ANTECEDENTS OF EMPLOYEE PERFORMANCE IN THE KENYAN COMMERCIAL BANKS: A CASE OF FAMILY BANK LIMITED
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Abstract

The purpose of the study was to analyze the factors effecting workplace conflict resolution mechanism in commercial banks in Kenya with a specific reference to Family Bank Limited. The objectives of the study were to find out the effect of organizational culture, employee personality, training and leadership style on employee performance. Goal orientation theory, Herzberg Two factor Theory, Theory of Cooperation and Competition and Social Identity theories were used in the study. The target population comprised of 98 employees at Family Bank Limited. The study collected information from a sample of 64 respondents at Family Bank Limited. This research problem was studied through the use of a descriptive research design because it is concerned with finding out the what, where and how of an occurrence. A structured questionnaire was used for primary data collection. To ascertain the validity and reliability of the questionnaire, a pre-test and pilot survey was conducted. Statistical analysis was conducted using statistical package for social sciences (SPSS) version 21 to calculate descriptive statistics and regression analysis. Data was presented in tables and graphs where necessary. Ethical issues were observed by the researcher. The study found that organizational culture positively and significantly influences employee performance, employee personality positively and significantly influences employee performance in Family Bank; employee training positively and significantly influences employee performance in Family bank and leadership style positively and significantly influences employee performance in family Bank. The study recommends management of the bank to ensure that the culture created in the organization is efficient and also that the values and procedures adopted and used in the organization ensures leaders are in a position to handle conflict efficiently. Organizations should ensure that they consider employee personality when employing them to understand the likelihood of them causing conflict. Leaders need to devote more resources to the task of recognizing source of conflict soon enough to handle disputes in the right way at the right time this will help to reduce chances of conflict occurring.

Keywords : Organizational Culture, Employee Personality, Training Leadership Style And Employee Performance.

Introduction

All organizations exist in an environment that impacts how they formulate and implement strategies. This relationship with the environment creates both conflicts and opportunities. Conflicts are generally regarded as disagreements regarding interests or ideas (Esquivel & Kleiner, 2011). Organizational conflict is the discord that occurs when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block or frustrate each other's attempt to achieve their objectives. Conflicts are an inevitable part of organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones *et al.,* 2012).

Bagshaw (2010) notes that conflicts are a fact of life, in organizations as well as other areas of life, as people compete for jobs, resources, power, acknowledgment and security; dealing with it is difficult because it arouses primitive emotions such as people feeling threatened, which creates a version of the age-old stress response fight or flight. Conflicts are an integral part of organizational work life, just as they are an essential aspect of all other firms as almost every organizational staff has had some personal experience with, or involvement in dispute situations either as a member of the senior or junior staff in the organization. Conflicts could be experienced in our interaction with other colleagues in meetings, programmes, and discussions (Olorunsola, 2011).

If the case of managers is considered for example, it is realized that very few of them accept and almost none attempt to stimulate conflicts. Though it is true that conflicts are uncomfortable and can be a source of problems, it is additionally true, and this is what is paramount to the manager, that conflicts are absolutely necessary in organizations if they are to maintain their viability and to increase the probability of their surviving. One may speculate that the reasons that managers are paid the highest salaries in organizations is to compensate for the supposed acceptance of conflicts; a good part of their remuneration may be regarded as "combat pay" to work in an environment that is and must be constantly uncomfortable (Robbins, 2013). Bagshaw (2010) has pointed out that conflicts are not necessarily a bad thing because if properly managed, they can be a creative force for the business and the individual; that if differences of opinions are regarded as valuable sources of cross-fertilization they begin to enrich our experience; that people often say in retrospect that difficult relationships were the ones that made them grow.

Four types of organizational conflicts have been identified (Jones *et al.,* 2012). There is interpersonal conflict, which occurs between individual members of an organization due to differences in their goals or values. The second type is intra-group conflict, which occurs within a group, team, or department; there is inter-group conflict, which arises between groups, teams or

departments. The fourth type of conflict is known as inter-organizational conflict and occurs across organizations. Ware and Barnes (2012) have however noted that interdepartmental conflict (also known as inter-group conflict) frequently becomes interpersonal conflict unless the representatives can rise above the special interests of the groups they represent. Being aware of the types of conflicts is necessary to establish a creative environment, which will foster open communication and integration of team members' input (Esquivel & Kleiner, 2011).

A number of diverse factors can cause conflicts. Some factors such as incompatible personalities are psychological; that is, it is due to the individual characteristics of employees and has to do with difficulty of some people to get along with each other and this difficulty has to do with their job requirements or formal interaction (Robbins, 2013). Robbins (2013) has also identified some structurally derived conflict. One structural source of conflict is mutual task dependence which refers to the extent to which two units in an organization depend upon each other for assistance, information, compliance, or other coordinative activities to accomplish their respective tasks effectively; mutual dependence raises the intensity of inter-unit relations.

The second source of structural conflict is one-way task dependence which is the situation when one unit is unilaterally dependent on another; that is, it means that the power balance has shifted and this tends to heighten the prospects for organizational conflicts. High horizontal differentiation as source of conflict occurs when units in the organization are highly differentiated which makes the tasks each does and the sub-environments each deals with to be dissimilar; this in turn will lead to significant internal differences between the units. According to Jones et al. (2012) sources of conflicts in organizations include incompatible goals and time horizons, overlapping authority, task interdependences, incompatible evaluation or reward systems, scarce resources, and status inconsistencies.

Edwards and Walton (2012) report that, there are different sources of conflict in organizations like the organizational structure - where the services of two departments overlapped. Difficult position of go-between; lack of communication leading to duplication services, mutual suspicion and rivalry; lack of strategic direction from higher authorities; differences in individual backgrounds and cultures; job ambiguity, lack of objectives; lack of training; poor organization of queuing system; blaming new circumstances for old problem anxiety about devaluation of professional skills; anxiety about job losses; time pressure; lack of shared vision among others.

If an organization is to achieve its goals, staff must be able to resolve conflicts (Jones et al., 2012). That is, staff must be able to deal with or manage the conflicts. Managing the conflict means changing the situational factors surrounding it, or altering the ways in which the adversaries react to the situation and to each other (Ware & Barnes, 2012). Edwards and Walton

(2012) report that participants in elib IMPEL2 (Impact on People of Electronic Libraries) project workshop suggested consultation, problem definition, clear line management structures, collaboration, staff development programme aimed at multi-skilling, compromise as strategies that can be used to manage conflict in organizations.

Banks in Kenya are either locally or foreign owned. Kenya has 44 banks; 31 are locally owned and 13 are foreign owned. The locally owned financial institutions comprise three banks with significant shareholding by the Government of Kenya and State Corporations, 27 commercial banks and one mortgage finance institution, Housing Finance. There are two representative offices of foreign banks and five deposit-taking micro-finance institutions (DTMs) (Central Bank of Kenya, 2011). The sector recorded an accelerated 51.8 per cent growth in pre-tax profit during the year 2012. The country's banking sector has recorded exponential growth with bank branches rising from 534 as at December 2015 to more than 1,000 in 2012. The number of rural branches has grown by more than 150 per cent compared to over 70 per cent growth in urban areas over the same period, which has highly boosted financial inclusion in the country. The Government has reformed banking to make it internationally competitive. In 20127, the Ministry of Finance proposed to raise bank capital from Sh250 million ($2.94 million) to Sh. 1 billion ($11.8 million) by 2010. This deadline has since been pushed to 2012 (Oloo, 2010).

In terms of asset holding, foreign banks account for about 35% of the banking assets as of 2011. In Kenya the commercial banks dominate the financial sector. In a country where the financial sector is dominated by commercial banks, any failure in the sector has an immense implication on the economic growth of the country. This is due to the fact that any bankruptcy that could happen in the sector has a contagion effect that can lead to bank runs, crises and bring overall financial crisis and economic tribulations. Despite the good overall financial performance of banks in Kenya, there are a couple of banks declaring losses (Oloo, 2011). Moreover, the current banking failures in the developed countries and the bailouts thereof motivated this study to evaluate the conflict resolution mechanisms that could enhance performance of banks in Kenya. Thus, to take precautionary and mitigating measures, there is dire need to understand the conflict resolution mechanisms in commercial banks in Kenya.

Statement of the Problem
The rapid growth in the Banking industry has posed several challenges such as workforce diversity which is a natural phenomenon that has both negative and positive implications on employee performance depending on how well it is managed (Robbins, 2013). This has affected the commercial banks, Non-Banking Financial Institutions, and even the Micro-Finance sector in terms of conflicts. Further, today's fast changing world is increasingly characterized by all types of conflicts (Esquivel & Kleiner, 2011). Jones *et al.,* (2012) argues that growing numbers of

organizations in aviation, education, banking, transport and manufacturing among others are losing valuable resources including talent, time and revenue from work conflicts arising from within and without. The authors further stated that, so far this matter has not been accorded much attention from risk management perspective. As a result of the emphasis on performance, researchers in human resource management have stressed the need for effective human resource strategy in conflict management. Although conflicts differ in terms of sources and causes they all have destructive consequences if handled poorly. They produce chronic inefficiency in organizations, strife in communities and even turmoil in our lives (Gerzon, 2006).

Efforts to measure human resource practices that influence the firm's human resource performance have not significantly changed while forms of conflicts have mutated drastically (Esquivel & Kleiner, 2011). Specifically, theorists examined methodologies and practices that are focused at the level of the individual employee, the individual job and the individual practices such as conflicts management, conflict resolutions and performance and so forth. The idea was that improvements in elimination of workplace conflicts would automatically enhance employee performance which would translate to increased business growth (Pondy, 2003). Although a number of researches attempted to extend the range of human resource influence on employee performance, little has been done to advance influence of workplace conflict resolution mechanism on employee performance and as a new source of attracting top talent from the market or a source of labour productivity and competitive advantage. There is scant insight into the complexities of workplace conflict resolution mechanism (Raren & Spencer, 2010).

The outcome of the complexities brought about by these conflicts affects employee performance, organizational set targets, customer service and may as well result into losses. Research conducted in the past has not encouraged researchers, scholars and even practitioners to think differently about the changing forms and aspect of workplace conflicts in a business and how they affect employees' performance (Oyesola, 2005). Therefore, this study increased the research literature and focus on broader aspects of organizational conflict resolution mechanisms.

Objectives of the Study
The purpose of the study was to analyze the factors that influence employee performance with specific focus on Family Bank Limited. The specific objectives of this study were:
1. To evaluate the influence of organizational culture on employee performance at Family Bank Limited.
2. To establish the influence of employee personality on employee performance at Family Bank Limited.

3. To analyze the influence of training on employee performance at Family Bank Limited.
4. To determine the influence of Leadership style on employee performance at Family Bank Limited.

Theoretical Review

Goal Orientation Theory

Goal orientation conceptualizes the broader goals pursued by individuals as personality dimensions and proposes that individuals have goal orientation preferences in achievement situations (Dweck, 2012; Dweck & Leggett, 2009). Goal orientations can be further distinguished into learning orientation and performance orientation (Button et al., 1996; Dweck, 2012). Individuals with a learning orientation seek to develop competence by acquiring new skills and mastering new situations which underlies the importance of employee training and development. Those individuals tend to hold an incremental theory about their own abilities. They view ability as a malleable attribute that can be developed through effort and experience. Individuals with a performance orientation strive to demonstrate and validate their competence by seeking favorable judgments of it and avoiding negative judgments. This theory supports the variable organizational culture which involves the pattern of shared organizational values, basic underlying assumptions and informal norms that guide the way work is accomplished in an organization (Beyerlein & Harris, 2004).

Herzberg Two Factor theory

According to Herzberg (2009) the two-factor theory is about satisfaction and dissatisfaction which are interdependent. The hygiene factors described as characteristics of the workplace: company policies, working conditions, pay, coworkers, and supervision among others. These factors can make people unhappy if they are poorly managed, however no matter how good these factors are they will never make people truly satisfied or motivated to do a good job (Hill, Hawkins, Ferris & Weitzman, 2014). The second categories of factors are known as motivators. Motivators are described as the nature of work itself, the actual job responsibility, an opportunity for personal growth and recognition, the feeling of achievement that the job provides; when these factors are present jobs are presumed to be both satisfying and motivating for most workers (Herzberg 2009). All these factors when put together signify and support the essence of employee personality by Robbins et al (2008) who stated that employee personality is the sum total of ways in which an individual reacts and interacts with others.

Theory of Cooperation and Competition

Deutsch (2005) assumed that groups and individuals pursue their self-interests by developing and striving to reach their goals. However, the pursuit of self-interests does not preclude the
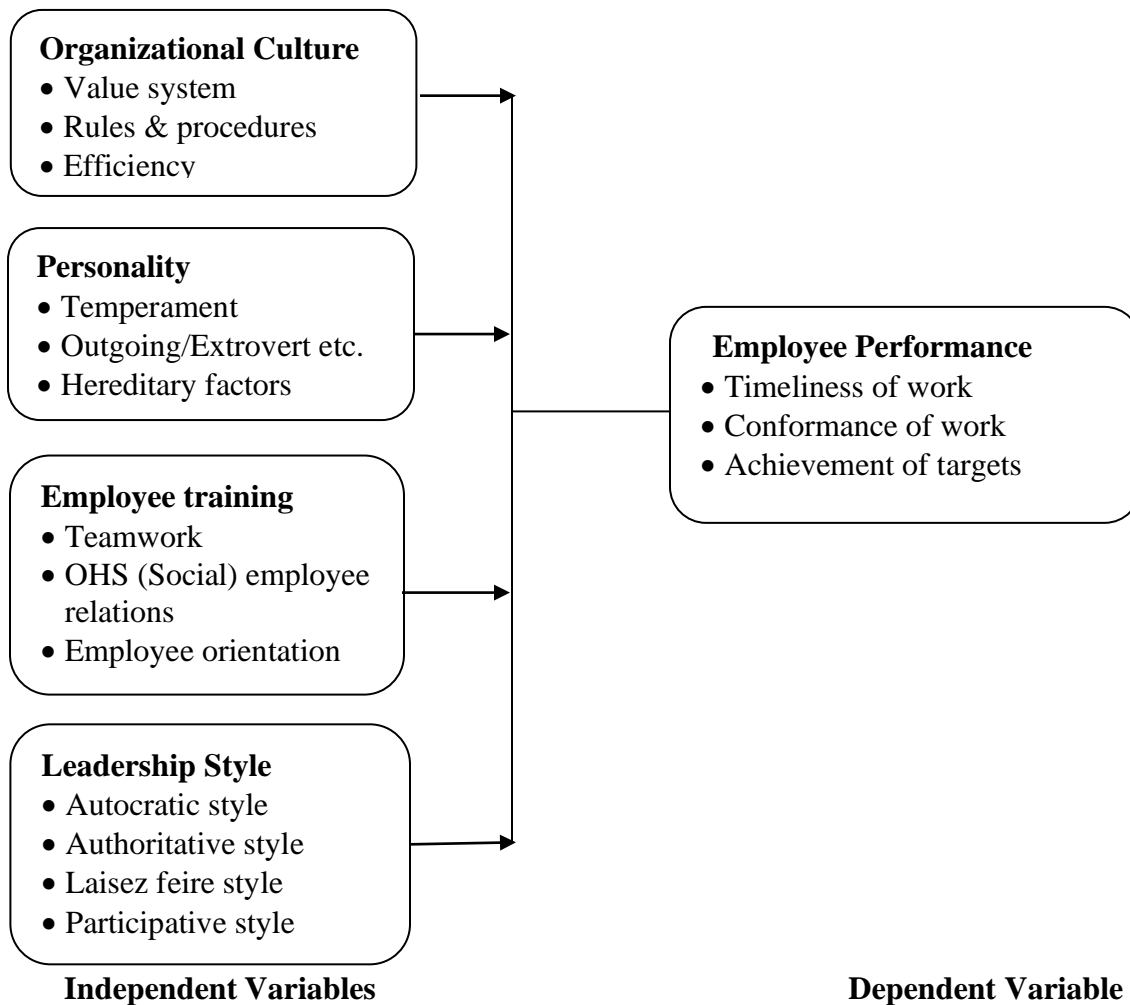
development of effective collaboration and relationships. Deutsch argued that it was the ways goals were perceived to be structured that determine how groups and individuals interact and these interaction patterns in turn determine outcomes interwoven in the culture of an organization (Johnson & Johnson, 2007). Goals may be structured so departments promote the success of others or obstruct the success of others. Goals may be considered cooperatively, competitively or independently related. In cooperation, people believe their goal achievements are positively correlated; they can reach their goals to the extent that others also reach their goals. In competition, people believe their goal achievements are negatively correlated; each perceives that the achievement of one prohibits or at least makes it less likely that others will achieve their goals. This theory supports the variable employee training which involves impacting employees with the necessary skills that can help during conflict resolution process (CPP Global Human Capital Report, 2008). This indicates that training might be highly effective in changing staff attitudes about conflict and in the end affecting workplace conflict resolution mechanism hence enhancing the performance of employees.

Social Identity Theory

Social identity theory, formalized by Tajfel and Turner (2010), has been the most important impetus for social psychological research on intergroup relations since the late 1970s (Messick & Mackie, 2007). This theory attempts to explain relations between groups from a group perspective. This characteristic sets it apart from a number of other major social psychological theories. The theory assumes that individuals are motivated to achieve a positive social identity, defined as "that part of an individual's self-concept which derives from his knowledge of his membership in a social group together with the value and emotional significance attached to that membership" (Tajfel, 2011). Social identity theory originates in the study of intergroup relations in non-organizational contexts. Despite the fact that SIT provides a well-articulated theoretical framework for the study of intergroup relations in organizations, SIT research on intergroup relations in organizations has remained sparse (Van, Knippenberg, 2003). This theory supports the variable leadership style which involves how those mandated to run the affairs of an organization execute their duties (Kriesberg, 2003).

Conceptual Framework

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. In this study the conceptual framework was based on four independent variables namely; organizational culture, personality, training and the leadership style.

Organizational Culture
- Value system
- Rules & procedures
- Efficiency

Personality
- Temperament
- Outgoing/Extrovert etc.
- Hereditary factors

Employee training
- Teamwork
- OHS (Social) employee relations
- Employee orientation

Leadership Style
- Autocratic style
- Authoritative style
- Laisez feire style
- Participative style

Employee Performance
- Timeliness of work
- Conformance of work
- Achievement of targets

Independent Variables   **Dependent Variable**

Figure 1: Conceptual Framework
Research Gaps

Firstly, with regards to organizational culture, even though the current study could add to our understanding of how organizational culture affects workplace conflict resolution mechanism, it misses on some of the issues highlighted above. This study therefore tried to address this gap by looking at the different aspects of organizational culture not handled and how they affect workplace conflict resolution mechanism. Secondly, on employee personality, the literature reviewed has not touched on the issues such as staff personalities and behaviors which change according to the personality and values of the power figure in the organization, who is normally the CEO.

The literature reviewed on conflict contained no references to this dynamic. Further, mainstream psychology research views personality as something that can change reaction to different personalities on conflict resolution according to environment (Benjamin & Simpson, 2009). It is also a view that is consistent with social constructionism (Burr, 2003). The importance of individual personality is such that a large organization, which can have a collaborative culture and a good reputation for its harmonious work environment, takes personality so seriously that it may not be prepared to tolerate the presence of staff with difficult personalities who cannot change their behaviors to fit in with the organization's culture and so the current study will try to address this gap by covering what is missing.

Thirdly on training, though the current study has highlighted key issues that can be tackled in training in order to enhance conflict resolution mechanisms, it has not touched on such issues like reinforcement of organizational structures, having a participatory approach to resolution of conflicts after receiving training and so on. The current study will try to address some these issues. Lastly on leadership style, the purpose of the current study is to improve the overall understanding of the association between leadership, conflict resolution and communication which are the issues missed in the literature reviewed. Specifically, the goal is twofold: first, it seeks to determine what form of leadership style (task and relational), conflict resolution style, or the communication competence of leaders would elicit the greatest level of workplace conflict resolution mechanism.

Second, is to better understand the role communication competence plays in the presentation of leadership that affects workplace conflict resolution mechanism, and communication competence in different work settings. Another gap found here involves a level of uncertainty about the amount of time employees actually spent communicating with leaders. This information may indicate whether employees who frequently converse with leaders feel more connected and able to handle conflicts than those who rarely converse leaders. This may better help us understand if the amount of communication is a determinant in the communication competence of leaders.

Given the relevance of examining the leadership style, and the communication competence of leaders, there are a number of additional research directions that one could pursue. One possible direction center on the examination of these variables in the virtual workplace. Research has already indicated that in the virtual work setting leaders must assume more responsibility for working with followers who are at a distance (Antonakis & Atwater 2002). Similarly, another possible direction for future researchers involves cross-cultural studies of leadership, conflict resolution, and communication competence. Given, today's global economy, these research findings may prove to be of value.

Research Methodology

This research problem was studied through the use of a descriptive research design. The total target population was 98 employees from the top, middle, and operational level at Family Bank Kagen House Branch situated at the junction of Harambee Avenue and Moi Avenue in Nairobi Town as shown in table 1 below.

Table 1: Target Population

Category	Target Employees	Percentage
Top Management	11	11
Middle Management	18	19
Operational Level employees	69	70
Total	**98**	**100**

The researcher used stratified random sampling procedure. The researcher estimated the sample size of 64 respondents as provided in Kothari (2004). Questionnaires were used to get information from the respondents. The data collection instrument that was used in this research was questionnaires. Structured items in the questionnaire were used. The researcher conducted a pilot test of seven questionnaires. Data collected was analyzed using descriptive statistics. The descriptive statistical tools helped in describing the data and determining the respondents' degree of agreement with the various statements under each factor. Data analysis was done with help of software programme SPSS and Microsoft excel to generate quantitative reports. The study also used the regression analysis

<center>**Research Findings And Discussion**</center>

Qualitative data collected was analyzed using descriptive statistics and inferential statistics. The study findings were presented as per the objectives of the study. The main objective of the study was to analyze the factors that influence employee performance with specific focus on Family Bank Limited. The study targeted a sample of 64 top, middle, and operational level employees at Family Bank Kagen House Branch. Selected sample were issued with questionnaires but only 57 respondents dully filled and returned their questionnaires translating to a response rate of 89.1%. According to Mugenda and Mugenda (2013) a response rate that is 50% and above is good for analysis and reporting and that of 70% and above is excellent. Based on Mugenda's assertion, our response rate was considered excellent and was used for further analysis.

Table 2: Response Rate

Questionnaire	Frequency	Percent
Returned	57	89.1
Unreturned	7	10.9
Total	**64**	**100.0**

Reliability Analysis

Reliability indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 2007). The study used the most common internal consistency measure known as Cronbach's alpha (α). The recommended value of above 0.6 was used as a cut-off of reliabilities. Table 3 presents the findings on reliability of each variable. From the findings, organizational culture had Cronbach's alpha value of 0.814, personality had alpha value of 0.786, Cronbach's alpha value for employee training was 0.750, leadership style had had Cronbach's alpha of 0.811 and lastly, employee performance had had Cronbach's alpha of 0.809. These findings show that all the variables had Cronbach's alpha value greater than 0.60 suggesting that they were all reliable.

Table 3: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Organizational Culture	0.814	4
Personality	0.786	3
Employee training	0.750	3
Leadership Style	0.811	3
Employee Performance	0.809	3

Descriptive Statistics

In this section, the study uses descriptive statistics to explain respondents' level of agreement with different statements relating with the variables being investigated.

Organizational Culture

Table 4 : Effect of Organizational Culture on Workplace Conflict Resolution Mechanism

Organization culture	Mean	Std. Dev.
My organizational culture has a value system considered an integral part of the daily work	3.982	1.370
Culture inn our organization ensures that rules and regulation are followed in every undertaking	3.889	1.381
Our organization has a culture that believes in individuals personal influence when dealing with conflicts	3.777	1.275
Our organizational culture ensures that there is urgency in dealing with conflicting issues	3.738	1.320

From the findings, respondents were in agreement that their organizational culture has a value system considered an integral part of the daily work (M=3.982); culture in their organization ensures that rules and regulation are followed in every undertaking (M=3.889); their organization has a culture that believes in individuals personal influence when dealing with conflicts (M=3.777) and that their organizational culture ensures that there is urgency in dealing with conflicting issues (M=3.738). The findings concur with Beyerlein and Harris (2004) who defined organizational culture as "a pattern of shared organizational values, basic underlying assumptions and informal norms that guide the way work is accomplished in an organization; it is the unwritten way that work gets done and align with formal policies and procedures. It also concurs with Neuhauser, Bender and Stromberg (2000) that the formal policies and procedures form part of the culture of an organization.

Employee Personality

The study also sought respondents' opinion on the extent to which employee personality influences workplace conflict resolution mechanism at family bank. The findings were as presented in Table 5.

Table 5: Extent to Which Employee Personality Influences Workplace Conflict Resolution Mechanism

Extent	Frequency	Percent
Very great extent	8	14.0
Great extent	37	64.9
Moderate extent	3	5.3
Little extent	2	3.5
Not at all	7	12.3
Total	**57**	**100.0**

From the findings in Table 5, 37(64.9%) of the respondents indicated that employee personality influences workplace conflict resolution mechanism to a great extent, 8(14%) indicated the influence was to a very great extent, 7(12.3%) indicated it had no influence at all, 3(5.3%) indicated the influence was to a moderate extent while 2(3.5%) indicated the influence was to a little extent. Based on these findings, it is evident that employee personality influences workplace conflict resolution mechanism to a great extent as supported by majority (64.9%) of respondents. The findings disagree with Pruitt (2008) who claims that individual personality variables tend to have less relevance with respect to predicting conflict escalation when it comes to group environments.

Table 6: Extent to Which Employee Personality Influence Workplace Conflict Resolution Mechanism

Employee Personality	Mean	Std. Dev.
My organization has employees who are outgoing and those who are extrovert and this influences how they solve conflicts that arise in the organization	3.948	1.263
Hereditary factors influence how employees in our organization look at and resolve conflicts	3.863	1.326
In our organization we have individuals with different temperaments which influences how conflicts are resolved	3.698	1.331

From the findings presented in Table 6, respondents agreed that their organization has employees who are outgoing and those who are extrovert and this influences how they solve conflicts that arise in the organization (M=3.948); hereditary factors influence how employees in their organization look at and resolve conflicts (M=3.863); and that in their organization they have individuals with different temperaments which influences how conflicts are resolved (M=3.698). The findings concur with Robbins et al. (2008) where they claim that both hereditary and environmental factors affect personality; hereditary factors they describe include physical

stature, gender, temperament, energy level and facial attractiveness and that these hereditary factors determine personality.

Employee Training

Table 7: The Extent to Which Training Influences Workplace Conflict Resolution Mechanism

Extent	Frequency	Percent
Very great extent	7	12.3
Great extent	41	71.9
Moderate extent	4	7.0
Less extent	1	1.8
Not at all	4	7.0
Total	**57**	**100.0**

Based on the findings in Table 7, 41(71.9%) of the respondents indicated that training influences workplace conflict resolution mechanism in their bank to a great extent, 7(12.3%) indicated the influence was to a very great extent, 4(7.0%) indicated it had a moderate influence, 4(7%) indicated it had no influence while 1(1.8%) indicated the influence was to a lesser extent. These finding suggest that training influences workplace conflict resolution mechanism at Family Bank to a great extent as supported by majority (71.9%) of respondents. The findings agree with Johannessen (2007) that, after a long period in which bullying in schools had increased, the latest surveys showed that the trend had turned; the prevalence of bullying had reduced. This proves that training in conflict resolution can deliver measurable results.

Table 8 : Influence of Training on Workplace Conflict Resolution Mechanism

Training	Mean	Std. Dev.
My organization ensures that employees are trained to ensure that they are oriented towards effective ways of resolving conflicts	3.961	1.476
My organization trains employees on occupational health and safety (OHS) as an integral part of conflict resolution	3.915	1.343
My organization trains employees on the importance of teamwork in resolving conflicts	3.836	1.22

From the findings, respondents agreed that their organization ensures that employees are trained to ensure that they are oriented towards effective ways of resolving conflicts (M=3.961); their organization trains employees on occupational health and safety (OHS) as an integral part of conflict resolution (M=3.915); and that their organization trains employees on the importance of teamwork in resolving conflicts (M=3.836). The study findings are in agreement with sentiments

of Lankard (2013) that resolving workplace conflict, requires interpersonal and negotiation skills as well as the new application of employability skills--honesty, ability to work cooperatively, respect for others, pride in one's work, willingness to learn, dependability, responsibility for one's actions, integrity, and loyalty; businesses are training their employees in critical thinking and conflict resolution skills required for decision making.

Leadership Style

Table 9: Extent to Which Leadership Style Influences Workplace Conflict Resolution Mechanism

Extent	Frequency	Percent
Very great extent	6	10.5
Great extent	40	70.2
Moderate extent	4	7.0
Little extent	3	5.3
Not at all	4	7.0
Total	**57**	**100.0**

Based on the findings, 40(70.2%) of respondents indicated that leadership style influence workplace conflict resolution mechanism in their bank to a great extent, 6(10.5%) indicated the influence was to a very great extent, 4(7%) indicated to a moderate extent, another 4(7%) indicated there was no influence at all while 3(5.3%) indicated the influence was to a less extent. From these findings, it is evident leadership style influences workplace conflict resolution mechanism at Family bank to a great extent as supported by majority (70.2%) of respondents. The finding concurs with Lebaron (2003) that for leaders to do their job well, they must acquire basic conflict management skills; the possession of well-honed conflict management skills has become even more important due to the increasing interdisciplinary nature of the workplace, because questioning historical relationships can easily give rise to conflicts.

Table 10: Leadership Style Influence on Workplace Conflict Resolution Mechanism

Leadership Style	Mean	Std. Dev.
My organization's leadership ensures employee wellbeing by resolving conflicts amicably	3.994	1.476
My organization's leadership ensures recognition and compensation of parties involved in conflicts	3.955	1.546
My organization has a leadership style that ensures employee involvement in resolving conflicts	3.856	1.525

From the findings, respondents agreed that their organization's leadership ensures employee wellbeing by resolving conflicts amicably (M=3.994); their organization's leadership ensures

recognition and compensation of parties involved in conflicts (M=3.955); and that their organization has a leadership style that ensures employee involvement in resolving conflicts (M=3.856). The study findings concur with Schewe (2002) that because conflict is an essential component of human interaction, trying to create conditions in which conflict is completely absent is pointless; there is often a sense that conflict is negative. Ignoring essential differences provides solid ground for encouraging unnecessary conflict; therefore, leaders should devote themselves to managing conflict, which also includes preventing unnecessary conflict.

Employee Performance

The study sought respondents' opinion on whether employee performance is a key success factor at Family Bank. The findings obtained were as presented in Figure 2.
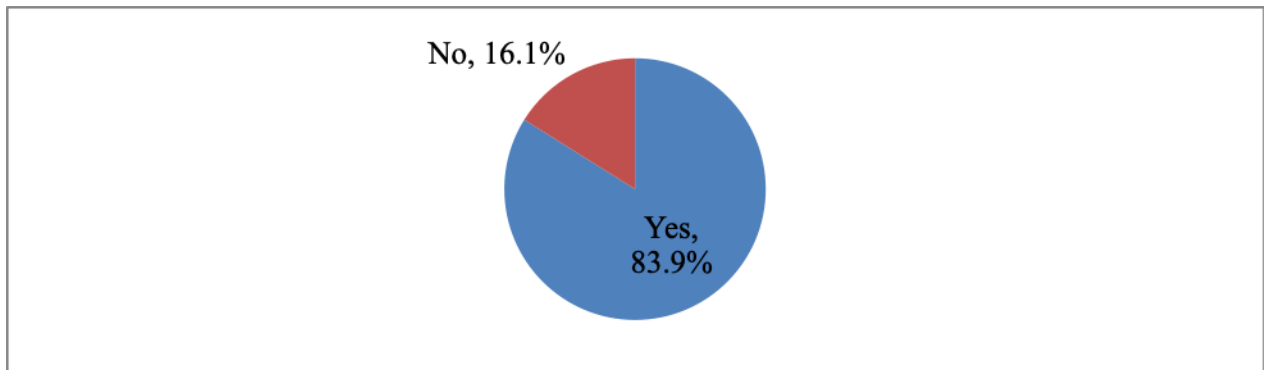

Figure 2: Whether Employee Performance Is a Key Success Factor at Family Bank

From the findings, 83.9% of the respondents agreed that employee performance is a key success factor at Family Bank while 16.1% disagreed. Based on these findings, it is evident that at Family Bank, employee performance is a key success factor as supported by majority (83.9%) of respondents. The study finding concurs with Putterill and Rohrer (2013) that the achievement of targets of the tasks assigned to employees within a particular period of time is the indicator for employee performance; they added that this can only be achieved if an organization has an atmosphere free from conflicts.

Table 11: Extent to Which Employee Performance Is a Success Factor

Extent	Frequency	Percent
Very great extent	4	7.0
Great extent	41	71.9
Moderate extent	3	5.3
Little extent	2	3.5
Not at all	7	12.3
Total	**57**	**100.0**

The findings presented in Table 11 show that 41(71.9%) of the respondents indicated that employee performance is a success factor at Family Bank to a great extent, 7(12.3%) indicated that it is not a success factor at all, 4(7%) indicated that it is a success factor to a very great extent, 3(4.3%) indicated to a moderate extent while 2(3.5%) indicated to a little extent. Based on these findings, it is evident that employee performance is to a great extent a success factor at Family Bank as supported by majority (71.9%) of respondents. The study finding concurs with Al-Ahmadi (2009) that performance improvement depends on effective human resource strategies that succeed in recognizing and managing conflicts in an engaged and committed workforce.

Table 1: Employee Performance

Employee Performance	Mean	Std. Dev.
Work results conform to specifications	3.994	1.343
Tasks are completed on time.	3.836	1.426
Work targets are often achieved	3.830	1.441

From the findings, respondents were in agreement that work results conform to specifications (M=3.994); tasks are completed on time (M=3.836); and work targets are often achieved (M=3.830). These findings concur with Putterill and Rohrer (2013) that the achievement of targets of the tasks assigned to employees within a particular period of time is the indicator for employee performance; they added that this can only be achieved if an organization has an atmosphere free from conflicts.

Multiple Regression Analysis

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871a	.759	.751	.08096

a. Predictors: (Constant), Leadership Style, Personality, Organizational Culture, Employee training

From the findings, the value of R_2 is 0.751 suggesting that 75.1% variations in employee performance can be explained by changes in leadership style, personality, organizational culture, and employee training. The remaining 24.9% suggests that there are other factors that were not discussed in this study that can be used to explain variations in employee performance at Family Bank. The findings further suggest that the variables being considered in this study are strongly and positively related as indicated by correlation coefficient (R) value of 0.871.

Table 13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.044	4	0.511	30.045	.000b
1	Residual	0.884	52	0.017		
	Total	2.928	56			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Leadership Style, Personality, Organizational Culture, Employee training

From the findings in Table 13 , the significance level of the model was 0.000; indicating that the model was significant since the p-value (0.000) was less than the selected level of significance (0.05). The findings also showed that the f-calculated value, obtained from the ANOVA table (30.045) was greater than the f-critical value, obtained from the f-distributions table ($F_{4, 52}=2.550$). These findings suggest that leadership style, personality, organizational culture, and employee training are significant predictors of employee performance in fail bank. The model therefore can be used to determine employee performance at the Bank.

Beta Coefficients of the Study Variables

Table 14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.499	0.174		8.615	.000
	Organizational Culture	0.223	0.083	0.221	2.687	.008
1	Employee Personality	0.226	0.044	0.21	5.136	.000
	Employee training	0.322	0.114	0.275	2.825	.005
	Leadership Style	0.599	0.079	0.652	7.582	.000

a. Dependent Variable: Employee Performance

From the findings in Table 14, the following regression equation was fitted;

$$Y = 1.499+ 0.223X_1+ 0.226X_2+ 0.322X_3+ 0.599X_4 + \varepsilon$$

Where; Y= employee performance; X_1 = Organization culture; X_2 = Employee personality; X_3 = Employee Training; X_4 = Leadership style and ε= error term . From the regression equation above, it is evident that when all the other variables are held to a constant zero, employee performance will be at a constant value of 1.499.

The findings further suggests that organization culture has a significant influence on employee performance since the p-value obtained (0.008) was less than the selected level of significance (0.05). The findings further showed that organizational culture has positive influence on

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employee performance (β=0.223). Therefore, organizational culture positively and significantly influences employee performance suggesting that a unit increase in organizational culture will result to an increase in employee performance. This is in line with Morrill (2010) claims organizational culture is the major factor influencing how managers handle conflicts; he added that conflict resolution have the aim of restoring social order and thus enhance the performance of organizational members.

The findings also show that employee personality is significant in predicting employee performance as shown by p-value (0.000) less than the selected level of significance (0.05). The findings also show that the influence of employee personality on employee performance is positive (β=0.226). Therefore, employee personality positively and significantly influences employee performance in Family Bank. These suggest that a unit improvement in employee personality will result to an increase in employee performance by 0.226 units. The study findings concurs with Robbins et al. (2008) who explained that if the hereditary and environmental factors are taken into consideration while handling organizational conflict then personality which the two stems from can affect workplace conflict resolution mechanism positively thus enhancing employee performance.

The study also established that employee training has a significant influence on employee performance since the p-value obtained (0.005) was less than the selected level of significance (0.05). The findings also showed that employee training has a positive influence on employee performance (β=0.226). This suggests that employee training positively and significantly influences employee performance in Family bank. This suggests that a unit increase in employee training will result in an increase in employee performance by 0.226 units. The study findings concur with Global Human Capital Report (2008) that training might be highly effective in changing staff attitudes about conflict and in the end affecting workplace conflict resolution mechanism hence enhancing the performance of employees.

The study also established that leadership style has a significant influence on employee performance; the p-value (0.000) was less than the selected level of significance (0.05). The findings also showed that leadership style had positive influence on employee performance (β=0.599). This is an indication that leadership style positively and significantly influences employee performance in family Bank. Therefore, a unit improvement in leaders' style will result to an increase in employee performance at Family bank by 0.599 units. The findings concurs with Kriesberg that, if a satisfactory outcome is to be obtained, the conflict management process must create equity at the table by having leadership that is focused.

Conclusions

The study established that organization culture has a significant influence on employee performance. The findings further showed that organizational culture has positive influence on employee performance. Therefore, organizational culture positively and significantly influences employee performance. Based on these findings, the study concludes that a unit increase in organizational culture will result to an increase in employee performance. The study found that employee personality is significant in predicting employee performance. The study also found that the influence of employee personality on employee performance is positive. Therefore, employee personality positively and significantly influences employee performance in Family Bank. Based on these findings, the study concludes that a unit improvement in employee personality will result to an increase in employee performance.

On employee training, the study found that employee training has a significant influence on employee performance. The study findings also showed that employee training has a positive influence on employee performance. This suggested that employee training positively and significantly influences employee performance in Family bank. From these study findings, the study concludes that a unit increase in employee training will result in an increase in employee performance. The study further established that leadership style has a significant influence on employee performance. The study also showed that leadership style had positive influence on employee performance. This was an indication that leadership style positively and significantly influences employee performance in family Bank. From these study findings, the study concluded that a unit improvement in leaders' style will result to an increase in employee performance at Family bank.

Recommendations

Improving organization culture was seen to have positive influence on employee performance. The study therefore recommends management of the bank to ensure that the culture created in the organization is efficient and also that the values and procedures adopted and used in the organization ensures leaders are in a position to handle conflict efficiently. Employee personality was found to have significant influence on employee performance. The study therefore recommends the organization to ensure that they consider employee personality when employing them to understand the likelihood of them causing conflict. Understanding employee personality can also help in determining the groups they best fit in and the nature of work they can be involved in.

Increasing employee training will result to an increase in employee performance. The study therefore recommends the management of the organization to increase training for their

employees; training can be offered in areas of teamwork, occupational health and safety (Social) and also employee relations, this will increase organizational performance by enhancing employee performance. The study established that leadership style positively influences employee performance. The study recommends the management of the organization to research on the most effective form of leadership and implements it in their organization. The study also recommends leaders to devote more resources to the task of recognizing source of conflict soon enough to handle disputes in the right way at the right time this will help to reduce chances of conflict occurring.

Suggestions for Further Studies

The main objective of this study was to analyze factors that influence employee performance with specific focus on Family Bank Limited. The study focused on Family bank alone; the study therefore recommends another study to be conducted in other commercial banks in the country to facilitate comparison and generalization of research findings. The study focused on employee performance; the study recommends s study to be conducted on the effects of the same factors on financial performance.

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