

**T.C.  
SAKARYA UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**

**THE IMPACT OF INTRAPERSONAL CONFLICT ON  
EMPLOYEES PERFORMANCE: A CASE STUDY OF  
TWO KENYAN COMPANIES**

**MASTERS THESIS**

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**JULY – 2016**

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INSTITUTE OF SOCIAL SCIENCES



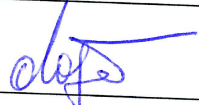
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“On the 3/8/2016, this thesis was unanimously accepted by the following jury members”

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## **DECLARATION**

I hereby declare that no portion of the work referred to in the thesis has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning.

**Hellen N. MUNYISIA**

**03.08.2016**

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## **LIST OF ABBREVIATIONS**

<b>CIPD</b>	: Chattered Institute of Professional Development.
<b>OCB</b>	: Organisational Citizenship Behaviour
<b>KPI's</b>	: Key Performance Indicators
<b>DK</b>	: Declarative Knowledge
<b>PKS</b>	: Procedural Knowledge & Skills
<b>KI's</b>	: Key Informants
<b>HRM</b>	: Human Resource Management
<b>ANOVA</b>	: Analysis of Variance
<b>P-O Fit</b>	: Person – Organisational fit.
<b>SPSS</b>	: Statistical Package for Social Sciences



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## ÖZET

Sakarya Üniversitesi, Sosyal Bilimler Enstitüsü

Yüksek Lisans Tez Özeti

**Tezin Başlığı:** Bireyin İçsel Çatışmasının Performansı Üzerindeki Etkisi: İki Kenya Şirketi Örnek Olayı.

**Tezin Yazarı:** Hellen MUNYİSİA **Danışman:** Doç. Dr. Şuayyip ÇALIŞ

**Kabul Tarihi:** ...../...../ 2016 **Sayfa Sayısı:** ix (ön kısım)+92 (tez)+5 (ek)

**Anabilimdalı:** İnsan Kaynakları Yönetimi

Bu çalışma, bireyin içsel çatışmalarının performansı üzerindeki etkisini anlamaya yöneliktir. Bunu gerçekleştirmek için üç ana hedef oluşturulmuştur. Birincisi, birey ve örgütsel hedefler arasındaki uyumsuzluğun performans üzerindeki etkisini incelemek, ikincisi, çatışan görevlerin / rollerin çalışanların performans üzerindeki etkisini incelemek ve son olarak, çalışanların performansı üzerinde kapasitesine uygun olmayan talep etkisini incelemek. Bu çalışmaya 64 katılımcı katıldı. Cevapları SPSS programı kullanılarak hem tanımlayıcı hem de çıkarımsal istatistiksel yöntemler kullanıldı. Araştırma sonuçları varyans analizi (ANOVA) ve korelasyon analizi ile kontrol edilmiştir.

Sonuç olarak, bireysel çatışmaların dolaylı olarak çalışanların performansını etkilediği görüldü. Bireysel - örgütsel değer uyum eksikliğinin, çalışanların tutum ve örgütsel vatandaşlık davranışı üzerinde arabuluculuk etkisi yaptığı ve bireyin performansını etkilediği bulunmuştur. Rol belirsizliğinin bireysel çatışmaların temel kaynağı olduğu görülmüştür. Çalışanın kapasitesine uygun olmayan işte çalışmanın olumsuz sonuçlara yol açtığı bulunmuştur. Araştırmada kullanılan göstergeler ve belirleyicilerin çalışanların performansının ölçülmesinde yardımcı olduğu görülmüştür.

**Anahtar Kelimeler:** Kişisel - örgütsel uyum, Değer Uyumu, Rol Belirsizlik, Çalışma Mücadelesi, kişinin kendi içindeki çatışma ve Çalışanlar Performansı.

## SUMMARY

**Thesis Title:** The Impact of Intrapersonal Conflict on Employees Performance: Case Study of Two Kenyan Companies.

**Thesis Author:** Hellen MUNYISIA      **Supervisor:** Associate Professor Şuayyip ÇALIŞ

**Acceptance Date:** ...../...../ 2016    **Number of Pages:** ix (con)+92 (thesis)+5 (app.)

**Discipline:** Human Resource Management.

The study sought to answer the main objective which was the impact of intrapersonal conflicts on employees' performance. It achieved this aim by narrowing down to set three objectives which were: to examine the impact of goal incongruencies on employee's performance, to examine the effect of conflicting tasks/roles on employees' performance and lastly to examine the effect of inappropriate demand on capacity on employees' performance. Three research questions were also formulated. The study utilized 64 respondents who filled in questionnaires and pertained to interviews that were conducted. Their responses were subjected to SPSS for analysis and both descriptive statistics and inferential statistics was used to analyze the data that was later on represented in the form of charts and tables. Analysis of variance (ANOVA) and correlations were established.

The results showed that intrapersonal conflict indirectly affected employee's performance. Lack of P-O value congruency had a mediating effect on employees' attitudes and organisations citizenship behaviour but didn't affect one's performance since most employees never knew what they valued. Role ambiguity turned out to be a major factor that caused intrapersonal conflicts which affected ones performance and lastly inappropriate demand on employee's capacity revealed that a greater capacity to work than the job demands lead to less challenges due to under placement while a less capacity than the job demands caused more challenges due to over placement. Both the determinants and indicators that were used to measure ones performance were equally important and are supposed to be put under consideration while measuring ones performance.

**Keywords:** P-O fit, Value Congruency, Role Ambiguity, Work Challenge, intrapersonal conflict and Employees Performance.

## **INTRODUCTION**

Numerous studies have been conducted on conflicts although most of them their main focus has been interpersonal conflicts or conflicts in the organization as a whole. This research sought to explore further into conflicts and concentrate on how the causes of intrapersonal conflict affected ones performance in the organization. The study investigated the impact of intrapersonal conflicts on employee's performance and two companies were settled on which acted as the case study namely: Elsek & Elsek Group of companies and Raq's Car Wash Company.

Generally, employees find themselves in a dilemma either when choosing careers, the current jobs, the positions they hold and how to reach their set goals. In Africa and specifically Kenya, the unemployment rates are alarming and due to this, people find themselves settling in for any type of job they are offered irrespective of education level, qualifications, organization in question and ones set objectives. Private and even government sectors are being run recklessly without explaining to employees what they are supposed to do thus a lot of dictatorship is being exercised by managers. It is due to these ambiguities which arose my curiosity to investigate how the choices made today by employees affect their performance at work.

### **Significance of the study**

Many HR managers do not pay attention to the conflict that exists in their employees minds. They are concerned with making profit to the extent that the end justifies the means. However, paying attention to the intrapersonal conflict of their employee can counterract their frustration and increase their job satisfaction. Such strategies can improve performance and productivity in the company. Thus, this study, sought to highlight the place of intrapersonal conflict in regards to its effect on employees performance. The study will be of importance in two ways:

#### **a. Contribution to the organisations**

The study will help organisations to determine the possible causes of intrapersonal conflicts and curb them before they escalate to affect their employee's performance. It will help them to determine when best to handle intrapersonal conflicts in the

organisation. It will also render information to policy makers to pay attention during recruitment as well as during assessments in ongoing monitoring and evaluation to establish deviant behaviors during work as well as enhance performance and productivity.

#### **b. Contribution to academics**

Intrapersonal conflicts occur least in organisations thus most studies have ignored them and concern themselves with interpersonal ones Jamaludin (2010: 3). I believe that this study will greatly contribute to the available literature in the topic and will help in identification of the relationship between intrapersonal conflicts and employees performance. This can be of help to institutions of higher learning for further investigations and comparisons.

#### **Objectives**

In order to attain the goals of the study, three objectives were formulated as follows. The first objective was to examine the impact of goal incongruencies on employee's performance, the second objective was to examine the effects of conflicting roles/tasks on an individual's performance and the last one was to examine the effect of inappropriate demand on employee's capacity verses their performance.

Taking a critical look into the first objective which was to examine the impact of goal incongruencies on employee's performance, this in simple terms basically meant how lack of harmony between personal and organizational goals impact an employee's performance. This is a situation whereby the employee's and company goals don't rhyme at all irrespective of whether one is in the right career and position that they wanted or not. Most employees who find themselves in such a dilemma end up being frustrated, angry and at times regret the decisions and choices they made to work for such an organization.

The second objective was to examine the effects of conflicting roles/tasks on an individual's performance. Under this objective, two types of conflicts were looked at which were role and status strain. The aim was to clarify if disagreements on expectations about a particular role or a position one holds at work could affect an employee's performance. Also in other circumstances, employees find themselves being

unable to satisfy the set expectations because their duties are unclear, too difficult, or disagreeable. If an employee ends up working overtime and still cannot meet the set demands, this might cause their morale to be low thus affecting their performance.

Finally, the research sought to find out the effect of inappropriate demand on employee's capacity versus their performance. This could be as a result of improper job placements of manpower in the organization. Previous researches had revealed that in most of the developing countries, corruption, tribalism and favoritism was the order of the day and therefore the slogan of "Everything depends on whom you know not what you know" applied mostly during recruitment, placement and promotions and people bribe their way out to get jobs. The outcome of such heinous acts is under placement or over placement. Perceived incompatibilities or incongruences were foreseen to be frequently occurring because an organizational participant is at times required to perform a task that does not match his expertise, interests, and values. An over placed employee will experience frustration because they don't have the appropriate expertise, aptitude, and commitment required by the task assigned to them. On the other hand, an under placed employee will have capacity, knowledge, experience and skills that exceeds the demands of the position, then the person will not find his work challenging.

### **Research methodology**

The study used a descriptive survey design. The purpose of using descriptive design was to collect detailed and factual information that describe the existing problem. Data was collected based on the concepts defined in the research model. This study was a descriptive survey because it adopted the use of questionnaires aimed at finding the impact of intrapersonal conflict on employee's performance.

### **Data collection method**

Questionnaires were distributed to the eligible participants and each of them took a time span of between 10 - 15 minutes to fill in. Each objective had seven related question under it and a Likert scale of 1-5 was utilized for them to rate their views. For the two managers, a face to face interview was conducted.

## **Data analysis and presentation**

The data was subjected to statistical analysis with the help of SPSS. Both descriptive statistics and inferential statistics were used to analyze the data later on represented in form of charts and tables. Descriptive analysis was used to describe the data at hand in simple ways while inferential statistics helped to make a generalization about the companies from the samples drawn. The interpretations of this statistics followed each measure as shown in chapter four. Correlations, cross tabulations, t-tests, and analysis of variance (ANOVA) were instrumental in testing if there were statistically significant differences between variables that indicated intrapersonal and employees' performance. These results were compared with the interviews and open-ended questions. With the help of the available literature, discrepancies and similarities were highlighted. Also, some variables were tested between the groups, educational background, organizations, and the age of respondents.

## **Limitations**

Finding first hand information was hard since the topic had little empirical evidence published. There was a limitation of being given biased data by the respondents since they had been coached prior to the data collection and they also feared being laid off should they give the right information that might portray a negative image of the company. Some of the respondents from both companies had difficulties in understanding English so I had to interpret the questions in the local language Kiswahili and this made some questions to lose their original intended meaning. Instead of the questionnaire being filled by the employees, I had to administer it and this made me to probe for further information that was either related or not related to the study.



## **CHAPTER ONE**

### **BACKGROUND**

#### **1.1. Introduction**

There were two organization where the study was carried out in one of the major cities of Kenya, Mombasa which has been ranked as the second largest city in Kenya .This was a regional hub where many people, educated or uneducated, flocked in to look for jobs. The first company was Elsek & Elsek Group of Companies that had two strategic location within the town whereby, the main managerial office was at Nyali area while the factory and operations branch was located in Kikambala – Kilifi town 32.1 km away from the main town. Elsek and Elsek group was a multi tasking company involved in construction of houses and later on sold them at profits, development of projects under which the comapany refurbished old buildings using the new modern technology and materials, it also had a production area also under which they formed galvanized steel, fast food chain, furniture, puffy beans, fibre glass, Unplasticised Polyvinyl Chloride (UPVC), carbo, marblite, paints, acrylic forming and Expanded Polystyrene Stryrofoam (EPS). The final activity of the firm was financing and this department was involved in three sub sections namely; Elsek Mortgage Limited (EML), machinery leasing and investing with Elsek <http://www.elsekgroup.com/know-us/> (2016). I managed to have an access to the main office with permanent workers and in the Kikambala branch that haboured the production and construction sites. The second company was Raq’s Car Wash and as the name suggests, it was a car washing bay whereby cars could be washed at a fee and at the same time park overnight. This company had a total of 50 permanent employees that worked by exchanging day and night shifts. It was involved in washing cars, repairing broken down cars, painting and parking them at night for a fee. In Raq’s Car Wash, both the night and day workers participated in the study.

#### **1.2. Problem Definition**

Intrapersonal conflicts on employee’s performance meant how an individual’s work related problems could impact work performance, a situation which may later affect the

overall functioning of an organization. Many organizations are concerned about their productivity as well as their work performance. However, only few understand that these depended on the management of conflict within the organizations. Organization conflict can take four forms, intrapersonal, interpersonal, inter-unit or group, and inter organizational Burke (2006: 782). Of these four conflicts, intrapersonal conflict is the most neglected. Thus, this study explored causes of intrapersonal conflicts and how they affected ones performance. With increasing reports of stress levels among workers in both public and cooperate sphere Schein, (1980), points out that there was a need to focus on intrapersonal conflict and how it affects ones general performance. It raised the fundamental problem of study: how does intrapersonal conflict affect an employee's performance. Since employees' performance could'nt be measured directly, the study relied on work indicators and dimensions to measure ones performance. A detailed literature review on both intrapersonal conflicts and employee performance was availed with the help of the limited already existing literature.

### **1.3. Research Questions**

The research questions were as follows:

How does the mismatch between person and organizational values (P-O Misfit fit) cause intrapersonal conflict?

To what extent do employees understand their job description?

How does an improper job placement impact an employee's performance?

### **1.4. Significance of the Study**

The study was of importance in two ways. It was help organisations determine the possible causes of intrapersonal conflicts and curb them before they escalate to affecting their employee's performance. It was to assist in determining the symptoms of intrapersonal conflict and identify the best stage of handling it. It was meant to furnish information to policy makers to pay attention during recruitment as well as during assessments in ongoing monitoring and evaluation to establish deviant behaviors during work as well as enhance performance and productivity. The study was to contribute to

academics because intrapersonal conflict occurred least in organisations thus most studies had ignored them and concerned themselves with interpersonal ones Jamaludin (2010: 3). I believed that this research greatly contributed to the existing literature in the topic and helped to identify the relationship between intrapersonal conflicts and employee's performance. Researchers can utilize this study for further investigations and comparisons.

This thesis was composed of four chapters. All of the parts included in this dissertation presented studies of the causes and consequences of intrapersonal conflict, or the conflict employees experience when choosing between doing what they want (working in an organization that has the same values as theirs, having the right roles/tasks at work and being placed in the right positions) versus what they are actually doing (working for a firm that doesn't value personal goals, assigned to wrong duties and responsibilities and employees can be in the wrong job positioning).

The important reason as to why intrapersonal conflicts and not any other organizational conflict was settled upon is due to a fact that employees form the main core element in any organization and without them organizations cannot exist Elmagri & Eaton (2011: 3). Moreover, intrapersonal conflict is a serious problem because it deeply affects ones emotions and many at times employees don't speak it out to seek for assistance rather it is only manifested in their reduced performance Chaudhary (2010). Sometimes, individuals don't recognize the fact that they are facing an intrapersonal conflict thus the task remains with employers to identify and solve the conflict Blackstone (2015). As noted by Shannon L. Alder "The most important thing in communication is hearing what isn't being said. The art of reading between the lines is a lifelong quest of the wise". This is what any manager or employer needs while interacting with people in a day to day basis. If an employee's performance is low, then automatically the whole organization will be directly affected. An employee is the key element and the most important asset in any organization; he/she is like the core or a seed in that place. Just like Hellriegel and Slocum (2011: 386) noted, intrapersonal conflict can easily lead to interpersonal conflicts within the firm. It is therefore very important to solve the issue from the roots (employees) before it escalates and matures and spreads like a virus to the entire organisation.

There was a need for this research to be done because basing on the literature review I did, most scholars had written about conflicts as a whole in the organization yet none of them took a step further to identify where the real problem begins. The study targeted to help managers identify when employees are unhappy with their jobs yet they aren't complaining about them. At the same time, it was meant to handle conflicts from the root base by identifying possible factors that cause the conflict within thus help any organization to have minimal/ reduced levels of conflicts at work. The research partially sought out if all intrapersonal conflicts were caused / originated from the organizations poor practice of human resource management activities.

In the first part, an analysis on the impact of goal incongruencies on an employee's performance was looked into. The second objective focused on the effects of role ambiguity on an employee's performance. This objective can also be understood in the context of a case whereby an employee's job requirements are not clear thus the employee might not know what is required of them Rahim, (2001: 71 )& Lazo (2008: 19) the task could be too difficult or could be conflicting as per what the real task is required of. In my final objective, the effects of inappropriate demand on capacity on employee's performance was accessed. In HRM terms, this can be simplified as under placements and over placement. Employees who find themselves in the right jobs but in wrong positions and those who are in the wrong jobs and wrong positions are said to fall under this category. This research found out if under placement or over placements had impact on one's performance either directly or indirectly.

For many years, researches on organizational related conflicts have been done and a number of books and articles published. The main topic that most authors based on was the way employees expressed their grievances through collective industrial action specifically by striking Marmeling (2013: 15). However, people tend to forget to focus on some of the probable causes of strikes as one of the major factors is intrapersonal conflicts. This dissertation zeroed in on personal conflicts because they have been identified to be leading to interpersonal conflicts and in return can cause great havoc to an organization if not resolved amicably Cox (2003: 2).

## **1.5. Definition of Concepts and Terms**

### **1.5.1. Conflicts**

According to Mullins (2005: 929) conflict was defined as a behavior intended to obstruct the achievement of another person's goals and was based on the incompatibility of goals that arises from opposing behaviors. Rahim (2001: 18) summed up different conflict definitions from various authors and he defined it as an interactive process depicted in disagreements and incompatibilities among or within social entities like an individual, group or organization. However, he clarified that when conflicts are termed to be interactive, this doesn't exclude intra individual conflicts since it's believed that a person interacts within himself /herself. Robbins et al (2013: 368) defined conflict as a process that started when one party A began to perceive that the other party B was negatively about to infringe or is infringing on something that party A values. Conflict as defined by Thomas (1992: 2) as a process that started when a party (person, group, and organization) perceives that the other party was about to or is frustrating the achievement of its plan.

### **1.5.2. Intrapersonal conflicts**

“Intra” is a Latin word that means within or inside. On the other hand, the word “personal” also means individual or own. Therefore, in a simplified language, an intrapersonal conflict can be termed as an individual conflict that emanated from within due to attitudes, personality characteristics or particular personal needs, illness or stress Mullins (2005: 932). Intrapersonal conflict occurred within a person and it entailed a struggle to clarify contradictory values internally Cox (2003: 2). This term was also being defined by Elmagri & Eaton (2011: 2) as a type of conflict that occurred within someone due to perceived or actual pressure that are a resultant of incompatible values or expectations.

### **1.5.3. Performance**

Performance is achieved by multiplying the functions of ability and motivation as described by Nebeker & Moy (1976: 14). This definition was adopted from Vrooms expectancy theory which was authored by Victor Vroom (1964). In his theory he stated that employees had different sets of goals and could be motivated if they believed that a positive correlation could be achieved between effort and performance, good performance lead to desirable reward and that reward could satisfy an important need and finally that need was worth the effort exerted.

### **1.5.4. Employee's performance**

In reference to Free & Sonnentag (2001: 3), employee performance is an individual's measurable behavior which impacts positively on the organizational goals. It consists of two dimensions, the behavioral and resultant outcome. Van Der Merwe (2008: 178) defines performance as a behavior. He stated that performance was an action on itself which comprised of behaviors and acts that were geared towards achievement of organizational goals and it's for this reason that employees were hired.

### **1.5.5. Performance indicators**

A performance indicator is a selection, or combination, of action variables that aims to define some or all aspects of a performance. Clearly, to be useful, performance indicators should relate to successful performance or outcome Hughes & Bartlett (2002: 2). Action variables like experience, ability job knowledge among others were based on while measuring employees' performance and generally were actions that defined performance.

### **1.5.6. Performance determinants**

Determinants of performance was the willingness an employee had to work and this was motivation, the capacity one had which entailed education, skills and ability as per the job requirements and lastly the opportunity to work and this entailed the favourable

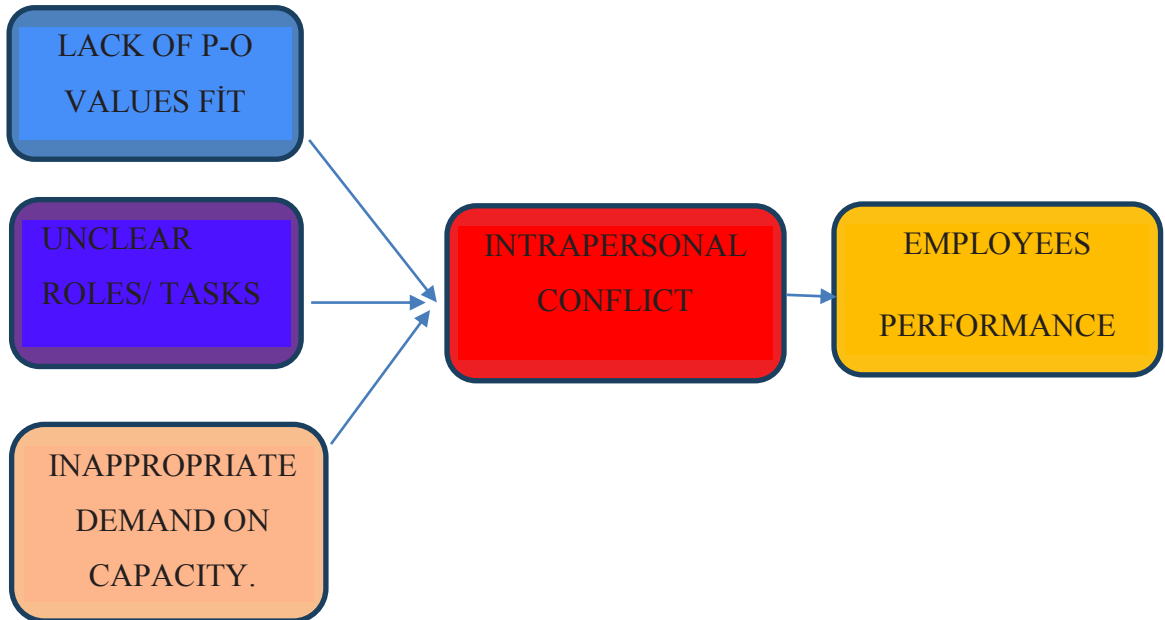
environment that would facilitate smooth working conditions to achieve the set goals McGivern (1997: 25).

### **1.6. Research Validity**

The research intended to measure the impact of intrapersonal conflict on employees performance. In order for this to be attained, two sets of questionnaires that targeted employees and managers were utilized. In these two sets, specific questions that were based on the set objectives were set in both an open and closed ended manner. The respondents feelings and opinion to a question were catered due to the 5 chart Likert scale that was used for them to rate their responses. Participants were also given a chance to expound more on an answer by writing down why they had answered so in specific questions thus content validity was captured. Further on, construct validity was also measured because the questionnaires were administered to employees and managers who had different feelings either from work or home. Some respondents seemed to be happy, others were angry while some looked tired and stressed but this didn't affect the result because they seemed to either agree or deny anonymously to a question. Finally, the research attained criterion validity whereby the results attained from the study matched with the real ground situation. A typical example was, the study realized that failure to match individual and organisation values didn't have an effect on performance. This was verified by respondents who neither knew the organisational values nor had personal values but never the less they were committed to working for their respective companies. In a nutshell, this study met three validity aspects which were content, construct and criterion validity.

### **1.7. Conceptual Framework**

The study adopted a conceptual framework whereby it assumed a relationship between intrapersonal conflict and employee's performance.



**Figure 1:** Conceptual Framework.

The figure above assumed that lack of values congruency between the organisation and an employee, unclear tasks/roles and inappropriate demand on ones capacity to work could trigger intrapersonal conflict that would later on affect an employee's performance.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Introduction

This chapter focused on digging through the secondary data available concerning conflicts and employees performance. The first part dealt with conflicts and narrowed down to intrapersonal conflicts while the second one comprised employee's performance and under it two factors were used to assess it namely determinants and indicators. Intrapersonal conflict belonged more appropriately to the realm of psychology rather management in organizational set-ups. However, organizations cannot be separated from individuals. What affects the individual will in some measure affect the organizations. Hence, it was important to examine organizational conflict and its genesis in general and then expound on the nature of intrapersonal conflict in relation to its manifestation at an employees performance level. It was of essence to review the different thoughts about conflicts that were written by scholars long ago. This was categorized in three parts namely the classical view of conflicts, the neo classical view and the modern view of organizational conflicts Rahim (2001: 7- 10). The same views on conflicts were named differently by Robbins. et al (2013: 368) as traditional view, interactionist view and managed conflict view. Despite the difference in names, the concepts agree on the same issue that in the traditional view/ classical view, conflicts are bad and should be avoided, in the interactionist view / neo-classical view, conflicts are necessary for a group to better their performance and lastly the managed view/modern view, instead of encouraging good conflicts and avoiding bad ones, a method should be found to harmoniously resolve the conflict productively.

Numerous studies have been conducted on conflicts although most of them their main focus has been interpersonal conflicts or conflicts in the organization as a whole. This research sought to explore further into conflicts and concentrated on how the causes of intrapersonal conflicts affected ones performance in the organization. Some researchers have acknowledged the fact that intrapersonal conflicts will automatically lead to interpersonal conflicts which in return will become a menace to the whole organization

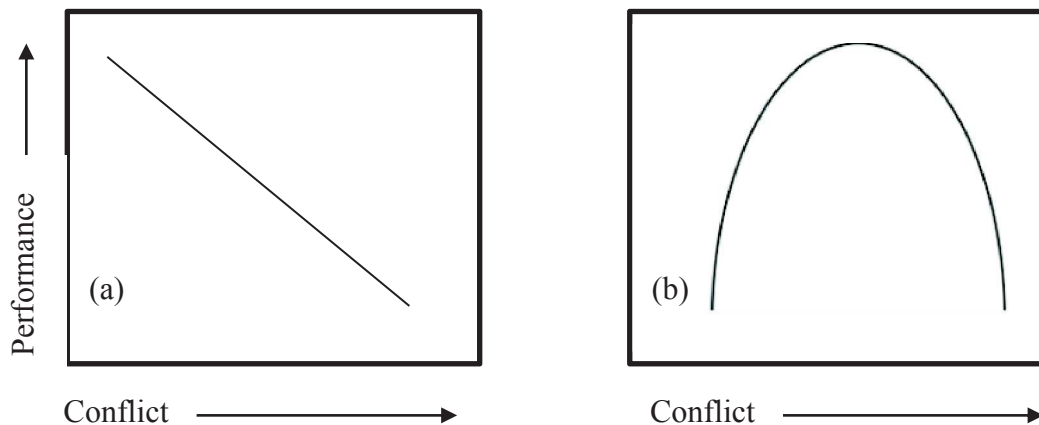
Price (2000). Many at times employees find themselves in a dilemma either when choosing careers, the jobs they are currently doing, the positions they hold and how to reach their set goals. In Africa and specifically Kenya, the unemployment rates are alarming and due to this, most people find themselves settling in for any type of job they are offered irrespective of education level, qualifications, organization in question and ones set objectives. It is due to these ambiguities which arose my curiosity to investigate how the choices made today by employees affect their performance at work.

In any organization's day to day life, conflicts are inevitable part of human interactions and therefore stringent measures have to be put in place to curb this issue. According to Marmeling, conflict in the workplace is endemic and inevitable due to the multiple allegiances of management and workers, and the shared power of management and the workforce Marmeling (2013: 20). Conflicts are inevitable whenever many people with different opinions, interests, perspectives and cultures work inter-dependently towards common (organizational) goals Rahim (2001: 5). A manager's first priority is to view conflict as not always inherently bad. If handled correctly, the dynamics surrounding conflict could change radically. The potentiality for a conflict to exist is in all surroundings Luthans (2011: 278) and many at times people find themselves engaging in talks that can spin out of control. At this point, cooperating is more effective but instead people portray anger and become emotional and this if not resolved effectively (and quickly) imposes significant personal (and organizational) cost on those involved. It's of importance to note that when the two forces involved are under control they possess a potential for good tidings rather than evil however, when they are out of control they are forces of ill Wellington (2011: 178-181).

Today's fast changing world is becoming increasingly characterized by conflicts Aparajita (1999: 27) for example interpersonal conflict, inter group and inter organizational conflict. As many organizations are coming up, they face a problem of losing valuable resources including revenue, time and talent as a result of conflicts arising from within and without. If conflicts are eliminated from workplaces, it would automatically enhance employee performance which would translate to increased business growth and productivity Pondy (1967: 307-308). This paper concentrated on

three main objectives which had been singled out to be the root causes of conflict within an employee and can later on have a major impact on his/her performance.

Little empirical evidence had been published on intrapersonal conflicts thus this study relied on piecing up the little available information to test the interdependency between intrapersonal conflict and employees performance. However, Duarte & Davies (2003:1) analyzed the conflict-performance relationship and concluded that it followed an inverted U-shaped curve, where conflict is most productive at moderate levels and least productive at very low or high levels. Other scholars have argued about the same linear relationship between conflict and performance saying that it's usually negative in nature. Conflict was measured in terms of (latent, perceived, and affective) Pondy (1967: 5) and two objective measures of performance (effectiveness and efficiency). A linear model (performance declining as conflict increases) is adequate to explain the relationship between measures of both perceived and affective conflict and channel effectiveness. A simple diagram was used to illustrate the relationship as follows.



**Figure 2:** The Relationship between Conflict and Performance.

**Source:** Duarte, M., & Davies, G. (2003). Testing the conflict–performance assumption in business-to-business relationships. *Industrial Marketing Management*, 32(2), 91-99. 2.

In the first figure (1 a), it represents a linear model of performance versus conflicts whereby performance declines as conflict increases just as explained earlier. In the second figure (1 b), depicts that the relationship between conflict and performance follows an inverted U curve, where conflict is productive at moderate levels and

unproductive at very low or high levels. Rahim & Bonoma (1979: 3), in a non-marketing context, described the conflict - productivity relationship as having the same inverted U shape. The two authors' rationale is that a certain amount of conflict is essential to productivity and change because organizations that experience less conflicts or none at all may stagnate. On the other hand, organizational conflict left uncontrolled may have dysfunctional effects as noted by Hayes (2008: 5) that time is money thus the time spent to resolve conflicts have a big impact to the company. Therefore, it is argued, the relationship between the amount of conflict and organizational effectiveness approximates an inverted U function.

Conflict is a common day to day terminology that has been addressed by various scholars in the field of human resource management. This study sought to enlighten its readers on what intrapersonal conflict really meant but before that, it was in order to know what the general term "conflict" stood for. According to Cox (2003: 2) conflict was defined as a tension that occurs when real or imagined differences occur between two or more parties due to feelings, attitudes, imaginations and even behaviors. In a simplified version, conflict is a range of behaviors and attitudes that exemplify differences in thinking between managers and the organization on one side versus employees on the other side Marmeling (2013: 20). This is to say that for a conflict to occur, two parties or elements must be involved. However, as I narrowed this discussion down, it was noted that a conflict could still occur within an individual and the parties that will be the major cause of it can be divergent beliefs, unfulfilled expectations, unclear roles at work and also improper job placement for an individual at work. The presence of opposing and divergent orientations are the reasons why conflict is seen as inevitable and inherent to the employment relationship.

## **2.2. The Approaches to Conflicts**

It was of essence to discuss how occurred conflicts and how they were classified. According to Rahim (2001: 20), he categorized conflicts into two broad categories namely; social and organizational types of conflicts. He stated that most researchers had no interest in studying conflicts until the formation of International Association for Conflict Management and Conflict Management Division which encouraged them to

explore this area. Senehi et al (2009: 100) in their quest to study social conflicts they described “deep-rooted conflicts” as those that base on needs that cannot be compromised.

Azar (1990, 68) noted that failure to acknowledge the important factors that would facilitate development of human beings including employees will automatically lead to protracted social conflicts. Azar noted that protracted type of social conflict was not based on competing around power and economics but rather on issues questioning the communal identity which identified racial, religious, ethnic, and other groups in the community.

### **2.2.1. Social conflicts**

According to Fisher (1997: 6), social conflict could be termed as an identity conflict. He stresses that these conflicts have their foundations in individual human needs and values which form humans’ social identities more so in the affiliations of groups, its loyalties and solidarity. The absence of these three factors combined with absence of human rights will lead to social conflicts. Major contributions on the social conflict came from philosophy and sociology while minor ones have also been obtained from other disciplines, such as science.

#### **2.2.1.1. Philosophy**

Under this discipline, various theorists contributed to enrich the concept of social theory. Plato and Aristotle enriched this concept by discussing in detail the need for order in a society Rahim (2001: 2). According to Plato, conflict within the society was natural therefore unavoidable but if an equilibrium between thoughts and senses could be achieved, social conflict could be kept at bay. With good leadership and elimination of private property ownership a balance within the society would be obtained. The two authors concluded by saying that conflict was a threat to the success of the state and should be kept at an absolute minimum or eliminated if possible.

John Dewey also made a significant contribution to the topic of social conflicts. His contributions were influenced and based on Darwin’s theory of evolution and Hegel’s dialectic process. Dewery in his book said that whenever a conflict occurs it caused us

to be observant, innovative and have a good memory. He made remarks that whenever the relationship between human beings and environment was interrupted by conflict, individuals ought to use their intelligence to readapt through a change in their accustomed modes of conduct and belief. This meant that one is supposed to examine a conflict situation to discover the various actions possible and choose the one that best fits the circumstance in question Rahim (2001: 5).

Looking at Hegel and Karl Marx; Marx saw human history as full of conflict between classes—bourgeoisie (business class) and proletariat (working class) which is the mechanism of change and development. We can therefore associate Marx's dialectic with class conflict rooted in economic disparities. Marx believed that this class struggle (between haves and have-nots) would ultimately lead to a classless society devoid of repression where human beings are, for the first time, truly free. Hegel's philosophy is dominated by a statement that every finite concept (thesis) bears within itself an opposing (antithesis) and to overcome the opposition, one must reconcile the opposing concepts by coming to a third position (synthesis) The dialectical method thus effects a synthesis of opposites Rahim (2001: 4).

Thomas Hobbes and John Locke suggested that the purpose of the government is to establish order in social relations, without which there would be constant violence between human beings Rahim (2001: 3). Locke elaborated that human beings have a knowledge of the natural law and therefore are able to distinguish between good and bad. With this knowledge in mind, they should be able to resolve and refrain from conflicts but unfortunately this knowledge isn't applied. Hobbes on the other hand suggested that property existed by the will of state thus people were subjected to endless conflicts. People can only live in peace together by being submissive to the ultimate powers of a master or leader. These two men never mentioned that conflicts were bad and needed to be fenced off but according to their statements, it's evident that they wished to have them completely removed Rahim, (2001:3).

From the philosophical view in contribution to social conflicts, a general observation can be made that all the authors agreed anonymously that conflict was inevitable and had to be completely eliminated if possible. These authors capitalized on a notion that conflicts were destructive and detrimental to either of the participant. A top ranked

person like a leader, state or government has to be put in charge in order to help in decision making when matters of conflicts arise.

#### **2.2.1.2. Biological science**

In the second category towards the contribution of social conflict, Charles Darwin, the father of “The theory of evolution” made significant input. In his theory, Darwin said that all biological species sustained their lives by overcoming hardships emanating from one another or from their natural habitats Rahim (2001: 5). Darwin said that species face a natural selection such that the best species survive and the weak ones die out. This led to the famous saying of “survival for the fittest” Darwin (1872: 76). This gentleman opposed the classical philosophers view point by saying that human beings can only develop and grow basing on how well they resolve and overcome the conflicts they face daily. According to him, if conflicts were to be totally eliminated, then the growth of human beings would be retarded. In a nutshell, a little bit of conflicts are healthy to all biological species Kriesberg (1998: 19).

#### **2.2.1.3. Sociology**

Georg Simmel thoughts together with other authors made a noticeable contribution to this important discussion. Simmel said that a certain amount of conflict acts as an integrative force in small groups like a marriage and this in return bond them together Simmel (1995: 8 & 17). According to him every conflict had a significant positive element that would contribute towards unity and functionality Rahim (2001: 5). George believed that the very same reasons that caused discord in a couple were the basis from which a solution would be found and this kept the marriage long. Simmel saw the importance of a conflict by identifying the possible positive elements that arise after the scores of a conflict are settled Simmel (1995:18).

Elton Mayo just like the philosophical authors agreed that conflict was bad and it ought to be removed completely from a firm Rahim (2001: 6). Mayo and his colleagues believed conflicts would hinder effective management thus costing a great deal to the organization. This is because to them, employees were governed by orders from management and survived on logical statements.

Talcott Parsons as quoted by Rahim (2001: 6) came up with a structural-functional theory in which he assumed that society is stable, integrated, and functional. Therefore, any conflict that would affect this structure was seen as bad and abnormal. Parsons viewed conflict as a “disease” that was disruptive to normal way of functioning and could make a whole society or organisation sick Coser (1956: 21-22).

Coser (1957; 3) opposed Parsons View of conflict by stating that conflict created new norms and institutions and also stimulated the economic and technological growth. Much attention was focused on the productivity of conflicts rather than its destructive side Rahim (2001: 6).

From the above sociological point of view, it was concluded that the authors advocated that conflicts were evil for any organization (Mayo & Parsons). A few scientists however, looked into the positive side that conflicts yielded (Coser & Simmel).

### **2.2.2. Organizational conflicts**

The above mentioned was the second type of the category of conflicts analyzed in this study. Baron (1990: 198) observed that organizational conflict was a vital element that would help in elaboration and understanding of organizational processes and the nature of its behavior to managers and scientists. In this sub heading, three different types of approaches on organizational conflict were discussed. Under each type, a number of theorists who had stipulated different thoughts owing to the enrichment and understanding of the organizational conflicts were described. Different writers have addressed conflict categories using different terms as for the case of Meer (2013: 1) in his one paged article termed them as the traditional view, the human relations view and finally the interactionist view on organizational conflict. Kelly & Kelly (1998: 9) on the other hand categorized them as organizational conflict theories namely the classical, human relations and systems approach theory. All the above views culminate into the following types as was discussed: The Classical View, the Neo-classical view and finally the Modern View of Organizational Conflict.



### **2.2.2.1. The classical view of organizational conflict**

The classical approach stressed on the formal organization. It was mechanistic and ignored major aspects of human nature. The view looked at human beings like economists who engaged in an action for analytical purposes only Kelly & Kelly (1998: 9). There were three main categories that explained this approach namely: Scientific management approach, Weber's bureaucratic approach and administrative theory.

Scientific management approach: It based on the concept of planning of work to achieve efficiency, standardization, specialization and simplification Irefin et al (2012: 6). Frederick Taylor in (1947) & (1911) authored this approach and he proposed four principles that governed it called; find the best way to perform a task, match employees to a specific task, closely monitor them and use rewards as motivators and punishments and finally the managements work is to plan and control Walonick (1993). Taylor believed that the functioning of any organization would improve if principles of scientific management were followed. A true work science was to be developed and followed which entailed determination of a fair day's work and matching the right employee to the right job so that issues of inappropriate demand on capacity would not arise. This concept formed the third objective of the study. He particularly insisted that the conflicts between labor and management would disappear if these principles were applied.

Weber's bureaucratic approach: Max Weber (1947), a distinguished German sociologist considered the organization as a segment of broader society. He proposed a bureaucratic structure of organization as the most efficient form and insisted on the need for organizations to minimize diversification and ambiguity Walonick (1993). For bureaucratic organizational types to succeed, specialization, predictability and stability, rationality in recruitment and selection of personnel and finally democracy responsibility and authority ought to be present. Just like any other theory, Weber's theory was infirm on account of dysfunctions Hicks & Gullett (1975: 245-259.) such as rigidity, impersonality, displacement of objectives, limitation of categorization, self-perpetuation and empire building, cost of controls, and anxiety to improve status. Al-Habil (2001: 9) analyzed the irrationalities of Webber's bureaucratic approach by basing on four main items that bureaucracy had in terms of its neglecting informal

organization, dehumanizing nature, type and its relationship with democracy. Weber in his theory didn't see the essence of informal relationships in an organization and this isn't ideal because such relationships do exist. He also presented his theory as an ideal one, one that was perfect, efficient and effective to be used. It is not possible for organizations to follow an ideal guide of running daily activities which might never be reached or never work efficiently. Bodley (2002) in his book states that bureaucracy had taken over human identity, character, and autonomous will by the organization. It had subjected human beings to compromise their thinking on the basis of right and wrong during their day work because of the rules, instructions and decisions imposed to them by their supervisors. Hummel (1998: 302); Hummel, (2007: 28, 41) stated that bureaucracy was treating human beings as cases rather than human beings who deserved social and economic services. He acknowledged that a conflict existed between society and bureaucracy and concluded by quoting that bureaucracy was blind, deaf and dumb.

Administrative theory: This theory was associated with a classical organizational theorist Henry Fayol, a French executive to whom today's organization theory is greatly indebted to Fayol (1916/1949). Fayol proposed key functions for management like command, coordination, and control and up to today, some of his principles such as work division, control and unity in command are being used daily Rahim (2001; 9). Generally, it was observed that the classical organization theorists did not incorporate a conflict variable into their models. These theorists "viewed conflict as undesirable and detrimental to the organization. Ideally it should not exist Lee (2008: 2). The prescription was simple. Eliminate it" Litterer (1966: 1-2). This could be effected by exhaustively defining jobs, defining the relationships between each jobs, matching right people to the right jobs and also continuously training the employees.

In conclusion, the classical organization theorists did not seem to appreciate different impacts that conflict could have on organizations. They implicitly assumed that conflict was detrimental to organizational efficiency and therefore should be minimized in organizations. They prescribed organization structures, rules and procedures, hierarchy, channel of command among many so that organization members would be unlikely to engage in conflict. This approach to managing organizations was based on the

assumption that harmony, cooperation, and the absence of conflict were appropriate for achieving organizational effectiveness.

#### **2.2.2.2. The Neo-Classical View of Organizational Conflict**

In contrast to the classical approach, the Neo-classical approach introduced an informal organization structure and emphasized the individual work, group and participative management. A significant difference between Taylor's 'scientific management' which focused on work and the neo-classical approach which focuses on workers has been noted. As discussed earlier, the studies of Elton Mayo on conflicts was that it was neither inevitable nor economic to the organization Rahim (2001; 10). Taylor, Fayol, Weber, and Mayo had intentions of reducing conflict to enhance organizational efficiency, but they followed different routes. Whereas Taylor, Fayol, and Weber attempted to reduce conflict by altering the technical–structural system of the organization, Mayo attempted to accomplish this by altering its social system. In summary, the neo-classical or human relations theorists also considered conflict to be dysfunctional, but they tried to eliminate it by improving the social system of the organization.

#### **2.2.2.3. The Modern View of Organizational Conflict**

This view acknowledges that conflicts are an inevitable part of any organization. Litterer (1966: 1) emphasized that tension is normal, even desirable, with the thought growing that “healthy” personalities literary find ways of increasing tension/conflict within an organisation Rahim (2001:11). Harmony is a desirable aspect in any organization although as noted by Rahim, it’s not the main goal for any organization rather organisations should be able to detect the problems they are facing and find a harmonious way of solving them. Litterer (1966) in his book dismisses the views of classical organisation theorists who suggested that conflicts signifies a weakness in an organisation. Meer (2013: 1) conquers with the fact that a continuous conflict happening within an organisation at a minimum level is necessary and beneficial to a group because it arouses critical self-evaluation, competition and creativity among individuals. According to Litterer (1966: 1- 4) this view on conflicts was summarized as follows: little or no conflicts in an organisation can lead to stagnation, poor decision making and ineffectiveness thus in other words, little conflicts are highly encouraged within any

organisational setting. Rahim (2001: 11) noted that the present view on conflicts is that it is essential for attaining and maintaining an optimum level of organizational effectiveness despite the fact that some authors like McDonald don't not seem to conquer with this view. Mullins (2005: 930) contributed to this view by naming it as the interactionist view whereby conflict was seen as a positive force that contributed to effective performance.

From the above discussion, according to the modern view of conflict, conflict is not necessarily dysfunctional for organizations. A moderate amount of conflict, handled in a constructive fashion, is necessary for attaining an optimum level of organizational effectiveness. Unfortunately, there are still writers who view conflict as dysfunctional and recommend its elimination. Care should be taken as not to generalize that the modern view of conflict advocates for conflicts which is not the case. The view states that only functional and constructive forms of conflicts help the organization while the destructive and dysfunctional ones should be avoided.

### **2.3. Types of conflict**

Many schools of thought have classified conflicts using different names and categorized them according to the nature and manner in which they occur or their source of origin. In the article published by Pondy (1967: 2-3), he classified conflicts into three main broad categories as; bargaining conflict among parties to an interest group relationship, bureaucratic conflict between the parties of a superior - subordinate relationship and systems conflict among a lateral or working relationship. In this study, the school of thought by Evans (2013) & Nastase (2007: 4-5) was be adopted. According to these authors, they identified four potential loci of organizational conflict: intrapersonal conflict, interpersonal conflict, intergroup conflict, and Interorganisational conflict. This research focused on intrapersonal type however a brief explanation of each of the above mentioned conflicts was availed to enable us understand the different types.

Interpersonal conflict occurs when a person or group of people frustrates or interferes with another person's efforts at achieving a goal. It occurs between two or more people and according to Elmagri & Eaton (2011: 2) many individual differences cause this conflict to occur in an organization. Nastase (2007: 5) contributed to the same by adding

that interpersonal conflict could be caused by two or three people and ended up involving hundreds and thousands of people. According to this author, interpersonal conflict was a broad umbrella that encompasses intra-group and inter-group conflict.

Intergroup conflict occurs between members or leaders of two or more groups over authority, territory, priorities and even resources Nastase (2007: 6-7). This conflict was mainly triggered by system differentiation, task interdependence, scarce resources, jurisdictional ambiguity, and separation of knowledge from authority Cox (2003: 3). It could also be defined as a type of disagreement that occurred between two groups or teams in an organization. This conflict also happened due to mis-understandings among different teams within the organization Evans (2013).

Inter-organizational conflict was a conflict developed between organizations. Lumineau et al (2015: 4) defined this type of conflict basing on the latent stage of conflict. These scholars stated that latent conflict was concerned with the incompatibilities between two firms or more due to differences in policies and practices. It can be caused by opposite values and attitudes of two organization, managers in one organization feel that other organization is not behaving ethically and is frightening the well-being of stakeholder groups and also the pricing strategies are speculated to be the main triggers of this conflict.

Intrapersonal conflict was the main focus of this study. While intrapersonal conflict might be examined at family level or with one's religious believes, the focus of this research was in relation to employees performance. The word is made up of two syllables which are intra and personal. "Intra" is a Latin word that meant within or inside. Beheshtifar & Zare (2013: 401). On the other hand the word "personal" also meant individual or own. Therefore, in a lay man's language, an intrapersonal conflict can also be termed as an individual or own conflict that emanated from within due to attitudes, personality characteristics or particular personal needs, illness or stress Mullins (2005: 933). This type of conflict is also known as intra individual or intrapsychic conflict Rahim (2011: 23); Butler (2015). Academically, Cox (2003: 2) defined it as a conflict that took place in a person and one had to clear out the contradictions involved by having internal struggles basing on values, beliefs and choices. Cox added on by saying that intrapersonal conflict existed due to

inconsistencies in the feelings and thoughts of a person. An individual may perceive that he or she is in conflict with the organization or other employees, but the conflict exists only in that person's mind. Conflict et al (2008: 4) observed that intrapersonal conflict existed in the forms of cognitive and goal conflict just as mentioned earlier by Cox. However, Conflict et al (2008) stated that the three aspects that were entailed in an intrapersonal conflict were: Approach - approach conflict under which one has to make a choice of selecting among the available options whereby all of them positive outcomes have. Avoidance – avoidance conflict involves making a choice between two or more options whose outcomes are negative. Finally, Approach - avoidance conflict a case whereby an individual has to choose whether to undertake an activity that has both positive and negative end results for example, being offered a good job in a bad location. Beheshtifar & Zare (2013: 400) noted that intrapersonal conflict could be the underlying cause of interpersonal conflict due to differences in culture, attitudes, personalities, values and diversified perceptions Price (2000: 23). Perceived incompatibilities or incongruences frequently occurred when an organizational participant was required to perform a task that does not match his expertise, interests, and values. This type of conflict also occurred if there was a mismatch between the role a person expects to perform and the role that is expected of him or her by the organization. Intrapersonal conflict therefore was simply the incongruence between one's goal and those of the employer. There is a somewhat “psychological contract” Burke (2006: 783) between employer and the employee that is followed but not written.

#### **2.4. Causes of intrapersonal conflict**

The triggers of intrapersonal conflict in an organization have been discussed by various authors so far. According to Mojeed (2010: 15), it was caused by unfulfilled needs/wants, values being tested, perceptions being questioned, assumptions being made, minimal knowledge, expectations are too high/low and the presence of personality/race/gender differences. Looking into Cox (2003: 3) school of thought, intrapersonal conflict occurred due to perceived incompatibilities or lack of harmony. These incongruences emanated when an organizational participant was required to perform a task that didn't match his expertise, interests, and values. It also occurred if there was a significant mismatch between the roles a person expects to perform and the

role that is expected of him or her by the organization and this has been termed as a role conflict. It is from these source that the study's objectives were formulated.

To sum up the above discussion, it was concluded that there were five main causes of intrapersonal conflict as follows; Organizational structure, supervisory style, ones position in the organization, job mismatch and goal incongruence and finally inappropriate demand on capacity. To highlight on the demand on capacity: if an employee cannot properly satisfy all the demands of his or her position even by working at the maximum capacity, then demands overload the situation. On the other hand, if the person's capacity exceeded the demands of the position, then the person will not find his work challenging. Goal incongruences occurred due to lack of harmony between an employee's goals and those of the organization.

## **2.5. The Life Cycle of Conflict**

Owing to the facts discussed previously that conflict was inevitable in nature, it was therefore important to resolve them and keep them at the minimum level possible. In order to resolve them, we needed to understand the stages under which conflicts underwent so that a sober decision could be made about what stage was appropriate to resolve them. According to an article published by Rob (2014), it was important to understand conflict at a psychological level if one hoped to be able to resolve it quickly and effectively. In citation of the course offered by Fagbemi & Adedeji (1997: 50-53) in the University of Nigeria, conflicts, just like human beings are dynamic and not static in nature. People undergo birth, maturity then death stages of life. In Pondy (1967: 296) research, he acknowledged that conflict was made up of a series of interlocking episodes whereby in each of them, a pattern of development was observed. According to him, conflict underwent five episodes namely latent, perceived, felt, manifest and aftermath conflict.

Latent conflict; in this first stage, people may be in conflict without being aware that they were in conflict and this was where factors that could become a cause of potential conflict existed Singh (2015). Not all latent conflicts reached the manifestation stage according to Marmeling (2013: 21-22). If a latent conflict could be solved early, then it would not have to undergo all the stages of a conflict till it escalates to being

manifested. This was because latent conflicts were not observable and therefore couldn't be articulated in any way. Pondy (1967: 300), said that conflict sources could be categorized into four main latent conflicts namely; competition for scarce resources, drives for autonomy, divergence of subunit goals and role conflict. He however stated that role conflict was not an exact type of latent conflict but it rather explained a conceptual relationship which could be used to define the three types previously mentioned.

Perceived conflict; the parties partaking in this conflict become fully aware that there was a conflict. Many a time's latent conflicts failed to reach the perceived stage which is the awareness stage due to suppression and focus of attention Pondy (1967: 301). The suppression mechanism was applicable more to conflicts related to personal than to organizational values. The attention focus mechanism, however, was related more to organizational behavior than to personal values. Sometimes the organisation could be having many conflicts to handle and thus focus on the urgent ones and end up leaving out some.

Felt conflict; Stress and anxiety set in during this stage and were felt by one or more participants of the conflict because at this level, the conflict became personalized and the two parties started feeling the dysfunctionality in it. Felt conflict arose from sources independent of the three types of latent conflict, but latent conflicts provided appropriate targets (perhaps symbolic ones) for undirected tensions Pondy (1967: 302). There were two reasons why most conflicts become felt: One, inconsistent demands from the organisation created anxiety and tensions within the individual and thus need to be vented out to provide an internal equilibrium balance. Two, when the conflict is personalized, the whole personality is involved thus animosity and hostile feelings followed along.

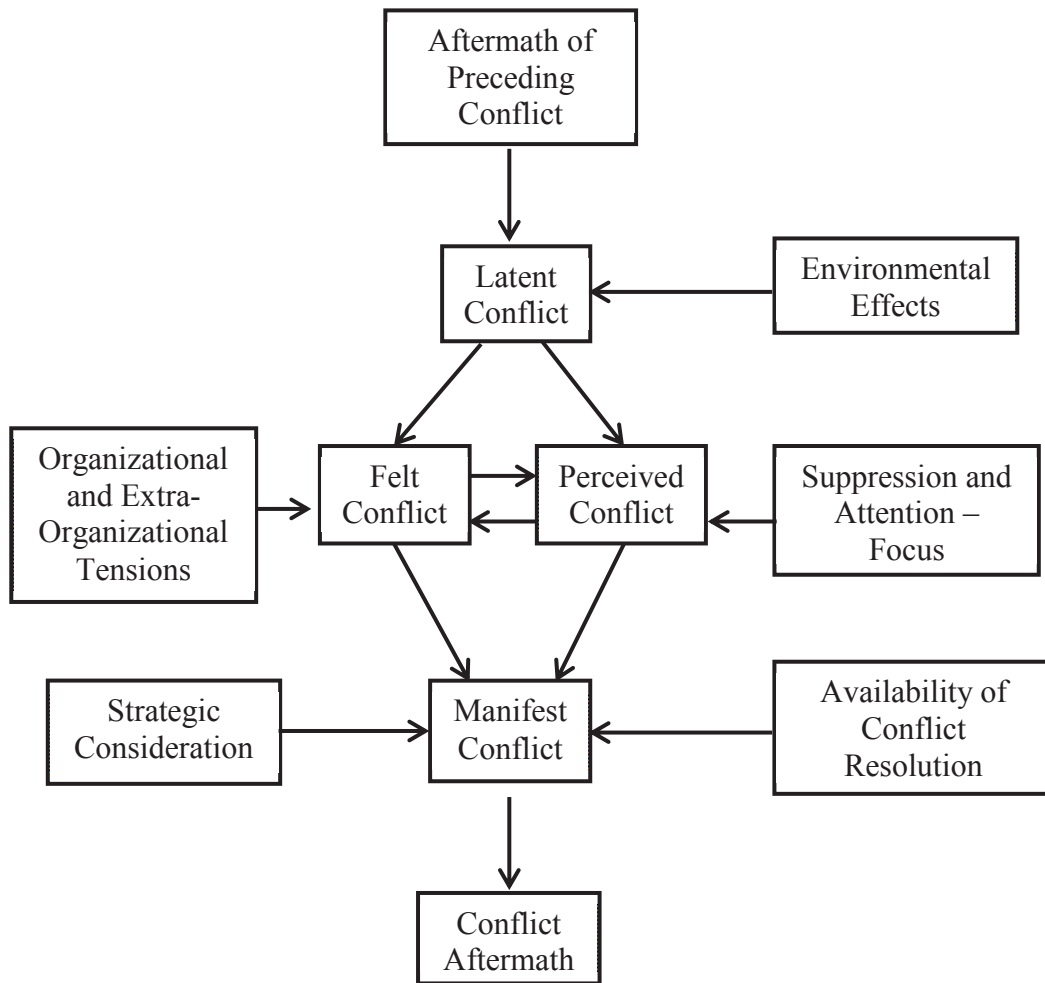
Manifest Stage; A stage during which the conflict could be observed. The two parties engage in behavior which evokes response from each other. The most obvious of these responses are open aggression, apathy, sabotage, withdrawal and perfect obedience to rules. The stage could take a number of shapes including; emails, phone calls, phone messages, face - to - face meetings, or any situation in which the conflict could be observed Rob (2015). According to Pondy (1967: 304) a working definition of manifest



conflict seemed to be those actions and behaviours which were consciously done by an individual to inhibit achievement of the opponent's goals. The behaviours could be consciously done, but not necessarily deliberately meant block another member's goal achievement.

Conflict aftermath; the problem could be resolved or dissolved in this stage. The conflict aftermath could have a positive or a negative impact on the conflicting parties basing on how it was settled Rob (2015). Suppression of conflicts caused the current latent conditions to increase and burst out into bigger problems which could only be ended if the conflict was dissolved or rectified Pondy (1967: 305).

In summary, the five stages of conflict could be briefly described as follows: latent stage, participants were usually not aware of the conflict, in the perceived stage, they became aware that the conflict exists, in the felt stage, stress and anxiety set in while in the manifest phase, the conflict became open and observable and finally in the aftermath phase, the conflict had to be resolved or dissolved thus its outcome Rob (2014). The figure below showed the flow of conflict from one stage to the other.



**Figure 3:** The Dynamics of a Conflict Episode.

**Source:** Adopted from Pondy. R.L. (1967). *Organizational Conflict: Concepts and Models*. Graduate School of Management, Cornell University. Pg. 306.

To sum up a simple explanation of the above figure, conflicts occurred through the five stages mentioned above. In the latent stage, conditions like goal incompatibilities, competition for scarce resources and drive for autonomy fuel up conflicts. Later on role conflict came in to provide a conceptual relationship which could be useful in analyzing the three above mentioned sources of latent conflict. Environmental conditions contributed to the occurrence of these conflicts. Sometimes, latent conflicts don't reach the perceived stage due to suppression and attention - focus mechanisms. The presence of organisational and extra organisational conditions makes the conflict to move from being perceived to being felt. The felt conflict stage occurred from factors that are not related whatsoever to the three previously mentioned latent conditions.

## **2.6. Employee's Performance**

### **2.6.1. Performance Defined**

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Van Der Merwe (2008: 178) defined performance as a behaviour. He stated that performance was an action on itself which comprised of behaviours and acts that were geared towards achievement of organisational goals and it's for this reason that employees were hired in firms. Employee's performance was directly connected with performance management in an organisation and achievement of organisational goals highly depended on employee's performance Mustafa (2013: 9 - 10). Basing on a working definition of Armstrong & Baron (2005: 2), for organisational goals to be achieved, both the individual and team performance had to be increased. Most schools of thoughts have agreed that when defining performance, one had to differentiate between an action (i.e. behavioral) aspect and an outcome aspect of performance. Performance therefore, wasn't defined by the action itself but rather by the outcomes of the actions which must be relevant to the organisational goals. The outcome aspect referred to the consequence or result of the individual's behavior. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Frese & Sonnentag (2001:3-5). Performance management as defined by Armstrong (2009: 618) was a gradual process of improving personal and team's performance in order to attain the overall organisational goals. Thus for better results to be achieved from employees, there must be an understanding and managing of the performance within a consensually agreed framework between employees and managers. Armstrong went ahead to elaborate that performance management concerned itself with harmonization of individual objectives to organizational objectives. This was meant in order to provide congruency between employees and organisational goals and values and failure to do this, intrapersonal conflicts could occur thus forming the research's first objective. According to an "e-reward" survey conducted in (2005) on performance management, alignment of individual and organizational objectives scored 64% of the total survey and this proved

how key goal and value harmonization was important if meaningful performance was to be obtained. What was expected of the employee from both the manager and colleagues had to be clearly defined in terms of role responsibilities, required skills and expected behaviour. In other words, roles and responsibilities are clearly defined and set of which failure to abide by this lead us to the study's second objective. Kagaari et al (2010: 2) defined the same concept of performance management as a means of getting better results from the whole organisation (teams & individuals) by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. This is to mean that before employees are assigned various tasks, they sit down with their supervisors or managers and agree what is to be done, how it will be done and the time frame under which the task should be completed.

### **2.6.2. Work Performance of Teams & individuals**

The performance of individuals and teams was seen to be almost the same however, the difference in their performance was based on the way the two were measured and also the reward approach used for each Van Der Merwe (2008: 22). The reward measurement approach was not being looked into since the focus of this study was on the impact of intrapersonal conflicts on individual employee work performance therefore the analysis of the reward approach fell outside the scope of the study.

Human capital is the most valuable intangible asset in any organisation as compared to materials, money and machines Al Ziadat (2015: 208) and it is due to this reason that employees problems must be taken into account seriously because if they fail to perform effectively, the impact will be directly felt by the organisation in terms of performance and production Elmagri & Eaton (2011: 60). P-O fit comprises both supplementary and complementary fit Darnold (2008: 7) whereby in supplementary fit, both the organisation and individual have similar characteristics. This fit is seen occurring when an organisation hires a new employee who possess the same attributes and skills like the currents ones but this is meant to replicate its workforce Alniaçık & Mehtap (2014: 3).

“Complementary fit means that an employee has a skill set that an organization requires, or it can mean that an organization offers the rewards that an individual wants” Cable & Edwards (2004: 822).

Employee commitment was a set of behaviours and an attitude, a strong inner feeling to continue working for an organisation and the willingness to exert effort on any organisation related matters Yew & Malaysia (2007: 3). Focusing on commitment, Alniaçık & Mehtap (2014: 3) suggested that it is based on a social theory which states that commitment will either rise or fall in regards to the benefit relationship an employee has with the organisation. In instances where employees are contented with what the organisation has to offer, then the commitment level increases and vice versa. Meyer & Allen (1991: 64), found out that commitment comprised of three types namely: affective commitment, continuance commitment and normative commitment. Affective commitment referred to an employee's emotional attachment to be identified and be involved with the organisation at any time. Workers who possess affective commitment continue working for that company irrespective of any challenges they face simply because they want to do so. Continuance commitment on the other end referred to the implications that tag along should an employee quit the job and employees with such a type of commitment will always continue working because they a need to work. Lastly, normative commitment was the strong conviction for an obligation and responsibility that an employee has to continue working for an organisation. Employees in this category obtain commitment because they feel its ethical and its right for them to work for the organisation. Empirical research conducted by Finegan (2000: 152) proved that both affective and normative commitment lead to high production, increased organisational citizenship behaviour (OCB) and positive work attitudes however, continuance commitment had no relationship with performance. This arose due to a fact that employees had few choices in terms of job alternatives a typical real case in the two companies under investigation: Elsek Group of companies and Raq's Car wash that had most of their workforce comprised of casual low educated workforce.

Another factor in P-O fit being analyzed was job satisfaction. This was defined as the feelings or state of mind that an employee had in regards to the nature of job at hand and at the height of satisfaction, absenteeism will be low, lower rates of employee turnover and increased productivity were to be noted Tooksoon (2011: 41- 42). Job satisfaction was noted to have a direct negative relationship with turnover intentions Ammah (2009: 1). Employee turnovers cause direct (financial cost) and indirect costs (cost incurred to

hire and train new employees) to the organisation Tariq, Ramzan, & Raiz (2013: 702). In order to minimize this, the impact of job satisfaction on labor turnover has to be considered by creating a congruence between jobs and employees self-identity and also by ensuring that participation in these jobs will have a general life satisfaction.

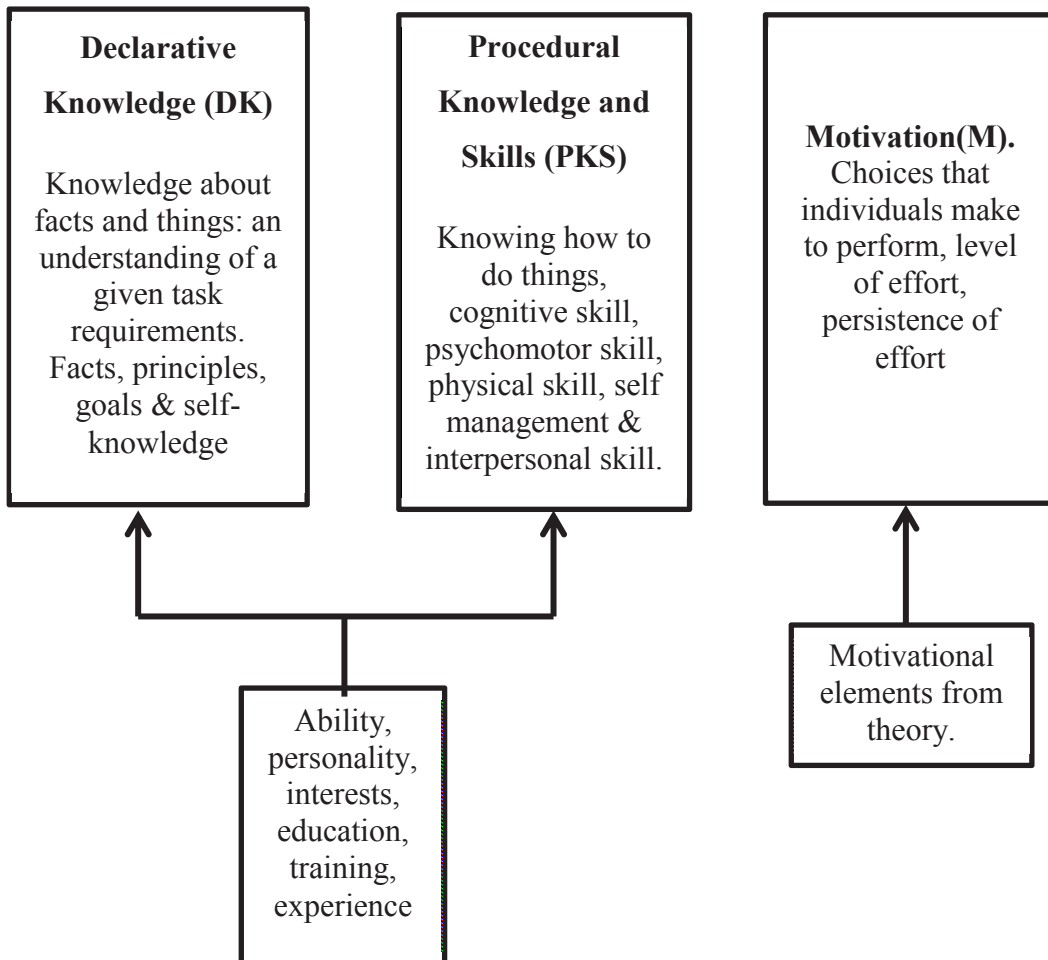
### **2.6.3. Relevance of individual performance**

As noted by Spitzer (1986: 6) individual performance was relevant because majority of work done was based on individuals not groups or teams. Individual performance is a core concept within work and organizational psychology. Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Employees performance could make or break an organisation Mayhew (2016). There's a feeling of satisfaction and pride once an individual performs well and highly and the vice versa could cause dissatisfaction and stress. Employees who wished to develop themselves in terms of their careers and better positions on the labor market needed to exceptionally perform well. Recognition of individual performance by the management lead to financial rewards and other fringe benefits Frese & Sonnentag (2002: 2). An individual performance was an overall evaluation and a measure of an employees worth in the company Johnson & Meade (2010: 1).

### **2.6.4. Campbell's Model of Job Performance**

For this research to establish the factors that were attributed to employees performance, the model of job performance as proposed by Campbell in (1990) was adopted. A number of industrial and organisational psychologists Campbell being one of them agreed that despite the fact that efforts had been made to define factors that could be attributed to be the cause or closely related to overall performance, little effort had been invested in finding those specifically related to performance at an individual or employee level Land & Conte (2013: 157). Van Der Merwe (2008) concurred with the statement above and went on to explain a hierarchical model of job performance which Campbell proposed with an aim distinguishing factors that were directly under employees control and those that were out of their range which could be affiliated to the

organisation. Three direct determinants were established (the basic building blocks or causes) of job performance, namely declarative knowledge (DK), procedural knowledge and skill (PKS), and motivation (M). The relationships and examples between these determinants were illustrated in Figure 4 below.



**Figure 4:** Campbell’s Determinants of Job Performance.

**Source:** Landy, F.J. and Conte, J.M. (2010). *Work in the 21st Century: An Introduction to Industrial and Organizational Psychology*. 2 nd Ed. Pg 158.

Campbell’s model as explained by Landy and Conte 2010 suggested that the factors within each determinant namely DK, PKS and M contributed to a specific determinant and therefore had an indirect impact on performance. According to Campbell’s model, DK, PKS and M were determinants of performance, and not behaviours thus performance itself. Campbell identified at least eight basic performance components as was illustrated later on. He believed that three of these performance components (core

task proficiency, demonstrating effort, and maintaining personal discipline) were indispensable at some level for every job Van Der Merwe (2008: 13). These components were stipulated because Campbell had a strong notion that all jobs could be subdivided into all or subsets of these components as illustrated in the table below.

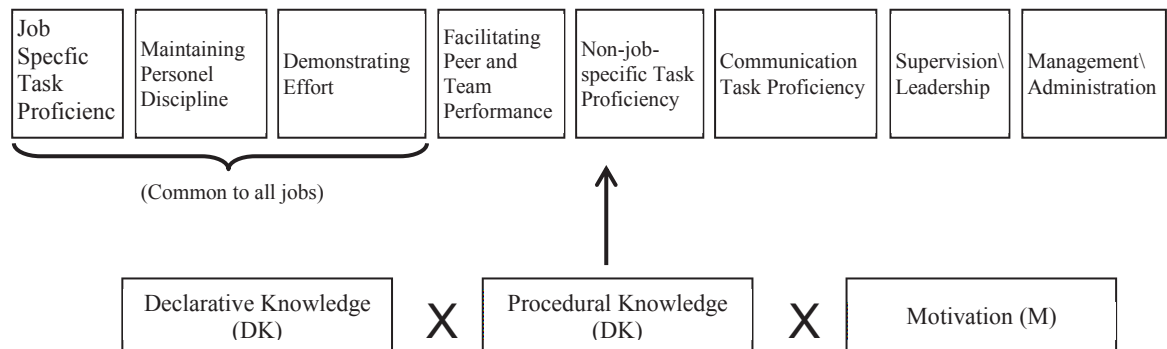
**Table 1: Campbell's Eight Performance Components**

<b>PERFORMANCE COMPONENTS</b>	<b>DEFINITIONS</b>
<b>Job-specific task proficiency</b>	An individual's capacity to perform the core substantive or technical tasks central to the job.
<b>Non-job-specific task proficiency</b>	An individual's capacity to perform tasks or execute performance behaviours that are not specific to their particular jobs.
<b>Written and oral communication task</b>	An individual's proficiency in writing and speaking, independent of the correctness of the subject matter.
<b>Demonstrating effort</b>	The consistency of an individual's effort; the frequency with which people will expend extra effort when required; the willingness to keep working under adverse conditions.
<b>Maintaining personal discipline</b>	The extent to which an individual avoids negative behaviour such as excessive absenteeism, alcohol or substance abuse, and law or rules infractions.
<b>Facilitating peer and team performance</b>	The extent to which an individual supports peers, helps peers with problems, helps to keep a work group goal directed, and acts as a role model for peers and the work group.
<b>Supervision / leadership</b>	Proficiency at influencing the performance of subordinates through face-to-face interpersonal interaction and influence.
<b>Management / administration</b>	Behaviour directed at articulating for the unit, organising people and resources, monitoring progress, helping to solve problems that might prevent goal accomplishment, controlling expenses, obtaining additional resources, and dealing with other units.



**Source:** Adopted from Van Der Merwe. (2008). A critical analysis of factors that influence employee work performance. Pg. 14.

When the above eight proposed components are combined with three direct determinants of job performance, they form a full expanded model as depicted below.



**Figure 5:** The Full Campbell Model.

**Source:** Adopted from Landy, F.J. & Conte, J.M. (2010). Work in the 21st Century: An Introduction to Industrial and Organizational Psychology. 2nd ed. Oxford, UK. Pg. 159.

### 2.6.5. Performance as a multi-dimensional concept.

According to Sonnentag & Fay (2010: 9), performance was seen as a multi-dimensional concept because it comprised of many factors such as task performance, organisational citizenship behaviour (OCB), contextual performance, prosocial behaviour, personal initiatives and lastly context specific behaviour. In another study, performance was termed as a multi-dimensional concept because it was grouped into two aspects namely task and contextual performance Sonnentag (2002: 6). Task performance referred to ones ability to perform activities that are important to the organisation's goals either directly or indirectly while contextual performance were the activities that an employee engages in which do not directly contribute to achievement of the goals but provide a conducive environment socially and psychologicaaly that will in return facilitate the attainment of the main core which were organisational goals like making suggestions about how to improve work procedures. This study chose to concentrate on task performance and organisational citizenship behaviour because it had a direct relation to

the organisations achievement of goals thus performance Motowildo et al (1997: 6). A breach in the OCB was sighted to be directly leading to a reduction in commitment towards the organisation and thus reduced performance.

#### **2.6.6. Task performance**

This concept was defined as doing just what is expected within ones job range i.e the job description Rotundo (2002: 10); Viswesvaran & Ones (2000: 218). It was the competency that one exemplified while conducting their duties which comprised of ones knowledge of the job, quantity produced and the quality produced Koopmans et al (2011: 858). Task performance has been sighted to be multi dimensional too and from the eight factors of performance postulated by Campbell (1990), five factors were task performance related which were: job-specific task proficiency, non-job-specific task proficiency, written and oral communication proficiency, supervision in the case of a supervisory or leadership position and lastly management/administration. Each of these factors have subfactors under them and they vary from job to job Frese & Sonnentag (2001:4) however in Viswesvaran & Ones (2000: 220) studies pointed out that the main eight factors were applicable to all types of jobs. This concept can be partially related to the Campebel's job performance model and its due to this that it was discussed because the contextual part was ommited from this study. Task performance could be predicted by ones abilities and skills as per Fresee & Sonnentag which formed part of the questions in the research tool while contextual performance is predictable using ones personality and this was beyond the study scope. In a study conducted by Van Scotter (1994: 9), task performance was also determined using a number of variables which were formal training, job knowledge, cognitive ability, experience, perceptual ability and psychomotor ability respectively.

#### **2.6.7. Organisational Citizenship Behaviour (OCB)**

The Chattered Institute of Personnel and Development CIPD (2002: 1 ) defined OCB as the willing nature of any employee to go an extra mile by doing what wasn't stated in the job description. Viswesvaran & Ones (2000: 3) defined OCB as an individuals discretionary behaviour that was not directly recognisable by the rewarding system of

the organisation yet it helped in raising the performance of an organisation. Viswesvaran et al quoted from the main author of OCB Organ 1988 that some of these OCB included; altruism, courtesy, cheerleading, sportsmanship, civic virtue, and conscientiousness. Koopmans et al (2011: 858) also contributed to defining OCB by stating that it was an individuals behaviour which supplimented in the enrichment of the organisations social and psychological realms and this in return supported task performance.

#### **2.6.8. Individual performance measurement**

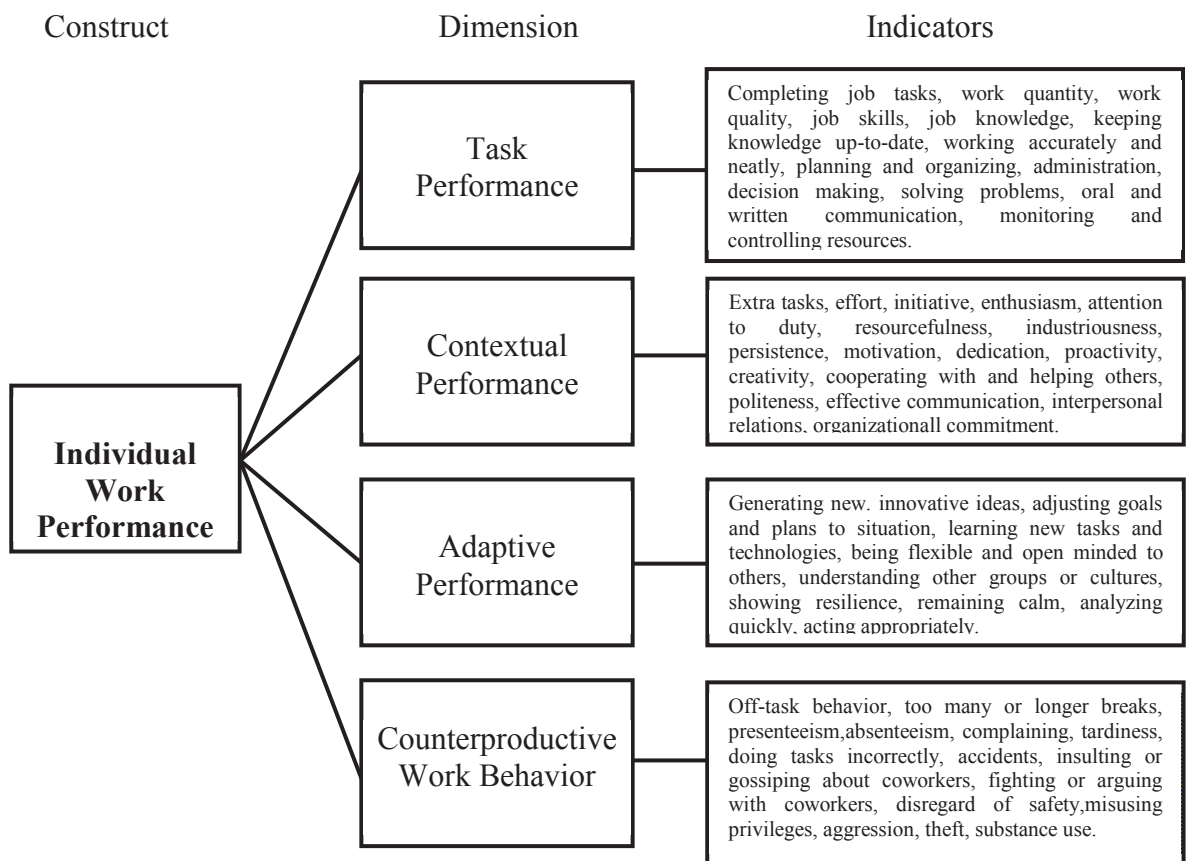
As discussed earlier, the concept of performance encompasses what has been achieved and how it was achieved. There was a dire need to measure performance because it lead to effective management in the organization Spitzer (2007: 13). A firm's performance could be measured in a number of different ways but the most obvious ways that had been used by researchers was the use of key performance indicators (KPI's) which mainly entailed financial results (Profitability) or productivity of the firm Armstrong (2006: 103). However, measuring individual performance was tedious and hard because of the variation of one job to the other and as a result, different measures were applied. The most obvious ones being keeping records on quantity versus quality produced and marking absent and present registers but despite all this, none of these methods had completely recorded a full range of behaviours that could lead to employees' performance Koopmans et al (2011: 856). Due to this, employees' performance was measured using different dimensions such as satisfaction, motivation and specific behaviours that lead to performance and it is because of this reason that Campbell's model of performance was adopted for this study. It's vital to measure employee's performance although it's seen as a "necessary evil" by most workers because performance measurement was associated with punishments, being judged, top-down strict control, humiliations and mostly focused on who went wrong rather than what went wrong Spitzer (2007: 38). Most workers had been viewed to naturally resent being placed in a situation whereby their work had to be evaluated under some "magnifying glass" on one end and on the other there's a boss observing to gauge whether they are on the right track or not Tatar (2011: 115).

Work productivity and performance are two concepts that were often concurrently used although they are different from each other. Productivity is equated to input (material, labor, capital and energy) divided by output (product, services activities) Ziuraite (2008: 6). Productivity is a narrower concept as compared to performance. Work performance cannot be directly measured therefore its measurement relies on indicators and dimensions that comprise it Fay & Sonnentag (2010: 2-3); Anderson et al (2001: 37-38). Dimensions comprised of measurable indicators and they cut across all types of jobs but indicators varied according to the job in question Anderson et al (2001: 7-9). When measuring an individual's performance, a differentiation was to be considered between casual variables and indicators of performance. Indicators reflected performance whereas casual variables predicted ones level of performance Fayers & Hand (2002: 236 -237).

This study measured performance basing on both indicators and determinants of work performance. McCloy et al, (1994: 105) observed that determinants comprised of willingness, opportunity and capacity to perform work. If an employee executes tasks willingly without being pressurized, then the resulting performance ought to be high and this can also be termed as motivation. The capacity to perform comprise of the required skills, abilities and qualifications one needs to work. Lastly the opportunity to perform are the circumstances surrounding an employee to facilitate in executing the challenging tasks. The determinants that were accessed were an employee's age, sex, education, job satisfaction and job status. A research done by Grund & Sliwka (2007: 2-4) concluded that elderly employees performed less compared to the younger colleagues. In terms of sex, female employees were seen to have an average performance due to parental burdens on them such as taking maternity leaves while their male colleagues were at work. Education had an indirect impact on an employees' performance although a fact remains that better educated employees occupied better jobs and therefore the job status and position at work set in. Ofoegbu & Joseph (2013: 1-2) in their study on determinants of employees' performance, they categorized them into major and minor determinants. The major ones were; motivation, wages and salaries, conducive working environment and employee's interest while the minor ones included years of experience, firm size and availability of raw materials. The minor ones only increased the ability of workers to perform effectively.

“A performance indicator is a selection, or combination, of action variables that aims to define some or all aspects of a performance. Clearly, to be useful, performance indicators should relate to successful performance or outcome Hughes & Bartlett (2002: 2)”.

According to Franceschini et al (2007: 4), performance indicators were widely utilized by managers during asset allocation and making strategies however, selecting the right performance indicators of work was not easy. They went ahead to identify that some indicators were easy to measure while others were hard but they helped a firm to focus on the decisions that are important in success. Tartar (2011: 116) said that performance was to be measured keenly basing on indicators that depicted it. He derived the indicators from a balanced scorecard which were; a mission statement, a strategic plan, the human resource system and information technology system. Out of these indicators, the human resource system was singled out to be of importance and related to individual performance. This study concentrated on quality of work which differentiates a company on the market from others Koopmans et al (2011: 856); Franceschini et al (2007: 5) ability, experience, job knowledge and skills, declarative knowledge (task performance) Koopmans et al (2011: 856) as indicators of performance. In order to summarize and understand how an individual performs and its respective measurements, the Heuristic framework of individual work performance was adopted in the figure below.



**Figure 6:** The Heuristic Framework of Individual Work Performance.

**Source:** Adopted from Koopmans, L. et al. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856-866. Pg. 863.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1. Introduction**

After having dealt conclusively with the theoretical background, this chapter focused on the methodology that was adopted for the study. The purpose of this chapter was to describe the research methodology of the study, explain the method used to select the sample, describe the procedure that was used in designing the data collection instrument, how the data was collected and lastly the chapter offered an explanation on the statistical procedures that were used in data analysis. It ended with a discussion on the limitations of the study and further research areas that deem important were stated. The main topic of this study was to establish the impact of intrapersonal conflict on employee's performance. Three objectives were being focused on namely: To examine the impact of goal incongruencies on employee's performance, to examine the effect of conflicting tasks/roles on employee's performance and finally to examine the effect of inappropriate demand on capacity on employee's performance.

#### **3.2. Location**

The study was conducted in Kenya a country that is located in the East of the African continent. Kenya was given priority due to the fact that that's my homeland and I really wanted to do something that could be of importance to any company in my country. The language spoken there, English, was of essence to the study and also, during the interaction with respondents. Kiswahili which is a local language that I was familiar with too was seen as an added advantage to allow any illiterate employee express themselves in it when answering the questionnaire. Mombasa was the specific city in Kenya where this study was conducted. It was settled upon due to convenience and also the fact that it is the second largest town in Kenya with an estimated population of about 900,000 people as per the census in <http://buzzkenya.com/mombasa-kenya/>. The town was strategically located in the East coast of Kenya along the Indian Ocean. Due to its location, it had an extra large port which serves not only Kenya but also neighbouring

landlocked countries like Uganda and Tanzania and this made it a big trading centre for tourists and the locals Mombasainfo.com ( 2013). The town was dominated by Swahili and Mijikenda people who are very conversant with the local language of Kenya; Swahili. Its not known exactly when the town was founded but history books in Kenya state that it was in 900 A.D by an Arab geographer Al Idris. Ever since its foundation, it was a famous town in trading spices, ivory, gold and slaves. The town was the first to be industrialised in Kenya with the construction of a railway line that linked it to other towns. It was used as a strategic place during the independence war in 1960's and therefore some of the oldest buildings like Fort Jesus and old industries like the oil refinery plant can be found there. Long ago I stayed in this town thus was familiar with it and its environs and this made data collecting easier. Generally as mentioned earlier in chapter 1, in Africa and specifically Kenya, the unemployment rates are alarming and due to this, most people find themselves settling in for any type of job they are offered irrespective of education level, qualifications, organization in question and ones set objectives. It is due to this ambiguities which arose my curiosity to investigate how the choices made today by employees affected their performance at work in the near future. Data was collected from two companies that were in different operations which were; Elsek & Elsek Group of Companies then Raq's Car Wash. More information on this companies was offered in the background of the study.

### **3.3. Participants and Sampling**

A total number of 64 participants were selected for this study. This number was settled upon after talking to the managers of the two companies and going through records to establish how many workers were available on ground especially for Elsek & Elsek company as per the data collection time visa vie the total number of employees in the organisation. For the case of Raq's car wash, respondents were selected both from the night and day shifts. Records on the number of employees in each organisation were reviewed to determine how many employees were to be randomly selected from each company. Both random sampling and purposive sampling was used to determine the eligible respondents for the study. Purposive sampling was applied during the selection of permanent and casual employees at Elsek company and also when choosing a manager to conduct an interview with. 62 employees were purposively selected from



different departments and care was being taken to choose employees who had worked in the two companies for long, be permanent workers although some casuals were also considered and finally their respective department of work. Elsek & Elsek company had a total of 400 employees while Raq's Car Wash had 50 employees. The table below summarizes how participants were selected in order to accomplish the purpose of this thesis.

**Table 2: Number of Employees Available Visa Vie Those Selected**

COMPANY	AVAILABLE EMPLOYEES	SELECTED EMPLOYEES	SELECTED MANAGERS	WORKING STATUS OF RESPONDENTS
Elsek Group	400	33	1	Permanent 14
				Casual 19
Raq's Car Wash	50	29	1	Day shift 19
				Night shift 10
Total	450	62	2	62
TOTAL RESPONDENTS		64		

It is worth noting that from Elsek & Elsek Group of Companies, only 14 permanent workers participated in the study. This is because employees were often busy and could only fill in the questionnaires in their free times. From the managerial side, 2 managers were purposively selected. At Elsek & Elsek Group, the manager in charge of operations and the owner participated in the interview while from Raq's Car Wash, the manager responded to the interview. Purposive sampling was used because the two managers do oversee the process of recruitment and placement of employees in various jobs therefore, they would provide vital information that was related to the study in answering the three set objectives by applying direct knowledge Hasson, Keeney & McKenna (2000: 4). This type of sampling was used to enable the study to be repeated for confirmation in another population and same results to be arrived at unlike random sampling. The data obtained from a purposively sampled group was reliable and fit the study since it was obtained from key informants (KI's) needed Tongco (2007: 8)

### **3.4. Instrument**

The data collection was conducted using a set of /both structured (Closed ended) and unstructured (open ended) questionnaires. Structured questionnaires were used because they are flexible and can be used to gather information concerning almost any topic, from a larger or small number of people O'Cathain & Thomas (2004: 2-5). This questionnaire type entails a low level of involvement by the researcher and high number of respondents. The questionnaires were also deemed to be easier for the researcher to code and analyze them there after. On the other hand, unstructured questionnaires were important because of their qualitative nature since they allowed the respondent to express their views openly Timpany (2011). Two sets of questionnaires were prepared both for the managers and the employees. The employees questionnaire contained five sections and had a total of 27 questions. Three sections were tailor made to rhyme with the three objectives in question and also the research questions. Each of these sections contained 7 questions respectively. In section 1, the first 1-5 questions were based on demographic information. Section 2 addressed the first objective which was to examine the impact of goal incongruencies on employee's performance and the questions ranged from 6-12. Section 3 of the questionnaire tackled the second objective; to examine the impact of conflicting tasks/roles on employee's performance and related queries ranging from 13-19 were asked. The 4th section concerned itself with the last objective namely to examine the impact of inappropriate demand on capacity on employees performance. This section contained questions 20-26. A five response Likert scale was used with questions requiring answers of strongly agree, agree, neither agree nor disagree, disagree and lastly strongly disagree. The Likert scale was chosen because it captured the intensity of their feelings towards the phenomena being investigated by choosing from a range of either strongly agreeing or strongly disagreeing Burns & Burns (2008: 245).

### **3.5. Research Design**

The study used a descriptive survey design. The purpose of using descriptive design was to collect detailed and factual information that described the existing problem. Data was collected based on the concepts defined in the research model. This study was a

descriptive survey because it adopted the use of questionnaires aimed at finding the impact of intrapersonal conflicts on employee's performance.

### **3.6. Data Collection Method**

Questionnaires were distributed to the eligible participants and each of them took a time span of between 10-15 minutes to fill in however, some candidates didnt have a good command of English and therefore I interpreted the questions as they filled in. For the two managers, a face to face interview was conducted.

#### **3.6.1. Data analysis and presentation**

The data was subjected to statistical analysis with the help of SPSS. Both descriptive statistics and inferential statistics were used to analyse the data represented in the form of charts and tables. The interpretations of this statistics followed each measure as shown in chapter four. Correlations, cross tabulations, t-tests, and analysis of variance were instrumental in testing if there were statistically significant differences between variables that indicated intrapersonal conflict and employees' performance. These results were compared with the interviews from the open - ended questions. With the help of the available literature, discrepancies and similarities were highlighted. Also, some variables were tested between the groups, educational background, organizations, and the age of respondents.

#### **3.6.2. Limitations**

Finding first hand information was a bit hard since the topic had little empirical evidence published. There was a limitation of being given biased data by the respondents because they had been coached prior to the data collection and they also feared being laid off should they give the right information that might portray a negative image of the company, information that was learned out of interaction with one of the respondents from both companies. Some of the respondents from both companies had difficulties in understanding English so I had to interpret the questions for them in the local language Kiswahili and this made some questions to lose their original intended meaning. Instead of the questionnaire being filled by the employees, I had to administer

it and this made me to probe for further information that was either related or not related to the study.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1. Introduction**

This chapter presented findings of the research and analyses of the data that was between January and February 2016 from Raq's Car Wash Dealers and Elsek Group of companies. The chapter began with the analysis of background information of respondents, then each of the objectives was analysed. Findings were compared with the literature review.

#### **4.2. Demographic Information**

The research was conducted between Raq's Car Wash and Elsek & Elsek group of companies. Elsek Group of Companies had the most number of workers working under different categories such as secretaries, cleaners, a manager, agents and it had a big number of casual employees. This company hired educated and professional people in its main office and for the most important positions while the simple chores were left for the casual labourers. Raq's Car Wash on the other side had a few people on top managerial positions and the rest were normal employees. There were no casual employees in this firm as compared to the previous one although majority were dealing with washing cars. However, a similarity was noted between the two companies; that the number of female employees were less due to the nature of work involved and the biased perception about female employees

##### **4.2.1. Organizations**

The data was acquired from two organizations namely Raq's Car Wash and Elsek & Elsek Group of companies. Table below shows the descriptive statistics for the organizations.

**Table 3: Organization**

	Employees		Managers	
	Frequency	Percent	Frequency	Percentage
Elsek & Elsek Group of Companies	33	53.2	1	50
Raq's Car Wash	29	46.8	1	50
Total	62	100.0	2	100

There were 33 employees interviewed from Elsek Group and 29 from the Raq's Car Wash Company thus totalling upto 62. In addition to this, interviews were conducted with 2 managers one from each organization making the total to rise up to 64 respondents as detailed earlier in table 3.

#### 4.2.2. Gender

The table below portrayed respective gender of the respondents.

**Table 4: Gender**

		Frequency	Percent	Cumulative Percent
Valid	Male	52	83.9	83.9
	Female	10	16.1	100.0
	Total	62	100.0	

A gender representation was not possible as these companies had a male dominated ratio. 83.9 were males and 16.1 were female. This is out of research control to balance the samples. In Raq's Car Wash, the only female available were the manager/owner, accountant, tea girl and the secretary thus summing up to 4. The rest were mechanics, guards and car cleaners who were male. On the other hand at Elsek Group of Companies, the human resource manager, secretary, tea girl, office cleaner and two chefs at Kikambala branch. There was one similarity observed from the two companies that, although they were exclusively different from each other, the work they were doing was considered to be "hard" and more of men rather than female related. Due to this, male candidates were given an upper hand during recruitment. According to

Strangleman & Warren, 2008: 162, men and women are naturally different in terms of strength/domination and weaknesses/subordination respectively. The two companies seemed to be in concurrence with Strangleman’s view that due to biological differences, ‘women’s jobs’ and ‘men’s jobs’ was a natural phenomenon. It is due to this reason that in Raq’s Car wash, no female employee was in charge of washing cars because it was assumed to be a ‘man’s job’. Previous research had also indicated that there was extreme segregation between men and women due to their marginal perceived difference in productivity i.e. men tend to be more productive than women Bielby & Baron (1986: 761).

#### 4.2.3. Education

**Table 5 : Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	12	19.4	20.0	20.0
	High School	22	35.5	36.7	56.7
	College	20	32.3	33.3	90.0
	Undergraduate	4	6.5	6.7	96.7
	Post Graduate	2	3.2	3.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

From table 5 above, it was conspicuously noted that most employees had attained education up to the level of primary, high school and college. A few were undergraduates and the least fell in the post graduate categories. From the two companies, employees with a lower level of job ranking were between primary and college while the top positions were filled up by learned people. Farkas (1976: 474) had stated that one’s educational level translated directly to the probability of finding employment and also to their wages / salary received. A good example was Raq’s Car Wash where most of the workers were primary level drop outs and they were in charge of car cleaning. At Elsek group of companies, the situation was neither different because the tea girl, chefs, security guards, drivers and casual labourers had mainly attained education up to secondary schools or college. Strangleman & Warren (2008:

163) acknowledged the work of a scholar, Durkheim who said that there ought to be a difference between the work of men and women at work due to their natural differences. The two case studies are in accordance to this too and they selectively recruited employees for vacancies available basing on sex among other factors as depicted from the interview with Raq’s car wash manager when question 13 was paused.

#### 4.2.4 Age

**Table 6: Age**

Group	Frequency	Percentage
15-19	6	9.68
20-24	16	25.80
25-29	24	38.71
30-34	10	16.13
35-39	4	6.45
40-44	0	0
45-49	2	3.23
Total	62	100

Age was an important determinant of an individual’s work as previously detailed in the literature review. From the table above, most employees were within the age group of 15-29. These were the energetic young men and women whom every employer believes that they still had strength and power to execute their tasks. A study conducted by Grund & Sliwka (2007: 2-4) concluded that elderly employees performed less compared to the younger colleagues and this was a reason enough as to why the two companies had few elderly people. Age was viewed by Strangleman & Warren (2008: 178) to be a social division of work and it had unique effects depending on the group at hand. For some senior positions, the more the employee’s age the more skilful they become thus chances of job retention are higher but unfortunately for the young unskilled workers, their employment opportunities diminish with age. An employee with the highest figure of age was the manager of Elsek Company and from the argument above, it’s the reason why he couldn’t retire or resign and at the same time he was the owner of the multi tasking company.

### 4.3. Personal and Organizational Values

The first objective of this study was to examine the impact of values incongruence in relationship to intrapersonal conflict that might cost an employee’s performance. “Self-motivated people have uncompromising values” said one of the managers. When they bring these values to an organization, they produced the best of themselves.

#### 4.3.1. Personal and organizational values match

One of the statements I asked respondents was if their values matched those of the organization they were working with. The table below shows the results.

**Table 7: My Values Match Organizational Values Match**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	6.5	6.5	6.5
	Agree	20	32.3	32.3	38.7
	Neither agree nor disagree	26	41.9	41.9	80.6
	Disagree	8	12.9	12.9	93.5
	I strongly disagree	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

As can be seen from table 7 in the neither agree nor disagree entry, many people simply could not make up their minds between their values and that of the organizations. The possibility that one had no values was very high. Employees could be just going with the flow and hence a rough conclusion could be that such indecision was an indication of intrapersonal conflict. A research conducted by Thomas (2013: 71) back up the above results whereby a low positive relationship between personal and organisational values was recorded but no significant relationship existed between them. Some employees in Raq’s Car Wash didn’t know what the organisation values were neither did they have personal values. This was attributed to a fact that their educational level was upto primary and high school only. However, in Elsek Group of Companies, employees seemed to be enlightened and had a clue of what they valued. As stated by Warner (2012), if a worker finds themselves in a situation where the organisational values are contrary to what they believe in, he/she usually has to find a way out by standing up to



what they think is right might end up losing their jobs, compromise and turn a blind eye and deaf ear to the organisations values or alternatively try and influence the organisation to embrace his/her values and this might cause conflicts. Only 38.8% of the respondents' personal values matched with those of the organisation. This meant that the remaining 61.2% were negative on this question. Kheirandish (2014: 2) said that when the values of employees and those of the organisation matched, employees could relate to the organisation better by finding a direct relationship between their jobs and the success of the organisation. This in return helped them to be committed to the firm thus performance would increase. As for the case of the above companies, negativity to the question was evident thus a possibility of intrapersonal conflict to exist was high. According to Cable & DeRue (2002: 5), once employees feel that their values are congruent with those of fellow colleagues, they feel part of the organisation and will contribute to its mission thus a reason enough for them to stay. A study conducted by Darnold (2008: 10) found out that basing on the social identity theory, employees joined and worked for respective organisations not because of their values but because they sought to be identified with the company's name, the need to achieve personal self needs and finally because they found similarities with fellow colleagues.

#### 4.3.2 Difficulties in agreeing with Organizations policies

Another indicator of intrapersonal conflict that could affect performance was the degree of difficulties in agreeing with the policies of work in the organization.

**Table 8: Difficulties in Agreeing with the Organizations Policies on Matters Relating to Employees.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	3.2	3.3	3.3
	Agree	20	32.3	33.3	36.7
	Neither agree nor disagree	22	35.5	36.7	73.3
	Disagree	10	16.1	16.7	90.0
	I strongly disagree	6	9.7	10.0	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

From Table 8 above, 36.6 % (3.3. + 33.3) agreed that they had difficulties with agreeing with the organization policies. Again 36.7% were neutral meaning they somewhat did not agree or it wasn't clear in their mind, it was a sign of internal conflicts when they cannot make up their mind. Workplace policies are rules that define how human resource activities are conducted in the organisation and they also communicate the organisation's values and employees expectations by the organisation NSW, 2014). As per the results above, a failure of employees to relate with the policies could trigger intrapersonal conflict which later affected performance.

### 4.3.3. Care about Future of organization

Another investigation was to establish if the employees cared about the future of their organizations. Table 9 below revealed interesting results. Unlike the previous cases where majorities were neutral, not even a single person was neutral or strongly disagreed. We can conclude that irrespective of the organization, the employees care about their organization future were isolated cases.

**Table 9: Care About the Future of this Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	26	41.9	41.9	41.9
	Agree	34	54.8	54.8	96.8
	Disagree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

However, how does this relate with the intrapersonal conflict? The possible answer comes from the interviews. "People are interested in the salary and not the work," said one of the managers. Thus, they are likely to care about the future of the organization in so far as it is the source of their daily bread. In reference to table 5 on education, most employees were up to primary and high school levels and one employee stated that if the Car Wash Company was to collapse, he wouldn't know where to get another job and for this reason really cared about it. Previous research by Keiningham & Aksoy (2009: 35) has proved that there is a positive relationship between employee's loyalty/care,

related attitude and the outcome. A correlation between the care for the organization and the value match as shown below.

**Table 10: Correlation, Care About the Future of Organization and Value Match**

		Do you care about the future of this organization	Do your values match organizational values match?
Do you care about the future of this organization	Pearson Correlation	1	-.007
	Sig. (2-tailed)		.959
	N	62	62
Do your values match organizational values match?	Pearson Correlation	-.007	1
	Sig. (2-tailed)	.959	
	N	62	62

The little negative .007 is almost non-linear relationship. But this is not significant (.952). This could be explained by the fact that people do join organizations knowing that it is not a perfect one for their skills but simply as a means of survival. Thus, we cannot conclude that as on values differ, they do not care about the organization.

#### 4.3.4. HR activities and expectations of employees

Another inquiry was to establish if the activities of the HR met the expectations of employees and results were tabulated as below.

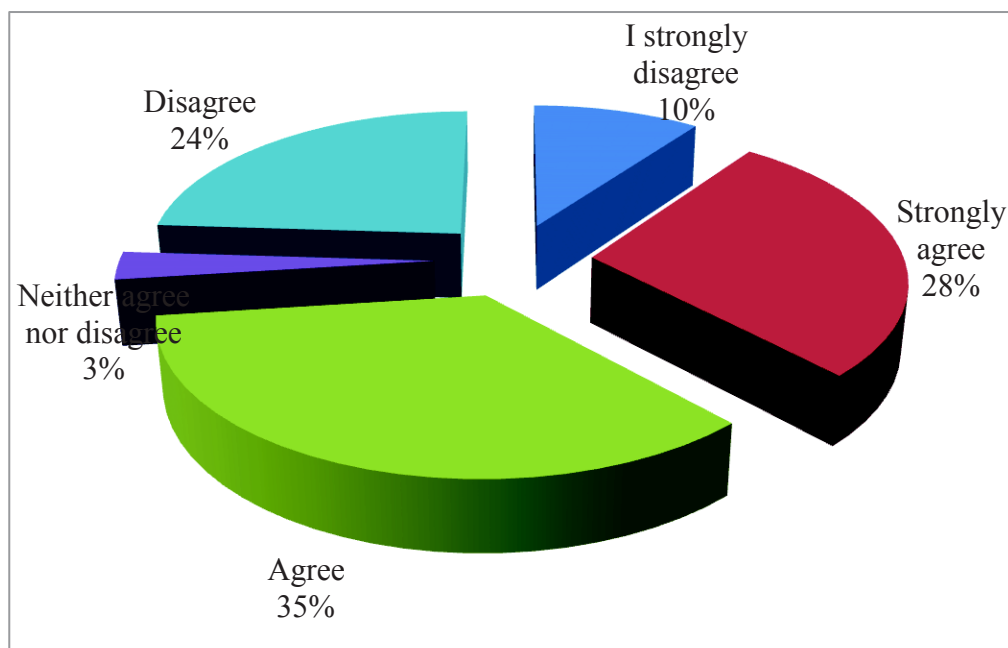
**Table 11: Does Your Organization in their HR Activities Meet your Expectations as an Employee?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	6.5	6.5	6.5
	Agree	16	25.8	25.8	32.3
	Neither agree nor disagree	12	19.4	19.4	51.6
	Disagree	24	38.7	38.7	90.3
	I strongly disagree	6	9.7	9.7	100.0
	Total	62	100.0	100.0	

This table indicated that most of the people did not agree that the activities of the HR matched their expectations. Only 32.3% of the respondents agreed that the HR activities met their expectations while 67.8% were on the negative side when this question was posed. HR activities such as recruitment and selection, training, career planning, compensation, job descriptions among others were proved by Shaukat, Ashraf & Ghafoor (2015: 1) to have a statistically and economically significant relationship with employee's performance. However, Tabiu & Nura (2013: 1) conveys to the above fact HR activities have a positive impact on one's performance but they stated that not all HRM practices correlates significantly with employees performance even though they are all related.

#### 4.3.5. I can work three years from now

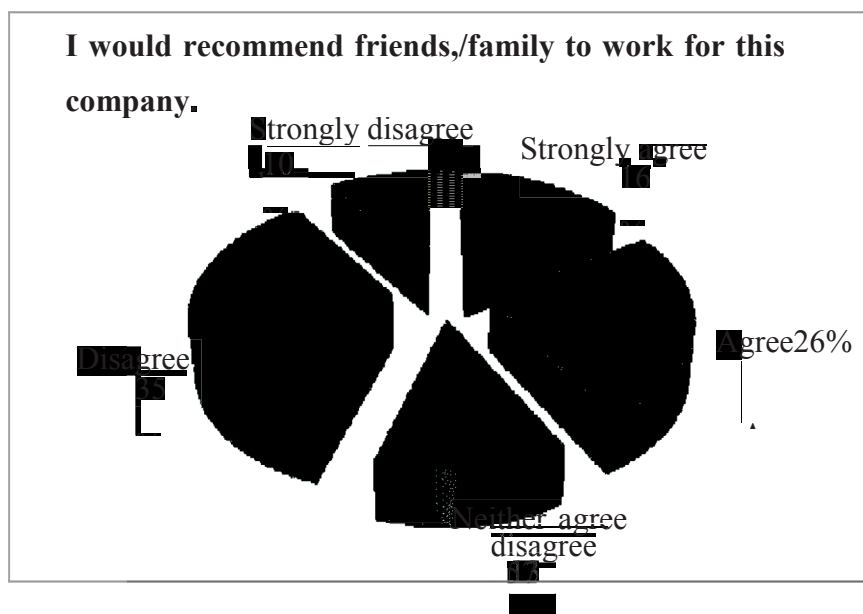
This question sought to investigate if given an opportunity, employees wished to continue working for their respective organisations. The responses were computed in the figure below.



**Figure 7:** I Can Work Three Years from Now

From figure 7 above, 62.1% of respondents were willing to work for their respective organisations three years from the time of data collection. As discussed earlier, willingness to work for the organisation was a clear sign of commitment and loyalty to the organisation Yew & Malaysia (2007: 3). Employees in these two organisations despite the fact that their P-O were incongruent, they still wanted to work for their companies and this as noted by Meyer & Allen (1991: 64), can be attributed to two types of commitment. Employees could be having continuance commitment whereby there was a need to work because they were afraid of the implications that tag along should they quit the current jobs. This was a statement that was evidently noted from one worker in Raq’s Car Wash who had undergone education up to primary level and had no formal education on how to wash cars. The element of precariousness as detailed by Standing (2011: 59 – 61) was noted from the above statements whereby, employees were casual laborers thus their jobs were temporary and they could be fired any time form work. They had no means of survival and therefore had to exchange hard labor for a small pay. On the other hand, normative commitment could have been there such that employees felt a strong obligation and responsible to work for their organisations because they felt it was ethical and right for them to work for the organisations Meyer & Allen (1991: 64). They had applied for jobs and were accepted given the high rates of unemployment in Kenya, they had to create a good conduct with their employers so that next time there was a job opening, then they would be considered. Hoeweever, they were unwilling to reffer friends and relatives to work for the same companies as findings displayed below.

#### 4.3.6. Friends and family recommendation



**Figure 8: Family and Friends Referral.**

It was a shock that most workers didn't want to recommend their relatives and friends to work in the same organisations with them. Unfortunately the study didn't investigate further why this was so. Combining those who disagreed and strongly disagreed, the percentage was 45% and a few of them were neutral in their responses.

**4.3.7. Job Satisfaction**

One of the key determinants of employee's performance was job satisfaction. When properly managed satisfaction in the job cannot only reduce organizational conflict but also enhance productivity. Research has proved that an employee's satisfaction is related to performance Ostroff (1992: 963). The data acquired from respondents was presented below.

**Table 12: I Am Satisfied with my Job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	22.6	22.6	22.6
	Agree	16	25.8	25.8	48.4
	Neither agree nor disagree	14	22.6	22.6	71.0
	Disagree	16	25.8	25.8	96.8
	I strongly disagree	2	3.2	3.2	100.0
	Total	62	100.0	100.0	

About 48.4% were on the agreeing side compared to 22.6% who were neutral and 29% disagreeing. A combination of the undecided ones and those disagreeing sums up to 51.6% thus we can generally conclude that employees were dissatisfied with their jobs. Earlier studies found out that job satisfaction had a direct negative relationship with turnover intentions Ammah (2009: 1) and to avoid this, a P-O congruency had to be attained. Since this question related to another one, it was tested and the results were

compared. The same respondents were also asked if they were satisfied with the position. Interesting comparison was made. Thus, “I am satisfied with my job was correlated” with “I am satisfied with the position I have at work”.

**Table 13: Correlations**

		I am satisfied with my job	I am satisfied with the position I have at work
I am satisfied with my job	Pearson Correlation	1	.553**
	Sig. (2-tailed)		.000
	N	62	60
I am satisfied with the position I have at work	Pearson Correlation	.553**	1
	Sig. (2-tailed)	.000	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 13 above, the positive Person Correlation of .553 is significant at level .000. We conclude that there was a moderately strong relationship between the respondents’ job satisfaction and the position they had at work. However, further test was needed to show if satisfaction is felt the same way in the two organizations and the educational background. The table below shows the unilabiate Analysis of Variance (ANOVA) for organization and education.

**Table 14: Tests of Variance between-Subjects Effects**

Dependent Variable: I am satisfied with my job					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Correct4ed Model	23.576a	6	3.929	3.606	.005
Intercept	196.313	1	196.313	180.142	.000
organization	.026	1	.026	.024	.878
Education	16.812	4	4.203	3.857	.008
organization * Education	.762	1	.762	.699	.407
Error	57.758	53	1.090		
Total	508.000	60			
Corrected Total	81.333	59			
a. R Squared = .290 (Adjusted R Squared = .209)					

From table above, if we use a critical value of .05, we conclude that the effect of Education (.008) is significant in job satisfaction. This results were in concurrence with the ones obtained by Gürbüz (2007: 43-44). In his study, he found out that there was a positive correlation between education and job satisfaction. In other words, the higher the level of education the higher the job satisfaction and vice versa.

From this first objective, a general conclusion can be made that triggers of intrapersonal conflict were evident such as lack of P-O congruency, difficulties agreeing with organizational policies, failure to agree with the HR activities and lack of job satisfaction. According to Schein (1980) there should be some sort of an unwritten contract between the employee and the management in executing their duties. However, in this case such bonding wasn't evident.

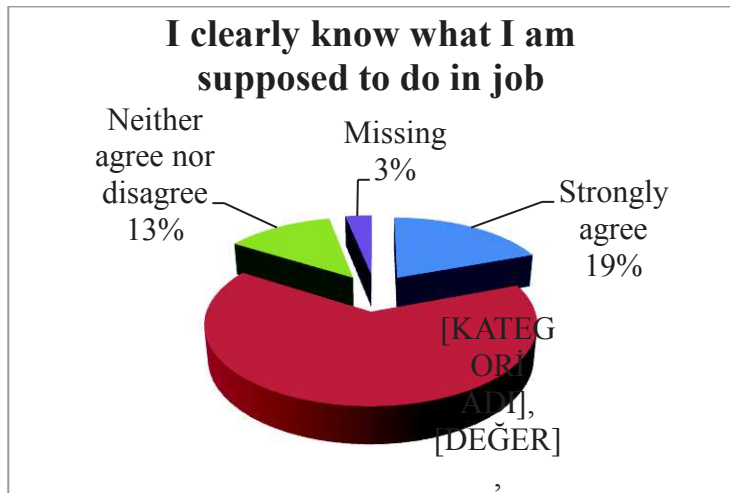
#### **4.4. Clarity of Jobs description**

The second objective was to investigate how respondents knew their job duties and how to carry them out based on the policies, rules, and set regulations by managers. Difficulties with these, in some cases indicate intrapersonal conflicts exhibited within the employees.

##### **4.4.1. Knowledge of what and how to do the job**

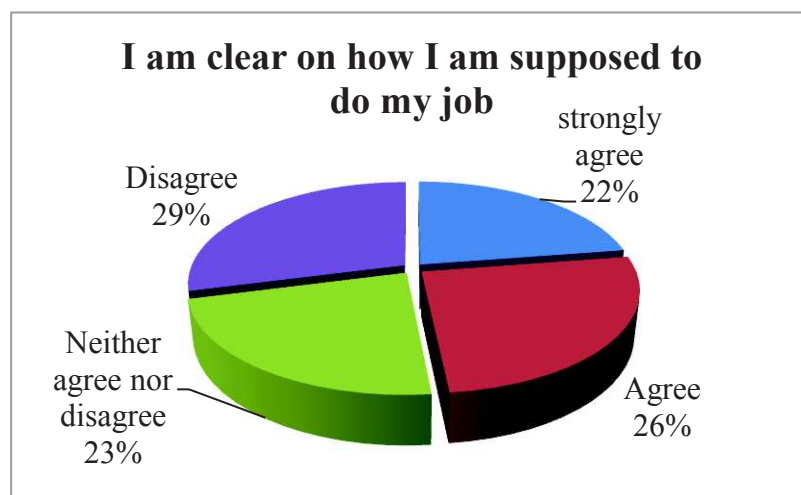
This study wanted to know if employees in these two organizations knew what to do and how to do it.





**Figure 9:** I clearly Know What I Am Supposed To Do.

The results above were somehow good because employees knew exactly what was expected of them. This could have been a clear indication that managers were doing a good job in terms of job description and specification. For example, the Elsek Group of Companies manager said that they always conducted a job description to new employees upon hiring them and as for the permanent and the casual ones, they were explained to as they work. Forums like power point slides were utilized during this exercise. Job know how was investigated and the findings summarised in the figure below.



**Figure 10:** I Am Clear on How I Am Supposed To Do my Job.

A problem however arose when the aspect of “how” to do the job was paused. The numbers were almost equal between those who agreed and those who disagreed. This

part is associated with lack of skills or required education to carry out the task at hand. It was most evident in Raq’s Car Wash for example where there was a new recruit as a mechanic who was learning to repair cars from the colleagues. At Elsek Group too the situation was also the same with the casual labourers who were hired on a weekly or daily basis depending on work availability and they learned how to do their tasks on the job. This was attributed to a fact that their jobs were nor hard eg. Packaging finished products and labelling them. According to Cox (2003: 3), part of the cause of intrapersonal conflict among employees was lack of expertise to carry out a task. The results above therefore reveal that employees will be frustrated and stressed because they cannot fully execute their tasks as noted from the managers’ interview.

A correlation between “know what “and the actual “know how” was done to establish the relationship between knowing what and knowing how.

**Table 15: Correlation Knowing What\*How**

		I clearly know what I am supposed to do in my job.	I am clear on how I am supposed to do my job
I clearly know what I am supposed to do in my job.	Pearson Correlation	1	.569**
	Sig. (1-tailed)		.000
	N	60	60
I am clear on how I am supposed to do my job	Pearson Correlation	.569**	1
	Sig. (1-tailed)	.000	
	N	60	62
**. Correlation is significant at the 0.01 level (1-tailed).			

Table 15 shows that the relationship is significant (.000). Those who knew what to do also knew how to do it. The correlation coefficient of .569 shows there is a strong relation. We can conclude that those who knew what to be done moderately had a clue how to do it

#### 4.4.2. Rules and Policies explanation

**Table 16: The Various Rules, Policies and Regulations Regarding my Job Have Been Clearly Defined to me.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	16.1	16.7	16.7
	Agree	12	19.4	20.0	36.7
	Neither agree nor disagree	8	12.9	13.3	50.0
	Disagree	24	38.7	40.0	90.0
	I strongly disagree	6	9.7	10.0	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

This showed that not many people clearly knew the policies because about 50 % (40+10) disagreed. This could have meant that the companies didn't have any policies in place or being business oriented firms, they had them but the means of communicating them to employees mattered. The same question was passed to managers and for the case of Elsek & Elsek group of companies, the manager admitted that they disseminated policies and rules in forms of talks without giving any back up materials and this could make one to easily forget them. The situation was the same at the Car Washing firm and this prompted the researcher to ask the respondent if they often got information about how to do their job and findings tabulated as follows.

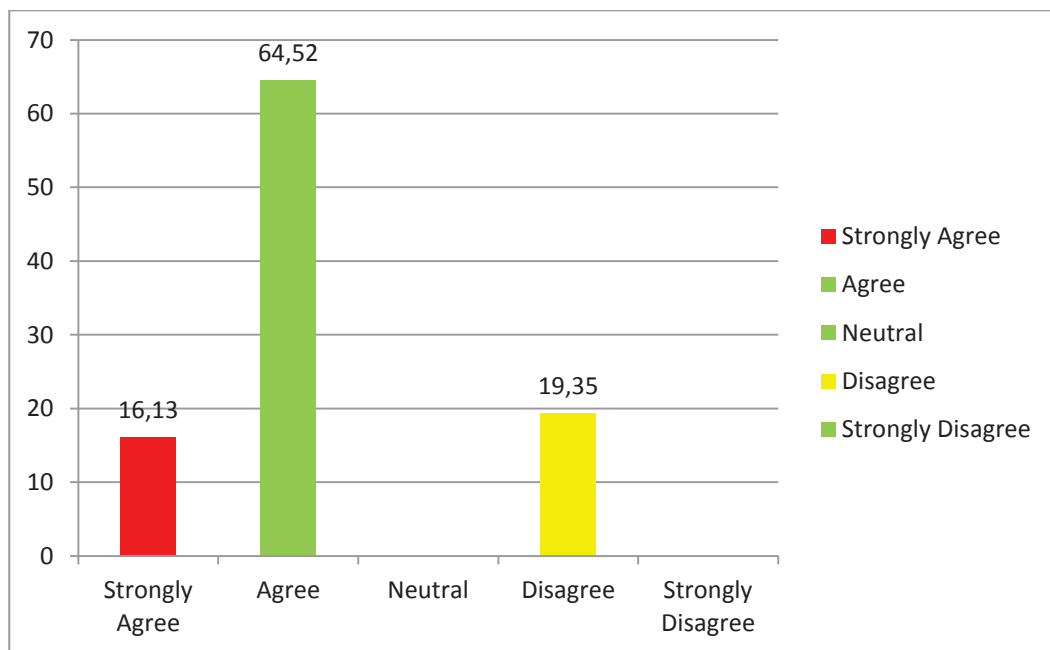
**Table 17: I Often Get Information I Need to Carry Out my Job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	12.9	12.9	12.9
	Agree	40	64.5	64.5	77.4
	Neither agree nor disagree	2	3.2	3.2	80.6
	Disagree	12	19.4	19.4	100.0
	Total	62	100.0	100.0	

Surprisingly, many respondents agreed that they got the information they needed. We can conclude from this that there were no policies to govern work and the bosses dictated the order of affairs. This is common in Africa where patriarchal system and dictatorship is the order of the day but there is a slow transformation into democracy in some companies Ogbazghi (2011: 1-2). In such a situation, employees usually wake up daily to meet new policies and rules as per the manager’s instructions and this can cause serious intrapersonal conflict in them.

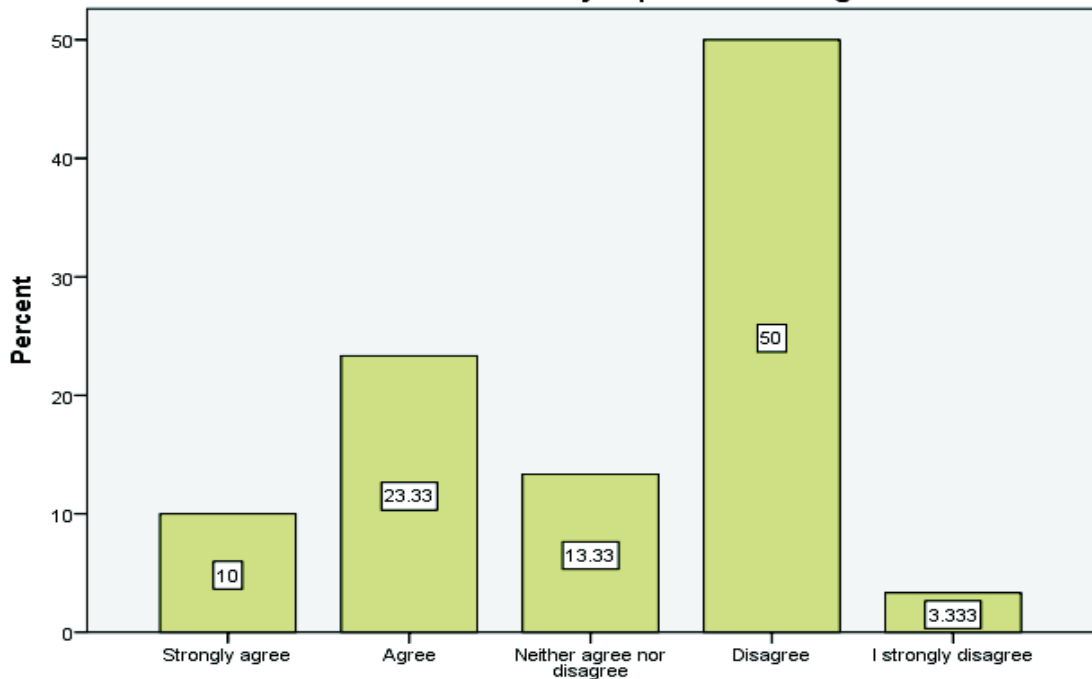
#### 4.4.3. Awareness and meeting expectations of supervisor/managers

Respondent were asked to agree on a scale of 1-5 if they knew what was expected of them from their bosses and if they were in a position to meet them. The two figures below summarised their responses.



**Figure 11:** I Am Aware of My Manager/Supervisor Expectation of me

Being aware of their bosses’ expectations was rated at 64.52% and this was a good gesture that they knew their expectations. The study sought to know if they could accomplish their expected demands and the findings were as below.



**Figure 12: I Meet All the Demands of my Supervisor/Manager**

From these two charts while a majority 64.52% agreed that they knew what was expected from them, (50%) disagreed that they meet the demands. To find out if there is a relationship between these variables the correlation below was established.

**Table 18: Correlations; Awareness of Expectations and Meeting Demands**

		I am aware of my supervisor/manager's expectations from me	I meet all the demands of my supervisor/manager
I am aware of my supervisor/manager's expectations from me	Pearson Correlation	1	.252
	Sig. (2-tailed)		.052
	N	62	60
I meet all the demands of my supervisor/manager	Pearson Correlation	.252	1
	Sig. (2-tailed)	.052	
	N	60	60

Table 18 above showed that there was a weak relationship between knowing the expectations and meeting them as indicated by the Pearson Coefficient .252. At a critical value of 0.05, it shows that this weak relationship was significant to greater

extent. Higher numbers of those who knew what was expected of them was associated with higher numbers of not meeting the demands. These results raise the question why don't employees meet their expectations yet they know them? Probable answers were the set expectations weren't SMART (specific, measurable, attainable, realistic and time bound), employees were not involved in setting the, lack of open doors for communication in case of mistakes and consultation as noted by UCR (2015: 19). To add on Dury (2008: 69) said that the relationship channel between the employees and supervisor was to be kept open and lack of this would definitely translate into unmet demands. This shows again that organizational policies are not executed and thus, such incongruence can create conflict between the managers and the employees. This agreed with the literature review which stated that about 60 to 75 percent of the employees in any organization would find stress from their managers Burke (2006: 785).

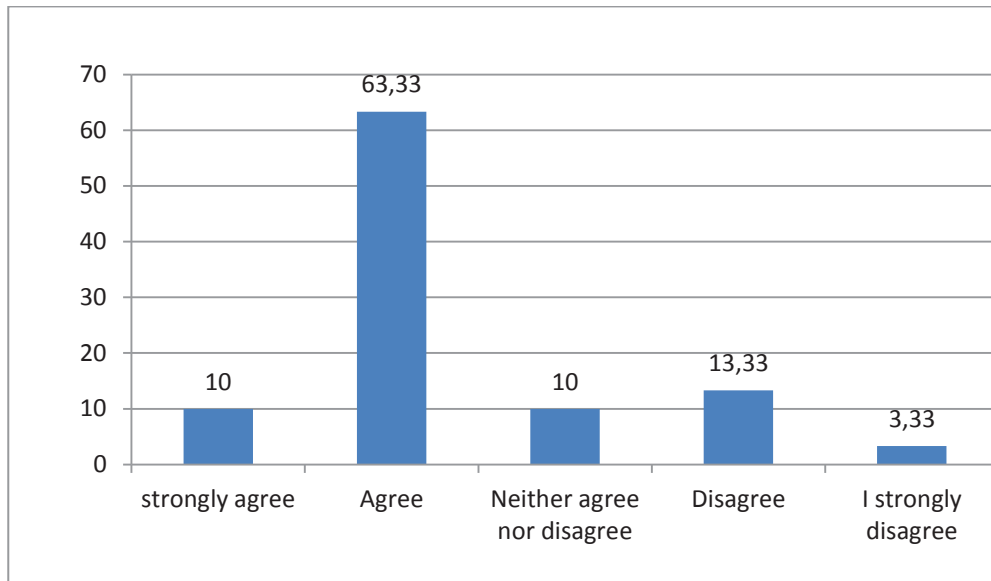
In this section, a serious question arose; employees said they knew what to do, they didn't fully know how to do it, they weren't clear of the policies and rules governing their jobs, they often got information needed to execute their duties, were aware of their expectations yet they weren't meeting them, why? There was a gap between knowing and doing what is expected, abiding by the rules and following the expectations of the supervisor/managers.

#### **4.5. Work challenges versus intrapersonal conflict**

The last objective was to examine the inappropriate demand on employee's capacity attributed to intrapersonal conflict which is foreseeable to cost an employee's performance. This included probing respondents sense of challenge and achievement, position at work, academic background, amount of work, understanding how to do the job and skills. Each of this was analysed in the following sub sections.

##### **4.5.1. Feeling a sense of Challenge.**

One of the statements to determine how the employees felt during their day to day working life was to ask them if the job they were engaged in was challenging enough for them. The chat below shows how the respondents reacted to this statement.



**Figure 13:** Sense of Challenge from Work.

About 66.33% of our respondents agreed that they felt challenged while 10% strongly agreed, making 76.33%. These figures on their own are highly significant. As earlier noted by Cox (2003: 3), when a person's capacity to work exceeds the job demands then the individual will not find the work challenging anymore and also when one's capacity is below the job requirement, the challenges will be high. For this study, 73.3% of respondents strongly agreed and agreed to the fact that they felt their jobs to be challenging. This can be attributed to a fact that most of the employees at Raq's Car Wash were learning on the job and this could have been as a result of improper job placements and thus intrapersonal conflicts arose. There were mechanics who had learned that skill from friends and it was hard for them to accomplish their tasks at ease but whenever they could repair a car back to its original condition with the assistance of colleagues, then they felt a sense of achievement in as much as they stressed up before accomplishing it. The situation was also the same at Elsek Group of Companies with the casual and manual workers. 26.6% disagreed to this aspect and this can be linked to the few number of employees who had proper education and were in the right jobs.

#### **4.5.2. Education and Job Match**

Another way of measuring the intrapersonal conflict was to look at the correlation between one's educational background and the job they were doing.

**Table 19: The Course I Studied in School Matches with the Job I Am Doing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	9.7	10.0	10.0
	Agree	14	22.6	23.3	33.3
	Neither agree nor disagree	2	3.2	3.3	36.7
	Disagree	8	12.9	13.3	50.0
	I strongly disagree	30	48.4	50.0	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

These statistics shows that most of the respondents about 63.3% didn't have their jobs matched with their education from school. This can be directly attributed to the previous question in Figure 13 whereby 63.3% employees agreed to a fact that their jobs were challenging. In the literature review, once an employee is in the right job, a sense of "everything clicking" will be realised thus an employee will become engaged and more committed to work Holloway (2016: 1). To further understand this, I did a cross tabulation between this statistic and the educational background. A significant aspect of matching employees with the right job was also investigated in this study and below were the responses.

**Table 20: Education \* the Course I Studied in School Matches with My Job**

Count							
		The course I studied in school matches with the job I am doing					Total
		Strongly agree	Agree	Neither agree nor disagreed	Disagree	strongly disagree	
Education	Primary	0	0	0	0	12	12
	High School	0	2	2	4	12	20
	College	2	10	0	4	4	20
	Undergraduate	4	0	0	0	0	4
	Post Graduate	0	2	0	0	0	2
Total		6	14	2	8	28	58



The table above depicted that the lower the education the stronger the mismatch with the course studied thus a negative correlation was realised. From the demographic data, college, graduate, and post Graduate students held positions in finance or management while the primary and other levels had lower positions like secretaries, chefs, drivers and cleaners and as per the previous results, they were likely to be facing challenges at work. Also, a comparison between education and skills yielded interesting results as shown below.

**Table 21: Correlations, Education \* Skills Required for the Job**

		Education	I have enough experience and skills to carry out my duties at work
Education	Pearson Correlation	1	-.369**
	Sig. (2-tailed)		.005
	N	60	56
I have enough experience and skills to carry out my duties at work	Pearson Correlation	-.369**	1
	Sig. (2-tailed)	.005	
	N	56	58
**. Correlation is significant at the 0.01 level (2-tailed).			

The Pearson correlation (-.369) is not only weak but also negative. We conclude that there is moderate negative relationship between education and skill in the two organizations. This means that the higher the education the weaker the skills, required for ones duties in these organizations but this is vice versa in reality. For example, at Elsek and Elsek group of companies, this was seen as the case because majority of the workers interviewed were casual and for Raq’s Car Wash, non-educated employees perfectly fitted into the job at hand because no educated person would opt to be a car cleaner.

#### **4.5.3. Workload**

Workload could be a challenge that makes an employee to compromise the quality of results yielded. The table below illustrated how workload was at play in this research.

**Table 22: The Amount of Work Does Not Interfere with How Well I Can Do It.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	3.2	3.3	3.3
	Agree	14	22.6	23.3	26.7
	Neither agree nor disagree	8	12.9	13.3	40.0
	Disagree	32	51.6	53.3	93.3
	I strongly disagree	4	6.5	6.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100		

This question was asked to seek the quality of work the employees produced. From the above results, only 23.3% were positive that the workload at hand didn't interfere with how well they executed their jobs while around 73.3% disagreed to mean that the workload interfered with the quality of work they did. A correlation was done to establish in which organisation workload was not a problem to them.

**Table 23: Organization \* workload**

			The amount of work does not interfere with how well I can do it					Total
			Strongly agree	Agree	Neither agree nor disagree	Disagree	I strongly disagree	
Organization	Elsek Group	Count	2	13	2	14	2	33
		Expected Count	1.1	7.7	4.4	17.6	2.2	33.0
	Raq's Car Wash	Count	0	1	6	18	2	27
		Expected Count	.9	6.3	3.6	14.4	1.8	27.0
	Total	Count	2	14	8	32	4	60
		Expected Count	2.0	14.0	8.0	32.0	4.0	60.0

Correlation Coefficient=.366, Sig=.004

Table 23 above illustrated the cross classification between workload and organizations. There was a weak relationship between the organization and the workload. The Elsek group slightly accepted that the workload was challenging than those in the Car Wash.

In the car wash the work seemed to be a challenge to those primary school leavers who had to do jobs they neither qualified for nor studied them in school. From a general perspective, employees in both organisations disagreed to the question posed about work challenges and this meant they were facing a hard time while working.

#### 4.5.4. Understanding work

Another way of measuring inappropriateness of demand on employee’s capacity was to know if the employees understood how to do their job. Table 24 below describes the response obtained from the two companies.

**Table 24 : I Have Ever Felt That I Do Not Understand How to Do My Job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	36	58.1	60.0	60.0
	Neither agree nor disagree	4	6.5	6.7	66.7
	Disagree	10	16.1	16.7	83.3
	I strongly disagree	10	16.1	16.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

From this table a majority of 60% agreed that they did not understand the work. Note that no one strongly agreed. This question was asked to act as a counter check to question number 15 albeit in a different manner which said “I am clear on how to do my job”. Most employees while responding to question 15, 48.39% strongly agreed and agreed that they knew how to do their jobs a little percentage disagreed but none strongly disagreed. To quantify the “how” of doing the work, the respondents were asked similar questions in the questionnaire to check for internal consistency. These questions were used for a paired t-test, “to find out if the respondents (*had*) changed their opinion Huizingh (2007;272).” They were to agree or disagree, on a scale of 1-5, if they were clear on how to do their job and if felt they did not understand their job. Thus since these are opposite questions the responses should be significantly different.

**Table 25: Mean Difference on How to Do Job**

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	I am clear on how I am supposed to do my job	2.6000	60	1.15274	.14882
	I have felt that I do not understand how to do my job	2.9000	60	1.20310	.15532

Correlation =  $-.567$ , Sig= $.000$

From the above results, there was a significant difference between the mean of (1.9333 & 2.600). The correlation of  $-.567$ , significant at  $.000$  revealed that there was a strong relationship between clearly understanding jobs and knowing how to do it. The correlation confirms the consistency, as they did not answer otherwise. In other words, those who strongly disagreed that they were not clear on how they were supposed to do their jobs, were most likely to agree that they did not understand how to do them.

**Table 26: Paired Samples Test on How to Do Job**

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
I am clear on how I am supposed to do my job - I have felt that I do not understand how to do my job	-.30000	2.08546	.26923	-.83873	.23873	-1.114	59	.270

The negative t value shows the difference was on opposing directions. Given the displayed significance level ( $.270$ ), we conclude that those employees did not understand how to do their job. There is a significant difference between these two responses. The expected mean was supposed to be the same since they were from the

same respondents. The reason we can attribute to this internal inconsistency is because they didn't understand how to their job.

#### 4.5.5. Possession of experience and skills

Another indicator of employee's performance was measured basing on ones skills and experience they had in regards to their jobs. Table 27 below summarised the employees' views.

**Table 27: I Have Enough Experience And Skills To Carry Out My Duties At Work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	25.8	27.6	27.6
	Agree	18	29.0	31.0	58.6
	Disagree	12	19.4	20.7	79.3
	I strongly disagree	12	19.4	20.7	100.0
	Total	58	93.5	100.0	
Missing	System	4	6.5		
Total		62	100.0		

From the results above, 34 respondents strongly agreed and agreed to the question paused that they had sufficient skills and experience to undertake their tasks while 24 respondents disagreed that they didn't have sufficient skills and knowledge. Something peculiar was noted that none of the respondents was neutral to the question and also 4 respondents didn't answer the question. One employee from Raq's Car Wash commented that he had experience because he had worked there for long and also had learned from his colleagues. According to Patterson et al (1997: 10), trained employees with adequate skills ought to have enough capacity to work thus raising the organisations performance this was not the case in the two case studies. Employees seemed to be negative to most questions and this was a serious inconsistency.

#### 4.5.6. Employee’s placement

A significant aspect of placing employees to the jobs they applied for was also investigated in this study and below were the responses. This question related to the previous one asked on “The course I studied in school matches with the job am doing” in table 19.

**Table 28: I Was Placed in The Same Vacancy I Applied for.**

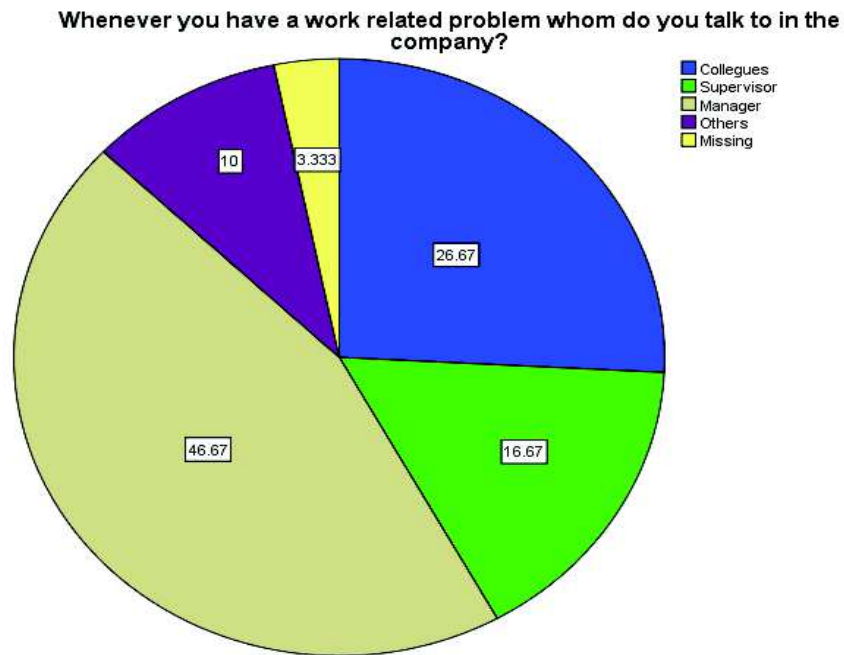
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	18	29.0	30.0	30.0
	Agree	26	41.9	43.3	73.3
	Disagree	6	9.7	10.0	83.3
	I strongly disagree	10	16.1	16.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

From the above findings a frequency of 44 employees agreed that they had been placed in the same job they applied for, only 16 disagreed, none was neutral and a total of 2 employees didn’t wish to respond to the question. Out of my interaction with the respondents especially at the car wash, employees fully agreed that they walked in and requested for car washing job and were offered given that no qualifications were needed and there’s no institution in Kenya that offers a course in washing cars. They were happy to be in jobs they wanted although stressed to execute them since they dint have qualifications. From the interview with the Car Wash manager, she said that they recruited anyone basing on vacancy availability although having experience was an added advantage. This cannot be referred to as job fit since so many factors were not considered.

#### 4.5.7. Managing conflict within the organizations

Having examined these conflicts and challenges within these organizations, the question left to be answered was to find out if the organisations were the cause of intrapersonal conflicts or they were playing a key role in eliminating it. The respondents were asked

to indicate whom they often turn to and confide in in the midst of conflict. The chart below indicates the different mechanisms used by the employees.



**Figure 14:** Whom to Report to When There Is a Work Related Problem

Many people turned to the manager reason being “he is the boss and owner of the company”. This was backed up by Hayes (2008: 4) in his study where employees had the mentality that managers could address conflicts better because they understand it thus can curb the tension before it escalates into a bigger issue. This is true for both groups. Those who said they preferred colleagues pointed out that they go to whom they trust and also because they faced the same problems so they can give a better advice. There were cases where others preferred no one at all because they said even if they reported the issue, it would never be amended. These results depicted that there were no laid down rules or procedures for handling conflicts in these companies. When one manager was asked about the same issue, he said that employees at times reported to her and she could partially solve their problems. The Elsek manager said the HR person was left to handle any conflicts within the organisation.

## 4.6. Results

The research questions being investigated in the study were:

How does the mismatch between employees and organizational values cause intrapersonal conflict?

To what extent did employees understand their job description?

How do job misfits impact an employee's performance?

The above questions were in relation to the three objectives of the study which were to examine the impact of goal incongruencies on employee's performance, to examine the effect of conflicting tasks/roles on employees performance and finally to examine the effect of inappropriate demand on capacity on employees performance. Each question and the results found were analysed as follows.

### **4.6.1. How does the mismatch between employees and organizational values cause intrapersonal conflict?**

To answer this question, seven related questions were posed to the respondents and results obtained. When the main question of personal values being in harmony with the organisational ones was posed, a low positive relationship that wasn't significant was obtained. Employees from the two organisations were undecided if they had difficulties in agreeing with organisational policies. However, a positive relationship between loyalty/care, attitudes and related outcomes was realised. No respondent was neutral when answering the question concerning care of the organisation. Most of them (96.7 %) admitted that they were concerned about their respective organisations and one manager noted that it was because they were interested in salary and not work itself. They were also afraid of not finding other jobs should the current ones end. A correlation between care of the organisation and values harmony was conducted. A non-linear relationship of 0.007 that was not significant was attained. This meant that employees were working for organisations perfectly knowing that their values were not considered there but due to survival means, they had to work. An important note was taken that one's values could not be matching those of the organisation but they still



could be loyal to the organisation. The two organisations in their HR activities never met employee's expectations as noted by the 67.8% of respondents who disagreed. This was an indication enough that unmet expectations would always lead to conflicts. When the aspect of job satisfaction was accessed, it was realised that employees were moderately satisfied with their jobs. A minor percentage of only 3.2 strongly disagreed to this aspect. Further a correlation between job satisfaction and the position one held in the organisation was done. A positive Pearson Correlation of .533 was realised meaning that there was a strong relationship between job satisfaction and one's position at work. An employee for example who was on the rank of mechanic that wasn't trained at school was satisfied with his job in as much as he was facing challenges in executing it simply because of the position he held. A further unilabiate analysis of variance (ANOVA) was conducted between education and the organisation. Basing on a critical value of .05, the education effect, .008 was very significant in one's job satisfaction. Majority of employees would work for their organisations for the next three years but were reluctant to recommend friend and relatives to work for the same organisation.

In conclusion to the answer the question at hand, a mismatch of personal and organisational values had a mediating effect on employees' attitudes and organisations citizenship behaviour but didn't affect one's performance because even most employees never had personal values anyway and never the less, they didn't know the organisational values.

#### **4.6.2 To what extent did employees understand their job description?**

This was the second question under scrutiny in the study. The research sought to investigate if failure to understand ones job description would lead to intrapersonal conflicts thus the following aspects in form of question were asked. Clarity on job responsibility was broken down into "know what" and "know how". From the study, 86.7% of employees knew what to do but surprisingly they seemed not to know how to execute their duties as depicted by the varied responses. A correlation between know what and know how was conducted and a Pearson correlation of .569 was attained. This meant that there was a strong relationship between know how and know what thus anyone who knew what was expected of them had a clue on how to do it. From this

point, we can confidently rule out that job know what and how had a moderate effect that lead to intrapersonal conflict. Rule and policies pertaining ones jobs had not been clearly defined thus managers based on dictatorship and this causes serious conflict. Most employees admitted to receiving information they need in order to work in form of instructions, they were aware of their senior's expectations from them but never met the all expectations. Out of the correlation done between being aware of one's expectations by the seniors and meeting them was done, a weak relationship of .252 was realised. Generally, not knowing how to execute ones' job requirements will lead to lack of confidence at work, low morale and self-esteem and all these spur an inner conflict within any sound employee. Dictating on what one should do causes a confusion between the normal way of executing tasks and following what the manager expects it to be done. This in itself will cause internal wrangles thus conflict.

#### **4.6.3. How does job misfits impact an employee's performance?**

The last question under investigation was improper job placements (under and over placement) and how it causes ones performance to deteriorate. Just like under the previous questions, seven aspects were used to interrogate this element. Most respondents admitted that their jobs were challenging due to the skills they had in relation to the job at hand. In summary, the study realised that if ones capacity level to work was greater than the job demands, then the challenges faced were less and this could also equate to redundancy of an employees but if ones capacity to work was lesser than the job requirements, automatically the challenges faced would be more. 63.3% of respondents didn't have their jobs matched with the education attained in school thus more challenges were faced. Once the aspect of 'clicking at work' is missing, employees will be less committed to work thus conflicts arise. A negative correlation between job match and education was realised thus the lower levels of education, the higher the improper placement. Another interesting correlation between education attained and skills required for work was done. A negative weak correlation of -.369 was obtained implying that there was a moderate negative relationship between education and skills. This is factually true because having attained a master's degree from any field doesn't automatically imply that one can has all the skills required to execute a certain task. The amount of work indeed greatly interfered with how well it

could be executed. A correlation was done and it was noted that the effect was slightly felt by Elsek employees while those at Raq’s Car Wash suffered a great impact of workload. This could be attributed to the fact that at the Car Wash, there was no job allocation and people had to work in turns depending on the number of cars available for washing. 60% of respondents admitted to not understanding how to execute their jobs. Results out of a correlation done revealed that there was a strong relationship between understanding a job and how to actually do it. This helped in confirming the consistency between question 15 and 24. Surprisingly, respondents agreed that they had experience on how to do their jobs. At the Car Wash, most employees were getting the experience from colleagues and out of hands on working which had been 1 year and above. The respondents also said that they had been placed in the right jobs they applied for irrespective of their experiences and skills required. At Elsek Company for example, casual labourers were randomly picked to carry out simple manual tasks thus no special conditions were required for that. This was the same case for Raq’s Car Wash whereby the employees in charge of washing just walked in, applied for the vacancy and were taken on board because there’s no school on Kenya that trains people on how to clean cars.

This study had narrowed down to investigate the impact of performance indicators and determinants on people’s performance. A simple table the above mentioned was derived as follows:

**Table 29: Employees Indicators And Determinants Of Performance**

<b>DETERMINANTS</b>	<b>INDICATORS</b>
Age	Quality of work
Sex	Ability
Education	Experience
Job satisfaction	Job knowledge and skills
Job position	Task performance (Declarative knowledge).

#### **4.6.4. Determinants of employee's performance.**

Looking at the first determinant of age, the literature review done had confirmed that young employees were in a position to work harder and better than the old employees. Most employees from the two organisations ranged between ages 20-29 and were fit to boost the company's performance however, this wasn't the case. Basing on the analysis of questions 15 "I am clear on how I am supposed to do my job" and 19 "I meet all the demands of my supervisor/manager", most respondents disagreed thus low performance can be realised. The nature of work in the Elsek and Raq's Car Wash couldn't allow them employ more elderly workers but as per the results, employing young people doesn't always guarantee that one's performance will be high. This leaves a big question mark to the managers for them to review what probably could be wrong. Moving on to the second factor sex, I observed that most employees were male rather than females and this was proved by Table 4 on gender whereby 83.9% were males while 16.1 were females. As previously mentioned, the jobs nature in the two companies required more males than females. Majority of the female workers occupied the secretarial, chef and cleaning positions while men filled up the rest of the positions. The two companies had few cases of abrupt absenteeism attributed to the fact that female employees were few. Education was yet another performance determinant that the study tackled. Findings from table 5 pointed out that majority of the employees education was between primary to college. Very few had undergone graduate courses and these were the ones who occupied top positions within the organisations. Taking a quick view on question 22 "the course I studied in school matches with the job am doing" yielded a negative response. This meant that placement wasn't being based on education but rather on other factors as stated by one of the managers that this depended on job availability. The satisfaction employees got from their jobs was also a determinant that was under investigation. Question 11, "I am satisfied with my job" was posed to the respondents and results postulated on table 27 indicate that a good number of respondent, 48.4% confessed be satisfied with their jobs. However, there was a number that was neutral (22.6%) when answering this question. This aspect was correlated with question 21, "I am satisfied with the position I have at work". A positive Pearson correlation of .533 was realised and this meant there was a moderately strong relationship between job satisfaction and satisfaction from the position level. In other

words, the higher the position at work the more the satisfaction and vice versa. This outcome was true because being satisfied with the job one is engaged in doesn't automatically call for satisfaction with the position. One employee at Raq's Car wash confirmed that he was satisfied he had a job which could help him cater for daily needs however he never wished to be a car cleaner.

#### **4.6.5 Indicators of employee's performance**

As defined earlier, a performance indicator is a selection, or combination, of action variables that aims to define some or all aspects of a performance. Performance indicators should relate to successful performance or outcome. For this study, five performance indicators were analysed and their results described as follows; Quality of work done by an employee was the first indicator. When question 23, "The amount of work does not interfere with how well I can do it" was posed to the respondents who rated their responses on a scale of five, 73.3% of them disagreed to this question. This meant that workload directly affects quality produced. Ability which can be defined as a natural or acquired capability/power that enables one to execute their tasks successfully was a second indicator under investigation. They are also qualities that one needs in order to work and can comprise experiences, skills and knowledge of the job. Question 25 which was later on translated into table 25 yielded results that 58.8% of respondents agreed to have work experience. The experience was attained from colleagues at work and the number of years spent in the organisation for the case of Raq's car wash workers. In as much as employees were experienced and had the skills, they didn't know how to execute their jobs and this was alarming. This could be attributed to the fact that the two organisations were not explaining the policies governing the employee's jobs and didn't direct them on how to execute them. One manager confessed that an employee was set free to work with a few guidelines and would only be shown how to do the job once a mistake occurs. This led to stress and frustrations amongst workers thus causing intrapersonal conflicts. Lastly, task performance also referred to as declarative knowledge by some authors was the final indicator that was scrutinized. Problem solving aspect from the managers' side proved that most of the employees complains went unresolved and this was a big factor that could lead to an

intrapersonal conflict. Most employees reported to their managers whenever they had a problem a clear indication that protocol of wasn't being followed.

## **CONCLUSION AND RECOMMENDATIONS**

This last chapter presented discussions based on the findings and results and also some recommendations. The results discussed in chapter four leads us to a discussion that can enable policy making by the HR and the managers of organizations especially with regards to intrapersonal conflicts. The conceptual framework indicated that intrapersonal conflict can proliferate to organizational conflict thus, affecting employees work performance.

It was clear from this research that the two organizations end up recruiting some employees whose personal values are not incongruence with those of their business. Also, in this particular research it was seen that education which impacts one with job knowledge, does not necessarily leads to skills that one requires to execute duties.

Many HR managers do not take their work in a professional and ethical manner that inspire the workers to feel a sense of belonging. Here it is a question of obeying, fearing, or loving the management. While some managers wanted to be serious, others preferred to have a human relationship with employers that can empower them. According to the findings, only 32.3% felt the HR activities meet their expectations hence, one can infer that they were in a personal conflict with the management.

The main aim of this study was to explore the impact of intrapersonal conflict on employee's performance. My concluding remarks will summarise the studies main findings and articulate how the theoretical discussions may be of help to the endless debate of intrapersonal conflicts in organisations.

The general finding of this study was that employee's values to some extent didn't match those of the organisation and the managers were not tasking to ensure that they rhymed but never the less, employees were willing to work for the respective organisations for the next three years and also expressed satisfaction in their jobs due to personal reasons like if they lost that job, it might be difficult to find another one. This has been cause by the high rates of unemployment in Kenya as a country due to a fact that it's a third world country basing on its human development Jahan (2016). As noted

at Raq's Car Wash, most employees were primary level dropout and didn't even know what the company values were leave alone having their own personal ones. However, they were reluctant in recommending friends and family to work for the organisations due to the stress they were facing at work. According to this research, goal incongruencies had a minor impact almost neglectable on employee's performance. The above is a typical state of precariousness which is characterised by temporary casual jobs, desperate workers who can be fired and hired anytime due to lack of job security just like for the case of Elsek casual labourers Standing (2011: 102).

The second major finding was that role ambiguity was a big contributing factor to intrapersonal conflicts and greatly affected employees performance. It was amazing that people knew what they were supposed to do and also what was required of them but they had a little clue on how to do it. A contributing factor like failure of the managers to explain the rules that governed ones tasks caused frustrations, anxiety and stress among employees because they couldn't meet the set objectives. The correlation results on job know what and job know how revealed strong relationship between them implying that anyone who knew what to do ought to have a clue on how to do it although still they could not accomplish their tasks to the organisations expectations. Job know how stood out to be an important factor because the research realised that although managers struggled to promptly provide information the employees needed to carry out their tasks, if one didn't have a previous "know how" aspect about work then all this energy was in vain.

Lastly, the effect of inappropriate demand on capacity on employee's performance was an objective under scrutiny. Under this, over placement or under placement and its probability of causing intrapersonal conflicts that could carry on to affect ones performance was being sought. It was found out that employees whose capacity to work was greater than the job demands experienced less challenges because they were over placed while those whose work capacity was less than the job demands faced more challenges. This happened because of improper placements and failure to conduct a work plan in order to regulate the workload per employee.

In conclusion, intrapersonal conflicts indirectly affect an employee's performance. From the research conducted, an employee that has internal struggles in deciding the

do's and don'ts will have their quality of work compromised, motivation lowers, job satisfaction too becomes affected and all this will lead to stress, frustrations and at times absenteeism thus performance reduces.

To avoid intrapersonal conflicts in an organisation in order to boost ones performance, the recruitment systems were to be revamped such that before one is hired, critical details regarding their values and expectations were to be looked into. Thereafter, the hired candidates were to be placed into the rightful jobs to avoid stressed that arose out of under placement and over placements. I also recommend that conflict resolution procedures should be put in place because if ones work related problems go unresolved, they later on weigh the employee down thus affecting performance and the general effectiveness of the organisation.

Basing on the findings of this study in reference to the literature review, a study conducted in Kenya by Nyambegera, Daniels & Sparrow (2001: 50) revealed that value congruence didn't matter in regards to employee's involvement and commitment to the organisation. What mattered most were the values themselves that the individual possessed. Also Cox (2003: 155) noted that lack of harmony between the two aspects (P-O) could cause intrapersonal conflicts. This was ascertained to be true but however, it didn't affect performance. Employees would therefore still work irrespective of value incompatibility and this was proved right in the study. Both the Elsek Company and Raq's Car Wash employees wished to work for the next three years for those organisations if given a chance. Thomas (2013: 5) found out that that employee's values and goals automatically become harmonious with those that are upheld in the organisation. Cox (2003:3) had earlier stated that failure to understand ones job requirements and improper placement would cause the performance to suffer. These were proved to be true by the study whereby role ambiguity among employees was evident it caused stress that altered performance. In the literature that was reviewed, over placement would make an employee to grow and advance their careers because more creativity and thinking would be required however, this wasn't the case for the respondents from the two companies. Some of them wished to quit working because over placement was accompanied with a lot of challenges thus contradicting the existing literature.



This study concentrated only on role ambiguity and how it caused intrapersonal conflicts which later on affected performance. I would recommend a further research to be done on role conflict and how it can affect performance. Role conflict is a situation in which an employee is expected to play two incompatible roles. For example, a boss will suffer role conflict if required to fire an employee who is also a close friend.

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## APPENDICES

Appendix 1: Kenyan Map Showing the Research Town Mombasa.



Source: <http://kenyamap.facts.co/kenyamapof/kenyamap.php>.

## Appendix 2: Research Request Letter



**REPUBLIC OF TURKEY**  
**SAKARYA UNIVERSITY**  
**FACULTY OF BUSINESS ADMINISTRATION**

**Reference : B.30.2.SAU.0.30.70.00**  
**Subject : Thesis Case Study Request**

**25/11/2015**

### TO WHOM IT MAY CONCERN

I am writing to seek permission for Hellen Nasambu Munyisia to conduct her thesis study in your company. The above mentioned person is a postgraduate student at Sakarya University – Turkey and she is undertaking a master’s degree in the Department of Human Resource Management under my supervision.

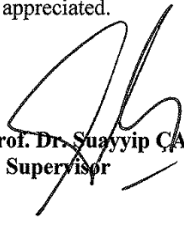
Her topic and objectives are detailed below:

The impact of intrapersonal conflict on employees’ performance

1. To examine the impact of goal incongruencies on employees’ performance.
2. To examine the effect of role ambiguity on employees’ performance
3. To examine the effect of inappropriate demand on capacity on employees’ performance

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

  
Assoc. Prof. Dr. Suayyip CALIŞ  
Supervisor

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### Appendix 3: Employees Questionnaire

## EMPLOYEES QUESTIONNAIRE

Dear Survey Participant,

Thank you in advance for taking your time to participate in this research project. The purpose of this study is to obtain your opinions on the conflicts you face during your day to day working life. Your participation in this study is purely voluntary and the information you will provide will remain confidential. The data collected will only be used for academic purposes. It will take you about 20 minutes to complete the questionnaire. Please tick (✓) the appropriate answer.

### SECTION 1

	<b>Tick one</b>
Gender	Male [ ] Female [ ]
What's is your age in completed years?	Years _____
How long have you worked here?	Years _____ Months _____
In which department are you in?	Customer care [ ] Sales & marketing [ ] Accounts & finance [ ] Other (specify) _____
What is your level of education	Primary [ ] High school [ ] College [ ] Undergraduate [ ] Post graduate [ ]



**SECTION 2**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Do your values match organizational values match?					
Do you have difficulties in agreeing with the organizations policies on matters relating to employees?					
Do you care about the future of this organization?					
Does your organization in their HR activities meet your expectations as an employee?					
If I were to have my own way, I would be working for this organization three years from now.					
I am satisfied with my job					
I would recommend friends/family to work for this company.					

**SECTION 3**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am clear on my job responsibilities?					
I clearly know “what” I am supposed to do in my job? {I clearly know duties are expected of me}					
I am clear on “how” I am supposed to do my job?					
The various rules, policies and					

regulations as pertains my job have been clearly defined to me?					
I often get information I need to carry out my job?					
I am aware of my supervisor/manager's expectations from me?					
I meet all the demands of my supervisor/ manager?					

**SECTION 4**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
As I work, I usually feel a sense of challenge.					
I am satisfied with the position I have at work. <i>If disagreed/strongly disagreed explain why?</i> _____					
The course I studied in school matches with the job I am doing.					
The amount of work does not interfere with how well I can do it?					
I have ever felt that I do not understand how to do my job?					
I have enough experience and skills to carry out my duties at work.					
I was placed in the same vacancy I applied for.					

**OTHERS**

A) Whenever you have a work related problem whom do you talk to in the company?

Colleagues    Team leader    Supervisor    Manager    Others (List).  
                                                           

B) Why that person?

.....  
.....  
.....

**THANK YOU FOR YOUR PARTICIPATION**

**Appendix 4: Managers Questionnaire.**

**MANAGERS QUESTIONNAIRE.**

Dear Survey Participant,

Thank you in advance for taking your time to participate in this research project. The purpose of this study is to obtain your views on the conflicts your employees face during their day to day working life. Your participation in this study is purely voluntary and the information you will provide will remain confidential. The data collected will only be used for academic purposes. It will take you about 20 minutes to complete the questionnaire. Please tick (✓) the appropriate answer.

**SECTION 1**

	<b>Tick one</b>
<b>1.</b> Gender	<b>Male</b> [ ] <b>Female</b> [ ]
<b>2.</b> How long have you worked here?	<b>Years</b> _____ <b>Months</b> _____
<b>3.</b> Which department are you a manager in?	Customer care [ ] Sales & marketing [ ] Accounts & finance [ ] Other (specify) _____
<b>4.</b> What is your level of education	Primary [ ] High school [ ] College [ ] Undergraduate [ ] Post graduate [ ]

**SECTION 2**

**5.** Do you think employees are aware of the organisational goals and values?

6. Do you think employees have ownership of the organisational goals?
7. Does the organisation do anything to ensure its goals ownership?
8. Is there anything that the company does to ensure that its goals and those of the employees rhyme?
9. Do you think employees are satisfied with their jobs?

### **SECTION 3**

10.
  - a) Does the organisation explain job responsibilities to the employees?
  - b) How regular do you define them?
  - c) What forums do you use to define them?
  - d) What materials do you give during such forums?
11.
  - a) Does the organisation disseminate organisational policies and regulations to employees?
  - b) In what format do you disseminate them?
12. Do you explain to employees the various company policies and regulations that might affect their jobs?
  - a) How often do you do this?

### **SECTION 4**

13. What do you base on while recruiting employees for various jobs?

14. How do you determine an employee's workload?

15. Do you think an employee's workload interferes with the quality of work delivered?

**OTHERS**

16. a) Do employees often come to complain to you whenever they have job related problems?

b) Do you solve their problems after complains have been made?

17. Have you ever noted the following behaviors in your workers? (Tick all that apply)

Absenteeism                  Anxiety                  insubordination                  Stress

Unhappiness                  Frustration                  Anger                  Aggression

Bullying                  Resignations.

18. After noting any of the behaviors above, have you taken time to ask the employee why they are behaving so?

**THANK YOU FOR YOUR PARTICIPATION.**

## **CURRICULUM VITAE**

My birthday dates back on the 25<sup>th</sup> of May 1985 in Kenya. I can speak three languages namely English, Turkish and Swahili. I am a self motivated individual with a keen eye for detail who is always on the look to grab any opportunities that come my way. My undergraduate study was in the Human Resource Management field and still to date, I have been a master's student in the same course. Having worked for Preparation For Life (PFL- Kenya) as a marketer, USAID as a researcher EDULINK as a student counselor and Laureate Global Education (LGE) as an assistant human resource manager within a span of five years, I possess a wealth of experience in marketing and partially in human resource management. Out of my different work tenures, I consider myself to be an effective team player with excellent leadership skills and an analytical approach to arriving at solutions to problems. The skills, abilities and maturity I possess has always enabled me to embark on any career that is both dynamic and challenging and also, adjusting to new environments and situations has never been a bother to me. I look forward to advance my career and also build up on my own company that is peace related which has been in operation for three years now.