

Table 2: Effects of avoidance strategies on the performance

Avoidance strategies	M	SD
We always avoid confrontation about their differences when discussing conflict matters	2.39	1.26
As much as possible we always avoid differences of opinion	2.22	1.21
We always seek to make any looming differences to be less severe	2.22	1.25
We always try to avoid any confrontation among conflicting sides	2.16	1.27
We always negotiate such that compromise can be reached easily	3.42	1.26
Effect of avoidance strategies	2.48	1.25

Source: Field data (2022)

In Table 2, it is shown that the respondents disagreed with assertion that they always avoided confrontation about their differences when discussing conflict matters (M= 2.39, SD = 1.26) as they disagreed with sentiment that as much as possible, they always avoided differences of opinion (M= 2.22, SD = 1.21). Moreover, they disagreed that they always sought o make any looming differences to be less severe (M= 2.22, SD = 1.25) and they further disagreed with the claim that they always tried to avoid any confrontation among conflicting sides (M= 2.16, SD = 1.27). Nevertheless, it was agreed that they always negotiate such that compromise could be reached easily (M= 3.42, SD = 1.26). The results show that the avoidance strategies had low impact on performance of Garissa level five Hospital in Kenya (M= 2.48, SD = 1.25).

These findings confirm the findings in the research by Sammy (2016) that staying away from conflicts have a lower probability of having their performance negatively impacted. It was also highlighted that reducing disputes by making it easier for employees to agree reduces the length of time it takes to resolve a problem. Thus, harmonious coexistence among employees resulted in better performance. However, at Garissa level five Hospital in Kenya avoidance strategies were poorly employed to drive performance while at the same time the performance of Garissa level five Hospital in Kenya was moderate. This is to mean that failure to fully employ avoidance strategies is related to the “strangling” performance of Garissa level five Hospital in Kenya. The avoidance of confrontation about their differences when discussing conflict matters was low and as well as the hospital had poor strategies of avoiding differences of opinion. While the conflict management strategies function lowly made any looming differences to be less severe, there was low avoidance any confrontation among conflicting sides. However, they highly negotiated to ensure that compromise could be reached easily.

4.4.3 Accommodating strategies and performance of Garissa level five hospital

The study assessed the second objective; to establish the relationship between accommodating strategies and performance of Garissa level five Hospital in Kenya to yield results captured in Table 3.

Table 3: Accommodating strategies and performance of Garissa level five hospital

Accommodating strategies	M	SD
Our conflict management meetings are always assertive and cooperative	3.44	1.26
We also seeking to improving relationships among conflicting parties	3.56	1.30
Our conflict management sessions seek for permanent and satisfactory solutions	2.81	1.24
At the end of the conflict management session all the parties are committed to the agreed upon resolutions	3.26	1.14
we examine issues until we find a solution that really satisfies him/her and the other party	3.27	1.13
We always stand for the goal and interests each party	3.42	1.20

We always examine ideas from both sides to find a mutually optimal solution	3.38	1.10
We work out a solution that serves interest of each party as much as possible	3.45	1.18
Effect of accommodating strategies	3.32	1.19

Source: Field data (2022)

The results in Table 3 show the respondent agreeing to the assertion that their conflict management meetings were always assertive and cooperative (M= 3.44, SD = 1.26). This was when it was agreed that they were also seeking to improving relationships among conflicting parties (M= 3.56, SD = 1.30). The argument that their conflict management sessions sought durable and satisfying solutions was met with neutrality (M= 2.81, SD = 1.24) and also showed neutrality on the claim that at the end of the conflict management session all the parties were committed to the agreed upon resolutions (M= 3.26, SD = 1.14). as they were not sure whether they looked into concerns until they discovered a solution that satisfied all parties (M= 3.27, SD = 1.13), they agreed that they always stood for the goal and interests each party (M= 3.42, SD = 1.20). Even though the responses always consider both sides' suggestions in order to achieve a mutually ideal outcome (M= 3.38, SD = 1.10), they agreed that they worked out a solution that serves interest of each party as much as possible (M= 3.45, SD = 1.18). Based on the results there was moderate employment of accommodating strategies (M= 3.32, SD = 1.19). Informed by these results, the employment of accommodating strategies in conflict management moderately affected the performance of Garissa level five hospital (M'mbwanga et al., 2021; Francis, 2018; Sammy, 2016). Francis (2018) research findings indicated that the expectations of the other parties engaged in the dispute are taken into account in accommodating strategies and that the approach protects human relationships and promotes organizational harmony. Accordingly, the accommodating style has a strong link to employee performance. This means that using moderate employment of accommodating strategies in in conflict management would lead to moderate performance of Garissa level five hospital This accommodating strategy, according to Khan et al. (2015), entails pleasing the other person, which leads to a high level of concern for others. As proven in the current study, the strategy tends to protect the interests of the other stakeholders, allowing for a fresh look at the overall issue.

4.4.4 Dominating strategies and performance of Garissa level five hospital

The study assessed the third objective; to establish the relationship between dominating strategies and performance of Garissa level five Hospital in Kenya to capture results in Table 4.

Table 4: Dominating strategies and performance of Garissa level five hospital

Dominating strategies	M	SD
In our meeting each party always only pushes its own point of view	2.67	1.13
Each party is always searching for its own gains	3.27	1.32
In our conflict management meeting each party fights for a good outcome for itself	3.30	1.21
Each does everything it can to win	3.47	1.29
We always make speedy decisions	3.36	1.14
There is exceedingly highly uncooperative conflict management meeting	3.21	1.37
Effect of dominating strategies	3.21	1.24

Source: Field data (2022)

Among these table 4 results, there was neutrality on the claim each party always only pushed its own point of view (M= 2.67, SD = 1.13) and that each party was always searching for its own gains (M= 3.27, SD = 1.32). Although they were neutral on the assertion that in their conflict management meeting each party fought for a good outcome for itself (M= 3.30, SD = 1.21), they agreed that each did everything it could to win (M= 3.47, SD = 1.29). They were

not sure whether they always made speedy decisions or not ($M= 3.36$, $SD = 1.14$) and were also not sure whether there were exceedingly highly uncooperative conflict management meetings ($M= 3.21$, $SD = 1.37$). Based on these results, the dominating strategies was moderately employed in conflict management ($M= 3.21$, $SD = 1.24$). Grounded on these results, there was moderate employment of dominating strategies in conflict management at Garissa level five Hospital in Kenya. However, M'mbwanga et al. (2021) reveal that dominating strategies and performance have a strong positive relationship. Thus, there is a significant and positive relationship between performance and dominating strategies. This is to mean that the moderate of performance of Garissa level five Hospital in Kenya was associated to moderate employment of dominating strategies in conflict management at Garissa level five Hospital in Kenya. Sammy (2016) also revealed that using force to resolve conflicts is ineffective. Although a small percentage of workers felt that employee exploitation through low salaries aided in increasing performance, a large number of employees agreed that prompt decision making aided in enhancing employee performance. More so, Francis (2018) showed that the approach is widely utilized in public health facilities and is one of the most widely used conflict resolution strategies.

4.4.5 Compromising strategies and performance of Garissa level five hospital

The study assessed the fourth objective; to establish the relationship between compromising strategies and performance of Garissa level five Hospital in Kenya; producing Table 5.

Table 5: Compromising strategies and performance of Garissa level five hospital

Compromising strategies	M	SD
We always try to realize a middle ground when seeking for solutions	2.73	1.15
Our managers are always seeking for temporal solutions	3.45	1.20
our meeting resolutions are always partially assertive	3.39	1.05
We strive to realise a cooperative resolution to conflict	3.53	1.25
Our facility always emphasizes on having to find a compromise solution	3.41	1.21
When seeking to resolution our management always insist either giving a little	3.35	1.19
Whenever possible we always strive towards a fifty-fifty compromise	3.38	1.17
Effect of compromising strategies	3.32	1.17

Source: Field data (2022)

Table 5 show that although the respondents showed neutrality on the assertion that they always tired try to realize a middle ground when seeking for solution ($M= 2.73$, $SD = 1.15$), they agreed that their managers were always seeking for temporal solutions ($M= 3.45$, $SD = 1.20$). While the respondents were neutral on the assertion that their meeting resolutions were always partially assertive ($M= 3.39$, $SD = 1.05$), they agreed that they strived to realize a cooperative resolution to conflict ($M= 3.53$, $SD = 1.25$) and agreed that their facility always emphasized on having to find a compromise solution ($M= 3.41$, $SD = 1.21$). While neutrality was prevalent on assertion that when seeking to resolution our management always insisted either giving a little ($M = 3.35$, $SD = 1.19$), claim that whenever possible they always endeavored towards a fifty-fifty compromise was associated with neutrality ($M= 3.38$, $SD = 1.17$). These findings show that compromising strategies was moderately employed in conflict management ($M= 3.32$, $SD = 1.17$). Founded on these results, compromising strategies was moderately employed in conflict management. Meanwhile, the research by Kagwiria (2019) found that compromising strategies has a positively significant impact on performance. Compromise approach may provide a temporary solution while still looking for a win-win situation, and compromise emphasizes something that is frequently overlooked in personal and commercial interactions. Based on the findings by Kagwiria (2019), then the

moderate performance of Garissa level five Hospital in Kenya may be attributed to the moderate employment of compromising strategies in conflict management. But this study found that managers were always seeking for temporal solutions they strived to realize a cooperative resolution to conflict while the conflict management meeting always emphasized on having to find a compromise solution. On the other hand, Abazeed (2017) found that compromise has a major impact on organizational commitment in his study. More so, Ndulue and Ekechukwu (2016) found that there is a significant relationship between employee satisfaction and willingness to compromise. This implies that conflict resolution approaches such as compromise aid in improving performance (Gitonga, 2015).

4.5 Inferential Analysis

4.5.1 Correlation Analysis

Correlation analysis was performed using Pearson's product method (PPM) at a 5% (0.05) level of significance to determine the presence of a link between the DV and each IVs; avoidance strategies, accommodating strategies, dominating strategies, and compromising strategies and the results presented in table 6.

Table 6: Correlation Analysis statistics

		Performance	Avoidance strategies	Accommodating strategies	Dominating strategies	Compromising strategies
Performance	Pearson Correlation	1	.582**	.586**	.421**	.491**
	Sig. (2-tailed)		0.00	0.00	0.00	0.00
	N	119	119	118	117	116
Avoidance strategies	Pearson Correlation	.582**	1	.607**	.415**	.412**
	Sig. (2-tailed)	0.00		0.00	0.00	0.00
	N	119	119	118	117	116
Accommodating strategies	Pearson Correlation	.586**	.607**	1	.423**	.377**
	Sig. (2-tailed)	0.00	0.00		0.00	0.00
	N	118	118	118	117	116
Dominating strategies	Pearson Correlation	.421**	.415**	.423**	1	.321**
	Sig. (2-tailed)	0.00	0.00	0.00		0.00
	N	117	117	117	117	115
Compromising strategies	Pearson Correlation	.491**	.412**	.377**	.321**	1
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	
	N	116	116	116	115	116

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

Source: Field data (2022)

In here, each of the IV; avoidance strategies (p <0.001), accommodating strategies (p <0.001), dominating strategies (p<0.001), and compromising strategies (p <0.001), was significantly related to performance of Garissa level five hospital, Kenya since the p-value for each was less than 0.05. It is also demonstrated that avoidance strategies (p 0.001; r = 0.582), accommodating strategies (p 0.001; r = 0.586), dominating strategies (p 0.001; r = 0.421), and compromising strategies (p 0.001; r = 0.491) had a moderately significant relationship with the performance of Garissa level five hospital, Kenya, with the correlation coefficient (r) between 0.3 and 0.6 among these relationships, accommodating strategies (r = 0.586) had the highest then avoidance strategies (r = 0.582) which was followed by compromising strategies (r = 0.491) and lastly dominating strategies (r = 0.421).

4.5.3 Regression Analysis

Table7: Regression Results

	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.383	.431		.889	.376
Avoidance strategies	.193	.082	.193	2.337	.021

Accommodating strategies	.213	.093	.188	2.281	.024
Dominating strategies	.130	.061	.167	2.135	.035
Compromising strategies	.302	.065	.375	4.668	.000

a. Dependent Variable: performance of Garissa level five hospital, Kenya

Source: Field data (2022)

The findings (T= 2.337; p= 0.021) were used to test the first hypotheses

H₀₁: Conflict avoidance strategies do not significantly affect performance of Garissa level five Hospital in Kenya

H_{a1}: Conflict avoidance strategies significantly affect performance of Garissa level five Hospital in Kenya

These outcomes demonstrate that at $\alpha= 0.05$, avoidance strategies have a significant effect on the performance of Garissa level five hospital, Kenya. So the null hypothesis is rejected and the alternate accepted and henceforth there is substantial proof that avoidance strategies are a useful estimator of performance of Garissa level five hospital, Kenya.

According to the findings, the p-value <0.05; (T= 2.281; p = 0.024), for testing the hypotheses;

H₀₂: Conflict accommodating strategies do not significantly affect performance of Garissa level five Hospital in Kenya

H_{a2}: Conflict accommodating strategies significantly affect performance of Garissa level five Hospital in Kenya.

there is a significant association between accommodating techniques and the performance of Garissa level five hospital in Kenya. There is extensive proof that accommodating techniques are useful estimators of performance of Garissa level five hospital in Kenya at the 0.05, 5% significance level.

From the outcomes, (T= 2.135; p= 0.035), produced on testing hypotheses;

H₀₃: Conflict dominating strategies do not significantly affect performance of Garissa level five Hospital in Kenya

H_{a3}: Conflict dominating strategies significantly affect performance of Garissa level five Hospital in Kenya.

the p-value is less than 0.05 is a signal that there is a substantial association between dominating techniques and performance of Garissa level five hospital in Kenya. As a result, at 0.05, there is substantial proof that the prevailing strategy is a useful indicator of Garissa level five hospital's performance.

The hypotheses

H₀₄: Conflict compromising strategies do not significantly affect performance of Garissa level five Hospital in Kenya

H_{a4}: Conflict compromising strategies significantly affect performance of Garissa level five Hospital in Kenya.

Were tested based on the finding, the p-value is less than 0.05 (T= 4.666; p< 0.01). These results are indicating that there is a significant relationship between compromising strategies and performance of Garissa level five hospital in Kenya, and at 0.05, there is substantial proof that compromising strategies is a useful estimator of performance of Garissa level five hospital in Kenya.

So, avoidance strategies, accommodating strategies, dominating strategies, and compromising strategies have a considerable impact on Garissa level five hospital's performance and are

thus appropriate estimators of Garissa level five hospital's performance. According to the findings, the most significant effect is compromise tactics (=0.302), followed by accommodating strategies (= 0.213), avoidance techniques (=0.193), and finally dominating strategies (= 0.130).

To get a linear regression equation, the model is derived using the results in Table 4.15.;

Performance of Garissa level five hospital, Kenya (\hat{Y}) = 0.383cons + 0.193 avoidance strategies (X_1) + 0.213 accommodating strategies (X_2) + 0.130 dominating strategies (X_3) + 0.302 compromising strategies (X_4)

Table 8: Model Summary

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.560 ^a	.3137	.2896	.64205

a. Predictors: (Constant), compromising strategies, dominating strategies , accommodating strategies, avoidance strategies

Source: Field data (2022)

As per the results in table 4.16, the coefficient of determination (R^2) of 0.3137 indicates that avoidance strategies, accommodating strategies, dominating strategies, and compromising strategies explain 31.37 percent of the change in performance of Garissa level five hospital in Kenya.

ANOVA statistics are used to determine whether the model is insignificant in estimating the performance of Garissa level five hospital, Kenya. Table 9 summarizes the findings.

Table 9: ANOVA

ANOVA ^a						
	Sum of Squares	Df	Mean Square	F	Sig.	
Regression	21.481	4	5.370	13.027	.000 ^b	
Residual	46.993	114	.412			
Total	68.474	118				

a. Dependent Variable: performance of Garissa level five hospital, Kenya

b. Predictors: (Constant), compromising strategies, dominating strategies , accommodating strategies, avoidance strategies

Source: Field data (2022)

The results reveal that p-value = 0.000 in (F= 14.489, P<0.01), which is smaller than p-value 0.05. Since p-value 0.05, there is enough evidence to suggest that at least one of the avoidance tactics, accommodating strategies, dominating strategies, and compromising strategies is effective in explaining the performance of Garissa level five hospital in Kenya. According to the data, (F_{4,118} = 14.489) is more than (F-critical_{4,118} = 2.445), providing adequate evidence to determine that your model is significant. Because the F-test is significant, R-squared does not equal zero, indicating that the relationship between the model and the dependent variable is statistically significant.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

According to the findings, avoidance methods have a somewhat moderate significant influence on the functioning of Kenyan public hospitals. This is through; encompassing strategies that would emphasis on avoidance of confrontation about differences when discussing conflict matters, strategizing to ensure avoiding differences of opinion, providing for opportunity to make any looming differences to be less severe, having strategies that avoid any confrontation among conflicting sides, and developing approaches that advocate for highly negotiating all arising issues to ensure that compromise is easily reachable

According to the findings, accommodating methods have a moderately favorable significant influence on public hospital performance in Kenya. This strategy involves establishing an approach that provides forceful and cooperative conflict management meetings, improving relationships between opposing parties, encouraging all parties to adhere to all agreed-upon resolutions ensuring that all concerns are addressed until an amicable solution is found, studying concerns from both sides in order to discover a mutually optimal solution, as well as working out a solution that serves each party's interests.

The research concluded that dominant techniques have a moderately positive significant influence on public hospital performance in Kenya. The right tactics for improving public hospital performance in Kenya need; adding procedures that encourage each party to always press its own point of view, urging each party to fight for a favorable outcome that is focused on winning its case at some point, making quick judgments.

Finally, the study concludes that compromising methods have a moderately positive significant influence on public hospital performance in Kenya. Compromise tactics for improving public hospital performance in Kenya are designed to focus on achieving a middle ground while finding a solution, where the parties should strive for a fifty-fifty compromise. As a result, compromising techniques should focus finding a compromise solution in which each party is willing to give a little when seeking a resolution. If the disagreement is difficult to resolve quickly, there should be options for finding temporary solutions. Compromise tactics for meeting resolutions should always be partially assertive, with the goal of achieving a cooperative conflict settlement.

Finally, the study finds that at a 5% (0.05) level of significance, each of the following techniques had a substantial impact on public hospital performance in Kenya: avoidance strategies, accommodating strategies, dominating strategies, and compromising strategies. As a result, avoidance techniques, accommodating strategies, dominating strategies, and compromising strategies are all powerful predictors of public hospital performance in Kenya. While avoidance, domineering, and compromising methods are all directly proportional to the performance of public hospitals in Kenya, accommodating strategies are only indirectly proportional. According to the study, avoidance techniques, accommodating strategies, dominating strategies, and compromising strategies account for 31.37 percent of changes in public hospital performance in Kenya.

5.2 Recommendations

5.2.1 Recommendations on Research Findings

The study made policy recommendation guided by the study findings. Firstly, the study recommends that the public hospitals in Kenya should review their avoidance strategies and adopt those strategies in their human resources management strategies. They should importantly include provision in their conflict management polices to allay any confrontation about differences when discussing conflict matters and should ensure that there is guideline to ensure they guide during differences of opinion.

Secondly, the study recommends that public hospitals in Kenya should actively encourage employment of accommodating strategies in their conflict management guidelines. There should structure to ensure that all issues need to be examined until a solution that really satisfies all other parties and the goal and interests each party area addressed so as to find a mutually optimal solution which serves interest of each party.

Thirdly, the study recommends that during times of difficult situation (when the demands are unreasonable), public hospitals in Kenya should employ dominating strategies. This is where individual parties will be allowed to pushed their own point of view for their own gains and therefore fight for a good outcome for itself. In this case speedy decisions will be appropriate but there should be exceedingly highly cooperative conflict management meetings.

Lastly, the study recommends that public hospitals in Kenya should always employ compromising strategies in their conflict management and even review their policies where the team should always seek to realize a middle ground when seeking for solution. In this

case, meeting resolutions deserve to be partially assertive while sometimes endeavoring towards a fifty-fifty compromise and striving to realize a cooperative resolution to conflict.

5.2.2 Recommendations for Further Study

Based on the study findings and methodology, the present made some suggestions for further study which are

- i. The current study relies on data received from primary sources via a questionnaire. This information was totally subjective. As a result, a similar study using secondary data should be conducted to confirm the current study's conclusions.
- ii. The study discovered that avoidance techniques, accommodating strategies, dominating strategies, and compromising strategies account for 31.37 percent of the difference in public hospital performance in Kenya. This suggests that the remaining 69.63 percent is explained by other factors. As a result, the study suggests that more research be done to determine what factors affect the 69.63 percent improvement in public hospital performance in Kenya.

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