on workplace harmony in the Nakuru County Government
2. To examine the influence of equitable resource allocation as a strategic leadership initiative on workplace harmony in the Nakuru County Government
3. To assess the influence of negotiation as a strategic leadership initiative on workplace harmony in the Nakuru County Government
4. To establish the influence of employee bonding as a strategic leadership initiative on workplace harmony in the Nakuru County Government

1.4 Research Hypotheses

H0₁: Dialogue facilitation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

H0₂: Equitable resource allocation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

H0₃: Negotiation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

H0₄: Employee bonding as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

1.5 Significance of the Study

The outcome of the study is meant to be beneficial to the following stakeholders: first, the research findings will benefit the employees of the county government by providing them with insight about workplace conflict and the methods put in place to minimize the conflicts between them and their counterparts in the national government. Faster resolution of the conflicts means improved services to the members of the public within the county. The Nakuru County government management will benefit by being able to analyze their role conflict resolution mechanisms for the benefit of the residents. The county management will also be able to develop strategies to enable them identify and mitigate conflict amicably in their workplaces. Finally, other scholars will greatly benefit from this study for it will form a base for their future studies and an empirical basis for further researches. Researchers and other interested parties will be able to get the information required regarding the effects of role conflicts on public service delivery at the County governments and other workplaces.

1.6 Scope of the Study

The study focused on the influence of strategic leadership initiatives on workplace harmony in the Nakuru County Government. As such, it was confined to the influence of dialogue facilitation, equitable resource allocation, negotiation and employee bonding as strategic leadership initiatives on workplace harmony in the Nakuru County Government. It covered all departments within the Nakuru County government and targeted the management and staff members. The study was conducted between January and May 2016.

1.7 Limitations and Delimitations of the study

While the study area is information rich, it does not necessarily characterize the workplace characteristics of county governments in the entire country as every area has its own challenges unique to itself. As such, the findings may not be necessarily generalized to other areas as a whole. However, care was taken to make the sampling and instrumentation to be more reflective of the situation. Challenges of cooperation were also expected from the respondents; however, these were overcome by ensuring that the respondents understand the importance of the study to their situation. The need to cover many departments in the county in the relatively short time of the study was anticipated to pose a significant challenge during data collection. However, this was overcome by making prior familiarization visits and arrangements with the management concerning the intended data collection exercise so as to expedite the process.

1.8 Operational Definition of Terms

Dialogue Facilitation – This is an initiative to get the conflicting parties to begin to have a conversation so as to find common ground that will provide a platform for other peace building efforts to be achieved. Dialogue is a fundamental component of peacemaking (Apel, 1990).

Employee Bonding – this refers to the work or out of work programs facilitated by the management to enable the staffs get to know each other well in terms of working habits, temperament etc. (LeBaron, 2003)

Equitable Resource Allocation – in this study refers to the deliberate action of ensuring all employees and their departments are adequately resourced based on certain agreed upon criteria such as size, workload etc. (Ivancevich, 1996).

Nakuru County Government – This is one of the 47 regional governments set up in the country by the Constitution of Kenya (2010) and that came into operation in the year 2013

Negotiation – is described as a process through which two or more parties -be they individuals, groups or larger social units such as nations -interact in developing potential agreements out of divergent view points, so as to provide guidance and regulation of their future behavior (Gavin, 2005). Negotiation is built on dialogue and is not dialogue *per se*.

Strategic Leadership Initiative - strategic leadership is the ability and deliberate move to influence others to voluntarily make day-to-day decisions that enhance the long-term organisation's viability (Rowe 2001).

Workplace Harmony – this refers to the state in which all members of the organization are working co-operatively and with minimal conflicts that can be resolved effortlessly (Montana, 2008)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature pertinent to the study objectives. The review focuses on both theoretical and empirical literature relating to conflict in the workplace and the resolution mechanisms used to manage the conflicts. The reference material is sourced from various publications in both print and electronic media.

2.2 Theoretical Framework

Several theories have been advanced to explain human conflict, the theories essentially seek to trace the psycho-social path travelled and occasionally crisscrossed the people in an attempt to seek the ever elusive redress to their socio economic problems. This section presents a review of these theories and conflicts with a view of presenting an empirical basis for the investigation of the strategic leadership in workplace conflict resolution.

2.2.1 The Deprivation Theory

The deprivation theory is used in this study to give understanding on how different people react to violent upsets based on their individuals' beliefs. Deprivation is distinguishable into relative and absolute deprivation. Physical abuse, starvation, and poverty are seen as forms of absolute deprivation, whereas relative deprivation can be defined as the discrepancy between what one expects in life and what one gets. Both absolute and relative deprivations are causes of the deprived one's receptivity to particular (religious) messages, such as, "Come to me, all you who labor and are heavy laden, and I will give you rest" (St Matthew 11:28).

In the 1950s and 1960s, much theorizing centered on the construction of typologies. This was also the case in deprivation theory. For example, Charles Glock (Glock and Stark 1965) distinguished five types of deprivation, depending on the kinds of strain felt: economic, social, organismic, ethical, and psychic deprivation. Sykes (1958) when examining the conditions in correctional institutions explained that institutional aggression has causes within the institution, not from the outside. This was, therefore, a 'situational explanation' as it suggested that aggression occurs as a result of the environment in which people found themselves in, and not necessarily borne of the individuals themselves. It is thought that this occurs as a result of the

‘deprivations’ that the workmates experience on a daily basis. All these deprivations could result into increased stress for workmates and cause some of them to behave aggressively at work to both ease stress and try and gain some control over the social order imposed on them. Magargee (1976) explains that the more deprived workmates are, the more aggressive incidents appear to occur, suggesting the influence of the environment over their behaviors. This theory will be used in this study to provide insight into how the subjective feelings of deprivation relative to other co-workers may itself lead to conflicts in the workplace.

2.2.2 Strategic Choice Theory

Strategic Choice Theory was developed when industrial relations in the U.S. were changing rapidly. Because most of the popular theories at that time were generated during periods of relative stability in U.S. industrial relations practice and consequently are overly static, they have difficulty explaining behavior when the basic parameters of the system appear to be changing. According to Kochan, et al., (1984) industrial relations practices and outcomes are shaped by the interactions of environmental forces, union leaders, workers, and public policy decision makers.

Strategic Choice Theory starts with consideration of relevant forces in the external environment that affects employment relationships. Changing external environment induce employers to make adjustment in their competitive strategies. In making these adjustments, the range of options considered are filtered and constrained so as to be consistent with the values, beliefs, and philosophies engrained in the mind of key decision-makers. As choices are also embedded in particular historical and institutional structures, the range of feasible options available at any given time is partially constrained by the outcomes of previous organizational decisions and the current distribution of power within the firm and between it and any unions, government agencies, or other external organizations it deals with (Dibrell & Miller, 2002). Thus, industrial relations processes and outcomes are determined by a continuously evolving interaction of environmental pressures and organizational responses. The relative importance of either the environment or the parties' responses can vary over time. Therefore, labor-or product market changes do not have independent effect or operate in a unique or deterministic fashion. Then, choice and discretion on the part of labor, management, and government affect the course and

structure of industrial relations systems. Moreover, history plays an extremely important role in shaping the range of feasible strategic adaptations (Buzan, 2006).

Their broader conception of the institutional framework of industrial relations is as follows. It divides the activities of management, labor, and government organizations into three tiers: (1) a top tier of strategic decision making, (2) a middle or functional tier of collective bargaining or personnel policy making, and (3) a bottom or workplace-level tier where policies are played out and affect individual workers, supervisors, and union representatives on a day-to-day basis (Dibrell & Miller, 2002). In this framework, the middle tier encompasses the most traditional terrain of industrial relations, since it focuses on the practice of collective bargaining and personnel policy formulation and on the development and administration of the key public policies governing labor-management relations. Strategic choices that are relevant to the bottom tier are those most directly associated with the organization of work, the structure of worker rights, the management and motivation of individuals or work groups, and the nature of the workplace environment (Burgelman, 1983).

In the present study it is recognized that most of the employees affected by the conflicts are the lower cadre or third tier employees who are not necessarily the decision makers but implementers of policy. Failure by the leadership to enable them to make strategic choices in the face of conflict can be detrimental to their service delivery capabilities. Thus, this theory will give insight into how strategic choices are made by organization leaders to forestall or resolve conflicts in the workplace.

2.3 Literature Review

2.3.1 Workplace Conflict

Conflict is normal. It is present in every human relationship. It is a sign of the Creator's commitment to diversity and in fact represents diversity in action. It is the dynamic content of diversity, and human conflict is essentially diversity being worked out in the human community. Conflict should never be avoided. Instead, it should be embraced as a fundamental part of human interaction. Conflict is the most frequent dynamic in human relationships. And yet it is the most misunderstood and misused element in the whole arena of communication and interaction. According to Kriesberg (2003), conflict is often viewed as a negative aspect of reality, yet it

exists everywhere, from the foundations of life to the complexities of social interchange. The challenge presented by conflict is that it is often rife with pain and violence. However, that it frequently has those features is evidence of our inability to see conflict as normal and to develop mechanisms for managing it well. Conflicts are the lifeblood of high-performing organizations. Disputes, disagreements and diverse points of view about strategy and implementation create energy, bring about change, stimulate creativity and help form strongly bonded teams in full alignment (Esquevel, 1997).

Effective recruitment of employees often results in a workplace full of diverse employees with differing strengths and weaknesses. They also have unique ideas and communication styles, so it only makes sense that they will butt heads from time to time. In fact, 60-80 percent of all difficulties in organizations come from strained relationships among employees (Moore, 2003).

2.3.2 Sources of Workplace Conflict

The most commonly cited cause of workplace conflict as far as HR practitioners are concerned is warring egos and personality clashes, as being the number one source of interpersonal strain. This is followed by poor leadership from the top, inadequate line management and weak performance management. Heavy workload and bullying and/or harassment are also identified as significant causes of disputes in the workplace. Workplace conflict may also be related to role conflict, self image, power status differences, communication breakdown, scarce resources and lack of recognition, among others (Hackynki, 2011). These are depicted in the model in Figure 2.1.

According to Schewe (2002) workplace conflicts often times occur as a result of communication breakdown. Poor communication results in misconception and misunderstanding of other people and groups. It also results in poor coordination which may in turn inhibit achievement of objectives and lead to rumour mongering due to unfilled gaps. Thus communication is an important tool in the management of a given conflict setup. According to Hackynki (2011), when task responsibilities are unclear, people disagree about who has responsibility for specific tasks or who has a legitimate claim on resources- this is, role conflict. Therefore task responsibilities should be well defined and predictable so that people do not have disagreements during the

provision of service to customers. This is especially so when resources are scarce and calls for prudent management to allow the organization to be effective and efficient despite the scarcity.

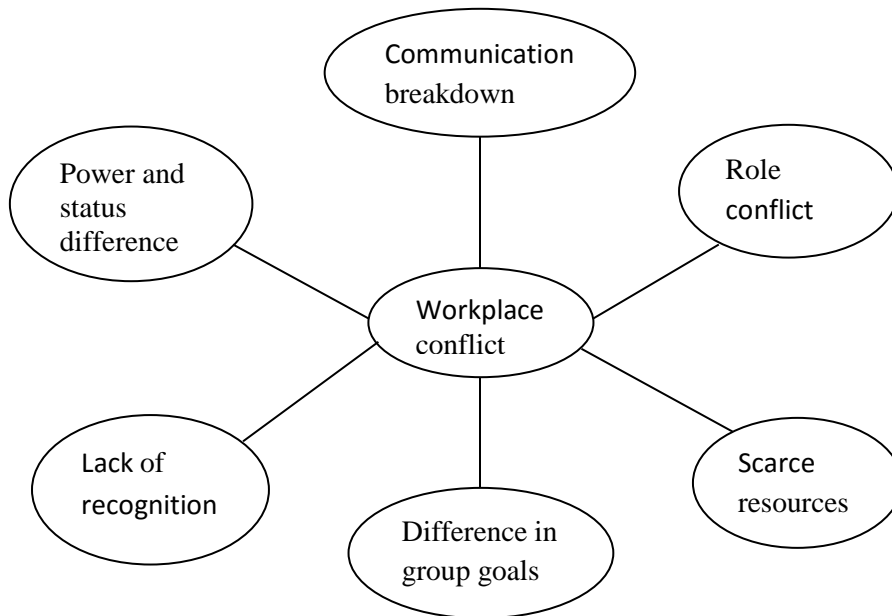


Figure 2.1: Sources of conflict

Source: Hackynki (2011)

Workers and managers tend to respond to workplace conflict through a passive aggressive behavior. This is for the most part harmful to team unity and productivity. In workers, it can lead to sabotage of projects and the creation of a hostile environment. This could eventually end up stifling creativity in teams. According to Montana (2008), it would truly make perfect sense that those elevated to leadership positions might often be those who on the surface appear to be pleasant, tactful and helpful, yet who are in reality deceitful, backstabbing saboteurs behind the scenes. Romance within the office can also be a source of workplace conflict. Liu, Spector & Shi (2007) observed that nearly all human resource professionals and four fifths of executives were of the opinion that workplace romances are dangerous because they can lead to conflict within the organization. They also noted that public displays of affection can make co-workers uncomfortable and lead to accusations of favoritism, particularly in the case of a supervisor-subordinate relationship. If the relationship goes awry, one party may seek to exact revenge on the other.

Scarce resources are also some of the potential sources of conflict (Kriesberg, 2003). When there is sharing of scarce resources by two or more groups, it can lead to group conflict. The management should be involved when resources are scarce since they are instrumental in the process of acquiring, developing, protecting and utilizing the resource. Conflicts in the workplace also occur when there are differences in group goals. According to Nzuve (1999), in an organization where groups perform different functions, they develop their own goals and norms. This can lead to conflict especially when the reward system is related to group performance rather than overall organizational performance. Thus, groups compete with each other for better resource allocation and even seek to undermine the rival group activities. Three types of goal conflict are generally identified: Approach – approach conflict is where the individual is motivated to approach two or more positive but mutually exclusive goals. Approach – avoidance conflict is where the individual is motivated to approach a goal and at the same time is motivated to avoid it. The single goal contains both positive and negative characteristics for the individual. Avoidance – avoidance conflict is where the individual is motivated to avoid two or more negative but mutually exclusive goals (Moore, 2003).

Lack of recognition also causes conflicts in the workplace (Schewe, 2002). Employees in a department become socialized into a particular perception of themselves and seeing the other department differently. A group comes to see itself as being more vital to the organization's operations than others. They will thus fail to adjust their behaviour to accommodate the goals of the other group, hence generating conflict. Another area of conflict in the workplace is power and status. Power and status difference occurs when one party has a dispute with another (Omboko, 2006). For example, a low prestige individual may resist their status, people may engage in conflict to increase their own power and influence. Individuals usually have different sources of power which put them into conflict with one another.

One facet of interpersonal disagreements includes the multiple roles people play in organizations. Organizations have been described by behavioral scientists as a system of position roles. Every member of the organization subscribes to a set of roles, which is an association of persons who share interdependent tasks and thus perform properly defined roles, which are further influenced both by the expectations of others in the role set and by the individual's

personality and hopes (Bowling & Beehr, 2006). The system of roles to which an individual belongs often goes beyond the organization as well, and influences their functioning within it. As a result, the organization becomes susceptible to role conflict as the various roles interact with one another within it. Other types of role conflict occur when an individual receives conflicting demands from another person usually a superior in the organization; for example, when they are requested to serve on several time-consuming committees while simultaneously they are urged to get out more production in their work unit. Another kind of role strain takes place when the individual finds that they are expected to meet the opposing demands of two or more separate members of the organization (Liu *et al.*, 2007). Such a case would be that of a worker who finds himself pressured by their boss to improve the quality of their work while their work group wants more production in order to receive a higher bonus share. These and other varieties of role conflict tend to increase an individual's anxiety and frustration. Sometimes they motivate him to do more and better work. Other times they can lead to frustration and reduced efficiency.

2.3.3 Types of Workplace Conflict

A thorough understanding of the nature and sources of conflict in the workplace is important for effective management of workplace conflict. Essentially, conflicts are likely to arise whenever there are perceptions of incompatible interests between workplace participants. Conflicts should be distinguished from disputes as disputes are merely consequences of conflict (Billikopf, 2014). They are the outward manifestation of conflict. Typical disputes may come in the form of formal lawsuits, grievances, arguments, threats and counter threats. Conflict, though, can exist without disputes, but disputes do not exist without conflict. Conflict, however, might not be so easily noticed. Much conflict exists in every workplace without degenerating into disputes (Bowling & Beehr, 2006). The first step in exposing workplace conflict is to establish the characteristic sources of conflict. There are a multiple sources of workplace conflict including interpersonal, organizational, change related, and external factors.

The most apparent form of conflict among workmates is interpersonal conflict. It is easy enough to observe the results of office politics, gossip, and rumours. Also language and personality styles often clash, creating a great deal of conflict in the workplace. In many workplaces there are strong ethno-cultural and racial sources of conflict as well as gender conflict (Bercovitch &

Richard, 2009). This may lead to charges of harassment and discrimination or at least the feeling that such things exist. People often bring their stresses from home into the office leading to further conflict. According to Buzan (2006), another source of conflict in the workplace can be found in varying ideas about individual accomplishment. The strong drive for work related success in some workmates can put them at odds with other workmates who do not lay emphasis on work-related success in their lives.

There are several organizational sources of conflict, those involving chain of command and the failure to resolve conflicting interests are quite predominant in most workplaces. Labour/management and supervisor/employee tensions are heightened by power differences. Differences in supervisory styles between departments can be a cause of conflict. Also there can be work style clashes, seniority/juniority and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability (Guetzkow & Gyr, 2006). In addition, conflict can arise where there are perceived or actual differences in treatment between departments or groups of employees.

The modern workplace has significant levels of stress and conflict related to change-management and downsizing. Technological change can cause conflict, as can changing work methodologies. Many workplaces suffer from constant reorganization, leading to further stress and conflict. In line with reorganization, many public and non-profit organizations suffer from downloading of responsibilities from other organizations. Generally speaking, the more change and the more recent the change, the more likely there will be significant conflict (Montana, 2008).

External factors can also lead to conflict in the workplace. Economic pressures are caused by recession, changing markets, domestic and foreign competition, and the effects of Free Trade between countries (Brazeal, 2009). Conflict arises with clients and suppliers effecting customer service and delivery of goods. Also public and non-profit workplaces in particular can face political pressures and demands from special interest groups (Mark, 2006). A change in government can have a tremendous impact, especially on public and non-profit organizations. Funding levels for workplaces dependent upon government funding can change dramatically.

Public ideologies can have an impact on the way employees are treated and viewed in such organizations.

2.3.4 Stages of Conflict in the Workplace

Conflict typically occurs in escalating levels of seriousness. In the earlier stages it is easier to deal with the issues which are generated, and solutions are more quickly found. People can often solve their differences with little difficulty at the early stages. At the other end of the spectrum, once conflict has degenerated to a deeply hostile and serious level, external assistance is needed from an external source to mediate a solution with the parties. Initially, there is the first level in which people typically become aware there is a problem. This level is referred to as the Discomfort Stage (Bercovitch & Richard, 2009). Nothing specifically may have happened but there may have been some tensions or awareness that something is “not right” in a relationship. Generally, little is said or done about the problem at this stage as it is not recognized that any problem actually exists. This stage is a part of ordinary, daily life. Notably, even seemingly good relationships have moments of conflict. In this stage, people look for objective solutions in a mutual manner. If a solution is not forthcoming, especially when one of the parties sticks obstinately to his or her point of view, the conflict escalates.

The Incidents Stage is the next level of escalation. This is the stage where minor events or incidents occur. In themselves they may be minor, but a negative meaning is attached to these events and the parties are moving from a relatively minor feeling of tension to mistrust. Typically, at this stage things are done or said which give an impression that a problem exists. The parties may feel irritated with each other (Bercovitch & Richard, 2009). The parties oscillate between cooperation and competition. They might have similar interests, but they tend to prioritize their own wishes above those of others. Dealing with information becomes limited to that which agrees with one's own point of view. Logic and understanding are used to convince or win over the opposing side. At this stage, each party does everything possible to conceal its weakness (Bowling & Beehr, 2006). The temptation to abandon the argument increases until the conflict escalates because of some action taken by one of the parties.

If the conflict is not dealt with or is avoided, it can escalate to the next stage; the Misunderstandings Stage. At this stage, it is likely misunderstandings have contributed to the problem. There may be confusion about the incidents which have previously occurred and the parties may apply false interpretations to those incidents. Facts may not be clearly presented and may be obscured (Ilgaz, 2014). The Tension Level follows very quickly as the situation deteriorates, and as a result of the parties viewing each other with deep suspicion. Typically there is a tension to their dealings with each other. At this stage, all behaviours in the relevant parties are viewed through the filter of mistrust and there is little or no trust in the relationships. There may be entrenched negative attitudes toward each other and the parties tend to have fixed positions (Bowling & Beehr, 2006). At this level the parties each fear that the grounds for a common solution are lost. In other words, they give up hope for a sensible conclusion. Interaction becomes characterized by hostility. All logic is focused on action, replacing fruitless and nerve-wracking discussions. Strangely enough, each party believes that through pressure they will change the other party while at the same time neither is prepared to yield (Bercovitch & Richard, 2009).

Finally, the situation develops into the Crisis Level as the parties reach a stage of outright hostility and it is clear by this time that events have reached a serious stage indeed. This stage is characterized by poor interactions and extreme gestures are contemplated (Ilgaz, 2014). Stereotyping becomes applied as negative identification of the challenger, at this stage. When this level is reached, it is unlikely the parties will be able to resolve the conflict without external, objective and professional assistance.

2.3.5 Impact of Conflict in the Workplace

Conflict in the workplace can have a wide range of effects on the employees from lowered productivity to turnover when they eventually feel they cannot continue working in the same environment with others (CIDP, 2008; Sang & Keror, 2013; Onsomu, 2014). Furthermore, as Sang & Keror (2013) opine, conflicts affect the accomplishment of the organization's goals due to attending stress, hostilities and other undesirable factors when poorly managed. The issue of conflict management then becomes paramount for goal accomplishment.

In most cases, unresolved conflict in the workplace has been associated with miscommunication resulting from confusion or refusal to cooperate, quality problems, missed deadlines or delays, increased stress among employees, reduced creative collaboration and team problem solving, disruption to work flow, decreased customer satisfaction, distrust, split camps, and gossip. The win-lose conflict situation in groups could manifest some of the following negative effects: divert time and energy from the main issues, delay decisions, create deadlocks, drive unaggressive committee members to the sidelines and interfere with listening. It could also hamper exploration of more alternatives, decrease or destroy sensitivity, cause members to drop out or resign from committees, arouse anger that disrupts a meeting, interfere with empathy, incline underdogs to sabotage, provoke personal abuse and cause defensiveness (Tang & Chang, 2010).

Conflict is not always destructive. When it is destructive, however, managers need to understand and act upon it. A logical process for dealing with the conflict should be programmed. Such a process should include a planned action response on the part of the manager or the organization, rather than relying on a simple reaction or a change that occurs without specific action by management. Moreover, conflict has been noted to be an indicator of the broader concept of workplace harassment. It relates to other stressors that might co-occur, such as role conflict, role ambiguity, and workload. Interpersonal conflict among people at work has consequently been shown to be one of the most frequently noted stressors for employees. It also relates to strains such as anxiety, physical symptoms, depression, and low levels of job satisfaction (Gavin, 2005).

Group conflict does not necessarily lead to negative outcomes. The presence of a dissenting member or subgroup often results in more penetration of the group's problem and more creative solutions. This is because difference forces the members to think harder in an attempt to cope with what may be valid objections to general group opinion. But the group must know how to handle the differences that may arise (Bowling & Beehr, 2006). True interdependence among members leads automatically to conflict resolution in the group. Interdependence recognizes that differences will exist and that they can be helpful. Hence, members need to learn to accept ideas from dissenters (which do not imply agreeing with them), they learn to listen and to value openness, and they learn to share a mutual problem-solving attitude to ensure the exploration of

all facets of a problem facing the group (Brazeal, 2009). Intergroup conflict between groups is a sometimes necessary, sometimes destructive, event that occurs at all levels and across all functions in organizations. Intergroup conflict may help engender innovative tensions leading to more effective contributions to the organization's goals, such as competition between sales districts for the highest sales. However, intergroup conflict is destructive when it alienates groups that should be working together, when it results in win-lose competition, and when it leads to compromises that represent less-than-optimum outcomes.

All conflict provides a dynamic opportunity for growth and transformation, and leaders should treat conflict as simply another tool of good leadership. Drucker (1998) said that 90 percent of leadership is addressing human behavior issues. A good proportion of this 90 percent involves addressing issues that have some form of conflict at their base. For example, a survey by the Chartered Institute of Personnel and Development (CIPD) (2008) found that managing conflict is an integral part of most HR practitioners' jobs on a daily basis. Almost half (44%) of respondents reported that they have to manage disputes at work frequently or continually. This rises to 51% among public sector respondents. As many as one in five respondents claim to manage conflict 'continually' in organisations of between 5,000 and 10,000 employees. Conflict at work is also extremely time-consuming. The survey also found that on average HR professionals spend 3.4 hours every week managing conflict at work. This rises to 3.8 hours for public sector respondents. A survey by the American Management Association (2011) revealed that typically, managers spend at least 24% of their time managing conflict.

The secret of good conflict management is simple, but the process is not (CIPD, 2008). The secret is to get the parties in conflict to discern the root issues and mutually agree on actions to be taken. Actually building an effective process to accomplish this goal, however, is a complex task. Leaders, to do their job well, must acquire basic conflict management skills. Most lack these skills or have failed to master them, and as a result in many organizations a whole range of conflicts fester and grow (Pistone, 2007). The possession of well-honed conflict management skills has become even more important due to of the increasingly interdisciplinary nature of the workplace, because questioning historical relationships can easily give rise to conflicts.

While on the surface it seems undesirable, correctly managed conflict can provide a source of growth and creativity within the organization. What matters is not whether conflict does or does not exist — it does — but whether the leadership team is ready to handle it. The leadership team that understands how to strategically approach conflict will build long-term cohesiveness, and the team that does not will need leadership to step in. Becoming an effective leader requires the ability to diagnose problems, make effective decisions, influence and motivate others, and systematically put everyone's skills to good use, including one's own to successfully execute the team's goals (Hackynki, 2011). The team is one of the areas of the organization which are prone to conflicts. Teams are the driving unit of organizational productivity, yet they grapple with many types of conflict: conflict over issues, conflict between team members, and conflict about how to organize the team and how to achieve the team's objectives. To manage conflict in teams and to drive it in a positive direction, leaders need to be sensitive to interpersonal dynamics with the ability to claim authority, facilitate difficult conversations, and push steadily toward resolutions that actively promote the team's goals (Sang & Keror, 2013). Therefore, leaders need to be armed with conflict resolution skills.

It should be noted at this point that in the workplace, conflict plays out behind the scenes, unobserved by the conflict analysts and system designers. Conflict resolution can either be done through informal channels or formal channels or an admixture of both. Informal conflict resolution is defined as resolution facilitated by organizational members through other means than the formal processes of grievances, investigations and litigation (Kolb & Bartunek, 1992). These informal conflict resolvers make a significant impact upon organizations either by resolving the conflict or channelling it to a formal mechanism. Therefore, leaders need to first educate themselves and then help their team learn how to handle conflict effectively because conflict can negatively affect job performance, morale and eventually sales and company performance. According to Ilgaz (2014), most leaders are not stepping in or staying out of workplace conflict when they should. She also cautions that while some level of conflict is healthy in the workplace, leadership needs to intervene if it becomes serious or goes on for too long. However, for this to succeed, the leadership must adopt a structured approach and facilitate certain issues such as, dialogue, resources, negotiation and bonding to help resolve the conflicts.

2.3.6 Dialogue facilitation as a strategic leadership initiative

Dialogue is a fundamental component of peacemaking. While a dialogue process may not necessarily lead to a peace process or eventual settlement of a conflict, it is a necessary prerequisite for it. Of equal importance is the fact that a dialogue process can often have positive effects such as a reduction of violence, even if the eventual solution still remains out of reach. Dialogues can be viewed as one means – if not the classical one – of dealing constructively with conflicts (Apel, 1990). In the sphere of classical diplomacy, skills in negotiation and dialogue have long formed part of the basic repertoire of any prudent management of industrial relations.

Organizations that encourage people to raise difficult issues find that doing so leads to innovation, new goals and the changes needed to achieve them. This approach has been adopted by many of the world's largest multi-nationals, as well as law enforcement agencies, humanitarian agencies and governments. These conditions could be recipe for conflict among the employees and even the organizations especially where their boundaries are not clearly delimited. Confronting conflict does have risks, however. If not properly managed, and if the result is win-lose, the process can undermine teams and can damage mutual respect, alignment, engagement and trust. However, there is every reason to believe that all conflicts can result in win-win outcomes especially where the leadership which is the principal decision making organ in the organization is committed to the process (Lev, 2001).

The ultimate concerns of most disputes, after all, are not stereotypical perceptions, differences of opinion and varying cultural standards, but rather tangible conflicts of interest, structural factors and the struggle for power and influence. It would seem, then, that dialogues must be put in the context of the overall dynamics of conflict and conflict transformation (Mwangi & Ragui, 2013). Most scholars and practitioners will agree that protracted conflicts can only be effectively transformed through efforts which also address the structural causes and power political aspects of the conflict, in addition to the psychosocial dimensions, grievances and relationship issues (Baum & Wally, 2003). Clearly, due to their emphasis on communication and personal interaction, dialogues are primarily used as an instrument within the psychosocial conflict transformation paradigm.

Bercovitch et al. (2009) explain that the organizational leader needs to raise awareness for the dialogue through the most convenient means possible. Dialogue is an important tool for conflict resolution in that, dialogue is an inclusive process that brings together a diverse set of voices to create a microcosm of the larger society. To bring about sustainable change, people have to develop a sense of joint ownership of the process and become stakeholders in identifying new approaches to address common challenges. Therefore in a conflict, the leader must strive to bring all the parties together. Dialogue entails learning, not just talking, the process is not just about sitting around a table, but changing the way people talk, think and communicate with one another. Unlike other forms of discussion, dialogue requires self-reflection, spirit of inquiry and personal change to be present (Lev, 2001). Participants must be willing to address the root causes of a crisis, not just the symptoms on the surface. Dialogue recognizes one another's humanity. Participants must be willing to show empathy toward one another, recognize differences as well as areas of common ground, and demonstrate a capacity for change.

To foster this kind of human interaction, a respectful and neutral setting—or “safe space”—is preferred. This requires that the leader brings the conflicting parties to a neutral area even if it means outside the work premises so that they can be free to discuss their issues as was the case when an Irish mediator brought warring Iraqi parties to a relatively peaceful and neutral Helsinki (in Sweden) and not the conflict ridden Basra in Iraq. Dialogue also stresses a long-term perspective (UNDP, 2009). Other forms of conversation tend to focus on the symptoms rather than the root causes of problems. To find sustainable solutions requires time and patience. The process can be painstakingly slow and incremental, lasting anywhere from ten minutes to ten years—one-off interventions very often do not work to address deeply-rooted causes of conflict or to fully deal with complex issues.

Dialogue differs from other processes and compliments them in the sense that dialogue is not a one-size-fits-all strategy. It is not a panacea for resolving all the world's crises, where there is deep political paralysis or a long history of violence. Rather, it represents just one tool in policymakers' toolbox—a process that is flexible and adaptable to different contexts and countries, one that is especially useful when the parties to a conflict are not ready yet for formal

negotiations (Lev, 2001). Moreover, dialogue requires that basic conditions be present first. When violence, hate, and mistrust remain stronger than the will to forge a consensus, or if there is a significant imbalance of power or a lack of political will among the participants, then the situation might not be ripe for dialogue. Moreover, participants must feel free to speak their minds without fear of retribution, or rejection. Dialogue is meant to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, not replace them. Sometimes dialogue occurs within more formal negotiations (Ilgaz, 2014). The process is different from other forms of conversation. In dialogue there are no winners. Whereas the purpose of negotiation is to reach a concrete settlement, the aim of dialogue is to bridge communities, share perspectives and discover new ideas.

Some of the areas where dialogue can make a difference are that dialogue can facilitate recovery from crisis. The dialogue does not necessarily heal the crisis overnight but it does help relieve tensions, develop a set of social reform options and prepare for eventualities. Dialogue can help avert violent conflict. Dialogue can help address environmental concerns (Pistone, 2007). Problems may still remain but the dialogue process can help the conflicting parties develop a sense of confidence in their leadership and reconcile economic with environmental interests. Dialogue can assist in conflict resolution. Dialogue paves the way for greater communication and built trust between the two feuding sides. Thus, in the case where the organizational leader serves as the mediator of the conflict, he should be knowledgeable and keen about the conflict, educated enough on the underlying causes, conversant with the character of warring parties, and is aware of all those with other varying interests in the conflict (Bercovitch et al. 2009).

2.3.7 Equitable Resource Allocation as a Strategic Leadership Initiative

Resource allocation in many organizations is one of the areas where battles are fought. Lack of resources or poor resources can greatly affect productivity in the workplace. According to Ivancevich (1996), many factors are known to influence conflicts in workplaces among them, competition for scarce resources, divergence, autonomy, and goals divergence as a result to difference in opinion. A research by CIDP (2008) also identified heavy workloads and inadequate resources as key reasons for conflicts encountered at workplace.

Conflict management takes into account that people differ in a whole range of ways and that factors as broad as culture, race, gender, social status, and income group, and as specific as personal beliefs, family position, mental health, intelligence, and emotional maturity all can influence the onset and process of a particular conflict. It also takes into account that typically the parties to a conflict are unequal in some way, that one party may have a substantial advantage over the other (e.g., the lion's share of power). If a satisfactory outcome is to be obtained, the conflict management process must create equity at the table. It must utilize a mechanism that closely reflects the character and content of the conflict and moves it toward a mutually agreed-upon resolution (James & Jones, 2005). This mechanism must take into account the sources and contextual components of the conflict, as well as the content elements. It must also address the power equation so that any unevenness can be accommodated and the process can unfold in a balanced and fair way. Leaders should devote more resources to the task of recognizing sources of conflict soon enough to handle disputes in the right way at the right time than they should devote to avoiding conflict. This involves expanding the playing field so the parties can each get more of the resources they need (Guetzkow & Gyr, 2006). Planning for and scheduling the use of experts or other resources and determining the focus of their use is among the critical responsibilities of the leader.

One of the preeminent challenges the country (Kenya) has had to grapple with since independence has been the issue of resource distribution and it has been the source of various forms of unrest and conflicts in the country. In essence, resource distribution ranges from natural resources to public facilities. Access to resources has been a recurrent source of conflict in the country and coupled with the perceived ideologically skewed resource distribution, has been instrumental in shaping the political destinies of regions for decades (Davies, 2012). Consequently, political battles for resources led to the infamous "Historical Injustices". Politicians across the country have exploited this fact to elevate themselves to public office in the name of getting a slice of the "national cake" to their constituents. Indeed, majority of Kenyans who gave their views to the CKRC team demanded a devolved government to check widespread alienation due to the concentration of power in the national government (Nyanjom, 2011).

The feeling of being marginalized and neglected, deprived of resources and victimized for political or ethnic affiliations intensified the push for devolution. Areas that did not support the president were penalized in terms of development and resources and discriminated against. Moreover, investment in public resources in the marginal areas of the country which are characteristically arid and semi-arid lands (ASAL) was minimal. The asymmetric development of the country could, hence, be attributed to political marginalization and further justified the call for regional devolution. With respect to the goals of devolution, the important public finance issue is the allocation of resources in order to meet citizen demand for public goods and services (Mapesa & Kibua, 2006).

This allocation function requires using the public's revenue mobilizing powers to requisition resources from the private sector, to finance and supply goods and services that will not be adequately provided as part of the operations of the private market system. Allocation, here, means giving the county and sub county governments the expenditure and revenue tools to provide for public services in a manner that will lead to a more efficient use of a nation's resources of land, labor, and capital (Mwenda, 2010). The efficient provision of public goods requires an intergovernmental approach that applies a set of normative criteria for determining which type or level of government is best suited for delivering which type of services. This is the expenditure assignment question.

However, the coexistence of both national and county government structures in the sub national units has at times led to under resourcing of the public sector due to among other things the perceived duplication of roles. In other cases some public facilities and public servants are redundant (Guetzkow & Gyr, 2006). This phenomenon can lead to straining of resources to meet the public demands and can lead to low confidence in the service delivery capability of the devolved units. It can also be ground for conflict between the public servants from the opposite tiers of government who for the same type of work may observe disparities in resourcing and responsibilities by their respective employers who would have been expected to harmonize their working terms.

2.3.8 Negotiation as a Strategic Leadership Initiative

Conflict resolution at times requires negotiation, especially when the conflict is protracted. Negotiation is a dialogue between two or more people or parties intended to reach a beneficial outcome. This beneficial outcome can be for all of the parties involved, or just for one or some of them, in situations in which a good outcome for one/some, excludes the possibility of a desired result for the other/others. It is aimed to resolve points of difference, to gain advantage for an individual or collective, or to craft outcomes to satisfy various interests (Buettner, 2006). It is often conducted by putting forward a position and making small concessions to achieve an agreement. The degree to which the negotiating parties trust each other to implement the negotiated solution is a major factor in determining whether negotiations are successful. Negotiation is not a zero-sum game; if there is no compromise, the negotiations have failed. When negotiations are at an impasse it is essential that both the parties acknowledge the difficulties, and agree to work towards a solution at a later date (Brazeal, 2009). Negotiation is an important strategy in resolving workplace conflict.

Negotiations may be described as a process through which two or more parties -be they individuals, groups or larger social units such as nations -interact in developing potential agreements out of divergent view points, so as to provide guidance and regulation of their future behavior. This characterization of negotiations holds notwithstanding the fact that the underlying purpose of a particular negotiation may not be agreement at all, but rather delay or propaganda (Gavin, 2005). Delay forestalls action while one awaits more favorable circumstances; and propaganda seeks to embarrass the other party, promote positions that public opinion would favor, or to simply avoid the onus of failing to negotiate. Other discernible functions of negotiation are the maintenance of contact, deception of the other party, and intelligence gathering. The concern here is with negotiations aimed at an outcome, for example, with those situations involving serious efforts towards agreement. This may be termed negotiating in good faith (Armstrong, 2006).

There is a tendency to use "negotiation" and "bargaining" synonymously. Strictly speaking, however, negotiation is a wider concept than bargaining. It covers both the processes that take place prior to bargaining, during which the rules of the latter are established, including such steps as consultation and dialogues; as well as the bargaining process itself. Bargaining, on the other

hand, more accurately refers to the actual "process of demand formation and revision which provides the basic mechanism whereby the parties converge towards an agreement." Negotiation thus refers to the whole situation within which bargaining occurs. Nonetheless, there are aspects of negotiations, such as negotiating style and techniques, in which the emphasis is appropriately put on the bargaining process, and where it seems justifiable to equate negotiations with bargaining (Jones & George, 2003).

Negotiation can take a wide variety of forms, from a trained negotiator acting on behalf of a particular organization or position in a formal setting, to an informal negotiation between friends. Negotiation can be contrasted with mediation, where a neutral third party listens to each side's arguments and attempts to help craft an agreement between the parties. It can also be compared with arbitration, which resembles a legal proceeding. In arbitration, both sides make an argument as to the merits of their case and the arbitrator decides the outcome. This negotiation is also sometimes called positional or hard-bargaining negotiation (Beatty & Quinn, 2010).

Negotiation theorists generally distinguish between two types of negotiation. One very common distinction concerns the distribution of gains-distributive versus integrative models (Pfeiffer & Salanik, 2006). Distributive negotiation is also sometimes called positional or hard-bargaining negotiation. It tends to approach negotiation on the model of haggling in a market. In a distributive negotiation, each side often adopts an extreme position, knowing that it will not be accepted, and then employs a combination of guile, bluffing, and brinkmanship in order to cede as little as possible before reaching a deal (Trotschel, Hufmeier, Loschelder, Schwartz & Collwitzer, 2011). Distributive negotiation is also sometimes called *win-lose* because of the assumption that one person's gain results in another person's loss. A distributive negotiation often involves people who have never had a previous interactive relationship, nor are they likely to do so again in the near future. Integrative negotiation is also sometimes called interest-based or principled negotiation. It is a set of techniques that attempts to improve the quality and likelihood of negotiated agreement by providing an alternative to traditional distributive negotiation techniques (Mark, 2006). Integrative negotiation often involves a higher degree of trust and the forming of a relationship. It can also involve creative problem-solving that aims to achieve mutual gains. It is also sometimes called *win-win* negotiation

The above characterization of negotiations assumes the existence of conflict or disagreement between the parties, which is expected to be resolved through negotiations. A conflict arises when two or more people or groups endeavor to pursue goals which appear to be mutually inconsistent. To say that the parties are in conflict is not to suggest that this conflict necessarily concerns their total relationship. If parties differ on an issue, it does not follow that they have no over-all or common interest; and negotiations permit these specific conflicts to be resolved without the over-all relationship between them being jeopardized (Mark, 2006).

Where two parties are in conflict there are a number of attitudes they may adopt. They can, for example, decide to ignore the issue and agree to disagree (Pfeiffer & Salanik, 2006). But there are costs in disagreeing; and in business relationships, agreeing to disagree does not help much. The parties may therefore decide to resolve their conflict through a number of channels. Conflict resolution, then, is the process by which the parties reconcile their goals to the extent that they are mutually consistent. The conflict is deemed to be resolved when the two parties are willing to accept a given position, either because the costs of inducing further conflict would outweigh the benefits of any improved settlement which may result, or because on some other criterion, they are willing to accept the settlement as fair (Swedburg, 2003). Conflict resolution does not, however, mean conflict elimination; and the maintenance of conflict may sometimes be a good thing.

According to Pistone (2007), most lawyers use the art of negotiation as a tool in their daily practice. The trend is that many attorneys and clients decide to negotiate their disputes themselves rather than have a Judge make the decision, due to the cost and delay. Hence, there is increased pressure to negotiate and/or to enter into more formal mediation rather than litigate a dispute, whenever possible. Negotiations are dynamic and some are plagued by certain tensions. Leadership frequently does require negotiation, and good leaders are invariably effective negotiators (Esquevel, 1997). After all, authority has its limits. Some of the people under one's leadership are smarter, more talented, and in some situations, more powerful than he is. In addition, one is often called to lead people over whom you have no authority, such as members of commissions, boards, and other departments in the organization. According to Gavin (2005), to persuade people to follow one's lead, he needs to appeal to their interests, communicate with

them effectively, and sell his vision—all of which are part of effective negotiation. Therefore, like a skilled diplomat, a leader—whether a corporate CEO or a department head—negotiates support from followers by appealing to their interests, communicating with each of them in the right voice and medium, and forging a single compelling vision that all can get behind.

2.3.9 Employee bonding as a strategic leadership initiative

People create conflict as a direct result of the human bonding cycle, in which bonds are broken, resulting in loss, disappointment, frustration, pain and even grief – real or anticipated. However, if one can understand how people deal with loss, he will have a better insight into the conflict and how to resolve it. It is very important to recognize how loss, disappointment, and even change can create feelings of separation and pain, which can break the bond in working relationships. Companies can cause people to suffer pain and other negative emotions every day – a missed promotion, a poor performance review, the ending of a successful project. When people suffer loss, they experience deep needs that may not be met, which results in more conflict. It is important to remember that conflicts start when bonding ends (LeBaron, 2003).

Work organizations are increasingly diverse with a large number of interdependencies – and thus the potential for many disagreements. For the manager, he is one voice among many and given that his responsibility is likely to exceed his authority, he will inevitably be faced with conflict and dealing openly with it will usually improve his chances of achieving his goals. The key to defusing conflict is to form a bond, or to re-bond, with the other party. One does not have to like someone to form a bond with him or her. They only need a common goal. The other person ought to be treated as a friend, not an enemy, and base the relationship on mutual respect, positive regard and co-operation. Leaders must learn to separate the person from the problem, genuinely want to help the other party and avoid negative responses to attacks or intense emotions (Tessier, Chaudron & Muller, 2002).

People follow leaders when they judge that it's in their best interest to do so. Just as wise negotiators focus on the other side's interests, effective leaders seek to understand and satisfy the interests of those they lead. By doing so, they can better achieve organizational goals. Effective leaders realize that they need to know people as individuals to truly understand their interests.

Some peers care more about shoring up their power in the short term than they do about their units' long-term health. Some individuals care more about long-term career development than about compensation. When one understands where the other person's true interests lie, one can then shape his messages and your actions to accommodate those interests in ways that will achieve his leadership goals (Zemke, Raines & Filipczak, 2000).

2.4 Empirical Literature

A survey on leadership and the management of conflict at work was carried out by CIDP (2008). It involved a total of 8,278 HR practitioners in the United Kingdom drawn from manufacturing and production organizations, private services employers, the non-profit sector and public sector who were invited to take part in an online survey into leadership and how conflict at work is managed. Almost half (44%) of respondents reported that they have to manage disputes at work frequently or continually. Six in ten respondents said that they had to manage conflict at work in the previous seven days, with more than half of these saying that the dispute in question remained ongoing. Nearly two-thirds of respondents reported that conflict at work that escalated has resulted in the absence from work of one or more of the parties involved. Half of respondents said that conflict has resulted in people leaving the organization and a similar proportion report that disputes that escalated resulted in bullying or harassment. Nearly one in three (28%) respondents admitted to having left a job as a result of conflict at work, illustrating clearly one of the most negative aspects of conflict at work in terms of business impact.

The CIDP (2008) findings also revealed that two-thirds of respondents identified the need for managers to have more engagement with their staffs and provide more clarity about what's expected and model the right behaviours. Improved consultation in day-to-day management activities is also regarded highly as a means of helping line managers prevent and manage disputes in the workplace. More than 60% of HR practitioners reported they have been trained in conflict management as part of their professional development, while 38% stated that they have received training in the context of leadership development. When asked what training their organizations had provided for line managers in conflict management, 40% of respondents said that it is offered as part of leadership development. About 33% of HR practitioners reported that training in conflict management skills for line managers is provided through coaching from their

manager. More than a quarter (27%) said that line managers receive no training of any description in conflict management.

Musandu (2007) in his study of 'the effects of fragmentation of Trade Unions on collective Bargaining in Kenya's hotel industry found out that the causes of fragmentation of Trade Unions are; Poor management of the Trade Unions, poor leadership, lack of education, poor representation, leadership wrangles, large membership of Trade Unions, conflict of interests, misappropriation and lack of union funds, increase in awareness of rights, and unfair elections. Akhaukwa et al., (2013) conducted a study to establish the effect of collective bargaining process on industrial relations environment in public universities in Kenya. The study found that academic staff felt that union and management did not cooperate well neither did they have mutual regard of each other nor were they willing to confer. Besides, management did not facilitated union's operation and its attitude to the union was not favorable. Hence, the industrial relations environment in the three public universities where the study was conducted was found to be poor. Academic staffs were also discontented with the spirit of willingness to give and take, the degree of members' participation and feedback. The study further revealed that collective bargaining process had a significant effect on industrial relations environment in public universities in Kenya. Also, collective bargaining made a significant (and positive) contribution o industrial relations environment. This implies that a flawed process that is perceived to be unfair is likely to result in poor industrial relations environment and vice versa.

Nyakundi (2014) investigated the effects of role conflicts on public service delivery at Kisii county government using both qualitative and quantitative methods. The findings revealed that Role ambiguity was the major underlying cause of conflicts in the organization. This was due to the fact that the roles were not as clearly defined and understood by all, hence, most of the staff found themselves usurping the roles of others and this brought about the conflict. The most significant effect of conflict in the work place was that it made it difficult for the affected staff to accomplish tasks. Conflicts also affected the taking up of assignments and receiving instructions. This shows that conflict indeed had a negative effect on the service delivery in the organization. The behaviour of the employees that could result into conflict in the workplace affected the performance of the organization. The methods used by the management to intervene in the

conflicts were largely successful and were producing the desired results. The study recommended that; the management and staff of the organization ought to consider ways of engaging constructively and delineate the roles of each other to avoid conflicts; there is need for sensitization of the employees on the effects of conflict on service delivery. This will enable them to also seek solutions on conflict within the organization on their own; the organization should seek to develop bonding programs so as to enable the staffs to know each other well and develop good working relationships and; organizations need to consider improving on their terms of engagement so as to make available training opportunities on conflict resolution and avail adequate facilities for bonding and recreation.

Mwangi and Ragui (2013) studied the effects of work place conflicts on employee performance in the air transport industry in Kenya. Their findings indicated that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee's performance. The study recommended that Air Transport industry should improve its whole spectrum of human resource practices (organizational conflicts) by adopting sound and cost effective conflict management strategy. It should also have a clearly articulated corporate strategy and risk portfolio. Naturally reducing all forms of work place conflicts is a long term process which demands both attention from management side, employees and the Union side.

A survey on conflict resolution mechanisms in public secondary schools in Nairobi by Ramani and Zhimin (2010). The study found that when the students are faced with a conflict of personal nature the majority of them deal with the conflict through constructive approaches. It is however, important to note that when student react as a group they are likely to be influenced by group behaviour, which in most cases is very destructive. This could be a factor that contributes to destructive scenes especially when resolution of conflicts between groups of students and the school administrators or teachers does not find an amicable solution. Effective communication is therefore, essential in analysis of conflicts in public schools as well as in identifying their root causes. The findings showed that the causes of conflicts in public secondary schools are varied. Resolution of various forms of conflicts would therefore, require specific strategies since the root causes may be unique. The study recommends that school administrators and teachers should

seek to embrace open systems where everyone is let to air their views and the areas of conflict discussed openly. In addition, they should encourage democratic representation in the choice of leaders namely; prefects, P.T.A members and B.O.G Members.

A study by Onsarigo (2007) had sought to determine factors influencing conflicts in institutions of higher learning. The study established that, it is better to expose and resolve conflict before they damage people's relationships or even before they degenerate into violence which undermines institutional stability and performance. The study concluded that social conflicts in educational institutions demand moral authority and leadership integrity to resolve them. If not resolved, they can have a destabilizing effect on institutional performance in all learning processes. A study by Sang and Keror (2013) revealed that conflict may arise in cases where the school administration fails to sufficiently provide the necessary resources for effective learning e.g. food and learning aids. The students perceive this as ignorance on the part of the administration Conflicts also arise when the administration seeks to impose things to students instead of pursuing dialogue.

2.5 Summary and Gaps

The foregoing literature survey has examined workplace conflict, conflict resolution and the role of strategic leadership initiatives in workplace harmony. However, much of the literature available on the influence of strategic leadership on workplace harmony is mostly of a conceptual and theoretical nature rather than an empirical one. As such, there is paucity of empirical studies related to the influence of strategic leadership initiatives such as, dialogue facilitation, equitable resource allocation, negotiation and employee bonding on workplace harmony. Also lacking in the empirical studies is the focus on strategic leadership initiatives in workplace harmony in local organizations such as the Nakuru County Government.

2.6 Conceptual Framework

The conceptual framework in Figure 2.1 shows the relationship between the independent variables and the dependent variable identified in the study. In the study dialogue facilitation, equitable resource allocation, negotiation and employee bonding are the independent variables

while workplace harmony is the dependent variable. Figure 2.2 shows proposed links between the various independent variables and the dependent variable in the study.

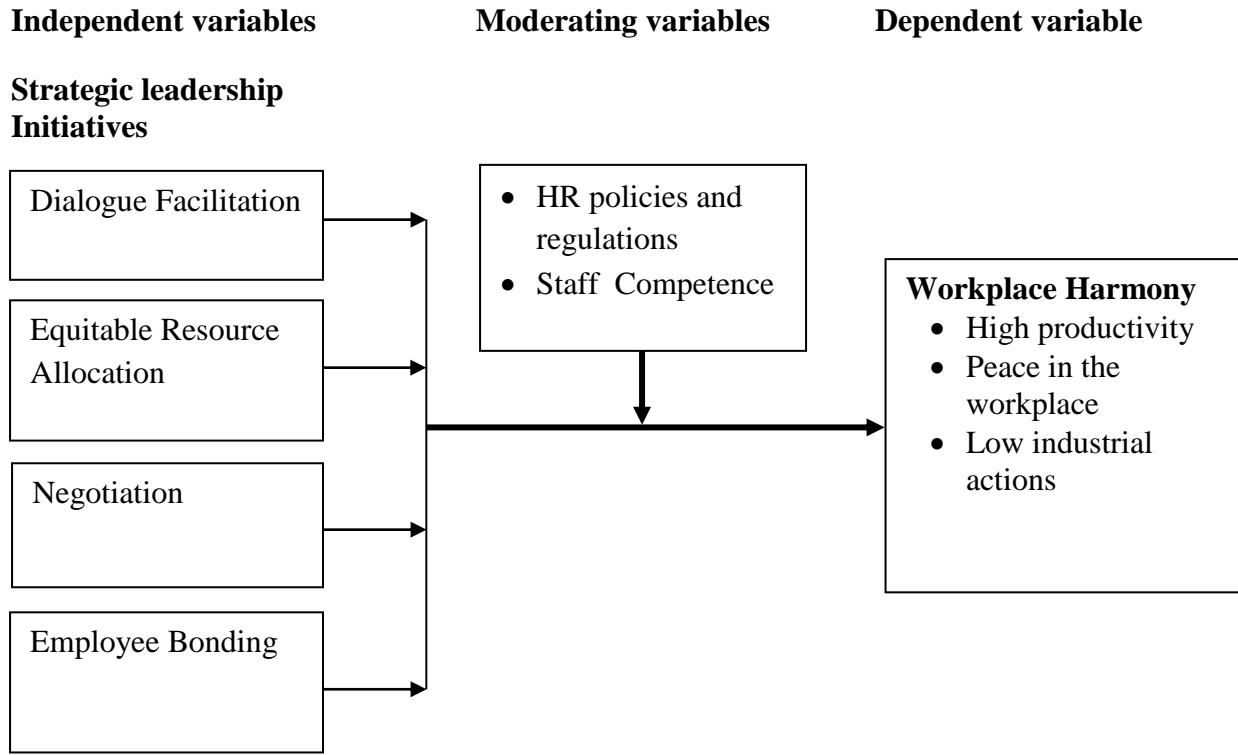


Figure 2.2: Conceptual Framework
Source: Researcher (2016)

The conceptual framework in Figure 2.2 the study assumes that dialogue facilitation in the workplace during conflict could influence workplace harmony. Similarly, equitable resource allocation is also expected to influence workplace harmony and lead to high productivity. Negotiations, and especially of the structured type may also promote workplace harmony especially if their outcome is a win-win for all conflicting parties. Finally, employee bonding could also influence workplace harmony as employees will get to know their counterparts working approaches. However, the moderating variables, such as, HR policies and regulations and staff competence could partly explain the results not given by the independent variables.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was to carry out the study, such as, the research design, target population, sampling procedures, instrumentation and methods used in data analysis.

3.2 Research Design

The research design that was adopted in this study was the survey research design. A survey may focus on opinions or factual information depending on its purpose. Survey research design is an efficient method for systematically collecting data from a broad spectrum of individuals and educational settings. A survey design involves asking a large group of respondents' questions about a particular issue. The researcher can then use statistical techniques to make conclusions about the population based on the sample. The design is appropriate as it could be used to assess the opinions and attitude on events people and procedures (Mugenda and Mugenda, 2009). The design is deemed appropriate for this study since it made it possible to collect a large amount of data on the study problem from a large population drawn from the Nakuru County Government with minimum effort. It also enabled generalizations to be made on the outcome of the study.

3.3 Target Population

The target population comprises members of a real or hypothetical people to whom a researcher wishes to generalize the results of the study (Gall, Borg & Gall, 2003). The target population of this study, therefore, comprised of management and staff of the Nakuru County Government. According to the County's Human Resource Department (2015), there are currently 5300 employees in the Nakuru County Government, with majority of them being stationed in Nakuru town sub-county. This population was chosen because it was highly accessible given that most have their offices in within Nakuru town.

3.4 Sampling Procedures

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about aggregate or totality is made. In other words, it is the

process of obtaining information about an entire population by examining only a part of it (Kothari, 2004). Frankel and Wallen (2000) defined sampling as a procedure of selecting members of a research sample from the accessible population which ensures that conclusions from the study can be generalized to the study population. A sample is a smaller group obtained from the accessible population and each member has equal chance of being selected to be a sample. It is also a finite part of a statistical population about the whole (Mugenda & Mugenda, 2009).

The study used stratified random sampling to sample the management and staff of the Nakuru County Government. Stratified random sampling has the characteristic of providing each member of the target population an equal chance of being included in the study while at the same time keeping the size manageable. The main factor that was considered in determining sample size using this method was the need to keep it manageable while being representative enough of the entire population under study. The use of the sampling method as opposed to other sampling designs was also informed by the need for respondent specificity and also the need for introducing randomness. Stratified random sampling has more even spread over the entire population it is easier, inexpensive and is convenient to use over large populations (Kothari, 2004).

To obtain the required sample size from the 5300 staff of Nakuru County Government, the study adopted the formula proposed by Nassiuma (2000);

$$n = \frac{Nc^2}{c^2 + (N - 1)e^2}$$

Where n = sample size, N = population size, c = coefficient of variation ($\leq 30\%$), and e = error margin ($\leq 5\%$). In this study c was taken as 30%, e to be 5% and N = 5300, therefore, fitting this into the formula:

$$n = \frac{5300 * (0.3)^2}{(0.3)^2 + (5300 - 1) * (0.05)^2} = 98.17 \approx 98$$

The right sample size for the study, therefore, was 98 respondents. This formula enabled the minimization of error and enhanced the stability of the estimates (Nassiuma, 2000). All the departments were included because participation may differ from one department to another. The

sample size was then stratified proportionally according to the respondents' level of responsibility in the organization size using the Neyman (1953) allocation formula:

$$n_h = \left(\frac{N_h}{N} \right) n$$

Where, n_h is the sample size for stratum h, n is total sample size, N_h is the population size for stratum h, N is the total population. Hence, the sample size obtained was spread as shown in Table 3.1.

Table 3.1: Spreading the sample across the study area

Respondent type	Population	Sample size
Management and supervisors	415	8
Staff	4885	90
Total	5300	98

Source: Researcher (2016)

3.5 Instruments

The study used primary data which was collected directly from the respondents using the research instruments while secondary data was collected in form of records from reports and other relevant publications.

The study used questionnaires (Appendix II) as data collecting instruments. The questionnaire adopted a closed-ended format. The selection of these tools has been guided by the nature of data to be collected, time available and the objectives of the study. It has quite a number of advantages which include: confidentiality; time saving; and reduced interviewer bias. Questionnaires also have the advantages of low cost, easy access, physical touch to widely dispersed samples (Fowler, 1993) and also the fact that the results are quantifiable. However, the use of questionnaires requires careful preparation as it could easily confuse the respondents, or discourage them, or simply fail to capture important information needed in the study (Mugenda and Mugenda, 2009). This enabled the researcher to reduce both researcher and respondent biases.

3.6 Pilot Testing, Instrument Validity and Reliability

This study administered the questionnaires to the actual respondents after pilot testing them for correctness and accuracy on 20 non-participatory respondent sample. Piloting was done in the neighboring Baringo County government.

Validity is the precision and importance of inferences premised on the results of the study. It is a measure of how well a test measures what it is supposed to measure. It is concerned with the accurate representation of the variables under study. The study adopted content validity to show whether the test items represent the content that the test is designed to measure (Mugenda & Mugenda, 2009). In order to ensure that all the items used in the questionnaires are consistent and valid, the instruments were subjected to scrutiny and review by experts in Kabarak University. The items were rephrased and modified to avoid ambiguity before being used for data collection.

The manner in which a question is formulated can also result in inaccurate responses since individuals tend to furnish the interviewers with false answers to particular questions. This necessitates the need for reliable instruments to enable the researcher to extract accurate information from the respondent (Mugenda & Mugenda, 2003) in order to maximize the reliability and validity of the data collected. Thus, in essence, reliability is the measure of the consistency of the results from the tests of the instruments. It is a measure of the extent to which a research instrument yields dependable results or data after several trials. Internal consistency was employed in the study to check the reliability of the research instruments. This was done by calculating the Cronbach's alpha coefficient for all the sections of the questionnaire from the results of the pilot study. Values of the Cronbach's alpha coefficient above 0.7 indicate high internal consistency (Cronbach & Azuma, 1962). The Cronbach's alpha coefficient computed for the study instruments was $\alpha = 0.8442$ and was deemed acceptable for study purposes.

3.7 Data Collection Procedures

Both for legal and ethical considerations, the researcher obtained a permit before embarking on the actual study. Permission to conduct this research was sought from the relevant authorities and the Nakuru County Government in advance. Care was taken to ensure that the data is scored

correctly, and systematic observations made. Primary data was collected mainly utilizing quantitative and qualitative methods to obtain in depth information of the study variables. Every respondent was approached through the management separately and handed the questionnaires to fill in his own time. The questionnaires were then collected after one week when they had been duly filled by the respondents.

3.8 Data Processing and Analysis

Data obtained from the questionnaires were first cleaned and edited before being coded and subjected to further analysis. The Likert scales in closed ended questions in the questionnaires were converted to numerical codes and be scored on 1-5 point scale in order of magnitude of the construct being measured. They were then entered into the Statistical Package for Social Sciences (SPSS) version 21.0 computer program. Descriptive statistical analysis was done using, frequencies and percentages to describe the basic characteristics of the data. Inferential statistical analysis was done using the Pearson's Product-Moment Correlation Coefficient and multivariate regression analysis. Correlation analyses were used to measure the relationship between variables. The importance of this was that the results of the analysis can be generalized to the larger population. Multivariate regression was also used to establish if the relationship between the independent variables and the dependent variables are statistically significant through beta values. The regression model used in the study was assumed to hold under:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y= Workplace Harmony

β_0 =constant

$\beta_1 + \beta_3$ = weights crested from the variables (x_1, x_2, x_3) as shown below

X_1 = Dialogue Facilitation

X_2 = Equitable Resource Allocation

X_3 =Negotiation

X_4 =Employee Bonding

ε is the estimated error of the model that has a mean of zero at constant variance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS OF FINDINGS

4.1 Introduction

This chapter presents and discusses results arising from the data analyzed. The data collected was analysed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

4.1.1 Response Rate

Table 4.1 shows the response rate of the questionnaires.

Table 4.1: Response Rate

No. of questionnaires Returned	Target No. of respondents	Response Rate (%)
88	98	90

The high questionnaire response rate (90%) shown in Table 4.1 resulted from the method of administration of the instrument, which was in this case self-administered. This was acceptable according to Mugenda and Mugenda (2003). This method also ensured that the respondents' queries concerning clarity were addressed at the point of data collection; however, caution was exercised so as not to introduce bias in the process. The other questionnaires were found to be unusable for the study; hence, their results were not included in the findings.

4.2 Descriptive Statistics

This section presents the results of the descriptive statistical analyses of the data and their interpretations. The descriptive statistics used are the means, modes, medians and standard deviations. The descriptive statistics helped to develop the basic features of the study and form the basis of virtually every quantitative analysis of the data. The results were presented in terms of the study objectives.

4.2.1 Demographic Characteristics of the Respondents

The study sought to determine the demographic characteristics of the respondents as they are considered as categorical variables which give some basic insight about the respondents. The characteristics considered in the study were; range of ages of the respondents; gender; highest

level of education and; work experience in the Nakuru County Government. The results are summarized in Table 4.2

Table 4.2: Demographic Characteristics of the Respondents

Variable	Category	Frequency	Percentage(%)
Age in Years	18 – 30	26	29.5
	31 – 40	28	31.8
	41 – 50	19	21.6
	51 and above	15	17
Gender	Male	50	57
	Female	38	43
Level of study	Diploma	49	55.7
	Degree	25	28.4
	Masters	14	15.9
Experince in the Sector	0 - 1 yrs	11	12.5
	2 - 3 yrs	48	54.5
	Above 3 yrs	29	33

The results in Table 4.2 indicate that majority (31.8%) of the respondents were aged between 31 – 40 years of age. This indicates that the county government had was eager to recruit young people due to their dynamism and need to mould them into career staff in public administration. Majority (57%) of the respondents were also male although the high proportion of females indicated that the gender parity in the county government was high and met the constitutional threshold. The results also suggest that the highest academic qualifications of most (55.7%) of the respondents were diplomas and that most (54.5%) had worked in the sector for between two and three years. These demographic characteristics provide a clear spectrum of the employee’s basic background information, hence, it could be reasonably expected that they were conversant with the dynamics of public sector management, leadership and workplace harmony, hence, provided reliable information for the study.

4.2.2 Dialogue facilitation as a strategic leadership initiative

The first objective of the study was to determine the influence of dialogue facilitation as a strategic leadership initiative on workplace harmony in the Nakuru County Government. This objective was realized by asking the respondents to respond to several statements pertaining to the dialogue facilitation in their organization whenever conflict arises. The status of effects of this variable was rated on a 5 point Likert scale ranging from; 1 = Strongly Disagree to 5 = Strongly Agree. The results on this are summarized in Table 4.4.

Table 4.4: Dialogue facilitation as a strategic leadership initiative

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P- Value
The management encourages all members of staff to openly communicate any issues they have at the workplace	17(19.3)	26(29.5)	9(10.2)	20(22.7)	16(18.2)	108.54	0.001
The employees are also encouraged to raise issues no matter how difficult they feel they are	19(21.6)	37(42)	4(4.5)	19(21.6)	9(10.2)	35.384	0.001
During conflict, the management strives to bring all parties together	12(13.6)	28(31.8)	15(17)	21(23.9)	12(13.6)	95.384	0.001
Through strategic leadership, the management is able to address underlying tangible conflicts of interest, structural factors and the struggle for power and influence that occasion conflict in our organization	16(18.2)	27(30.7)	11(12.5)	20(22.7)	14(15.9)	86.361	0.001
Through strategic leadership, workplace conflict is resolved in the organization on a win-win basis for all the parties	14(15.9)	30(34.1)	13(18.2)	16(12.7)	15(17)	42.15	0.001
Through strategic leadership, dialogue is used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, not replace them.	18(20.5)	26(29.5)	10(11.4)	22(25)	12(13.6)	89.293	0.001

The findings in Table 4.4 suggest that the County management encourages all members of staff to openly communicate any issues they have at the workplace as indicated by majority (29.5%) of the respondents. Consequently, the employees were also encouraged to raise issues no matter how difficult they feel the issues were (42%). The findings also suggest that during conflict, the management played an active role in trying to bring all conflicting parties together (31.8%). Through strategic leadership, the management was able to address underlying tangible conflicts of interest, structural factors and the struggle for power and influence that occasion conflict in the organization (30.7%). Also, through strategic leadership, workplace conflict was resolved in the organization on a win-win basis for all the parties (34.1%). Other findings suggest that through strategic leadership, dialogue was used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, and not replace them (29.5%). All the chi-square tests for the predictors of dialogue facilitation were significant ($\chi^2 = p < 0.05$) suggesting that all the predictors indeed measured the variable as expected.

4.2.3 Equitable resource allocation as a strategic leadership initiative

Examining the influence of equitable resource allocation as a strategic leadership initiative on workplace harmony in the Nakuru County Government was the second objective of the study. In order to achieve this objective, the respondents were asked to respond to various questions describing the equitable resource allocation used in their organization to pre-empt or manage conflict in the workplace and promote workplace harmony. The responses of this variable were measured on a 5 point Likert scale ranging from; 1 = Strongly Disagree to 5 = Strongly Agree. These results are summarized in Table 4.5.

Table 4.5: Equitable resource allocation as a strategic leadership initiative

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P- value
The organization's management always strives to ensure that resources are distributed equitable across all departments	3(17.6)	8(47.1)	4(23.5)	0	2(11.8)	26.82	0.001
Through strategic leadership in resource allocation, the organization is able to resolve power disputes and encourage fair play at work	9(10.2)	26(29.5)	18(20.5)	20(29.5)	8(10.2)	19.29	0.001
The organization has put a committee in place that ensures equitable distribution of resources	11(12.5)	17(19.3)	15(17)	35(39.8)	10(11.4)	101.1	0.001
The organization's leadership strives to ensure that personnel distribution is done in such a way as not to overwork others	14(15.9)	20(22.7)	8(9.1)	33(37.5)	13(14.8)	75.03	0.001
All staff are entitled to extraneous allowances commensurate with their job groups across board	12(13.6)	12(13.6)	18(20.5)	29(33)	17(19.3)	94.18	0.001
The leadership sometimes plans for and schedules the use of experts or other resources where necessary	19(21.6)	30(34.1)	6(6.8)	25(28.4)	8(9.1)	53.73	0.001

As indicated by the findings in Table 4.5, majority (47.1%) of the respondents were of the feeling that the organization's management always strived to ensure that resources are distributed equitable across all departments. However, there was uncertainty over whether through strategic leadership in resource allocation, the organization was able to resolve power disputes and encourage fair play at work. The findings also indicate that the organization has not yet put a committee in place that ensures equitable distribution of resources (39.8%) and also that the organization's leadership has not done much to ensure that personnel distribution is done in such a way as not to overwork others (37.5%). Most (33%) of the respondents also appeared dissatisfied with their allowances as indicated by their responses regarding the statement "All staff are entitled to extraneous allowances commensurate with their job groups across board". Other findings also indicated that the leadership sometimes plans for and schedules the use of

experts or other resources where necessary (34.1%). All the chi-square tests for the predictors of dialogue facilitation were significant ($\chi^2 = p < 0.05$) suggesting that all the predictors indeed measured the variable as expected.

4.2.4 Negotiation as a strategic leadership initiative

The third objective of the study was to assess the influence of negotiation as a strategic leadership initiative on workplace harmony in the Nakuru County Government. This objective was measured by asking the respondents to react to various statements describing negotiation as a strategic leadership initiative used in their organization to promote workplace harmony. It was rated on a Likert scale with 5 points ranging from; 1 = Strongly Disagree to 5 = Strongly Agree.. These results are presented in Table 4.6.

Table 4.6: Negotiation as a strategic leadership initiative

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
The organization puts much priority on industrial relations at our workplace	17(19.3)	29(33)	8(9.1)	23(26.1)	11(12.5)	58.24	0.0001
Through strategic leadership the organization ensures that all disputes are negotiated successfully	11(12.5)	21(23.9)	7(7.9)	30(34.1)	19(21.6)	56.06	0.0001
The negotiation strategy is an integrative type where a win –win situation is created by the leadership	10(11.4)	28(31.8)	9(10.2)	31(35.2)	10(11.4)	46.36	0.0001
All disputes between staff and management are negotiated in good faith by their leaders	11(12.5)	23(26.1)	15(17)	25(28.4)	14(15.9)	72.23	0.0001
Through strategic leadership we are able to recognize the interests of the disputing sides and accommodate them in our negotiations	21(23.9)	28(31.8)	15(17)	15(17)	9(10.2)	49.52	0.0001
Through strategic leadership we have been able to avoid lawsuits through successful negotiations	18(20.5)	27(30.7)	13(14.8)	19(21.6)	11(12.5)	81.1	0.0001

The results in Table 4.6, suggest that the organization puts much priority on industrial relations at the workplace (33%). However, the findings show that strategic leadership was not being applied in the organization to ensure that all disputes were negotiated successfully (34.1%). Similarly, most (35.2%) of the respondents felt that the negotiation strategies being pursued in the organization were not of the integrative type where a win –win situation is created by the leadership. Majority (28.4%) of the respondents also expressed reservations over whether all disputes between staff and management were negotiated in good faith by their leaders. The findings, nevertheless, indicate that through strategic leadership the members of the organization was able to recognize the interests of the disputing sides and accommodate them in their negotiations (31.8%). In addition, through strategic leadership they were able to avoid lawsuits through successful negotiations (30.7%). All the chi-square tests for the predictors of negotiation as a strategic leadership initiative were indeed significant ($\chi^2 = p < 0.05$) suggesting that all the predictors indeed measured the variable as expected.

4.2.5 Employee bonding as a strategic leadership initiative

The fourth objective of this study was to determine the influence of employee bonding as a strategic leadership initiative on workplace harmony in the Nakuru County Government. This objective was measured by asking the respondents to react to various statements regarding dialogue facilitation as used in their organization to promote workplace harmony. It was also rated on a 5 point Likert scale ranging from; 1 = Strongly Disagree to 5 = Strongly Agree. These results are presented in Table 4.7.

Table 4.7: Employee bonding as a strategic leadership initiative

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
The organization's strategic plan on promotion is meant to encourage leadership in the areas concerned	9(10.2)	26(29.5)	18(20.5)	20(29.5)	8(10.2)	38.45	0.001
The organization's promotion policies are meant to communicate fairness of practice	11(12.5)	30(34.1)	7(7.9)	21(23.9)	19(21.6)	48.71	0.001
Through strategic leadership we seek to create common goals and hence bonds within the members of the organization	12(13.6)	29(33)	18(20.5)	12(13.6)	17(19.3)	48.12	0.001
Through strategic leadership the organization's is able to separate persons from the problem and hence offer genuine solutions to the problems at hand	20(22.7)	22(25)	13(14.8)	19(21.6)	14(15.9)	64.67	0.001
The organization's leadership also recognizes other employee needs and goals and meaningfully engages them in order to form bonds with them	15(17)	27(30.7)	10(11.4)	20(22.7)	16(18.2)	84.15	0.001
The organization usually encourage the members of our organization to take part in joint activities so as to enable them to bond effectively	20(22.7)	31(35.2)	4(4.5)	17(19.3)	16(18.2)	56.24	0.001

It is evident from the findings in Table 4.7 that there was uncertainty among the respondents over whether the organization's strategic plan on promotion was meant to encourage leadership in the areas concerned (29.5%). However, most (34.1%) felt that the organization's promotion policies were meant to communicate fairness of practice. It also emerges from the findings that through strategic leadership members of the organization sought to create common goals and hence bonds within the members of the organization (33%). Also through strategic leadership the organization's was able to separate persons from the problem and hence offer genuine solutions to the problems at hand (25%). It also emerges from the findings that the organization's leadership also recognizes other employee needs and goals and meaningfully engages them in order to form bonds with them (30.7%). The organization also usually encourage the members of

our organization to take part in joint activities so as to enable them to bond effectively (35.2%). All the chi-square tests for the predictors of employee bonding were significant ($\chi^2 = p < 0.05$) suggesting that all the predictors indeed measured the variable as expected.

4.2.6 Workplace harmony in the Nakuru County Government

The fifth objective of the study was to establish the state of workplace harmony in the Nakuru County Government. This objective was measured by asking the respondents to react to various statements regarding the harmonious working conditions in their workplace. The status of this variable was measured along a 5 point Likert scale ranging from; 1 = Strongly Disagree to 5 = Strongly Agree. These results are presented in Table 4.8.

Table 4.8: Workplace harmony in the Nakuru County Government

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-Value
As a result of strategic leadership in conflict resolution in the organization, our annual staff turnover rates are declining	14(15.9)	23(26.1)	13(14.8)	27(30.7)	11(12.5)	89.29	0.000
There is better coordination of activities in our workplace now due to use of strategic leadership in conflict resolution	18(20.5)	29(33)	11(12.5)	18(20.5)	12(13.6)	37.68	0.000
There is more consultation in the workplace on problem solving leading to improved performance	22(25)	25(28.4)	10(11.4)	20(22.7)	11(12.5)	42.42	0.000
The staffs levels of productivity has been increasing	16(18.2)	28(31.8)	12(13.6)	23(26.1)	9(10.2)	67.36	0.000
There are fewer industrial actions at the workplace nowadays	25(28.4)	29(33)	11(12.5)	13(14.8)	10(11.4)	121	0.000
The organization has managed to create a peaceful working environment for us all	21(23.9)	32(36.4)	5(5.7)	17(19.3)	13(14.8)	60.09	0.000

Looking at Table 4.8, it is evident that strategic leadership in conflict resolution in the organization was not necessarily being attributed to the declining annual staff turnover rates (30.7%). However, most (33%) respondents felt that there was better coordination of activities in the workplace now due to use of strategic leadership in conflict resolution. This was further evidenced by the finding that there was more consultation in the workplace on problem solving leading to improved performance. The findings also suggest that the staff levels of productivity

has been increasing and there were fewer industrial actions at the respondents workplace presently. Most (36.4%) of the respondents also felt that the organization has managed to create a more peaceful working environment for all employees. All the chi-square tests for the predictors of workplace harmony in this study were found to be significant ($\chi^2 = p < 0.05$) suggesting that all the predictors indeed measured the variable as expected.

4.3 Inferential Statistics

The study used inferential statistics involving correlation analysis and multiple regression in order establish the relationships between the dependent and independent variables.

4.3.1 Correlation Analysis

Correlation analysis was carried out to ascertain the extent of interdependence of the independent variables and also determine the exact nature of their association with the dependent variable separately. The significance of the correlations was determined at $p \leq 0.05$. The results are summarized in Table 4.9.

Table 4.9: Summary of Correlations

		Dialogue Facilitation	Resource Allocation	Negotiation	Employee Bonding	Workplace Harmony
Dialogue Facilitation	Pearson Correlation	1				
	Sig. (2-tailed)	0				
Resource Allocation	Pearson Correlation	0.159	1			
	Sig. (2-tailed)	0.205	0			
Negotiation	Pearson Correlation	0.297	0.182	1		
	Sig. (2-tailed)	0.11	0.158			
Employee Bonding	Pearson Correlation	0.193	0.388	.299	1	
	Sig. (2-tailed)	0.085	0.138	0.001		
Workplace Harmony	Pearson Correlation	0.516**	0.144**	0.349**	0.602*	1
	Sig. (2-tailed)	0.005	0.001	0.001	0.000	

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

The correlation summary shown in Table 4.9 indicates that the associations between the independent variables and the dependent variable were all significant at the 95% confidence level. Also, the inter-variable correlations between the independent variables were not strong enough to affect the relationship with the dependent variable, hence, the effects of multicollinearity were minimized.

The first correlation was done to determine whether dialogue facilitation as a strategic leadership initiative significantly influenced workplace harmony in the Nakuru County Government. The results in Table 4.9 shows that a significant relationship ($r = 0.516, p \leq 0.05$) existed between the variables. The high Pearson's product moment coefficient of correlation indicated that a strong relationship existed between the variables suggesting that a there was emphasis on employee bonding activities such as teamwork in the organization.

The study also sought to determine whether equitable resource allocation as a strategic leadership initiative significantly influenced workplace harmony in the Nakuru County Government. The correlation results in Table 4.9 indicates that a significant relationship ($r = 0.144, p \leq 0.05$) existed between the variables. The Pearson's product moment coefficient of correlation was, however, low and suggests that a weak relationship existed between the variables. This shows that resource allocation as a way of mitigating workplace conflict was not being strategically pursued in the organization.

It was also important to determine whether risk negotiation as a strategic leadership initiative significantly influenced workplace harmony in the Nakuru County Government. The correlation analysis in Table 4.9 indicates that a there was indeed a significant relationship ($r = 0.349, p \leq 0.05$) between the variables. The result suggests that given the way things were at the moment, negotiation as a strategic initiative was having a moderate effect on workplace harmony.

Finally, the study also sought to establish whether employee bonding as a strategic leadership initiative significantly influenced workplace harmony in the Nakuru County Government. It is evident from the correlation results in Table 4.9 that a significant relationship ($r = 0.602, p \leq 0.05$) existed between the variables. The very strong relationship between the variables suggest

that there was emphasis on employee bonding activities such as teamwork in the organization.

4.3.2 Regression Analysis

Multiple regression analysis was used to assess the relationship between the dependent variable and all the independent variables combined. This analysis was used to answer the questions; how do the independent variables determine the dependent variable in a collective set up; to what extent does each independent variable affect the dependent variable in such a collective set-up, and; which are the more significant factors?

The results are given in the model summary in Table 4.10.

Table 4.10: Multiple linear regression analysis model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.766 ^a	0.5868	0.5541	1.69952

- a. Predictors: (Constant), Workplace Harmony
- b. Predictors: (Constant), Dialogue Facilitation, Resource Allocation, Negotiation, Employee Bonding

The results in Table 4.10 show that the value obtained for R, which is the model correlation coefficient is $r = 0.766$ which was higher than any zero order value in the table. This indicates that the model improved when more variables were incorporated when trying to determine the effect of strategic leadership on workplace harmony in Nakuru County Government. The r-square value of, $r = 0.5868$, also indicates that the regression model could explain for approximately 58.7% of the variations in the dependent variable.

To answer the question about the influential order of the strategic leadership initiatives in promoting workplace harmony in Nakuru County Government, the beta value was used and the results of this are as summarized in Table 4.11.

Table 4.11: Multiple linear regression results

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	13.235	4.126		2.874	0.225		
Dialogue Facilitation	0.568	0.06	0.427	4.27	0.001	0.806	1.241
Resource Allocation	0.386	0.301	0.317	1.857	0.001	0.864	1.157
Negotiation	0.332	0.085	0.295	8.188	0.012	0.642	1.558
Employee Bonding	0.493	0.177	0.409	2.456	0.002	0.718	1.393

Dependent Variable: Workplace Harmony

The results in Table 4.11 indicate that the most influential strategic leadership initiatives in promoting workplace harmony in Nakuru County Government was Dialogue Facilitation ($\beta_1 = 0.568$). This was followed by information and Employee Bonding, Resource Allocation and Negotiation, in that order. The beta values for these variables $\beta_2 = 0.493$, $\beta_3 = 0.386$ and $\beta_4 = 0.332$ respectively indicate that the dependent variable, that is, workplace harmony would change by a corresponding number of standard deviations when the respective independent variables change by one standard deviation. Therefore, all the strategic leadership initiatives identified in the study objectives were seen to positively affect the workplace harmony in Nakuru County Government in the multivariate regression model. The resulting model is, therefore;

Workplace Harmony = 13.235 + 0.568 Dialogue Facilitation + 0.386 Resource Allocation + 0.332 Negotiation + 0.493 Employee Bonding

The results of the ANOVA performed on the independent and dependent variables are summarized in Table 4.12.

Table 4.12: Summary of ANOVA

Source of variations	Sum of Squares	df	Mean Square	F	Sig.
Regression	653.018	4	163.254	58.571	.000 ^b
Residual	231.346	83	2.787		
Total	884.364	87			

The results of Table 4.12 indicate that there is a significant difference between the computed means of the variables strategic leadership initiatives and the workplace harmony in Nakuru

County Government. ($F_o = 58.571 > F_c = 2.52$; $\alpha < 0.05$; $df = 4, 83$; $p = 0.000$). This finding confirms the finding suggested by Table 4.10. The study therefore establishes that Dialogue Facilitation, Resource Allocation, Negotiation, Employee Bonding were all significant strategic leadership initiatives influencing workplace harmony in Nakuru County Government. This means that all these strategic leadership initiatives made a notable difference in promoting workplace harmony in Nakuru County Government.

4.3.3 Hypothesis Testing

H0₁: Dialogue facilitation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

Concerning the first hypothesis (H0₁), the findings in the multiple regression model suggested that there was a significant relationship between dialogue facilitation as a strategic leadership initiative and workplace harmony in Nakuru County Government ($\beta = 0.568$, $p = 0.001$). Thus, the null hypothesis was rejected. This indicates that dialogue facilitation between the leadership and members of the organization was advancing workplace harmony. This finding appeared to support those of Mwangi and Ragui (2013) who found that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee's performance. In particular, the study established that poor dialogue facilitation often resulted in protracted conflict among the members of the organization. According to Apel (1990), dialogues can be viewed as one means – if not the classical one – of dealing constructively with conflicts. Of equal importance is the fact that a dialogue process can often have positive effects such as a reduction of violence, even if the eventual solution still remains out of reach.

H0₂: Equitable resource allocation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

With regard to the second hypothesis (H0₂), the findings in the multivariate regression model suggested that there was a significant relationship between resource allocation as a strategic leadership initiative and workplace harmony in Nakuru County Government ($\beta = 0.386$, $p = 0.001$). This led to the rejection of the null hypothesis. This finding suggests that though resource allocation was demonstrating its significance in promoting workplace harmony in the

organization, it was being underutilized as a strategic leadership initiative. These findings concur with those of a research by CIDP (2008) which identified heavy workloads and inadequate resources as key reasons for conflicts encountered at workplace. According to Ivancevich (1996), many factors are known to influence conflicts in workplaces among them, competition for scarce resources, divergence, autonomy, and goals divergence as a result to difference in opinion. Guetzkow and Gyr (2006) supported the need for strategic resource allocation in reducing workplace conflict while explaining that it involves expanding the playing field so the parties can each get more of the resources they need. Also Magargee (1976) had contended in the Deprivation Theory that the more deprived work colleagues felt, the more aggressive incidents seem to occur in the workplace, suggesting environmental influence on their behaviours.

H0₃: Negotiation as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

In relation to the third hypothesis (H0₃), the findings in the multivariate regression model indicated that there was a significant relationship between negotiation as a strategic leadership initiative and workplace harmony in Nakuru County Government ($\beta = 0.332$, $p = 0.012$). Therefore, the null hypothesis was rejected. Hence, it is evident from this finding compared to the others in this study that though negotiations were being used to promote workplace harmony, they had the least influence. This finding agrees with Gavin (2005) that the underlying purpose of a particular negotiation may not be agreement at all, but rather delay or propaganda. Delay forestalls action while one awaits more favorable circumstances; and propaganda seeks to embarrass the other party, promote positions that public opinion would favor, or to simply avoid the onus of failing to negotiate. Nonetheless, according to Brazeal (2009), negotiation is still an important strategy in resolving workplace conflict.

H0₄: Employee bonding as a strategic leadership initiative does not significantly influence workplace harmony in the Nakuru County Government

Finally, regarding the fourth hypothesis (H0₄), the findings in the multivariate regression model suggested that there was a significant relationship between employee bonding as a strategic leadership initiative and workplace harmony in Nakuru County Government ($\beta = 0.493$, $p = 0.002$). This led to the rejection of the null hypothesis. From this finding it can be deduced that

employee bonding was an important strategic leadership tool that was instrumental in promoting workplace harmony. This finding agreed with Akhaukwa et al., (2013) who found that poor work relations emanating from lack of bonding so as to understand each other's approach to work and views contributed to lack of harmony in the workplace. This was largely attributed to poor working relations and increasing numbers of industrial actions to resolve work related disputes. According to Zemke, Raines and Filipczak (2000), effective leaders realize that they need to know people as individuals to truly understand their interests. When one understands where the other person's true interests lie, one can then shape his messages and actions to accommodate those interests in ways that will achieve their mutual goals.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study whereupon the conclusions are arrived at. Some useful recommendations are then suggested to stakeholders at the end of the chapter to enable them to come up with viable solutions with regard to the study problem.

5.2 Summary of the Findings

This section presents the summary of the findings in terms of the objectives, the types of analysis and the major findings of the research. The present study sought to investigate influence of strategic leadership initiatives on workplace harmony in Nakuru County Government. To gain insight into this, the study sought to determine how dialogue facilitation, equitable resource allocation, negotiation and employee bonding as strategic leadership initiatives influenced workplace harmony in the Nakuru County Government.

The first objective of the study was to determine the influence of dialogue facilitation as a strategic leadership initiative on workplace harmony in the Nakuru County Government. The findings revealed that the County management encourages all members of staff to openly communicate any issues they have at the workplace. The employees were also encouraged to raise issues no matter how difficult they felt the issues were. The findings also revealed that the management played an active role in trying to bring all conflicting parties together. In particular, it emerged that through strategic leadership, the management was able to address underlying tangible conflicts of interest, structural factors and the struggle for power and influence that occasion conflict in the organization. Also, through strategic leadership, workplace conflict was resolved in the organization on a win-win basis for all the parties. In addition, through strategic leadership dialogue was used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, and not replace them. The second objective of the study was to examine the influence of equitable resource allocation as a strategic leadership initiative on workplace harmony in the Nakuru County Government. The findings revealed that the organization's management always strived to ensure that resources are distributed equitable across all departments. However, there was uncertainty over whether

through strategic leadership in resource allocation, the organization was able to resolve power disputes and encourage fair play at work. The findings also revealed that the organization had not yet put a committee in place that ensures equitable distribution of resources and also that the organization's leadership has not done much to ensure that personnel distribution is done in such a way as not to overwork others. There was dissatisfaction with allowances paid on extraneous duties, however, it was also revealed that the leadership sometimes outsourced the services of experts where necessary.

The third objective of the study was to assess the influence of negotiation as a strategic leadership initiative on workplace harmony in the Nakuru County Government. The findings revealed that the organization puts much priority on industrial relations at the workplace. However, the findings revealed that strategic leadership was not being applied in the organization to ensure that all disputes were negotiated successfully. Subsequently, the negotiation strategies being pursued in the organization were not of the integrative type where a win-win situation is created by the leadership. There was concern that all disputes between staff and management were not negotiated in good faith by their leaders. However, through strategic leadership the members of the organization was able to recognize the interests of the disputing sides and accommodate them in their negotiations. In addition, through strategic leadership they were able to avoid lawsuits through successful negotiations.

The fourth objective of this study was to determine the influence of employee bonding as a strategic leadership initiative on workplace harmony in the Nakuru County Government. The results indicated that there was uncertainty over whether the organization's strategic plan on promotion was meant to encourage leadership in the areas concerned. However, there was a feeling that the organization's promotion policies were meant to communicate fairness of practice. It also emerged from the findings that through strategic leadership members of the organization sought to create common goals and hence bonds within the members of the organization. Additionally, through strategic leadership the organization's was able to separate persons from the problem and hence offer genuine solutions to the problems at hand. The organization's leadership were also seen to recognize other employee needs and goals and meaningfully engage them in order to form bonds with them. It was also revealed that the

organization also usually encourage the members of our organization to take part in joint activities so as to enable them to bond effectively.

5.3 Conclusions

Based on the results of the study, it can be concluded that that through strategic leadership, dialogue was used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, and not replace them. Essentially, the management was able use dialogue to address underlying tangible conflicts of interest, structural factors and the struggle for power and influence that occasion conflict in the organization. It can also be concluded that resource allocation was not being applied effectively through strategic leadership able to resolve power disputes and encourage fair play at work in the organization. In particular, the organization's leadership had not yet put a committee in place that ensured equitable distribution of resources including human resources. The study also established that strategic leadership was being applied in the organization to ensure that all disputes were negotiated successfully. As such, there was concern that all disputes between staff and management were not negotiated in good faith by their leaders. Lastly, the study concludes that through strategic leadership members of the organization sought to create common goals and hence bonds within the members of the organization. In addition, the organization also usually encourage the members of our organization to take part in joint activities so as to enable them to bond effectively.

5.4 Recommendations

The following recommendations are drawn with regard to the study findings.

The organization needs to carry out onboarding practices to ensure that new employees or employees being moved to other areas are conversant with the communications channels to be used when airing their views.

There is need for the organization's management to ensure that a committee has been put in place that ensures equitable distribution of resources. Also periodic reviews of employee resourcing would enable them address emerging resource allocation issues that could result in disputes if unchecked.

The organization management needs to focus their strategic leadership skills on negotiating industrial disputes so as to have a more win-win outcome for the members that would eventually dissipate conflict within the organization among staff and management.

The organization's strategic plan on promotion ought to be well canvassed and circulated among the members so as to enable them see the organization's vision for leadership in the areas concerned.

5.5 Suggestions for further study

The following areas are recommended for further research;

The role of strategic leadership in implementation of collective bargaining agreements when solving industrial disputes. The role of strategic leadership in reforming organization culture.

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APPENDICES

Appendix I: Letter of Introduction

Zachary Sumukwo,
P.O. Box 9722-20100
Nakuru,
11th May, 2016

The County Secretary,
Nakuru County Government,
Private Bag,
Nakuru

Dear Sir/Madam,

RE: REQUEST TO CARRY OUT RESEARCH AMONG COUNTY PERSONNEL

I am a postgraduate student at Kabarak University and I am carrying out a research as part of my academic requirement. The research focuses on the *influence of strategic leadership initiatives on workplace conflict resolution in the Nakuru County Government*.

You have been randomly chosen to participate in this study. I request you kindly to fill the attached questionnaire as sincerely as possible. Your identity will be held in confidence.

Thank you very much for your cooperation

Yours sincerely,

Zachary Simukwo

The management encourages all members of staff to openly communicate any issues they have at the workplace					
The employees are also encouraged to raise issues no matter how difficult they feel they are					
During conflict, the management strives to bring all parties together					
Through strategic leadership, the management is able to address underlying tangible conflicts of interest, structural factors and the struggle for power and influence that occasion conflict in our organization					
Through strategic leadership, workplace conflict is resolved in the organization on a win-win basis for all the parties					
Through strategic leadership, dialogue is used in the organization to complement other forms of diplomatic or political processes, or lay the groundwork for future and more formal talks, not replace them.					

SECTION C: Equitable resource allocation as a strategic leadership initiative

8. The following are statements related to how equitable resource allocation as a strategic leadership initiative influences workplace conflict resolution in the Nakuru County Government. Please indicate whether you Strongly Agree (SA), Agree (A), are Undecided (UD), Disagree (D), or Strongly Disagree (SD) with the statements as relates to your school.

Statement	SA	A	UD	D	SD
The organization's management always strives to ensure that resources are distributed equitable across all departments					
Through strategic leadership in resource allocation, the organization is able to resolve power disputes and encourage fair play at work					
The organization has put a committee in place that ensures equitable distribution of resources					
The organization's leadership strives to ensure that personnel distribution is done in such a way as not to overwork others					
All staff are entitled to extraneous allowances commensurate with their job groups across board					
The leadership sometimes plans for and schedules the use of experts or other resources where necessary					

SECTION D: Negotiation as a strategic leadership initiative

9. The following statements related to how negotiation as a strategic leadership initiative influences workplace conflict resolution in the Nakuru County Government. Please indicate whether you Strongly Agree (SA), Agree (A), are Undecided (UC), Disagree (D), or Strongly Disagree (SD) with the statements as relates to your school.

Statement	SA	A	UD	D	SD
The organization puts much priority on industrial relations at our workplace					
Through strategic leadership the organization ensures that all disputes are negotiated successfully					
The negotiation strategy is an integretive type where a win –win situation is created by the leadership					
All disputes between staff and management are also negotiated in good faith by their leaders					
Through strategic leadership we are able to recognize the interests of the disputing sides and accomodate them in our negotiations					
Through strategic leaderhip we have been able to avoid lawsuits through successful negotiations					

SECTION E: Employee bonding as a strategic leadership initiative

10. The following are statements related to how employee bonding as a strategic leadership initiative influences workplace conflict resolution in the Nakuru County Government. Please indicate whether you Strongly Agree (SA), Agree (A), are Undecided (UC), Disagree (D), or Strongly Disagree (SD) with the statements as relates to your school.

Statement	SA	A	UD	D	SD
The organization’s strategic plan on promotion is meant to encourage leadership in the areas concerned					
The organization’s promotion policies are meant to communicate faireness of practice					
Through strategic leadership we seek to create common goals and hence bonds within the members of the organization					
Through strategic leadership the organization’s is able to separate persons from the problem and hence offer genuine solutions to the problems at hand					
The organization’s leadership also recognizes other employee needs and goals and meaningfully engages them in order to form					

bonds with them					
The organization usually encourage the members of our organization to take part in joint activities so as to enable them to bond effectively					

SECTION F: Workplace harmony in the Nakuru County Government

11. The following are statements related to workplace harmony in the Nakuru County Government. Please indicate whether you Strongly Agree (SA), Agree (A), are Undecided (UC), Disagree (D), or Strongly Disagree (SD) with the statements as relates to your school.

Statement	SA	A	UD	D	SD
As a result of strategic leadership in conflict resolution in the organization, our annual staff turnover rates are declining					
There is better coordination of activities in our workplace now due to use of strategic leadership in conflict resolution					
There is more consultation in the workplace on problem solving leading to improved performance					
The staff levels of productivity has been increasing					
There are fewer industrial actions at the workplace nowadays					
The organization has managed to create a peaceful working environment for us all					

Thank you very much

-God bless-