

## **EFFECT OF ACCOMMODATION STRATEGY ON ORGANIZATIONAL PERFORMANCE OF PUBLIC TVET INSTITUTIONS IN MAKUENI COUNTY, KENYA**

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## ABSTRACT

This research work examined the effect of accommodation strategy on the organizational performance of public Technical and Vocational Education and Training (TVET) institutions in Makueni County, Kenya. The study employed a mixed-methods research approach utilizing both quantitative and qualitative data through structured questionnaires and semi-structured interviews, supported by a convergent parallel design. The study included 328 participants comprising principals from David Mbiti Wambuli Technical and Vocational College and Kibwezi West Technical and Vocational College, support staff, trainers, and final year students from both. Sample size calculation yielded 181 participants using Yamane's formula, with purposive, census, and simple random sampling methods employed. The questionnaire reliability showed a Cronbach Alpha value of 0.812, indicating consistent data quality. Quantitative analysis using Z-scores, Chi-Square tests, T-tests, and multiple linear regression revealed a correlation strength of 0.42, demonstrating a moderate statistical association between

accommodation strategies and organizational performance, measured through external examination pass rates and student enrollment figures. Qualitative findings indicated that accommodation approaches were highly valued among educational stakeholders, with emphasis on adaptive practices, flexible resource allocation, and responsive institutional adjustments to stakeholder needs. Results demonstrate that institutions implementing structured accommodation strategies achieved superior performance outcomes in terms of academic achievement and institutional effectiveness. This research addresses a gap in TVET institutional studies and provides evidence-based insights that educational administrators and policymakers can utilize to enhance accommodation practices and organizational performance.

**Keywords:** Accommodation Strategy, Organizational Performance, Institutional Effectiveness, Strategic Management, Organizational Behavior.

## INTRODUCTION

The complex world of organizational dynamics, performance is the key measure of success. Achieving and maintaining high performance within an organization is challenging, as various internal and external factors influence it. From leadership strategies to operational efficiency, a high-performing organization reflects effective management across different areas (Wonah, Oluo, Ake, & Benjamin, 2020). However, as organizations strive for excellence, diverse stakeholder needs and varying expectations are inevitable, creating both

challenges and opportunities (Shabani, Behluli, &Qerimi, 2022). How organizations adapt and accommodate these diverse requirements is crucial in shaping their overall performance and success (Ofobruku, 2022). Accommodation is an essential reality in the constantly evolving environment of modern organizations (Martins, Trindade, Vandresen, Amestoy, Prata, & Vilela, 2020). The need for accommodation may arise from differing stakeholder expectations, resource constraints, or varying organizational priorities. Depending on how they are implemented, accommodation strategies can either enhance organizational flexibility and foster sustainable growth or create operational inefficiencies if poorly managed (Min, Iqbal, Khan, Akhtar, Anwar, &Qalati, 2020). The outcome depends on how effectively the organization implements and manages its accommodation approaches (Chaudhary & Arora, 2023).

## **LITERATURE REVIEW**

The accommodating strategy represents a win-lose orientation, characterized by a strong tendency toward unassertiveness and a cooperative approach. In this approach, one party sets aside their concerns to prioritize the concerns of others (Larasati & Raharja, 2020). While this strategy can be effective in achieving an immediate solution, it often comes at the expense of the individual's interests. It is typically employed when the source of the conflict holds greater significance for the other party than for oneself. The primary objective of this approach is to allow the other side to win while accepting a personal loss (Omene, 2021; Ofobruku, 2022). According to Kimani (2024), the accommodating strategy is based on the idea that no sacrifice is too great to restore peace.

This mode is handy in situations where an individual recognizes they are in the wrong and agrees to a better solution, or when the issue is more important to the other party. Such actions can be perceived as a goodwill gesture, strengthening relationships and building social capital for future interactions. Additionally, this approach is appropriate when pressing one's agenda could lead to significant harm or damage (Utaka& Silas-Dikibo, 2020). However, this mode is not suitable when the outcome is critical to the team's success or when safety is a crucial factor in resolving the conflict (M'mbwanga, Maore, & Were, 2021). Despite its immediate benefits, the accommodating strategy is inherently long-term in its orientation, aiming to preserve harmony and foster goodwill for future collaboration. M'mbwanga, Maore, and Were (2021) conducted a study to investigate conflict management strategies and their effect on employees' job satisfaction in microfinance institutions in Nairobi, Kenya.

The study employed a case study design, with the sample comprising top, middle, and low-level managers, as well as operational staff. The study revealed that integrating and obliging styles increase employees' job satisfaction. A knowledge gap exists because the study was conducted within a microfinance institution. This study will investigate conflict management strategies in TVET. Muhammad and Maria (2022) investigated the influence of implementing conflict management strategies on employees' performance at Garissa Level Five Hospital. The study employed descriptive survey research design with a target

population of 297 and a sample size of 168 participants. The findings showed that the popularly used strategies were integration, avoidance, and obligation, as they created harmonious coexistence among employees. The study was based on the health sector. The current study will focus on the education sector, specifically TVET. Shariq et al. (2022) investigated the impact of various conflict management strategies on employee performance within the banking sector in Karachi, Pakistan. The researchers focused on five distinct strategies: competing, collaborating, avoiding, compromising, and accommodating. Data was collected using a five-point Likert scale questionnaire distributed among bank employees in Karachi. Regression analysis revealed significant positive relationships between each of the five conflict management strategies and employee performance.

The study suggests that implementing appropriate conflict resolution processes can enhance employee performance in the banking sector. The study targeted the banking sector, whereas the current study is based on TVET institutions. Shabani et al. (2022) examined the impact of different conflict management styles on organizational performance through a comparative analysis of public and private enterprises in Kosovo.

The study aimed to identify the conflict management styles used in both sectors and assess their impact on performance. A total of 100 managers from each sector participated in the research. Findings indicated that in the private sector, the compromise style was the most commonly used, while avoidance was the least utilized. In contrast, the public sector predominantly employed the dominating style, with the obliging style being the least used. According to the OLX model, organizational performance in the private sector was significantly influenced by the obliging style, whereas in the public sector, the compromising strategy had a greater impact.

The current study will fill the gap by targeting public TVET institutions in Kenya. Mohamed et al. (2022) aimed to examine the influence of conflict management strategies on the performance of public hospitals in Kenya, using Garissa Level Five Hospital as a case study. The study employed both quantitative and qualitative approaches, adopting a descriptive research design. A sample size of 168 participants was obtained from a target population of 297 health workers using Yamane's formula. The participants were selected using purposeful proportional random sampling. Primary data were collected using a questionnaire and analyzed quantitatively, employing both descriptive and inferential statistics, including correlation and multiple regression.

The study revealed that avoidance, accommodating, dominating, and compromising strategies exhibited a moderately positive influence on the performance of public hospitals in Kenya. The study was based on the public hospitals in Kenya, whereas the current study targets TVET Institutions in Makeni County.

## **RESEARCH MATERIAL AND METHODS**

In this research, a convergent parallel mixed-methods design was employed to analyze accommodation strategies and organizational performance in public Technical and

Vocational Education and Training institutions in Makueni County, Kenya. The study utilized quantitative data through structured questionnaires alongside qualitative data obtained via semi-structured interviews to provide a comprehensive understanding of accommodation practices and their performance implications. A total of 328 individuals were targeted, comprising 2 principals, 56 trainers, 20 support staff, and 250 final-year students from the 2 institutions. Using a 5% margin of error and the Yamane formula, a sample size of 181 respondents was determined through purposive sampling for principals, census sampling for all trainers and support staff, and simple random sampling for students. Two primary data collection instruments were utilized: structured questionnaires featuring Likert-scale closed-ended questions with open-ended responses, and semi-structured interview schedules administered to principals.

The questionnaires assessed accommodation strategies implemented and organizational performance measures, focusing on external examination pass rates and enrollment trends. The interviews explored detailed experiences and perceptions regarding accommodation approaches within the institutions. Instrument validity was established through expert review and pilot testing at Katine Technical Training Institute, Machakos County, while reliability was confirmed using Cronbach's Alpha (0.812), indicating strong internal consistency. Quantitative data analysis was conducted using SPSS software for descriptive analysis, correlation analysis, Chi-square tests, T-tests, and multiple linear regression. Qualitative interview data underwent thematic content analysis to identify patterns and insights related to accommodation strategy implementation. The mixed-methods approach enabled triangulation of findings and provided a comprehensive understanding of accommodation strategy effectiveness within the TVET institutional context.

## **RESEARCH RESULTS AND DISCUSSION**

The researcher distributed one hundred and seventy nine (179) questionnaires to the sampled respondents that includes fifty six (56) trainers, twenty (20) support staff, and one hundred and three (103) students to both David Mbiti Wambuli TVC and Kibwezi West TVC. The table below summarizes the response rate.

***Table 4. 1 Response Rate***

S/No	Questionnaire Type	Total Number	Number Returned	Number not returned	Percentage
1	Trainers	56	48	8	85.7%
2	Support Staff	20	14	6	70.0%
3	Students	103	103	0	100%
Average Response Rate		179	165	14	85.2%

Out of the one 179 questionnaires distributed, a total of one hundred and sixty five (165) were fully filled and returned back. These questionnaires were enough to be used in the analysis so as to determine the effect of conflict management strategies on organizational

performance. The collected questionnaires represent 85.2% response rate which can be considered for the analysis.

### **Reliability Test**

In order to assess the reliability of the data in determining the effects of conflict management strategies on organization performance at public technical and vocational education and training institutions, the primary data collected from the sampled population using the designed questionnaires was analyzed using SPSS. The reliability test for the sampled data are as per their category is as shown in the table below.

**Table 4. 2 Reliability Test**

S/No	Sampled Population	Number Returned	Cronbach's Alpha
1	Trainers	48	0.749
2	Support Staff	14	0.821
3	Students	103	0.865
<b>Average Reliability Test</b>		<b>165</b>	<b>0.812</b>

**Table 4. 3 Descriptive Z-score Statistics**

		N	Minimu m	Maximu m	Mean	Std. Deviation	Skewness	Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Std. Error
Sampled Population (N)		165	1	2	1.44	.497	.261	.182	-1.954
Valid (listwise)	N	165							

According to the results of the data analysis, the z-score displays a mean of 1.44, a range of the entire sampled population, and a standard deviation of 0.497. According to the research, the hypothesis is supported by a negative Kurtois of -1.954 and a positive skewness of 0.261. The impact of conflict management techniques on organizational performance at public technical and vocational education and training institutions in Makueni County, Kenya, can be ascertained using the descriptive data analysis mentioned above. The figure below displays the correlation of the data collected for this study following analysis with SPSS software.

**Table 4. 4 Correlation**

			<b>Correlations</b>
Control Variables			Accommodati on Strategy
Conflict management strategies Organizational performance	Organizational & Policy	Correlation	.320
		Significance (2-tailed)	.018
		Df	52
	Leadership style	Correlation	1.000
		Significance (2-tailed)	.
		Df	0
	External examination pass rate	Correlation	.243
		Significance (2-tailed)	.077
		Df	52
	Students enrollment	Correlation	.041
		Significance (2-tailed)	.767
		Df	52

The Pearson correlation for collaborative strategy was initially 1 and thereafter decreases to 0.042. This shows that the relationship between conflict resolution techniques and organizational effectiveness in public technical and vocational education and training institutions has changed.

## **Discussion**

The use of the accommodation strategy within the TVET institutions was moderate and composed a percentage of 15 in the references of qualitative analysis. Though accommodation, compared to collaboration and compromise, is less common, it is crucial to helping the organization ward off a tense atmosphere by not necessarily focusing on the instant results of tasks. This pattern of use in the two institutions indicate that the accommodation applied by the TVET managers is done so strategically where the

maintenance of working relationship and stability of an organization is essential, and in a place where respect and subordination hierarchy should be nurtured especially in the hierarchical type of educational systems. The statistical evaluation indicated that accommodation, as well as other conflict management strategies, did not show survivable measurable outcomes on the performance of organizations.

Presenting regression analysis, there was no statistical significance ( $p = 0.796$ ) of the accommodation strategy coefficient of 0.046. The T test results ( $t = 38.631$ ,  $p < 0.001$ ) with mean difference of 1.436 showed the statistical significance but only with small practical difference. This observation implies that although accommodation is a factor that leads to conflict solving and maintenance of relationship, its role in enhancing the performance of an institution at large is minimal.

The findings are in line with Shabani et al. (2022), whose study revealed that the avoidance-type actions were less effective in the public industry since proactive and active involvement was necessary. The conclusion proves the overall trends of the analysis which suggests that resource factors and institutional policies could properly mediate the links between accommodation strategies and performance outcomes, which implies that the performance of accommodation is influenced more by the contextual factors than the strategy itself.

## **Conclusion**

The accommodation strategy was characterized by moderate use in the examined TVET institutions since it accounted to 15 percent of all the references made on conflict management with 11 being the number of coded reference in the qualitative dimension of the study. This seemed to have had a particular role in the organization especially in the smooth relationships at work and stability of the hierarchical structure of education system organization.

Common patterns in the use of accommodation were presented in both institutions, which assumes that administrators of TVETs tactically apply such a method in the cases, when saving the relationship and finding harmony in an institution are priorities over short-term results of tasks. But during the statistical analysis, it was noted that accommodation did not directly influence the performance in the organizational measurable performance.

The regression coefficient of accommodation was 0.046 with significance value set as 0.796 which is not quite significant. The outcome of T-test ( $t = 38.631$ ,  $p < 0.001$ ) was statistically significant but with a small difference between the means (1.436) indicating that, although accommodation has a beneficial role in resolving the conflicts and creating munificence in the workplace, its overall impact on the institutional performance is still limited by other organizational forces.



The results indicate the accommodation as a complementary approach toward the collaborative organizational culture and as such needs to be combined with other performance improvement initiatives in order to present significant organizational changes.

### **Recommendation**

The study gives good and workable empirical findings on the implications of the management of conflict within the public Technical and Vocational Education and Training (TVET) institutions and mentioned the problems they allude to organization dynamics. To promote the knowledge further, exploring the issue of mediating variables e.g., leadership styles, training programs implemented on employees, and diversity of stakeholders that can impact the effectiveness of such strategies should be revealed in future studies. Also, investigation of the contribution of the technology in contemporary conflict resolution strategies may present a new approach on how issues should be handled in such instances.

It is also suggested that cross comparative research between various counties and types of institutions should be conducted, to be able to determine the contextually specific aspect as well as the best practices that can work in the varied educational contexts and develop more effective conflict management framework.

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