

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Influence of Accommodating Strategy on Improving Employees' Performance in Insurance Companies in Homa Bay County, Kenya

Evangeline Kemunto Atinda

Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

Dr. Annefavour kalei

Senior Lecturer, Mount Kenya University, Kenya

Abstract:

Though conflict is a term having negative connotation, organizations are trying to understand it's functionalities as not all conflicts are bad. Research in organizational conflict and its management is gaining much currency in contemporary times. Accordingly, this study establishes the frequency of organizational conflict in insurance companies in Homa Bay County, identifies causes of organizational conflict in insurance companies in Homa Bay County, Kenya and Kenya evaluates the influence of accommodating strategy on improving employees' performance in insurance companies in Homa Bay County, Kenya. The study was anchored in the Group Conflict Process Theory developed by Robbins. which postulates that most organizational conflicts are managed through approaches to Descriptive research design was adopted. The target population consisted of 49 insurance companies in Kenya with 50,000 employees; the study population consisted of 4 branch manager, 4 branch administrator 29 unit managers and 282 financial advisors. Stratified sampling was used to group employees into branch manager, branch administrator, unit managers and financial advisors. Census sampling was then used to select 4 branch manager, 4 branch administrator, and 29 unit managers. Simple random sampling was used to select 140 financial advisors. Self-administered questionnaires were used for data collection. Quantitative data was analyzed using descriptive statistics (frequencies and percentage) and inferential statistics (correlation and linear regressions). Qualitative data was analyzed using emerging themes and narration. Based on the findings the study concluded that there was a positive relationship between accommodating strategy and employee performance. Accommodating strategy had the most influence (β 0.482). The study recommends that managers should apply accommodating strategies such as working with subordinates and bringing all concerns in the open to enhance performance. It is hoped that the findings of the study will be helpful in reducing conflict not only in insurance companies Homa Bay but also in the other branches country wide.

Keywords: Accommodating strategy, employees' performance, insurance

1. Introduction

Conflict management has been defined in several terms; it refers to attempt to control or regulate conflict through a number of measures. Conflict management strategies refer to the internal mechanisms used by the various authorities in resolving conflict (Adeyemi & Ademilua, 2012). Constructively managed conflict induces a positive performance while poorly managed conflict heats up the environment to bring about 'dislocation of the entire group and polarization, reduced productivity on job performance, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities, escalation of differences into antagonistic position and malice and increased hostility (Uwa, 2014).

Employee performance has been affected by constant conflicts in organizations hence low productivity and poor economy of many countries Kenya included (Rivers, 2005). This has created the need to improve employee's performance as part of efforts to enhance achievement of goals and objectives in organizations (Purkayastha & Chaudhari, 2011). In order to achieve employee performance there is need to align the organizational conflict management strategies with employees' agreed measures, skills, competency requirements, development plans and the delivery of results. Although performance has been traditionally conceptualized in terms of financial measures, some scholars have proposed broader performance construct that incorporate non-financial measures including integration, obligation, among others (Purkayastha & Chaudhari, 2011).

Kanani and Farahani (2013) have pointed that if managers can find an appropriate solution to deal with conflict, instead of removing it; they can develop employee performance and thereby guarantee organization achievement and finally increase confidence, trust and job satisfaction of employees. It should be also mentioned that it is not the conflict itself that may cause disintegration and disorder in organizations but it is ineffective management that brings disfavored results. Thus, one of important issues about these organizations relates to how conflict must be managed and resolved.

Given this scenario, most organizations quite noticeably, have devoted a greater part of their economic time and effort to settle conflict related issues in their work place. This scenario has continued unabated, hence posing a negative challenge to industrial and economic growth of an organization. Although, scholars have reasoned that conflict cannot be completely ruled out in any organization (Uchedu, Anijaobi & Odigwe, 2013) but then, frequent occurrence of organizational conflict could have an adverse effect on the organization in terms of loss of production hour, reduction in profits, unemployment and of course reduction in income level of the organization. Therefore, it is very important to examine which of the conflict management strategies could endanger increase in employees' productivity in the workplace given the fact that conflict is inevitable. This is because when conflict is not properly managed, there cannot be an increased productivity.

Over the years, Kenya has been faced with conflicts over employees' management and performance among others. The existing legal and institutional mechanisms that are in place to deal with such conflicts have not offered much in stemming the prevalence of conflicts (Momanyi, 2016). In Homa Bay, insurance companies have a culturally rich, dynamic and diverse workforce comprising a variety of personalities who are in competition within themselves and eternally with the outside market to gain a competitive edge in the Insurance sector. Cases of conflict have therefore been observed as teams are constantly in competition to meet and surpass targets (Pioneer Assurance Kenya, 2016). It is therefore imperative that conflict is managed so that the performance of the team isn't affected. While studies have shown that the strategies of negotiation, compromise, collaborating third party intervention and communication have worked in organizations globally and regionally, insurance companies in Homa Bay have not been subjected to such a study.

Since employees are the key players in a conflict situation, conflict strategies, while at the same time form the key resources in driving performance; Pioneer Assurance Company, Madison Insurance Company, Britam and Cooperative Insurance Company (CIC) therefore provides a good basis to ascertain the influence of conflict management strategies on organization performance. It is against this backdrop that this study evaluated the influence of organizational conflict management strategies on employees' performance in insurance companies in Homa Bay County.

1.1. Statement of the Problem

Greater performance has been identified as being associated with managing conflict (Wright & Bonett, 2007). However, while scholars have reasoned that conflict cannot be completely ruled out in any organization (Uchedu, Anijaobi & Odigwe, 2013) frequent occurrence of organizational conflict being witnessed could have an adverse effect on the organization in terms of employee performance.

Several studies on conflict management and employee performance have been done in Kenya. Mwangi (2010) carried out a study on the effects of workplace conflicts on performance of teachers in secondary schools in Kenya and concluded that conflicts had an impact on the performance. This study focused on the types of conflict and their influence on performance failing to pinpoint the strategies that should be adopted to improve performance. Similarly, a survey done on the educational institutions in Kenya (2011) revealed that most educational institutions have been less successful in management of conflicts in spite of the Government policies put in place including arbitration, communication, third party intervention and negotiation (Ministry of Education report, 2008). This report on its part focused on a limited number of strategies that can be used.

From the foregoing it can be concluded that these studies have focused majorly on the education sector with a few emphasizing on the insurance sector. In addition, few studies have been conducted on strategies involving accommodating strategy as a means of managing employee performance. It is critical to mention that just like any other organization, the Pioneer Assurance Company Madison Insurance Company, Britam and Cooperative Insurance Company (CIC) faces wide range of conflict. Hence, it is the desire of the study the influence of accommodating strategy on improving employees' performance in insurance companies in Homa Bay County, Kenya

1.2. Objective of the Study

The study was guided by the following specific objective;

- To establish the frequency of organizational conflict in insurance companies in Homa Bay County, Kenya
- To identify causes of organizational conflict in insurance companies in Homa Bay County, Kenya
- To determine the influence of accommodating strategy on improving employees' performance in insurance companies in Homa Bay County, Kenya.

1.3. Research Hypothesis

- H_{01} : There is no statistical significant influence between accommodating strategy and employee performance in insurance companies in Homa Bay County, Kenya. (H_{01} : to be rejected at a $p < 0.05$ using the regression analysis)

2. Research Methodology

The study used descriptive design. According to Cohen and Manion (2002) this design gathers data at a particular point in time with the intention of describing the nature of existing condition or identifying conditions against which the condition can be compared or determined, and the relationship which exists between specific events. The design was opted for because of its strengths as it involved gathering information from the Insurance Companies, direct quotation from the respondents. This design was good in obtaining both qualitative and quantitative data with regard to conflict management strategies and employees' performance. The study focused on the Pioneer Assurance Company, Madison

Insurance Company, Britam Insurance Company and Co-operative Insurance Company consisting of 4 branch managers, 4 branch administrator, 29 unit managers and 282 financial advisors.

Stratified sampling was used to select the different cadres of employees. The strata included the Branch Manager, Branch Administrator, Unit Managers and Financial advisors. Creswell and Plano, (2011) asserts that census method refers to the complete enumeration of a universe. This method was opted for because the universe that comprises Branch Managers, Administration and Unit Managers was not vast. Census was also chosen because the researcher wished to develop a higher degree of accuracy, Census sampling was then used to select 4 Branch Manager, 4 Branch Administrator and 29 Unit Managers. Proportionate and simple random sampling was used to select 140 financial advisors. This was obtained by a selection of 30 ($60/282 \times 140$) financial advisors from Pioneer Assurance Company, 41 ($82/282 \times 140$) financial advisors from Madison Insurance Company, 52 ($105/282 \times 140$) financial advisors from Britam Insurance Company and 17 ($35/282 \times 140$) financial advisors from Co-operative Insurance Company. This is indicated in Table 1;

Insurance Company	Respondents	Population	Sample
Pioneer Assurance Company	Branch Manager	1	1
	Branch Administrator	1	1
	Unit managers	6	6
	Financial advisors	60	30
Madison Insurance Company	Branch Manager	1	1
	Branch Administrator	1	1
	Unit managers	8	8
	Financial advisors	82	41
Britam insurance Company	Branch Manager	1	1
	Branch Administrator	1	1
	Unit managers	10	10
	Financial advisors	105	52
CIC	Branch Manager	1	1
	Branch Administrator	1	1
	Unit managers	5	5
	Financial advisors	35	17
	Total	319	177

Table 1: Sample Size

Source: Study Survey

The questionnaire was used to obtain data from the four Insurance Companies. A five-point Likert scale was used in the structured questions. The questionnaire aimed to gather information from the Branch Manager, Branch Administrator, Unit Managers and Financial advisors. The questionnaire was opted for because of its ability to illicit responses without the respondent name thus improves on confidentiality.

3. Discussion

The first objective sought to examine the frequency of organizational conflict in insurance companies in Homa Bay County, Kenya. The findings are represented in Table 2;

	Rare	Very rare	None at	Total
Branch managers	4 (100%)			4
Branch administrator	4 (100%)			4
Unit managers	17 (56.6%)	8 (27.6%)	4 (13.8%)	29

Table 2: Frequency of Organization Conflict

Source: Study Survey

As indicated in Table 2, all the sampled managers 4 (100%) and branch administrators 4 (100%) indicated that there existed organizational conflict though on a rare scale. This finding agrees with Saldana (2013) assertion that described conflict as a form of socialization thus making people in organizations have both personal and role preferences about the organizations' actions and policies. This is in consonance with the contention made by Thakore (2013) who postulated that conflict occurs whenever incompatible activities occur.

The second objective sought to identify causes of organizational conflict in insurance companies in Homa Bay County, Kenya. It was important to look at causes of organizational conflict so as to have a foundation upon which this research could develop. Findings on the causes of organizational conflict are indicated in Figure 1;

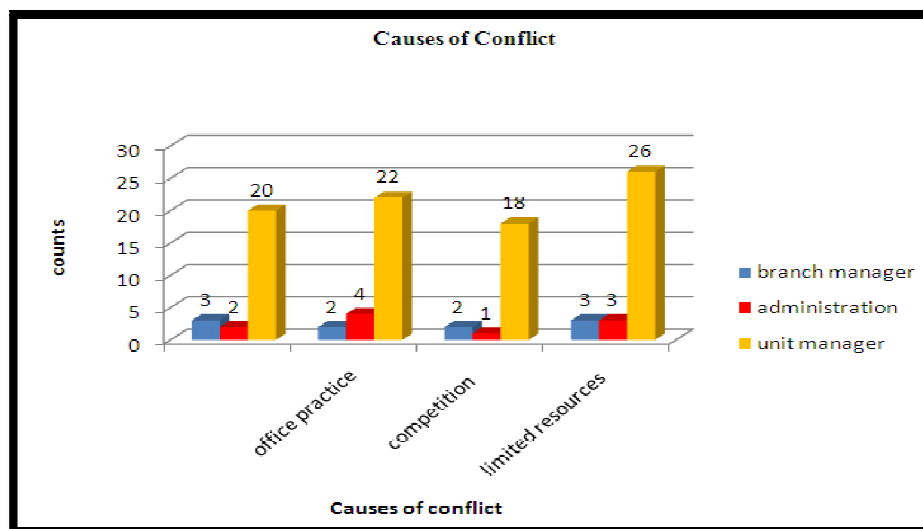


Figure 1: Causes of Organization Conflict

As Figure 1 shows limited resources was a major cause of conflict in insurance companies sampled as shown by unit managers, office practice was portrayed as the main cause of conflict as shown by branch administrators, communication breakdown was cited as the main cause of conflict as indicated by branch managers while competition was cited by branch managers as main cause of organizational conflict. It is important to mention that limited resources were the main cause of conflict because it transcends many departments. Many departments will need financial resources, human resources and physical resources to run their programs effectively.

The third research objective was to determine the influence of accommodating strategy on improving employees' performance in insurance companies in Homa Bay County. The findings are presented in the following sections;

3.1. Accommodating as a Strategy in Organization Conflict Management

The researcher made attempts to gather information from respondents on how the insurance companies were utilizing this strategy. The responses are indicated in Table 3

	Never		Rarely		Sometimes		Often		Always		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
In solving conflict the manager accommodates wishes of subordinates			58	43	53	39.3	22	16.3	2	1.5	2.763	0.77
In solving conflict manager brings all our concerns in the open so that issues can be resolved in the best possible way			23	17	21	15.6	57	42.2	34	25.2	3.756	1.02
In solving conflict the manager try to work with subordinates for a proper understanding of a problem	49	36.3	52	38.5	1	0.7	1	0.7	32	23.7	2.370	1.55
In solving conflict the manager often go along with the suggestion of subordinates	10	7.4	91	67.4	24	17.8	-	-	10	7.4	2.326	0.904
In solving conflict the manager exchange accurate information with subordinates to solve a problem that satisfies our expectations			68	50.4	24	17.8	39	28.9	4	3.0	2.844	0.945
In solving conflict the manager try to work with subordinates to find a solution that satisfies our expectations	49	36.3	20	14.8	23	17	22	16.3	21	15.6	2.600	1.5
In solving conflict the manager give room for the conflicting parties			23	17	2	1.5	19	14.1	91	67.4	4.319	1.13

Table 3: Accommodating as a Strategy in Organization Conflict Management

Source: Study Survey

As indicated in Table 3 managers as shown by 58 (43%) respondents rarely solve conflict by accommodating wishes of subordinates, sometimes 53 (39.3%) respondents indicated sometimes, 22 (16.3%) respondents indicated often and 2 (1.5%) respondents indicated always (Mean 2.7630 Standard deviation ±0.77). This findings indicates that majority of the respondents felt that the manager doesn't focus much on the wishes of the subordinates.

Further information indicated that managers, as shown by 23 (17%) respondents, rarely solve conflicts by bringing all subordinate concerns in the open so that issues can be resolved in the best possible, 21 (15.6%) respondents said the manager sometimes applied this strategy, 57 (42.2%) respondents indicated often and 34 (25.2%) of the

respondents indicated always (mean 3.756 Standard deviation ± 1.02). This finding indicate that majority of the respondents felt that the manager brings all concerns in the open so that the issues can be resolved.

Further information in Table 3 indicated that managers, as shown by 49 (36.3%) respondents, never solve conflicts by trying to work with subordinates for a proper understanding of a problem, 52 (38.5%) respondents indicated rarely, 1 (0.7%) indicated sometimes, 1 (0.7%) indicated often and 32 (23.7%) respondents indicated always (mean 2.370 Standard deviation ± 1.55). It is useful to mention that though majority of respondents felt that managers do not work with subordinates a minority of the respondents felt that managers worked with subordinate to solve conflicts through working with them. This agrees with Fisher who places needs-based 'peace-building' within a contingency framework as, activities designed to improve the relationship and meet the basic needs of the parties, in order to de-escalate the conflict and render it amenable to peacemaking this is in Fisher and Keashly (1988) contingency approach.

Further information in Table 3 indicated that managers, as shown by 10 (7.4%) respondents, never go along with the suggestion of subordinates, 91 (67.6%) of the respondents indicated rarely, 24 (17.8%) indicated sometimes none of the respondents indicated often while 10 (7.4%) indicated always (mean 2.3259 Standard deviation ± 0.904). Findings indicate that majority of the managers used accommodation to solve organizational conflict.

Further information in Table 3 indicated that managers, as shown by 68 (50.4%) respondents, rarely solve conflict by exchanging accurate information with subordinates to solve a problem together, 24 (17.8%) of the respondents indicated sometimes, 39 (28.9%) indicated often and 4 (3%) indicated always (mean 2.844 Standard deviation ± 0.945). Findings indicated that majority of the managers did not share or exchange information thus having a negative influence on the accommodation strategy.

Further information in Table 3 indicated that managers as shown by 49 (36.3%) respondents never solve a problem by working with subordinates to satisfy subordinates expectations, 20 (14.8 %) indicated rarely, 23 (17%) indicated sometimes, 22 (16.3 %) indicated often while 21 (15.6%) respondents indicated always (mean 2.6 Standard deviation ± 1.5). The findings indicate that majority of the managers never applied this conflict management strategy in insurance companies.

Lastly, information in Table 3 indicated that managers, as shown by 23 (17%) respondents, rarely give room for the conflicting parties, 2 (1.5%) of the respondents indicated sometimes, 19 (14.1%) indicated often while 91 (67.4%) indicated always (mean 4.319 Standard deviation ± 1.13). This implies that conflicts are bound to end thereby creating a possibility of enhancing employee performance.

Literature states that accommodating approach for conflict management satisfies the other party's concerns while neglecting one's own (Whetton & Cameron, 2008 p. 372). Ozkalp et al. (2009) revealed that the use of obliging style of conflict management changes according to the status of managers. Accommodating strategy is used frequently when the conflict partner has an upper level status. The study (conducted in Turkey) further revealed that employees are forced to accept the views/interests of their superiors because of formal and fear based relationship with bosses. In this regard, obliging style of conflict management may enhance harmony and social desirability, but reduce the potential of creativity and innovation. This asserts that flexibility, adaptability and a willingness to accommodate and solve problems are necessary for successful conflict management in a collectivistic society.

3.2. Perception of the Influence of Accommodating Strategy on Employee Performance

Data on the influence of accommodating strategy on improving employees' performance in insurance companies in Homa Bay County was researched on. The findings are presented in Table 4

	Very Much		Much		Neutral		Little		Very Little		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Accommodating the wishes of subordinates	25	18.5	23	17	38	28.1			49	36.3	3.1852	1.53168
Bringing all our concerns in the open so that issues can be resolved in the best possible way	2	1.5	113	83.7	19	14.1			1	0.7	2.1481	0.44
Working with subordinates for a proper understanding of a problem	35	25.9	30	22.2	20	14.8	50	37			2.6296	1.226
Going along with the suggestion of subordinates	2	1.5	3	2.2	71	52.6			59	43.7	3.822	1.07805
exchange accurate information with subordinates to solve a problem together	3	2.2	31	23	41	30.4	11	8.1	49	36.3	3.5333	1.25662
Working with subordinates to find a solution that satisfies our expectations	66	48.9	8	5.9	2	1.5	10	7.4	49	36.3	2.763	1.87365

Table 4: Perception of the Influence of Accommodating Strategy on Employee Performance

Source: Study Survey

Findings in Table 4 indicate that 25 (18.5%) of the respondents felt that accommodating the wishes of subordinates influences employee performance very much, 23 (17%) respondents indicated much, 30 (28.1%) respondents were undecided while 49 (36.3%) indicated very little (mean 3.1852 Standard deviation ± 1.53168). As the findings indicate this strategy may or may not influence employee performance as shown by an equally distributed response from the respondents. In related studies Fisher and Keashly (1988) in their contingency approach postulates that different management strategies may lead to either desirable or undesirable outcomes depending on their effectiveness or ineffectiveness, respectively. According to the theory effective management strategy may result in desirable outcome such as smooth management, enhanced discipline, and effective management of time, team spirit, and effective use of resources, achievement of goals, good relationships and great value by stakeholders. This is what this research defines as employee performance. However, when ineffective management strategy is used, undesirable outcomes such as strikes, demonstrations, destruction of property, poor performance, emotional stress, and misallocation of resources, absence and frustration may occur.

Further information indicate that majority of the respondents felt that bringing all subordinates concerns in the open so that issues can be resolved in the best possible way may influence employee performance. This is indicated by 2(1.5%) and 113 (83.7%) respondents who said very much and much respectively. Very few respondents 1(0.75) said the influence is very little while 19 (14.1%) were undecided (mean 2.1481 Standard deviation ± 0.44).

Further information in Table 4 indicate that 35 (25.9%) and 30 (22.2%) respondents indicated that working with subordinates for a proper understanding of a problem may influence employee performance very much and much, respectively. Fifty (37%) respondents indicated little influence. This implies that for employees to be motivated they need to be given the opportunity to work with the management teams and a proper understanding is built.

Further information in Table 4 indicate that 2 (1.5%) respondents felt that going along with the suggestion of subordinates may influence employee performance very much, 3 (2.2%) indicated much 71 (52.65%) were undecided while 59 (43.7%) indicated very little. (Mean 2.6296 Standard deviation ± 1.226). It is important to mention that majority of the respondents felt that this strategy may not have an influence on employee performance.

Further information indicate that 3 (2.2%) of the respondents felt that exchanging accurate information with subordinates to solve a problem together may influence very much, 31 (23%) indicated much, 41 (30.4%) were undecided 11 (8.1%) while 49 (36.3%) respondents indicated very little (mean 3.8222 Standard deviation ± 1.07805). This data shows that exchange of accurate information in the organization such capital base, financial status and recruitment procedures may lead to an increased employee performance.

Lastly, information in Table 4 indicated that 66 (48.9%) of the respondents felt that working with subordinates to find a solution that satisfies their expectations may influence employee performance very much, 8 (5.9%) indicated much, 2 (1.5%) indicated neutral, 10 (7.4%) indicated little while 49 (36.3%) indicated very little (mean 2.7630 Standard deviation ± 1.87365). The results indicate that it is important a proper working formula is developed between top management and the employees to enhance increased performance.

3.3. Hypothesis Testing

Two statistical tests were performed to test the hypothesis and the analyses are discussed in the following sub sections

3.3.1. Correlation Analysis

Pearson's product correlation coefficient was applied to check whether there is linear relationship between the variables. The correlation shown in the Table 5 presents bivariate correlations between the study variables (accommodating strategy and employee performance).

Correlations			
		Performance	Accommodating
Pearson Correlation	performance	1.000	.720
	accommodating	.720	1.000
Sig. (1-tailed)	performance	.	.000
	accommodating	.000	.
N	performance	135	135
	accommodating	135	135

Table 5: Correlation Analysis

** Correlation is significant at 0.000 levels (2 - tailed)

From Table 5 the accommodating conflict management strategy was positively and statistically significant ($r = 0.720$, $p < 0.00$). This implies that the study variable accommodating conflict management strategy was correlated to employee performance. Empirical literature cited by Akanji (2005) opined that constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance. Additional previous findings employing Spearman correlation analysis, in a study done by Longe (2015) on the Impact of "Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm", showed a significantly positive relationship between conflict management strategy (compromise, and accommodation) and organizational performance

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.720 ^a	.518	.514	2.01243	.518	142.973	1	133	.000	2.291

Table 6: Regression Analysis Model Summary of Alternative Management

Models for Enhancing Multiple Intelligences

a. Predictors: (Constant), Accommodating

b. Dependent Variable: Performance

As shown in Table 6, the R value was 0.720. R is a measure of correlation between the observed value and the predicted value of the dependent variable. Thus, 0.720 is the correlation coefficient between the levels of employee performance in insurance companies in Homa Bay County as reported by the respondents and the levels as would be predicted by the predictor variable. In the model $R^2 \times 100 = .518 \times 100\% = 51.8\%$ indicating that 51.8% of the variance in the independent variable is explained by the independent variable in the study. The R-square value indicates that this model succeeds in predicting up to 51.8% of the variable in employee performance in insurance company. Up to 51.8% of the variation seen in the area under study is accounted for by accommodating strategy.

The adjusted R^2 indicates the percentage of variation explained by the independent variable that actually affect the dependent variable. The adjusted R square as shown in the model was adjusted $R^2 \times 100 = .514 \times 100 = 51.4\%$. This implies that the independent variable accounted for 51.4% variation in the dependent variable without any interference. Because the adjusted R square was not below zero it means that the model is a good fit.

Table 7 presents the ANOVA output analysis.

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	579.025	1	579.025	142.973	.000 ^b
	Residual	538.634	133	4.050		
	Total	1117.659	134			

Table 7: Anova Output Analysis

A. Dependent Variable: Performance

B. Predictors: (Constant), Accommodating

Similarly, the ANOVA analysis is highly significant (0.000) indicating that the relationship between the independent variable and dependent variable is very strong. The table assesses the overall significance of the model and since $P < 0.05$; the accommodating strategy adopted in this study is relevant for the analysis. The ANOVA results of the linear regression analysis show that the regression equation is statistically appropriate to examine the relationship ($F = 142.973$; $df = 1$; $p = 0.000$) at 0.05 level of significance. The model summary showed that the model can explain 51.8 % variation in employee performance that was occasioned by any changes in the accommodating conflict management strategies. Table 8 presents the coefficient arising from the analysis.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.321	.582		2.269	.025
	accommodating	1.293	.108	.720	11.957	.000

Table 8: The Coefficients

The linear regression analysis was conducted so as to determine the relationship between accommodating conflict management strategies and employee performance. The equation

$Y = \alpha + \beta_1 X_1$ generated therefore becomes:

Y (Employee performance) = $1.321 + 1.293 X$ (Accommodating strategy)

Where Y is the dependent variable (employee performance) and X_1 accommodating strategy. According to the regression equation established, taking all other factors into account (accommodating strategy) constant at zero, employee performance will be 1.32107. The data findings analyzed also show that taking the independent variable at zero, a unit increase in accommodating strategy will lead to a 1.293 increase in employee performance.

In conclusion the study used a linear regression analysis so as to test the relationship between independent variable (accommodating strategy) on dependent variable (employee performance). The statistical package for social sciences (SPSS) was applied to code, enter and compute the measurements of the linear regressions for the study. The null hypothesis was to be rejected at a $p < 0.05$ significance level using the linear analysis.

The hypothesis (H_{01}) stated that there is no significant influence between accommodating strategy and employee performance in insurance companies in Homa Bay County. However findings in Table 4.19 showed that accommodating strategy has a positive and significant influence on employee performance in insurance companies in Homa Bay County ($\beta_1 = .720$, $P < 0.05$). Thus the hypothesis (H_{01}) was rejected and this can be explained further by assessing the value of the

t – test which indicated that employee performance would be attributed to the regression model 11 times more compared to the effect of the standard error associated with the estimated coefficient ($t = 11.957$). Findings from the ANOVA showed that the sum of squares for the regression model was 579.025. this means that the regression model accounted for more than 142.97368 times the variation of employee performance compared to the residuals, F- value 142.973, P value = 0.000

4. Conclusions

Based on the findings accommodating strategy was found to have a positive and significant influence on employee performance in insurance companies in Homa Bay County. Thus the hypothesis (H_{01}) was rejected. In addition the accommodation strategy had the strongest positive influence on the status of employee performance ($\beta = 0.720$), and that this is statistically significant. accommodating the wishes of subordinates, bringing all subordinates concerns in the open so that issues can be resolved in the best possible way, working with subordinates for a proper understanding of a problem, going along with the suggestion of subordinates, exchanging accurate information with subordinates to solve a problem together, working with subordinates to find a solution that satisfies their expectations may influence employee performance though in different proportion.

Based on this research, it is recommended that managers should apply accommodating strategies such as working with subordinates for a proper understanding of a problem, working with subordinates to find a solution that satisfies expectations and bringing all concerns in the open so that issues can be resolved in the best possible way so as to enhance performance.

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