

COMPROMISE STRATEGY AND PERFORMANCE OF TELECOMMUNICATION INDUSTRY IN KENYA

Beatrice Kagwiria¹, Mr. Eliud Obere²

^{1,2}Department of Business Administration, School of Business, Kenyatta University, Kenya

Abstract: Managing of conflict among the employees within the telecommunication industry in Kenya is has been a challenge as a result of conflict which arises because of diverse composition of workforce which becomes difficulty for the human resource managers to effectively resolve. This study aimed at evaluating the influence of compromise strategy on the performance of telecommunication industry in Kenya. The study utilized a descriptive research design. A cluster sampling method was used to sample a population of 120 respondents comprising of human resource managers and support staff. Data was collected using questionnaires and analysed using descriptive statistics and regression analysis. The study found that compromise strategy and organizational performance had a significant relationship. The study concludes that compromise strategy enables that organization to effectively manage and resolve disputes arising from the employees very fast and stopping the possibility of escalating differences thus promoting a positive tolerant workplace culture. The study recommends that compromise strategy should be utilized mostly in a situation whereby both parties are ready to reach a mutual agreement.

Keywords: Compromise Strategy, Organizational Performance.

1. INTRODUCTION

Workplace conflict is a situation whereby employees struggle to demonstrate uneasiness in the workplace due to dispute arising from them when demanding for their interests to be addressed (Obi, 2012). Conflict in the workplace is rampant since employees are competing to be promoted, recognized and earn authority. Rahim (2012) observe that management of conflict entail effective design of strategies to reduce conflict from arising and promotes a beneficial functioning in optimizing organizational learning and effectiveness. Introduction of conflict management techniques is an extremely prominent procedure that is possible to implement using various methods in an organization.

According to Buyens and De Vos (2013) resolving conflict is linked to decision making. Decisions in a workplace are frequently made so as to meet the competitive desires and demands of all individuals who are obliged to obey those decisions. Making decisions is meant to solve undeserving treatment echoed by individuals. Lind and Tyler (2012) argue that, in the work relationship, as employees have surrendered expert to their supervisors, they know that choices made by people with great influence might be exploitative or propelled by ulterior thought processes.

According to Henry (2009) compromise strategy is a conventional method for adapting to strife, concurring to a limited extent with the other individual's view or request. The most serious issue in building up the establishments of contention control in organizations is to build up an activity of plan to distinguish conflicts at its underlying stage. Conflict situations are every now and again permitted to create to practically unmanageable extents before anything is done about them, at this point it is regularly past the point where it is possible to determine the contention by serene and procedural methods

2. STATEMENT OF THE PROBLEM

Human Resource Managers (HRM) in Airtel Kenya Limited are faced by many challenges in an attempt to resolve conflict arising among its workforce. As a result, conflict that occurs in the organization takes them by surprise and this leads to confusion and frustration. Most conflicts in Airtel Kenya Limited emerge from the organization not satisfying its aggregate concurrence with its workers and as a rule persevere because of the methodology in dealing with the conflicts. Accordingly, bringing about employee setting out on mechanical activity which now and again result to attempt to manage or add up to strike. The industrial actions by the employees ordinarily abandons them with a low spirit, decline in profitability, loss of gifted staff, loss of man and machine hours, turnover, increment in damaged items because of brought representatives responsibility down to work, and medical problems because of stress and depression. In this regard, the study evaluated the influence of compromise strategy on the performance of telecommunication industry in Kenya.

3. LITERATURE REVIEW

In a study carried out by Lidetu (2018) examined how organizational compromise management strategies affects the performance of hotel sectors in Ethiopia established that their staff perceived negatively on the strategies that were laid down by the management in resolving their conflicts. Theresa, Ndulue and Chinonso (2016) study focused how compromise strategy influenced the performance of employees and revealed that compromise strategy and employee performance had a significant relationship. Momanyi and Juma (2016) study focused on how conflict management strategies influence employee satisfaction in KCB Bank Kenya limited and established that the management of Kenya Commercial Bank was challenged in implementing compromise strategy. Ajike, Akinlabi, Magaji and Sonubi (2015) study focused on effects of compromise strategy and organizational performance of effects on the performance of Access Bank PLC in Nigeria and determined a positive correlation between compromise strategy and organizational performance.

4. RESEARCH METHODOLOGY

A descriptive research design was utilized. The population of the study was Safaricom Kenya Limited and Airtel Kenya Limited. The accessible population comprised of 130 employees who were sampled using cluster sampling method. Questionnaires were used to collect data from the field which was analysed using descriptive analysis and regression analysis.

5. FINDINGS

The study examined the relationship between compromise strategy and performance of Telecommunication Industry in Kenya. The findings are shown in Table 1.

Table 1: Compromise Strategy

Statement	Mean (M)	Standard Deviation (SD)
Compromise strategy makes the solution partially positive for everyone and clears the conflict up quickly	4.3	0.838
Compromise strategy leads to quick conflict resolution and the employee can keep on with their daily activities	4.2	1.150
Compromise highlights something that is often forgotten in personal and business relationships	4.4	0.693
Compromise strategy brings down the dimensions of strain and stress coming about because of the contention	3.9	1.321
Compromise strategy can give a transitory arrangement while as yet searching for a success win arrangement	4.5	0.763
Compromising might be increasingly down to earth when time is a factor	4.1	0.930
Aggregate Score	4.2	0.913

The results shows that the respondents strongly agreed compromise strategy influenced the performance of telecommunication industry in Kenya as indicated by the aggregate mean score of 4.2 and standard deviation of 0.913. Most of the respondents strongly agreed that compromise strategy can give a short course of action while up 'til now hunting down a triumph win game plan and that compromise highlights something that is often forgotten in personal and

business relationships as indicated by mean score of 4.5 and 4.4 respectively with respective standard deviation of 0.763 and 0.693. Lidetu (2018) study found that employees of these selected hotels have negative perception towards organizational conflict management strategies and they believe that the outcome of workplace conflict is bad.

The respondents agreed on the statements that compromise strategy makes the solution partially positive for everyone and clears the conflict up quickly, compromise strategy leads to quick conflict resolution and the employee can keep on with their daily activities, Compromising might be increasingly down to earth when time is a factor and that compromise strategy lowers the levels of tension and stress resulting from the conflict as indicated by mean score of 4.3, 4.2, 4.1 and 3.9 respectively with respective standard deviation of 0.838, 1.150, 0.930 and 1.321. Chen *et al.* (2012) study found that incorporating and trading off peace promotion practices are emphatically identified with occupation fulfillment; coordinating refereeing conduct is decidedly identified with development execution; and staying away from peacemaking conduct is adversely identified with advancement execution

6. CONCLUSIONS AND RECOMMENDATIONS

The study concludes that compromise strategy enables that organization to effectively manage and resolve disputes arising from the employees very fast and stopping the possibility of escalating differences thus promoting a positive tolerant workplace culture. The study recommends that compromise strategy should be utilized mostly in a situation whereby both parties are ready to reach a mutual agreement. The management must intervene so as to enable the employees in conflict to have a fair chance of listening to each other so as to arrive to amicable solution.

REFERENCES

- [1] Ajike, E. O., Akinlabi, B. H., Magaji, N., & Sonubi, A. O. (2015). Effect Of Conflict Management On The Performance Of Financial Service Organisation In Nigeria: An Empirical Study Of Access Bank PLC. *International Journal of Economics, Commerce and Management*, 3(7), 260 - 272.
- [2] Buyens, D. & De Vos, A. (2013). Perceptions of the Value of the HR Function. *Human Resource Management Journal*, 11(3), 70 – 89
- [3] Henry, O. (2009). Organizational Conflict and Its Effects on Organizational Performance. *Research Journal of Business Management*, 2 (1), 16-24
- [4] Lidetu, A. (2018). Organizational Conflict Management Strategies of Hotel Sectors in Ethiopia: Employees Perception on the Practices in Case of Selected Hotels in Wolaita Sodo Town, Southern Ethiopia. *The International Journal Of Business & Management*, 6(1), 10 - 15
- [5] Lind, E. A. & Tyler, T. R. (2012). *The Social Psychology of Procedural Justice*. New York: Plenum Press
- [6] Momanyi, D. K., & Juma, D. (2016). The influence of conflict management strategies on employee satisfaction: A case study of KCB Bank Kenya limited, head office. *International Academic Journal of Human Resource and Business Administration*, 2(2), 130-144
- [7] Obi, R. (2012). Stress and Conflict in Organisation. In Ogunbameru O.A. (Ed.), *Industrial Sociology*. Ibadan, Spectrum Books Ltd
- [8] Rahim, M. (2012). Towards a Theory of Managing Organizational Conflict. *The International Journal of Conflict Management*, 13(3), 206-235
- [9] Theresa, I., Ndulue, H. & Chinonso, E. (2016). Impact of Conflict Management on Employees Performance: A Study of Nigerian Breweries Plc, Iganmu, Lagos State, Nigeria. *European Journal of Business and Management*, 8(8), 70-76