



ALTERNATIVE DISPUTE RESOLUTION MECHANISMS AND CRISIS MANAGEMENT AMONG SELECTED PUBLIC UNIVERSITIES IN KENYA

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ABSTRACT

This study assessed the influence of four conflict management mechanisms on crisis management: negotiation, mediation, collaboration, and conciliation. The specific objectives of the study were to establish the roles of mediation, negotiation, arbitration and conciliation on crisis management in the selected public universities in Kenya. This study employed a descriptive research design. The study unit of observation was deans and departmental heads from the selected universities. The unit of analysis was 800 employees. The study focused on specific public universities namely Kisii University, Rongo University and Jaramogi Oginga Odinga University. The study sample size was 80 employees which was thirty percent of the target population. The data for this study was gathered via a standardized questionnaire. The results showed a positive correlation with mediation and crisis management supported which was statistically significant. The study indicated that there was a positive correlation between negotiation and crisis management at a Pearson correlation coefficient which was statistically significant. The findings revealed that arbitration had a positive correlation which was statistically significant. Finally conciliation had a positive correlation with crisis management with correlation which was statistically significant. Governments and education policymakers ought to establish methods for peace and conflict resolution. This will promote the integration of civility within the educational framework and improve the resolution of future conflicts. The University Administration must expeditiously establish Alternative Dispute Resolution Committees and Centers across all institutions in Kenya, distributed among faculties in a decentralized manner. Consequently, all classifications of conflict matters are addressed at this level. Regular seminars, training sessions, and workshops are held for all categories of academic workers on alternative dispute resolution methods among staff. This will reduce the occurrence of many types of conflicts within the organization. It will provide employees and management with the necessary information to resolve issues within the system. The University Academic Staff Union and Senate committees have the jurisdiction to resolve any disputes concerning their staff before legal action is taken against any University employee.

Key words: Crisis Management, Negotiation, Mediation, Collaboration, Conciliation

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INTRODUCTION

According to Kazimoto (2013), modern CEOs are required to traverse difficult decisions about the management and resolution of conflicts while simultaneously pushing their staff to completely commit to the organization's goals to achieve the organization's goals. On the other hand, disagreements within a company are not an unusual occurrence. Depending on the circumstances, they may present an opportunity for the individual to heal and make development, which is beneficial to both the individual and the company (Kehinde, 2011). According to Agwu (2013), when disagreements are managed effectively, they can be beneficial to businesses because they offer the opportunity to facilitate the identification of feasible solutions that satisfy the requirements and interests of all parties involved. It is the contention of Awan and Saeed (2015) that the proper management of disagreements within an organization can lead to improved individual performance.

In order to address disagreements both within and between individuals or groups, organizational conflict management (OCM) employs a number of different tactics. The overarching goal of OCM is to minimize negative impacts while simultaneously maximizing the potential of the organization as a whole (Prause & Mujtaba, 2015). According to the explanation provided by Ajike et al. (2015), the process of managing organizational conflicts entails determining the origin of the conflict and developing strategies to reduce or eliminate it. According to Rahim (2017), one of the key goals of organizational conflict management is to regulate disputes while simultaneously optimizing the favorable outcomes that can result from doing so. One example of this would be to facilitate employee growth and development in their jobs. According to Adeyemi and Ademilua (2012), managers employ organizational conflict management strategies in order to resolve internal disagreements by utilizing these strategies.

The educational system in Kenya has flourished ever since the country gained its freedom. According to Nyangau (2014), Kenya's state and private institutions have flourished and are providing mutual support to one another, which has made it easier for students from Kenya and around the world to take advantage of higher education opportunities. By the year 2012, the total number of universities in the country had increased to 33, with 26 of them being private institutions and 7 being public, respectively. At the time, there were twenty-four constituent colleges located all over the United States. In the year that followed, there were a total of 53 institutions of higher education, 14 of which were private (Ministry of Education, 2014). The nation's university sector had greatly expanded by the year 2017, four years after it had been established, and it consisted of seventy approved institutions.

As a result of persistent industrial unrest and work stoppages, which disrupt academic activity, crisis management at the nation's higher education institutions has been badly impacted throughout the course of the years. Poor working conditions, poor compensation, inadequate staffing, and other concerns are the key reasons of these unrests, according to Ng'ethe (2013). As a result of the cumulative impact, staff productivity is reduced, as demonstrated by increased absenteeism, high staff turnover, student courses that are not completed within the allotted time frame, and graduates who are not adequately equipped for the labor market (Mwanza, 2012). It is essential to conduct an empirical study in order to identify the dispute resolution mechanisms and crisis management practices that are utilized by institutional leadership in selected public universities in Kenya. This is given the fact that organizational conflicts are unavoidable in the university environment due to the diversity and dynamism of the workforce.

Statement of the Problem

Higher education officials do not appear to be taking any preventative measures to address the threat that is posed by conflict in educational

institutions. A number of universities have been subjected to industrial actions by their staff members in response to a variety of complaints. According to Khmis, Idua, Kilungu, and Monari (2024), the majority of these complaints have always been caused by a variety of issues, including but not limited to working conditions that are deplorable, staff redundancy, delayed salaries, low compensation, and inadequate staffing levels. Learning in these institutions has been rendered ineffective as a result of the ongoing strikes and go-slows taken by workers. The combination of these factors has the effect of making it more difficult for the organization to achieve its development objectives.

According to the findings of Agusioma (2018), who investigated the impact of organizational conflict management on the performance of workers in Kenya's Public Service Commission, the absence of proper conflict resolution procedures had a detrimental impact on the performance of the workers in question. Mwikali (2016) conducted research on the ways in which the methods employed in conflict management influenced the performance of Kenyan power workers. The findings of this study led to the conclusion that there was a connection between the selection of conflict management strategies and the quality of employee performance inside the organization. Additionally, research conducted by Olang (2017) in Stima Sacco Society Limited and Momanyi (2016) in Kenya Commercial Bank both came to the same conclusions for their respective institutions. Regarding the relationship between alternative dispute resolution procedures and crisis management, none of the studies that were mentioned above sought to do research on the subject. Therefore, the study ascertained the relationship between alternative dispute resolution mechanisms and crisis management in the selected public universities in Kenya.

Objectives of the Study

The study was guided by the following objectives:

- To establish the role of mediation on crisis management in the selected public universities in Kenya.
- To determine the role of negotiation on crisis management in selected public universities in Kenya.
- To establish the role of arbitration on crisis management in selected public universities in western Kenya.
- To determine the role of conciliation on crisis management in selected public universities in Kenya

LITERATURE REVIEW

Human Relations Theory

When Mayo first put up this theory in 1933, he was met with a great deal of encouragement. The research conducted by Mayo investigated the connection between output and a variety of parameters, including employee satisfaction, social ties, and motivation. Mayo stressed the significance of social links, as opposed to organizational structure, when he was talking about the power of natural teams. He said that social ties are more important than organizational structure. He is of the opinion that it is of the utmost importance for there to be communication in both directions between managers and the personnel they supervise. It is also the responsibility of leaders to ensure that their employees are aware of the goals for which they are working so that they may make informed decisions (Currie, Gormley, Roche, & Teague, 2017). In addition, companies want their employees to be able to communicate effectively, to not be afraid to speak what's on their minds, to comprehend and sympathize with other people, and to resolve disagreements in a calm manner so that all parties involved may move on with their lives (Prause & Mujtaba, 2015). The theory emphasizes on conciliation and its effect on crisis management.

Resource Based View Theory

"Firm Resources and Sustained Competitive Advantage" (Barney, 1991) was the key study that Barney utilized in order to develop the resource-

based view (RBV) theory. Barney had used this study in order to construct the theory. According to the core tenet of the theory (Barney, 1991), a firm will not be able to maintain a competitive advantage over the long term unless it has access to resources and skills that are precious, uncommon, distinctive, and nonsubstitutable. This is because the company will not be able to differentiate itself from its competitors. The resource-based view (RBV) asserts that the success and competitive advantage of an organization are derived from the firm's resources and skills that are one-of-a-kind and relatively difficult to copy. However, the RBV also acknowledges that these resources and talents are not easily replicated. According to Bryson (2011), the notion reaches the conclusion that there is a need for businesses to maximize the utilization of their internal resources in order to make the most of possibilities as they presented themselves.

Contingency Theory

These behaviorist theories were first developed by Woodward in the year 1958. In accordance with the concept, there are numerous methods that can be

utilized when managing a company. When it comes to management, the best course of action is conditional, which means that it is dependent on both internal and external factors. According to Armstrong and Taylor (2014), firms should first do an assessment of the current environment before developing the management system that will be the most efficient. Thompson sees the attainment of uniqueness in a world that is defined by uncertainty as a fundamental difficulty for organizations in his framework of organization in action, which was published in 1967 and is considered a classic. His opinion is that the goals of corporations are to accomplish particular results. Because they are functioning in an environment that is continuously changing and is filled with uncertainties, it is difficult for them to design a strategy that can be completely implemented in order to accomplish the outcomes that they desire. Despite the notion that businesses are open systems, Thompson contends that they operate in an environment that is largely controllable and fraught with uncertainty (Cole & Kelly, 2011).

Conceptual Framework

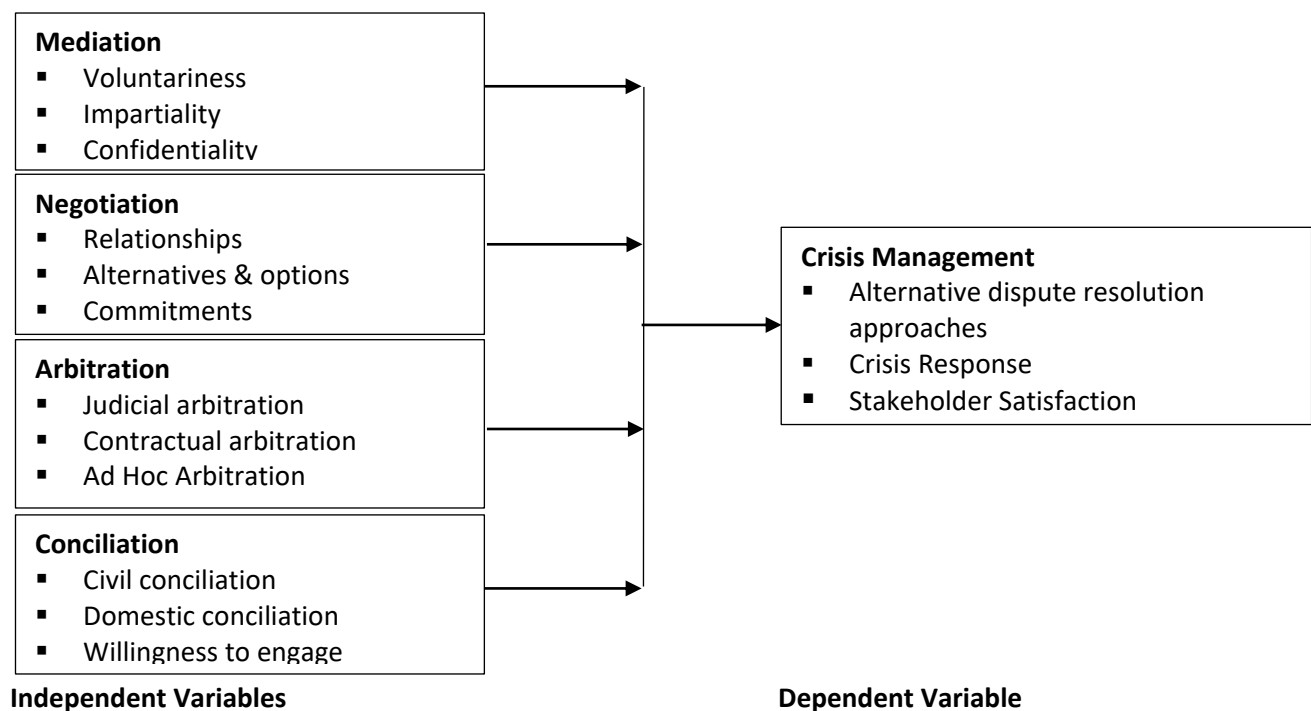


Figure 1: Conceptual Framework

Empirical Review

Mediation and Crisis Management

Violetta (2012) conducted an empirical study among Icelandic enterprises with the purpose of evaluating the influence that the usage of mediation as a conflict management approach has on the performance of employees working for Nordic companies. According to the findings of the study, the types of conflicts that were observed to be prevalent in the organizations that were being investigated were intergroup and interpersonal conflicts. According to the findings, the majority of managers working for Icelandic companies were fully aware of the procedures that should be utilized in the process of conflict resolution. Furthermore, when it came to resolving conflicts in the workplace, many of these managers utilized a variety of conflict management strategies, including mediation. Based on the findings of the study, it was found that the utilization of mediation as a strategy for conflict resolution had a favorable impact on the performance of employees in the selected companies.

Mwikali (2016) conducted research to determine how the performance of Kenya Power Limited employees was affected by the adoption of various dispute resolution strategies from the company. A total of 1055 individuals were included in the descriptive study's target population. The sample consists of 290 individuals who were selected through a combination of random and purposeful sampling techniques. In this study, the instruments that were used to collect data were questionnaires. With the assistance of SPSS version 201, inferential and descriptive statistics were utilized in order to thoroughly evaluate the primary data. The findings of the research indicated that a significant number of the individuals who took part in the study were nearly unanimous in their belief that mediation, as a method of conflict resolution, had a significant impact on the performance of employees. Furthermore, they believed that the participation of impartial third parties to mediate parties in conflict had a high probability of achieving a favorable

outcome in relation to the resolution of organizational conflicts.

Negotiation and Crisis Management

An investigation into conflict management and the performance of the company was carried out by Awan and Saeed (2015) in Pakistan. They used a case study of Askari Bank Ltd. to conduct their research. The research focused on conflict situations, the factors that led to them, and potential solutions that could be implemented to improve the working environment inside the business. Based on the findings of the study, it was determined that the incompatibility of goals and interests inside the organization was the root cause of disputes. In addition, the study found that disagreements had a variety of negative effects on the company, such as a decline in employee productivity, a fall in job satisfaction, insubordination, economic loss, poor performance, and divisiveness within the workforce. In its conclusion, the study recommended that management implement strategies that facilitate the management of conflict for the purpose of enhancing the overall performance of the company, that permit open communication between the executives and the employees, and that encourage the development of interpersonal ties among the staff. When compared to the study conducted by Awan and Saeed, the current investigation was not a case study to begin with. In addition, although this study proved the impacts of disputes on the performance of companies, it did not concentrate on how the management of conflicts influenced the performance of employees, which was the primary emphasis of this research.

Arbitration and Crisis Management

Assessment and inquiry, design, execution, and evaluation are the four stages that make up the four-step technique for arbitration that was developed by Ford (2007). This procedure is being carried out with the intention of enhancing performance in the workplace. According to Susskind and Larmer (2000), the first stage in the

process of conflict management and resolution is the essential first stage, which consists of evaluation and inquiry. This stage is the first stage of the process. According to Shmueli and Gal (2004), one of the primary goals of carrying out such an evaluation is to provide all of the people involved with the opportunity to obtain a more comprehensive grasp of the dynamics that are inherent in their interactions. This understanding not only clears up one's own interests and positions, but it also leads to an acknowledgment of the basis for the interests and views held by others, which in turn fosters reflection on the part of the stakeholders. In other words, this understanding makes it easier to comprehend one's own interests and positions. To determine whether or not there is a reasonable chance of initiating an intervention procedure to settle the dispute, the assessment first generates a map of the conflict and then utilizes it as a tool for evaluation. This is done in order to determine whether or not there is a viable possibility of initiating the procedure.

Conciliation and Crisis Management

An investigation was conducted by Iravo (2011) to determine the extent to which the management of conflicts had an impact on the quality of education that was offered by public secondary schools in Machakos County. Within the scope of this research study, a descriptive survey research design was utilized, and qualitative and quantitative research methodologies were also utilized. After careful consideration, it was concluded that the population of interest was comprised of one hundred forty principals operating secondary schools. The sample was chosen using the stratified probability sampling method because the school categories were not similar. This was done in order to ensure that the sample was representative of the population. For the purpose of representing the sample, thirty percent of the schools that were the focus of the investigation were selected. Additionally, each and every one of the principals that were chosen by the institution was incorporated into the sample, which resulted in an additional sample of 43 principals.

The study tool that was utilized was a questionnaire, and analysis of variance (ANOVA) and regression analysis were utilized in order to determine the degree of correlation that existed between the variables that were being investigated. The findings of the correlation analysis showed that there is a significant positive connection between the two variables, with a correlation coefficient standing at 0.69. There was a substantial and positive link between the utilization of collaboration as a method for conflict management and the performance of the schools, as demonstrated by the findings of the analysis of variance (ANOVA) and the regression coefficients. This connection was associated with the schools' overall performance. It was established, after careful consideration, that there is a positive and significant association between the management of disputes and the overall performance of the organization. This was the conclusion reached after rigorous and thorough consideration.

METHODOLOGY

In this study, a descriptive research design was utilized. The deans and department heads of the universities that had been selected as the group of people who participated in the study. The unit of analysis consisted of eight hundred workers. The research concentrated on three public universities in particular: Kisii University, Rongo University, and Jaramogi Oginga Odinga University.

An approach known as stratified random sampling was utilized in order to choose the sample for the investigation. The elimination of representational bias is achieved by the use of stratified random sampling. The sample size for the study consisted of eighty employees, which were thirty percent of the population that was being studied.

A standardized questionnaire was used to collect the data for this study when it was being conducted. During the pilot test of the research instrument, ten members of the university's faculty participated in order to assist in the process of refining the data-gathering device. A total of 10

individuals who participated in the pretest were not included in the whole study.

Cronbach's Alpha Coefficient was utilized in order to ascertain the relationship between the internal coefficient of the research instrument and its dependability.

After the data gathering procedure, the data were coded and arranged into various groups so that they could be analyzed more easily. A number of descriptive statistics were applied, including but not limited to percentages, averages, standard deviations, and frequencies. In order to present the results that were recorded, it was intended to make use of tables and figures. In addition, regression analysis was utilized in the studies to determine whether or not the variables are connected to one another.

The research was based on the model below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: -

Y = Crisis Management

X₁ = Mediation

X₂ = Negotiation

X₃ = Arbitration

X₄ = Conciliation

β₀ = Constant, β_i = Coefficients of independent variables

ε = Error term which was assumed to have a mean of zero and a constant variance.

RESULTS AND DISCUSSION

Response Rate

As a result of the study's sample size of eighty individuals, seventy-two of them provided their responses for the study. This is a response rate of ninety percent, which is exceptionally high.

Descriptive Statistics on Mediation and Crisis Management

Over the course of the study, the researcher concentrated on determining the influence of mediation and crisis management, and the results are presented in the following table:-

Table 1: Descriptive Statistics on Mediation and Crisis Management

STATEMENTS	SD	D	N	A	SA	Mean	SD
Mediation enhances speedy resolution of conflicts, saving various resources including time and money	9 7%	22 18%	10 8.0%	40 32.0%	43 35%	3.7	.84
Mediation facilitates university staff performance as it is the parties, rather than the mediator who makes the final decision	9 7%	9 7%	23 18.4%	42 34.2%	41 33.4%	3.8	.94
Mediation allows continuing relationships between parties in conflict	5 4%	30 24.2%	10 8.1%	62 50%	17 13.7%	3.5	.84
Mediation provides the conflicting parties with a chance to test the strengths, and weaknesses	Nil	Nil	15	20	89	4.5	1.28

Based on the findings reported in table 1, the study was conducted to investigate the impact of mediation and crisis management. The results showed that on the statement that Mediation enhances speedy resolution of conflicts, saving

various resources including time and money had a mean of 3.7 and an SD=.84; Mediation facilitates university staff performance as it is the parties, rather than the mediator who makes the final decision had a mean of 3.8 and SD = .94, Mediation

allows continuing relationships between parties in conflict had a mean of 3.5 and $SD=.84$, Mediation provides the conflicting parties with a chance to test the strengths, and weaknesses had a mean of 4.5 and $SD=1.28$, This shows that mediation had a significant influence on crisis management.

Ajike et al. (2015) investigated the ways in which the application of mediation as a conflict management approach impacted the performance of employees at Nigerian Access Bank Plc. For the purpose of this case study, 81 members of the staff served as the sample for the research. In order to collect responses from them, questionnaires were distributed to them. With the assistance of SPSS, descriptive and regression analysis were utilized to assist in determining the association between the variables under investigation. A positive correlation between mediation and employee performance was found to exist, as evidenced by the findings ($r = 0.715$; p values). The objective of Lazarus (2014) was to arrive at a conclusion regarding the influence that conflict management strategies have on the efficiency of workers in the Nigerian civil service. Among the several approaches to dispute resolution that were investigated, mediation was one of them. In order to collect data for the descriptive design study, a questionnaire that participants filled out on their own was used. The sample for the study consisted of 240 individuals who were drawn from a variety of ministries. A procedure known as stratified random sampling was utilized in order to select the sample. In order to investigate the nature of the relationship that exists between the variables under investigation, multiple regression analysis and Pearson product moment correlation were utilized. According to the findings, mediation, which is a method of dispute resolution, had a positive and significant contribution to the productivity of employees. After

doing the research, the researchers came to the conclusion that employees working in the Nigerian Civil Service at all levels should receive training on conflict management and be given the appropriate orientation on how to handle disagreements.

According to Olang (2017), the study acknowledges that it evaluated the influence that conflict management had on the outcomes that Stima Sacco presented. The findings demonstrated that a significant number of the participants, consisting of 71% of the total, were in agreement with the statement that mediation had a significant impact on the performance of the company. In addition, a positive association that was statistically significant was shown to exist between mediation and the performance of the company.

The findings of the study conducted by Mwikali (2016) explored the effect that the implementation of conflict management strategies had on the overall performance of the employees working for Kenya Power Limited. The findings of the research indicated that a significant number of the individuals who took part in the study were nearly unanimous in their belief that mediation, as a method of conflict resolution, had a significant impact on the performance of employees. Furthermore, they believed that the participation of impartial third parties to mediate parties in conflict had a high probability of achieving a favorable outcome in relation to the resolution of organizational conflicts.

Descriptive Statistics on Negotiation and Crisis Management

Table 2 presents the tabulated results of the researcher's investigation into the negotiating and crisis management processes. The objective of the researcher was to determine the results.

Table 2: Descriptive Statistics on Negotiation and Crisis Management

STATEMENT	SA	A	N	D	SD	Mean	StD
Negotiations provides a quick, inexpensive and flexible approach to alternative dispute resolution mechanisms	24 19.1%	71 57.4%	7 5.7%	17 14.1%	5 3.7%	3.7	.85
Negotiations help enhance communication among conflicting parties which preserves their relationships	17 14.1%	71 57.0%	9 7.0%	20 16.5%	7 5.4%	3.6	.82
Negotiations facilitates the disputing parties to reach an agreement	28 22.2%	63 51%	9 7.4%	19 15.4%	5 4%	3.7	.87
Negotiations can help clarify and narrow down issues and encouraging an environment of co-operation	22 17.7%	72 57.7%	6 5%	18 14.6%	6 5%	3.7	.87

The findings of the study are shown in the table 2 that is located above, and they pertain to the effectiveness of negotiation and crisis management. The results are as follows. In the statement that "Negotiations provides a quick, inexpensive, and flexible approach to alternative dispute resolution mechanisms," the mean score was 3.7 with a standard deviation of .85. Additionally, the statement that "Negotiations help enhance communication among conflicting parties, which preserves their relationships" received a mean score of 3.6 with a standard deviation of .82. Additionally, the statement that "Negotiations facilitates the disputing parties to reach an agreement" was represented with a mean score of 3.7 with a standard deviation of .87. Finally, the statement that "Negotiations can help clarify and narrow down issues and encourage an environment of cooperation" was represented with a mean score

of 3.7 and a standard deviation of .87. According to this broad position, negotiating and crisis management are both important.

The results of this study are in agreement with those of a study that was conducted by Longe (2015) looked into the impact that the management of conflict in businesses has on the performance of employees. The findings indicated that there is a positive and statistically significant connection between the use of negotiation as a method of conflict management in the workplace and the performance of employees.

Descriptive Statistics on Arbitration and Crisis Management

The researcher focused on determining the influence of arbitration and crisis management, and the results are as tabulated below;-

Table 3: Descriptive Statistics on Arbitration and Crisis Management

STATEMENT	SA	A	N	D	SD	Mean	StD
The university adopts judicial arbitration during dispute resolution	15 12.0%	65 53%	6 5%	29 23%	9 7.0%	3.4	.80
The university prefers contractual arbitration during dispute resolution	7 6%	35 28%	10 8%	52 42%	20 16%	2.7	.85
The university embraces ad hoc arbitration during dispute resolution	9 7.0%	61 49.4%	9 7.0%	35 28.5%	10 8.1%	3.8	1.25
Arbitration is more effective alternative dispute resolution mechanism	16 13.3%	63 50.6%	6 5.1%	30 24.1%	7 6.0%	3.4	.94

The study findings in Table 3 above established that on the statement that the university adopts judicial arbitration during dispute resolution had a mean of 3.4 with SD=.80, on the factor that university prefers contractual arbitration during dispute resolution had a mean of 2.7 with a SD=.85, on the factor that university embraces ad hoc arbitration during dispute resolution was represented with a mean of 3.8 and SD=1.25, on the factor that Arbitration is more effective alternative dispute resolution mechanism had a mean of 3.4 with SD=.94. The majority of the respondents agreed that the arbitration influenced crisis managements.

The study findings concurs with Adomie and Anie, (2005) who indicated that Parties that fail to resolve their disputes in mediation will often seek arbitration. Unlike in mediation, in arbitration, the

arbitrator makes a decision resolving the dispute. Arbitration will always bring an end to the dispute as long as it is binding, meaning that both parties are required to comply with the decision.

The study results is in support of Kazimoto (2013) who indicated that Arbitration offers the best vehicle among the ADR mechanisms to facilitate access to justice in disputes involving parties with equal bargaining power and with the need for faster settlement of disputes.

Descriptive Statistics on Conciliation and Crisis Management

The researcher focused on establishing the influence of conciliation and crisis management, and the results are as tabulated below;-

Table 4: Descriptive Statistics on Conciliation and Crisis Management

STATEMENT	SA	A	N	D	SD	Mean	StD
The public universities adopts civic conciliation towards crisis management	24 19.0%	66 53%	34 28%	Nil	Nil	3.9	.75
The university embraces domestic conciliation as an alternative dispute resolution mechanism	27 22%	35 28%	62 50%	Nil	Nil	3.7	.68
The university priorities on willingness to engage in conflict resolution	19 15.1%	61 49.4%	44 35.5%	Nil	Nil	3.8	.72

The study findings in Table 4 above established that on the statement that public universities adopts civic conciliation towards crisis management with mean of 3.9 and SD=.75, on the factor that university embraces domestic conciliation as an alternative dispute resolution mechanism had a mean of 3.7 with a SD=.68, on the factor that university priorities on willingness to engage in conflict resolution with a mean of 3.8 and SD=.72. This shows that conciliation significantly influenced crisis management.

The study results is supported by Ekechukwu (2016) looked at the effect of the management of conflicts on Nigerian Breweries Plc employees' performance. The outcome showed a favorable and significant association between the management of conflict and the performance of workers.

The study findings agrees with Toku (2014) who investigated conflict management procedures in some institutions found in the Ashanti's Region. The goal of the research was to determine conflict management within the schools. The study established that collaboration was a common conflict management method in the selected institutions in the study area. The study observed that this conflict management style was more focused on the concern for other parties than on one self. The study also noted that, of all the problems that proved difficult in the management of work disputes, lack of cooperation from the conflicting parties was the biggest one.

Descriptive Statistics on Crisis Management

The respondents were requested to rate their agreement or otherwise against each statement posed to them, using a 5-level Likert scale (strongly

disagree meant a one, disagree was a two, neutral was a three, agree was a four and strongly agree was a five). The statements posed to respondents

sought to find out their views regarding crisis management.

Table 5: Descriptive Statistics on Crisis Management

Statement	SD	D	N	A	SA	M	S.DEV
The university employs alternative dispute resolution mechanisms during conflicts	1.8%	22.1%	24.2%	29.8%	22.1%	3.5	1.1
There is timely crisis response during disputes	0.4%	20.7%	22.1%	33.0%	23.9%	3.6	1.1
There is adequate stakeholder incorporation in crisis management	0.0%	16.5%	13.3%	41.4%	28.8%	3.8	1.0
There is adequate avenues provided on dispute resolution	0.7%	22.5%	25.3%	27.4%	24.2%	3.5	1.1

The respondents agreed with the statements that university employs alternative dispute resolution mechanisms during conflicts (mean=3.5), There is timely crisis response during disputes (mean=3.6), There is adequate stakeholder incorporation in crisis management (mean=3.8), is adequate

avenues provided on dispute resolution (mean=3.5).

Correlations

Correlation analysis was done to determine the relationship between independent variable and dependent variable as presented in table 6.

Table 6: Correlations matrix

		Mediation	Negotiation	Arbitration	Conciliation	Crisis Management
Mediation	Pearson Correlation	1	.323**	.347**	.306*	.325**
	Sig. (2-tailed)		.007	.003	.010	.006
	N	72	72	72	72	72
Negotiation	Pearson Correlation	.323**	1	.212	.144	.394**
	Sig. (2-tailed)	.007		.080	.239	.001
	N	72	72	72	72	72
Arbitration	Pearson Correlation	.347**	.212	1	.364**	.241*
	Sig. (2-tailed)	.003	.080		.002	.046
	N	72	72	72	72	72
Conciliation	Pearson Correlation	.306*	.144	.364**	1	.454**
	Sig. (2-tailed)	.010	.239	.002		.000
	N	72	72	72	72	72
Crisis Management	Pearson Correlation	.325**	.394**	.241*	.454**	1
	Sig. (2-tailed)	.006	.001	.046	.000	
	N	72	72	72	72	72

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 6 showed a positive correlation with mediation and crisis management supported by $r = .325$ with a p value of $.006 < .05$ statistically significant. The study indicated that there was a positive correlation between negotiation and crisis management at a Pearson correlation coefficient value of $.394^*$ with $p .001 < .05$ statistically significant, arbitration had a positive correlation at a value of $.241^*$ with p value of $.046 < .05$ statistically significant, and finally conciliation had a

positive correlation with crisis management with correlation value of $.454$ with p value of $.000 < .05$ statistically significant.

Regression Analysis

A simple regression analysis was performed on the relationship between alternative dispute resolution mechanisms and crisis management. Tables 7 below demonstrate both the summary and the t statistics as obtained from SPSS.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.520	.490	1.00209

a. Predictors: (Constant), Mediation, Negotiation, Arbitration and Conciliation

The R of $.721$ in the model summary of table 7 depicts that a strong relationship between alternative dispute resolution mechanisms and crisis management. Then R^2 value of $.520$ indicates

that alternative dispute resolution mechanisms could explain 52.0% in crisis management whereas the remaining percentage could be explained by other variables not in this study.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.668	2	17.419	17.346	.000 ^b
	Residual	62.259	70	1.004		
	Total	127.927	72			

a. Dependent Variable: Crisis Management

b. Predictors: (Constant), Mediation, Negotiation, Arbitration and Conciliation

The results of the ANOVA indicate that alternative dispute resolution mechanisms has a positive and significant influence on crisis management. The

model R^2 is therefore significantly different from zero $F = 17.346$, $p < .000$ with (Df (n-1) 124, 4).

Table 9: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	β	Std. Error	Beta			
1	(Constant)	1.358	1.241		1.0943	.007
	Mediation	.338	.129	.251	2.620	.011
	Negotiation	.793	.114	.635	3.937	.000
	Arbitration	.377	.200	.176	1.885	.043
	Conciliation	.202	.155	.174	1.303	.032

a. Dependent Variable: Crisis Management

Therefore, the regression model would be: $Y = 1.358 + .338X_1 + .793X_2 + .377X_3 + .202X_4 + \epsilon$

The regression coefficient table above shows that the constant $\alpha=1.358$ is significantly greater than $.007 < .05$. The coefficients of; mediation $\beta = .338$, implied that a change in one unit of mediation results to a change in crisis management by 33.38% statistically significant at $p < .05$.

A change in negotiation of $\beta = .793$ implied that a change in one unit of negotiation results to a change in crisis management by 79.3% statistically significant at $< .05$. A change in arbitration $\beta = .377$ results to an increase in crisis management by 37.7% and was statistically significant with $p < .05$.

A change in conciliation $\beta = .202$ would results to an increase in crisis management by 20.2 % and was statistically significant with $p < .05$. The unstandardized coefficients are used to build the linear regression equation that may be used to predict new scores of Y using available scores of X_1 , X_2 , X_3 and X_4 . The results show that for each unit increase in the independent variable, there is an expected increase of coefficients

CONCLUSION AND RECOMMENDATION

The study concluded that mediation has a positive significant effect on crisis management. This implied that a change in one unit of mediation results to a change in crisis management. It also concluded that negotiation has significant effect on crisis management. This showed that a unit change in negotiation could result to a change to a change in crisis management. The study concluded that arbitration has significant effect on crisis management. This indicated that a change in arbitration results to an increase in crisis management. Lastly, the research showed that conciliation has significant effect on crisis management. This indicates that a change in conciliation would results to an increase in crisis management.

According to the findings of the study, recommendations for peace and conflict resolution should be developed by the National Government and education policy makers. Because of this, the educational system will become more courteous, and it will be easier to control any possible problems that may arise.

Alternative Dispute Resolution Committees and Centres should be established as soon as possible in all of Kenya's public universities by the University Administration. These committees and centers should be spread throughout the various faculties in a decentralized way. In this manner, all categories of conflict problems are satisfied at this level of resolution.

The various categories of academic staff are regularly provided with opportunities to participate in seminars, training sessions, and workshops that focus on alternative dispute resolution procedures among staff members. Consequently, this will assist in lowering the number of various kinds of conflicts that take place within the firm. The information that is required to resolve disagreements inside the system will be made available to both employees and managers through this implementation.

To prevent any legal action from being taken against any member of the University's staff, the University Academic Staff Union and Senate committees will have the authority to mediate any conflicts that may arise between their respective staff members. This will ensure that there is harmonious cohabitation in the workplace and limit the amount of litigation that occurs among academic staff.

Suggestions for Further Study

This study focused on determining the relationship between alternative dispute resolution mechanisms and crisis management in the selected public universities in Kenya. Similar studies can be undertaken in all public and private universities in Kenya for generalization of the findings.

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