

**INTERPERSONAL COMMUNICATION AND INTERNAL  
CONFLICT MANAGEMENT: A CASE OF BRITISH AMERICAN  
INSURANCE COMPANY, ELDORET BRANCH.**

**BY**

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## ABSTRACT

The purpose of this study was to determine the role of interpersonal communication in conflict management in the British-American Insurance Company, Eldoret Branch. The study sought to identify the causes of conflict within the company, to establish the impact of internal conflicts that occur on the work performance of the company in general, and to establish the role of interpersonal communication in managing conflict within the company. It is believed that conflict is inevitable in organisations due to their structures and functions. However, it is important to manage conflict at all times in the organisation in order to maintain a conducive working environment.

This was a case study. This implies that all departments of the company under study were studied. Purposive sampling was used to select all the departments for study, and was also used to select all members of departments who participated in the study.

Instruments of data collection included structured questionnaires and personal interviews. Both open-ended and close-ended questions were used. Quantitative methods of data analysis such as ratios, percentages and tables were employed in analysing data collected by close-ended questions. Descriptive presentation of data generated by open-ended questions was done.

The study hoped to determine the place of interpersonal communication in the creation of a conducive working environment through conflict management thereby benefiting not only the management of the British-American Insurance Company at Eldoret, but the entire company membership at the Eldoret Branch. The study established that although conflicts are inevitable in organizations, lack of proper and effective communication in the company was a major contributor to the occurrence of conflicts in the company. This was seen to be evidence in the occurrence of conflicts due to implementation of policies and unclear or ambiguous roles as well as job description related problems.

The study further established that interpersonal communication is indeed instrumental in creating mutual understanding between people, creating and enhancing good work relations as well as fostering cooperation and teamwork. It was realized that through interpersonal communication, people are able to air their views and opinion freely, as it allows for free flow of information and feedback is provided immediately. It was further realized that, although not one strategy of conflict management can be said to be effective in all conflict situations, interpersonal communication is a requisite in most, if not all effective conflict management approaches, since the effectiveness of an approach largely depends on the effectiveness of communication in its implementation.

The study recommends that, interpersonal communication be upheld, encouraged and enhanced at all costs, since it is an ideal and effective strategy of conflict management.