

ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

CONFLICT AND CONFLICT MANAGEMENT
IN THE CASE OF ETHIO-TELECOM (HEAD OFFICE)

BY:
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JUNE 2011
SMUC
ADDIS ABABA

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IN THE CASE OF ETHIO-TELECOM (HEAD OFFICE)**

**A SENIOR ESSAY SUBMITTED TO THE
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MANAGEMENT**

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ABBREVIATIONS

H.O:	Head Office
PTO:	Public Telecommunications Operator
IBTE:	Imperial Board of Telecommunication of Ethiopia
ETA:	Ethiopian Telecommunications Authority
ETC:	Ethiopian Telecommunications Corporation
ICT:	Information Communication Technology
ITIT:	Institute of Telecommunication and Information Technology

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

"Individual and groups interact among each other in their day to day activities in the struggle for survival and achievement of their own goals. This interaction that exists among them is a source for the formation of hostility, ambivalence, disputes, violence, aggression, and domination of individual or group interests over the scarifies of other members of the interacting group or society so that it makes interaction the universe for conflict. A state of disagreement between individuals and groups that arise in almost where there is human interaction originates in competition for influence incompatible goals, antagonistic actions, divergent ideas, inconsistent demands, unsatisfied needs, unfulfilled interest, unfair distribution of work and running for different aims. Depending on the intensity and degree of manifestation, such kind of social phenomena structure themselves as conflict. According to their based and backgrounds, conflicts occur in different aspects like psychological aspects, political aspects and social aspect that all of them affect educational, cultural economical and social status of a country." (Creamer, 1991:314)

As the interaction of people in a specified universe of organization increase the possibility of conflicting situation also increases. Organizations are composed of complex social system that they consist of different individuals who have their own interest, goal, needs feeling back ground etc with in the same organizational aim of the firm peoples participating in the activity of the organization bosses, peers, subordinates, supervisors, specialists and ordinary employees have their own unique dynamic human nature even if all of them do to wards the ultimate objectives of the organization. With such number of groups and individuals who have their own interest, the interaction between them contributes to a great extent for the formation of conflict. In connection to this, due to the intellectual characters, which are bases for the formation of opposing ideas, cultural diversity and multiplicity of their needs and interests, organizations are fertile environments for conflict.

Rashid and Archer (1983:311) identified two basic types of conflict that occur with in an organization: interpersonal conflict and intra personal

conflict. According to these authors intra personal conflict is a conflict with in a person him self or her self while interpersonal conflict is a disagreement which occurs between one individual and other or between different groups with in an organization.

Interpersonal conflict can exist along with so many dimensions in organizations. Frequently, conflict in organizations has its roots in different tasks performed by group (task based conflict), disputes between management and labor, conflict that exist at the top level of organizations or among sub-group. This paper will focus primarily on conflict between group and individuals than conflict that can be arising within a person. But, the researcher is not suggesting that intrapersonal conflict is unimportant. From a managerial perspective, however, greater time is spent on managing conflict between group and individuals. This study deals with conflict and conflict management in Ethio-Telecom by making especial reference to the head office (H.O). It was a monopoly Telecom service giving sector in the country.

1.2. Background of the Organization

The introduction of Telecommunication in Ethiopia dates back to 1894. It was Minilik II, the king of Ethiopia, who introduced telephone technology to the country around 1894, with the installation of 477km long telephone and telegram lines from Harar to Addis Ababa. The technological scheme contribute to the integration of Ethiopian society when the intensity open wire line system was laid out linking the Ethiopian capital city with all the important administrative towns of the country.

The company was placed under government control at the beginning of the 20th century, and was later brought to operate under the control of the Ministry of Post and Communication. In 1952, Telecommunication service were separated from the postal administration, and structured

under the Ministry of Transport and Communication. The Ethiopian Telecommunications Corporation is the oldest public Telecommunications operator (PTO) in Africa. Most Telecommunication network however, was completely destroyed during the Italian fascist aggression.

The Imperial Board of Telecommunication of Ethiopia (IBTE), which becomes renamed as Ethiopian Telecommunications Authority (ETA) in 1981 was placed in charge of both the operation and regulation of Telecommunication services in the make of the market reforms. The Ethiopian Telecommunications Authority (ETA) was also replaced by Ethiopian Telecommunications Corporation (ETC) by regulation number 10/1996 of the Council of Ministers to which all the rights and obligations of the former Ethiopian Telecommunications Authority were transferred to the corporation. ETC would operate as a public enterprise with the principal duty of maintaining and expanding Telecommunication services in the country and providing domestic and international telephone, telex, and other communication services. (Ethiopian Telecommunications Profile 2008)

Ethiopian Telecommunications Corporation (ETC) rebrands it self as Ethio-Telecom on Dec 2010.

Ethio-Telecom Mission:

- Develop and maintain a modern information communication technology (ICT) infrastructure that is capable of supporting voice, data and video service with equitable distribution and capacitated international connectivity.
- Provide world class Telecom services including basic telephone mobile, internet and other multimedia services.
- Provide training education and research facilities in the filed of ICT.

Vision:

- To see the entire country connected with the state of the art ICT infrastructure that provide highly qualitative, reliable and secure communication services at affordable prices.
- At present the company's man power total 12854. Ethio-Telecom institute of Telecommunication and information technology (ITIT), which is one of the oldest Telecom specialty training facilities in Africa, has planned to upgrade the college level and provide post graduate program training in the various fields know. More over, Ethio-Telecom is one of the most efficient public enterprises in the country. In terms of cost minimizations is a highly profitable corporation that can generate funds for its investment (Tele Negarite 2001 E.C).

1.3. Statement of the Problem

Ethio-Telecom plays an important role in attaining modern Telecommunication objectives.

As an organization, has a group of individuals who have different interest and unique characteristic shaped by cultural, social and biological back ground under the same goal and objectives of the organization. This situation with other conflicting factors put interaction among individuals and groups with in the organization in danger and consequently, it affects an organization over all personality, performance and productivity.

The main objective of the study was to investigate the fore most sources of conflict and suggest the possible handling methods in order to minimize the effect of conflict.

1.4. Research Questions

In the study, this paper would like to answer the following questions:

1. What are the main types of conflict that exist between individuals and groups in Ethio-Telecom?
2. What are the factors (sources) that bring conflicts between individuals and groups in Ethio-Telecom?
3. Do the conflicts that exist in Ethio- Telecom influence the performance of the organization?
4. How the organization manages (handle) these conflicts?
5. What are the strengths and weakness has Ethio- Telecom in handling conflict?

1.5. Objectives of the Study

While under taking this study the general objectives of this paper is to assess conflict and conflict generating factors and suggest some of the solution methods as it is practiced in particular reference of Ethio-Telecom.

More specifically, the aim of the study would be:

1. To identify the type and source of conflict in Ethio- Telecom.
2. To examine the effect of conflict on individual, group and organization performance.
3. To investigate techniques that is used to manage or stimulate conflict in organization.
4. To investigate the extent to which management and employees understand conflict and how they react to it.
5. To examine the significant of conflict management, employees and organizational in general.
6. To identify functional and dysfunctional conflict in organization.

1.6. Significance of the Study

Every research should have something to contribute since a lot of time, money and human energy is exerted to do it. So, this study is believed to contribute the following:

1. The study could help Ethio-Telecom to identify causes of conflict and improve the method of handling it.
2. The study may become a base for future study of conflict, through igniting others interested.

1.7. Scope/Delimitation/of the Study

Conflict is inevitable and occurs at all levels of any organization. The researcher is forced to limit the study on Ethio-Telecom head office (H.O), which is, located in Addis Ababa specifically found around black Lion. Ethio-Telecom is a huge company having many branches in Ethio-Telecom by making a special reference to the head office (H.O), and over a period of the last 5 years.

1.8. Research Design and Methodology

1.8.1. Research Design

To carryout this paper the researcher was use descriptive types of research method because the study was carried out using facts and opinion collected from different group of respondents.

1.8.2. Sampling Technique and Population

The researcher used simple random techniques. The reason why the researcher uses these techniques was, because during distribution the questionnaire, some might not happy to fill the questionnaire and it might bias for one gender, so the researcher can give the questionnaire to which can give answer for the questionnaire and give a simple random to sex for both males and females. Therefore, the researcher believes that those techniques were fulfilling what was needed. The over all population

of Ethio – Telecom at head office are 300 employees. From this total population a sample size 30% is applied which is 90 employees has been taken, as this number fairly represent the whole population.

1.8.3. Types of Data Collected

In this research both primary and secondary data collected. Primary data are collected through questionnaire and secondary data's gathered through published and unpublished documents of the organization.

1.8.4. Methods of Data Collection

The method of data collection used in this research paper was questionnaire. The researcher was distribute two types of questionnaire for respondents namely employees and managements. The reason for why the researcher use questioner the organization is restructured and the management are not willingness to interview in order to save time they said questionnaire is better.

1.8.5. Method of Data Analysis

The method that the researcher uses to analyze the data is quantitative analysis, such as percentage, tabular representation and description methods.

1.9. Limitation of the Study

The researcher was faced during the study are luck of sufficient resource, time, money and top management to entertain interview is the other limitation which forced the researcher to rely on only questionnaires.

1.10. Organization of the Paper

The study has four parts, chapter one contain background, objectives, problem of the statement, significance, methodology, scope and organization of the paper. In addition it contains the background of the organization. Chapter two deal with review of related literature. Chapter three concerned with data presentation, interpretation and analysis. The last chapter contains summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. An Overview of Conflict

For an organization to perform effectively, interdependent individuals and groups must establish working relationship across organizational boundaries. Individuals and groups may depend on one another for information, assistance action since they are interdependent. This interdependence may faster cooperation or conflict. (Invancevich, 1990:302)

In the most general terms, the term conflict is defined by the Random House Dictionary of the English language as:

A battle or struggle, especially a prolonged struggle, strife, controversy, a quarrel, disorder of action, feeling, or effect; a striking together; collision; incompatibility or interference, as of one idea, event, activity, etc, with other. (Jandt, 1985:24)

These definitions indicate that conflict is irresolvable without combat and they encourage the assumption that conflict is evil in itself.

Rashid and Archer (1983:311), define conflict as "the pursuit by different person of goals that are incompatible so that gains by one person must inevitably come about at the expense of the other."

According to Steers (1985:419) conflict also defined as "condition that appears when the goal directed activities of one group or coalition of groups block or is through to block the goal directed activities of other groups."

Unlike the first, these two definitions suggest that the essence of conflict is the inability of two groups or individuals to achieve their goals simultaneously and it doesn't necessarily lead to conflict (combat).

When the action of one group makes it difficult or impossible for another group to pursue its goals, conflict is likely to result. It is also important to recognize that conflict can result when the incompatibility of goals is more apparent than real. When groups believe that the action of another group threatens their ability to accomplish a task, conflict may result whether they are right or not (Robbins, 1989:367).

Regardless of the quality of a manager's leadership or his or her style of management and however well planned the organization structure; conflict will occasionally arise within an organization. The amount of conflict that occurs in a given organization will depend upon the severity of the prerequisite conditions (i.e. sources of conflict). However, since at least moderate levels of these prerequisite conditions are likely to exist in all organizations, all organizations are likely to exhibit at least some degree of conflict (Rashid and Archer, 1983:311).

This section of the paper tries to assess the nature of conflict in organization, sources of conflict and the consequences of both functional and dysfunctional conflict on organizational performance. In addition to, various approaches used to resolve conflict in organizations would be addressed at the end of the chapter.

2.2. The Nature and Perspectives of organizational Conflict

For the longest time, the prevalent view of conflict within organizations was that conflict is intrinsically bad and its presence indicates that something is wrong. Consequently, this view suggested that since conflict is inherently bad, it must be eliminated.

However in recent year, the perspectives on conflict have been changed gradually. The new approach regards conflict as inevitable and not necessarily harmful. According to this approach, some kinds of conflict can contribute immeasurably to the health and well being of the organizations.

Now the trend is to recognize that some anxiety and conflict are needed for us to behave most efficiently and should be, therefore managed effectively (Jandt, 1985:23-24). According to the contemporary perspective (Ivancevich, 1990:303), there are two types of conflict in organization, which are functional and dysfunctional conflict.

Functional conflict as (Ivancevich, 1990:304) stated: "is a confrontation or interaction between groups that enhances and benefits the organizations performance." It is a moderate level of conflict that rises with in organizations. It usually occurs between two or more groups within a firm and improves the organizations performance and output. For example, the accounting, finance management and marketing department in a university college may disagree about undergraduate core curriculum. This type conflict encourages creative thinking and contributes to the schools improved performance. Whatever the outcome, student will benefit from a better program of instruction. This indicates that functional conflicts are disagreements with in the organization but they result in positive consequences to the organization's performance.

Dysfunctional conflict hinders and prevents organizational goals from being achieved. As Ivancevich stated: 'It is any confrontation between group that harm the organization or hinders the achievement of organizational goals.' (Ivancevich, 1990:305).When one group or person seeks to achieve his/her own goal at the total expense of or with disregard for others, usually dysfunctional conflict will result.

For instance, if the MBAs at a school press for receiving all the scholarship moneys budgeted for the business school with no consideration for undergraduates, conflict will result among students and faculty members who have personal prejudice for one program over the other. (Terry and Franklin, 1988:247)

2.3. Type of Conflict

Conflict could be interpersonal, inter group, inter organization, or between and among nations and each of these could again be substantive or emotional in nature. Inter a personal conflict arises when tension is experienced within the individual when he or she has to choose from two or more unpleasant choices, (avoidance-avoidance conflict) or two equally attractive operations (approach-approach conflict). Example of the three area:

1. Taking a cut in pay or resigning, both of which are unattractive choices that one would rather not be called upon make.
2. Choosing between promotion in the same organization or taking a challenging a new job else where, both of which are attractive;
3. Working over time to alignment the income but in consequence having to expend less time with family, i.e., the attractive extra earning robbing one of time spent with the family.

Inter personal conflict, which could be either substantive our emotional, or both occurs because of incompatible goals or hurt feelings. (Thomas 1976) define interpersonal conflict as a state in which the concerns of two or more parties appear to be incompatible and which originates when one party perceive the other as frustrating some concern of his or about to do so. example of interpersonal conflict are: (1) heads of two departments arguing about policies and procedures (substantive) and (2) a supervisor feeling bitter about the transfer of a valued staff member of his department to another fancying the other supervisor had "snatched" him away (emotional).

Inter group conflict could be occur between or among teams, groups or departments as when team lie with one another for resources (substantive) or more recognition (emotional.) Cross functional teams and task forces act as butters and resolve such conflicts. Inter organization conflict involves competition among firms in the same industry, operating in the same market, a government regulatory agency, union-management conflict are more inter organizational in nature (UM SEKARAN: 1989).

2.4. Conflict Generating Factors

Every group or individual comes in to at least partial conflict with every other group or individual with which interacts (Gorden, 1987:476).

Conflict is rooted in interaction and the result of the structural characteristics of the organization and personal traits of key employees. To understand the source of conflict, we must take a broader look at the organization and its environment.

2.4.1. Group Interdependence

Terry and Franklin (1988:248) identify three types of interdependence that contribute to conflict: pooled, sequential and reciprocal.

1. Pooled interdependence- is when various unit of organization interact only though the total organization. For example, the Emory Trust Co. bank branch has little or no interaction with the Georgic tech branch. However, interdependence exists because both contribute to the well being of the whole organization. If the tech. manager performs poorly, this can prevent possible bounces for all branch managers including Emory: conflict and ill feeling may arise.

2. Sequential interdependence- is when one organizational group must complete its activities and work before another group can begin work on the product or project. The out put of one group is the input of another group, and conflict can easily occur it delays are caused or sloppy work is done by the first sequential group. For instance, in a furniture factory the cutting department must complete its work before the gluing group can put the pieces together likewise the finishing unit must wait for the gluers to complete their jobs to finish the piece.
3. Reciprocal interdependence- exists in more complex organization in which out puts of various groups serve as input to other key groups in the organization. The recent NASA space shuttle launch is a perfect example of freight crews' ground crews, and engineering, computer and security departments interdependently contributing to the central launch command room for the task off. Imagine the potential conflict that could have occurred if the computer malfunctioned and delayed the launch.

2.4.2. Communication Obstacle

Improper communication as a result of communication barriers will lead to misunderstanding, which is the manifestation of conflict among parties involved.

When employees are organized in to separate units with in the organization, communication among, the units frequently becomes more difficult. This may be partially owe when the units are separated geographically, as often happens in large corporation.

Many conflict in organizations probably can be attributed to the failure of the parties involved to communication effectively with each other. (Steers, 1985:425).

Communication seldom succeeds in achieving full understanding among communicating parties.

The most important cause of distortion in communication is that people are different and every one looks at the phenomena with his/her rose-colored glass. So individuals may perceive the same thing on event differently and, as a result, misunderstanding and conflict occurs for example, different meaning and importance of a thing or an event for workers and management.

2.4.3. Informal Groups

Although informal groups provide a number of benefits for the formal organization, they create unique challenges and potential problem for management. They tend to generate conflict within the organization because they are resistant to change and the existence of rumor.

Perpetuation of values and life style causes in formal groups to become overly protective of their culture and therefore resist change. Informal groups have their own group norms and they are resisting to organizational change so that they come into conflict with the management of the organization.

In informal groups the grapevine dispenses truth and rumor with equal vengeance. Employees communicate unverified and untrue information that can create a devastating effect on employees. This can undermine moral, establish bad attitudes, and often result in deviant or even violent behavior.

2.4.4. Role Conflict

There are three possible role behaviors, these are: expected role, perceived role and enacted role.

Each position in the group structure has an associated role that consists of the behaviors expected of the occupant.

It is a role assigned to a position and expected to be performed by the person occupies that position. Perceived role is the set of behaviors that a person in a position believes he/she should enact. But perception can, in some instances, be distorted or inaccurate. The enacted role on the other hand, is the behavior that a person actually carries out (Gordon, 1987:186). Difference in these three role types can arise conflict between groups and individuals. For instance, in any formal organization each position has its own responsibility assigned, i.e., expected to be performed by the occupant for the position. But, since perception is sometimes inaccurate, the occupant may look at the expected role inaccurately and act or carriers out the role accordingly. When the enacted role deviates too much from the expected role, conflict between the parties involved may arise.

Furthermore, through membership in different groups, individuals perform multiple roles. These multiple roles result in a number of expected role behavior when they are not compatible, the individual experiences role conflict. For instance, in a formal organization, when informal groups evolve gradually with goals not consistent with those of the formal organization, it can cause a great deal of inter role conflict for the group members (Mitchell and Larson, 1987:264).

Employees desire to fulfill the requirements and services of both the informal group and management but what is good for and desired by informal group satisfaction may lead to members away from formal organizational objectives. Finally, they end up coming to conflict either with the group or the formal organization management.

2.4.5. Departmentalization and Specialization

I. Departmentalization

When the organization is departmentalized or divided into sub units, the sub units often develop dissimilar goals. A goal of a production unit may include narrow product lines to keep production costs at a manageable level and increase productivity while the marketing department desires broad product lines to offer more variety to customers. Because of the different goals of these two groups, conflict can result when they interact (Terry and Franklin, 1991:248).

The other problem that could arise as a result of departmentalization is associated with scarcity of resources. When different units rely on a common source of resource that is insufficient to supply all the demands, competition is likely to occur. It is common in organizations to find that the budget requests made by separate units exceed the total resources available for allocation when added together. What often occurred in limited resources situation is a win-lose competition that easily can result in a dysfunctional conflict (Steers, 1985:425).

II. Specialization

Conflict between staff specialists and line generalists are probably the most common types of inter group conflict. With the growing necessity for technical expertise in all areas of organizations, staff roles can be expected to expand, and line-staff conflict can be expected to increase. Ivancevich (1990:312) mentioned that main factors that generate conflict between specialists and line managers that are perceived diminution of line authority, social and physical differences and line dependence on staff knowledge.

As the author stated:

Line managers fear that specialists will encroach on their jobs and there by diminish their authority and power. As a result specialists often complain that line executives do not make proper use of staff specialist and do not give staff member's sufficient authority often major differences exist between line managers and staff specialists with respect to age, education, dress, and attitudes. In many cases staff specialists are younger than line managers and have higher educational levels or training in a specialized field.

Furthermore, as far as dependency of line on staff knowledge is concerned, the same author specifies that line generalists often do not have the technical knowledge necessary to manage their departments, they are dependent on the specialists. The resulting gap between knowledge and authority may be even greater when the staff specialist is lower in the organizational hierarchy than the manager, which is often the case. As a result, staff members often complain that line managers resist new ideas.

2.4.6. Personal Characteristics of Key- Employees

According to Steers (1985:427) personal traits of key employees also are important in producing conflict. People differ with respect to how aggressively they pursue their units or their own best interest. Managers with higher needs for power and dominance may find themselves in conflict with other managers more frequently than those with lower needs. People also differ with respect to their communication skills.

The inability to articulate a position clearly to others may enhance the chances that motives and goals will be viewed with suspicion. As a result, the type of people in organizations partially determines the existence of conflict between individuals and groups.

2.5. The Impact of Conflicts on Organizational Performance

Whether it takes place in a giant industry or a small department store, conflict in a formal organization manifests itself in certain ways. So it is useful to examine briefly some of the consequences that conflicts can have impacts. These can be categorized in to two types: functional consequences and dysfunctional consequences.

2.5.1. Functional Consequences of Conflict

No one would question that conflict some times very destructive in organizations. However, managers increasingly are beginning to recognize that positive outcomes are frequent results of conflict. Several positive out come of conflict can be cited (steers,1985:419).

1. Conflict between divergent views in the organization often results in higher quality decisions of favored position of a group to be questioned. If a favored position of a group is to be questioned, this leads to intensive discussion and deep search so that superior decisions are made. Superior decisions often result when multiple alternatives are available and initially favored alternatives are re-examined in light of new evidence. For example, it was found that problem solving groups composed of members with conflicting groups of view generated significantly higher quality solutions that did problem solving groups composed of members who all had essentially the same point of view (Mitchell and Larson, 1987:420).
2. Conflict among groups often increases their cohesiveness and strengthens them. Members of groups in conflict often increase their identification and loyalty to the group. In a new classic study (Mitchell and Larson, 1987:420) notes that when groups come into conflict, members became more loyal to their respective groups and identity with their groups more strongly; as a result, each group becomes more cohesive.

3. Conflict may make life more interesting in organizations.

Disagreements and divergent view points stimulate and arouse organizational members. Conflict also provides to opportunity to test ideas and assess performance.

4. Conflict can highlight important problems in organization.

Disagreements between groups may bring problems to the surface and may lead to changes that improve over all organizational functioning. Conflict also can lead to the design of methods for resolving conflicts in the future.

2.5.2. Dysfunctional Consequences of Conflict

Conflict can have positive out come in organizations, but it would be wrong to dwell too heavily on its functional aspects because often it has dysfunctional consequences. According to steers (1985:419), conflict between groups or individuals can hinder cooperation and coordination of activities. Furthermore, Bass (1965:326) mentioned that conflict is likely that reduce over all organizational effectiveness because dysfunctional conflict retard creativity, increase frustration, decrease satisfaction with work and with the organization as a whole. In addition, according to Ivancevich (1990:303), dysfunctional conflict can be seen in to two perspectives: when the level of conflict is too low or too high. Two of them have different impacts on organizational performance.

As the Author stated:

When the conflict level is too low, performance can suffer. Innovation and change are less likely to take place and the organization may have difficulty adapting to its changing environment. If a low-level conflict continues, the very survival of the organization can be threatened. On the other hand, if the conflict level becomes too high the resulting chooses also can threaten the organizations survival."
(Ivancevich, 1990:307)

Furthermore, he explained that too much conflict could have negative consequences because it requires time and resources to deal with it and invert energy that could more constructively be applied elsewhere (Invancevich, 1990:303).

2.6. Managing Conflict

The management of inter group conflict is the process of channeling the level of conflict available in organizations and taking appropriate constructive actions to resolve or stimulate dysfunctional aspects of conflict for attainment of functional level of it and achievement of over all organizational goals. Effective conflict management involves eliminating or reducing conflicts which are too high and dysfunctional for the organization's performance, or stimulate conflicts to a functional level, there by contributing positively to organizational performance.

It is possible to conclude that it is the mismanagement of conflict rather than conflict it self that causes real trouble in an organization. Therefore, a helpful approach for the manager is to manage it so that an appropriate and effective means for achieving goals can be followed.

2.6.1. Conflict Resolution Methods

Conflict management style is often viewed in terms of two dimensional models. (Thompson) suggested five styles:- competitive, sharing, avoidant, collaborative and accommodating. The choice and use of the five conflict handling styles is likely to depend up on both the nature of the individual and the situational factors.

The above figure is reflective of a useful two dimensional model for understanding and comparing the conflict resolution behaviors. These represent different combinations of assertiveness and cooperativeness. The two dimensions produce five types of conflict strategies.

1. Competition (Dominance)

The competitive style is high on assertiveness, and low or cooperativeness. This style is power oriented and is associated with direct physical aggression and heavy reliance on punishment, to gain control over others. One party's gain is another party's loss. Parties use weapons like fights, arguments, intimidation to achieve their goals. Such a style generally creates forces which aggravate the struggle and does little to discover, innovative, constructive solution acceptable to all.

2. Avoiding (withdrawal)

This strategy is associated with behaviors such as withdrawal, indifference, evasion, apathy, flight reliance upon fate and isolation, parties to conflict fail to address important problems. They way detach themselves from the conflict believing that conflict avoidance is more mature and reasonable than childish arguments. It is only a method of avoiding conflict. The person stays out of conflicts, ignores disagreements takes no position on the issues involved, and may even be hesitant to talk about the situation. As a result, the conflict is not effectively resolved, not eliminated.

3. Accommodating (Smoothing)

The accommodative style is low in assertiveness and high on cooperativeness. The parties will be generous and self-sacrificing. The emphasis is on the common interests of the conflicting group and de-emphasis on their differences. Implicit in this style is the belief by the individual or groups that other will cut off their relationship if he or she expresses self-oriented concerns, so better go along with whatever the other person requests, rather than get into difficulties of direct confrontation.

Smoothing is a more sensitive approach than the withdrawal approach smoothing can be used when a temporary solution is needed in the short run.

4. Compromising Style (Loss-Loss)

This is a traditional method of resolving conflicts. There is no distinct winner or loser because each party is expected to give up something of value for a concession. It is commonly used where the conflict involves difference in goals, attitudes or values. It is effective when the sought after goal (for example resource sharing) can be divided. In this style the emphasis is on the process of compromise and bargaining. It is vases or a simple give and take process and typically involves negotiation and a series of securities. The amount given up by each party in conflict, however, will be in direct relation to its strength.

5. Problem Solving (Confrontation/Collaboration/ Win-Win Style

Problem solving is said to be the opposite of conflict because it demand a complete rethinking of the conflict situation, parties openly share information attempt to listen and develop empathy there is an attempt to depersonalize the issue. Parties debate the issue bringing together all relative information, consider full range of alternatives and try to solve the problem rather than merely trying to accommodate different point of view.

Through sharing and communicating, the problem is mutually defined. Questions of who is right on wrong; who win or losses are avoided. All parties are seen as playing a constructive role. (V.S.P. Roa and P.S Narayana: 1987)

2.6.2. Managing Conflict Through Resolution

Based on the strategy the organization follows there is various conflict resolution methods that management used to manage too high conflict levels. The three conflict resolutions methods must frequently used are dominance/suppression, compromise and integration and problem solving.

Dominance/suppression usually has two things in common. The first one is the repress conflict rather than settle it, by tracing underground and secondly, they create win-lose situation. Most of the time they occur in different way such as farcing, smoothing and avoidance.

Forcing, as its name suggests, is a technique where by a solution to conflict is "forced" up on the conflicting parties. When two parties have a disagreement and one sues the other, both parties appear in court and the judge imposes the resolution.

In the same fashion, in a work environment a manger may play the role of judge and force a resolution on two co-workers who have a conflict. One or both parties may be unhappy with the decision, but the conflict is at least officially resolved. Where as smoothing is a more diplomatic way that the manager minimizes the extent and importance of disagreement. This technique emphasizes the common interest of the conflicting groups and de-emphasizes their differences. The basic belief behind smoothing is that stressing shared view points on certain issues facilitates movements to ward a common goal.

Avoidance is just pretending to be unaware that conflict exists, or refusal to deal with conflict be repeatedly postponing action until more information in available. While avoidance may no bring any long-run benefits, it can be effective and appropriate strategy in some situations.

When the conflict is a particularly heated one, for example, temporary avoidance gives the involved parties an opportunity to cool down and regain perspective.

Compromise, the second method of conflict resolution, is a traditional method for resolving inters group conflicts.

According to Mitchell and Larson (1987:422)

This strategy reflects a moderate desire by a group both to attain its own preferred outcome and to satisfy the concerns of the other groups involved in the conflict. Compromise implies that the group is willing to give up some, but not all, of what is desired in order that the other groups involved can satisfy some of their concerns.

Managers try to resolve conflict by convincing each party in the dispute to sacrifice some objectives in order to gain other. The main forms of compromise are separation, arbitration and bribing.

Separation is a form of compromise in which opposing parties are kept apart until they agree to a solution. In the case of arbitrations, the conflicting parties submit their case to an outside third party to get it resolved. In bribing, on the other hand, one party accepts some compensation in exchange for ending the conflict.

The third method, problem solving, reduces tension through face to face meeting of the conflicting groups. The conflicting groups openly debate various issues and bring together all relevant information until a decision has been reached. Effective problem solving requires that the conflicting parties display a willingness to work collaboratively to ward an integrative solution that satisfies the needs of all concerned.

Problem solving is a desirable approach to conflict resolution but one that can be externally difficult to implement effectively.

The greatest obstacle which must be overcome is the win-lose mentality that so often characterizes conflicting groups, unless the parties involved can rise above such kind of thinking, problem solving is not likely to be successful. The three types of integrative conflict resolution methods are consensus, confrontation and super ordinate goal.

Consensus is a method of problem solving in which the conflicting parties meet together to find the best solution rather than to achieve a victory over each other. In confrontation, the opposing parties state their respective views directly to each other in order to get information that is needed to reach a decision. Whereas the super ordinate goal technique involves developing a common set of goals and objectives and these goals and objectives can not be attained without the cooperation of the parties involved. In fact, they are unattainable by one group simply and supersede all other goals of any of the individual groups involved in the conflict.

2.6.3. Managing Conflict through Simulation

As it is already mentioned, there are situations where conflict is dysfunctional because it is too high; however, there are also situations in which there is an insufficient amount of conflict. If groups become too complacent because everything always operates smoothly, management may benefit from stimulating conflict. Lack of any disagreement can lead to sub-optimum performance, including inferior decision making.

What management should do to encourage conflict for constructive purposes? This section examines three techniques that have been used successfully to stimulate conflict to a functional level:

Communication, bringing outside individuals into the group, stimulating competition (Inancevich, 1990: 321).

By intelligent use of organization's communication channels a manager can stimulate beneficial conflict. Information can be placed carefully into formed channels to create, ambiguity, re-evaluation, or confrontation. Information that is threatening (e.g. a proposed budget cut) can stimulate functional conflict in a department and improve performance. Carefully planned rumors also can serve a useful purpose.

A technique widely used to "bring back to life" a stagnant organization or submit of an organization is to hire or transfer individuals whose attitudes, values and background differ from those of the group's present members. This is to ensure a diversity of view points on the organization.

The third technique, stimulating competition among groups involves the use of a variety of incentives, such as awards and bonuses for outstanding performance. If properly utilized, such incentives can help maintain a healthy atmosphere of competition that may result in a functional level of conflict.

Lastly, a conclusion can be made that conflict can not ever be eliminated entirely in organization. Hence, it should be attempted to live with conflict by managing it, there by exploiting it for the beneficial work of the organization. To do so, one has to develop the skills in analyzing conflicts, getting their sources, give the remedial treatment and turn their disruptive wheel to building once for the better of the organization.

CHAPTER THREE

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

The study tries to reveal the conflict and conflict management in Ethio-Telecom, with a special reference to the head office. To come-up with the required results, the researcher has used the questionnaire as a data collection tool and distributed two sets of questionnaires to two groups of respondents, i.e., employees and management.

Out of 90 questionnaires distributed, a total of 85 copies of questionnaire were properly filled in and returned. Based on these questionnaires the data collected are presented, analyzed and interpreted as follows:

Table 3.1: General Characteristics of Respondents

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	Sex				
	a. Male	15	83.3	47	71.15
	b. Female	3	16.7	20	29.85
	Total	18	100	67	100
2	Age				
	a. Below 20	-	-	-	-
	b. 21-30	2	11.1	30	44.8
	c. 31-40	6	33.3	22	32.8
	d. 41 and above	10	55.6	15	22.4
Total	18	100	67	100	
3	Level of education				
	a. Certificate	-	-	23	34.3
	b. Diploma	5	27.8	16	23.9
	c. Degree	8	44.4	20	29.9
	d. Above degree	5	27.8	8	11.9
Total	18	100	67	100	
4	Year of service				
	a. Below one year	-	-	-	-
	b. 1-10 years	5	27.8	37	55.2
	c. 11-20 years	5	27.8	20	29.9
	d. 21 and above	8	44.4	10	14.9
Total	18	100	67	100	

As shown in item 1 of table 3.1, 83.3% of managers included in this study were male. Where as, the rest 16.7% of they were female. This would imply that there were relatively few females assuming managerial positions in this organization. Similarly among employees, 71.15% of them were males while 29.85% are females. This item generally indicates that large proportions of the employee in this organization are males.

The second item also reveals that relatively large proportion of managers 55.6% are 41 and above years old. On the other hand, 44.8% of employee respondents are with in the age range of 21 to 30 years. Besides, least proportion of managers and employees 11.1% and 22.4% are within age range of 21 to 30 and 41 and above, respectively. Based on this information, it is likely possible to conclude that employees and managers are inversely related on age matter, that is, with in the age range in which the percentage of managers is large, the proportion of employees with in that age range is small and vice versa. As it is indicated, majorities of administrative employees are old aged. Most managers with in this age range may suggest that they have better knowledge, experience and to handle conflict.

The assessment of their educational background portrays that the majority of manager respondents 44.4% are degree holders. Besides it is also indicated that most employees are certificate (item 3 of table 1). Therefore, it is possible to infer that even if most of managers are old aged and experienced on past events. They are few master degree holders.

Most of the time, graduates have no the interest to be employed or to stay a long in Ethio-Telecom when they recognize the fact that there is no attractive environment. Similarly, this item implies most of the employees in the organization under the study need further training and education as to how manage resources and effectively achieve

organizational goals. This in turn reduces the existence of conflict and boosts agreement between management and employees.

Finally, item 4 of the first table indicated year of service of both managers and employees. Accordingly, 44.4% of managers had served the organization for more than 21 years. An equal proportion of them 27.8% gave their service for 1-10 years and within the range of 11-20 years respectively. In addition to this more than half of employees (55.2%) had stayed in the organization between 1 and 10 years. Among the rest part of employees' respondents, only 11.9% of them had served the organization for about 21 and above years. This item demonstrated that manager respondents have approximately equal distribution as years of service is concerned while most employees have served the organization range of 1 to 10 years.

Generally more than half (51%) of the total respondents have served the organization for more than 11 years. This implies that they are well experienced about the past event in the organization. Taking in to account the fact that most respondents had long years service (above 11 years), there for, it is possible to infer that they are in a position to respond to the items raised in the questionnaire adequately.

Table 3.2: Existence of Conflict in the Organization

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	Conflict with in the organization community occurs				
	a. Always	3	16.7	8	11.9
	b. Most of the time	-	-	-	-
	c. Some times	10	55.5	49	73.1
	d. Never	5	27.8	10	15
	Total	18	100	67	100
2	Most of the time conflict arises				
	a. Between managements and employees	10	55.6	38	56.7
	b. Among employees	-	-	-	-
	c. Among different department	4	22.2	22	32.8
	d. With in the management	4	22.2	7	10.5
	Total	18	100	67	100

This table tries to address the extent of conflict, area of conflict in the organization, state of managements, employees relationship in particular and proximity with in the community of the organizations in general. In connection to this, item 1 of table 3.2, demonstrate the existence of conflict in the organization. As it is portrayed by the respondents' response, most of the managers and employees assured the existence of conflict among the organizational community on some times basis where as, 27.8% of managers and 15% of employees do not recognize totally the existence of conflict in the organization. This information therefore, affirms that conflict is inevitable and occurs in Ethio-Telecom.

As reflected by the second item of the table, most of the time conflict arises between managements and employees. 55.6% of managers and 56.7% of employees respondents' response approved this. Besides, only 22.2% of managers and 32.8% of the employees answered that there is conflict that could arise repeatedly among different departments. There were also some respondents who refrained to answer to this time.

Table 3.3: Relationship within the Organization Community

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	Degree of proximity and coherency with in the organization community.				
	a. High	4	22.2	20	30
	b. Medium	10	55.6	42	63
	c. Low	4	22.2	5	7
	Total	18	100	67	100
2	Degree of proximity and connection among employees				
	a. High	8	44.4	22	32.8
	b. Medium	8	44.4	36	53.7
	c. Low	2	11.2	9	13.5
	Total	18	100	67	100
3	Extent of health relationship between managements and employees				
	a. High	2	11.2	14	20.9
	b. Medium	8	44.4	14	20.9
	c. Low	8	44.4	39	58.2
	Total	18	100	67	100

Item 1 of table 3.3, portrays the state of relationship among the organization's community in general 55.6% of managers respondents and 63% of the employees responded that there is proximity and understanding among the organizational community that can be rated as "medium". On the other hand 22.2% of the managers and 30% of the employees suggested that there is high proximity and cohesiveness with in the organization's community. This data generally, refers that the relationship with in the community in neither good nor bad, that is, in between of the two.

Item 2 of the same table treats the employee-employee relationship. In connection to this, equal proportion of managers 44.4% rated it as "high" and "medium" respectively. The rest 11.2% of managers were rated it as "low". Moreover, more than half of employees 53.7% accept that there is a medium level relationship among employees.

Therefore, one can possibly conclude that there is a health and good state of relationship among employees of the organization.

Finally, the last item of the table tries to show the state of managements-employees relationship. As the item revealed, more than half of the employees respondents 58.2% assured that the existence of low level managements-employees relationship. In addition to this, equal percentage of the managerial responses 44.4% indicated that there is "medium" and "low" degree of proximity and communication between managements and employees. This item implies poor relationship between managements and employees.

Generally, from the above discussion, it is possible to assume that the existence of conflict and disagreement between managements and employees is more practical than other's in Ethio-Telecom. Because of this and their poor relationship, the environment of the organization is not attractive enough for employees. And this may lead employees to develop undesirable behaviors and attitudes towards their tasks and managers. At the same time it can have an enormous impact on the activity of the organizations.

Table 3.4: Attitude of Respondents towards Conflict

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	Since conflict is inherently bad, it must be avoided and eliminated.				
	a. Always	7	38.9	42	62.7
	b. Sometimes	10	55.6	24	35.8
	c. Should not be avoided	1	5.5	1	1.5
	Total	18	100	67	100
2	Since conflict is important for better task accomplishment, it should be present in organization				
	a. Always	-	-	-	-
	b. Sometimes	10	55.6	18	26.8
	c. No need of having it	8	44.4	49	73.2
	Total	18	100	67	100

The early approach to conflict assumed that conflict was bad. Conflict was viewed negatively and it was used synonymously with such terms as violence, destruction, and irrationality to reinforce its negative connection. Conflict, by definition, was viewed as being harmful and to be avoided. The current view towards conflict is interactionist perspective. According to this view, conflict is not only a positive force in a group but that it is absolutely necessary for a group to perform effectively. The interactionist view does not propose that all conflicts are good. Rather some conflicts support the goals of the group and improve its performance; these are functional, constructive forms of conflict. Additionally, there are conflicts that hinder group performance these are dysfunctional or destructive forms (Robbins, 1989:370).

Accordingly, table 3.4 is intended to deal with attitude of respondents toward conflict. As the first item portrays, 55.6% of managers insisted on saying that conflict should be avoided on a sometimes basis. Majorities of employees, however accept that conflict is inherently bad and then it must be eliminated all the time. Moreover, as indicated in item 2 of the same table, 55.6% of managers agreed on the existence of conflict and importance of better task accomplishment on a sometimes basis while a majority of employees totally denied the case and insisted on saying on need of having conflict at any time.

Therefore, it is likely possible to conclude that the most managers respond to conflict on a "situation" basis. This implies that managers attitude toward conflict is sometimes positive and sometimes negative. Therefore, it is probably possible to infer that managers act positively or initiate the existence of conflict when it is perceived as advantageous or try to avoid it when it is considered as harmful to the activities of the organization. Besides, the attitude of employees toward conflict seems negative.

This reveals that employees have not yet realized the functional aspect of conflict, and therefore, they tend to avoid it all the time. Thus, managers are expected to play an active role in identifying the functional and dysfunctional conflict level and encourage or stimulate low level conflicts as well as trying to minimize harsh disagreements in the organization so as to attain a moderate level of it. And, consequently the organization can benefit from it.

Table 3.5: Conflict Generating Factors

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	The degree of conflict caused when performance of one department prevents possible bonuses and rewards for all other branch managers.				
	a. High	11	61.1	25	37.3
	b. Medium	4	22.2	24	35.8
	c. Low	3	16.7	18	26.9
	Total	18	100	67	100
2	The degree of conflict generated when delays are caused or sloppy work is done by the first sequential group.				
	a. High	12	66.6	33	49.2
	b. Medium	3	16.7	18	26.9
	c. Low	3	16.7	16	23.9
	Total	18	100	67	100
3	The extent of conflict caused when poor performance or malfunctioning of one department hinders the overall operation of the organization.				
	a. High	11	61.1	25	37.3
	b. Medium	6	33.3	20	29.9
	c. Low	1	5.6	22	32.8
	Total	18	100	67	100

The table 3.5 treats the extent to which conflict arises as a result of interdependence: pooled, sequential and reciprocal interdependence. Accordingly, item 1 of table 3.5 reveals that more than half of both managers and employees assured that the degree of conflict caused when poor performance of one department prevents possible bonuses and

rewards for all other branch managers is high. On the contrary, a low proportion of them 16.7% and 26.9% managers and employees respectively argued that it is rated as low. Therefore, this item implies that the degree of conflict caused as a result of pooled interdependence is approximately high and this in turn had an impact on the healthy relationship different departments so that it aggravated conflict and bad feelings between these interdependent units.

It activities in an organization are sequential, delays caused and sloppy work by the first sequential group may hinder or delay the activities of the second sequential group. As a result, conflict may arise between these sequential interdependent groups. The majority 66.6% of the manager respondents of Ethio-Telecom affirmed this proposal highly. They responded that the degree of conflict created by delay and sloppy work by the first sequential group is high. Similarly, high proportion of employee respondents 49.2% also replied that this case is the most important determinant factor for the generation of conflict. Where as, only 16.7% of managers and 23.9% of employees rated it as "low". Based on this information it is possible to conclude that activities in Ethio-Telecom are somehow sequentially interrelated and delay as well as inferior execution in the first activity will hamper the accomplishment of the following department and consequently conflict arises between these sequential divisions. (Item 2 of table 3.5)

The third item of the same table was also intended to illustrate the extent of conflict caused by reciprocal independence. As it is shown by the managerial responses, among all managers respondents involved in this study, 61.1% of them, 33.3% and 5.6% of them replied that the degree of conflict caused when unsatisfactory performance or malfunctions of one department hinder the overall operation of the organization is high, medium, and low respectively. Besides, the degree of conflict generated

as a result of reciprocal interdependence as high, medium and low by 37.3%, 29.9% and 32.8% of the employees respectively. This indicates that the majority of the respondents insisted on saying manufacturing or poor execution of one department impede the overall activities of the organization. Therefore, it is possible to imply that the overall performance of Ethio-Telecom is a result of good performance of each divisions of the organization.

Inefficient performance of one department hinders the overall operation, and deteriorates the overall productivity of the organization. Generally, it is necessary to note that if the degree of conflict caused by a particular factor is high, it is equally likely to say that this conflict generating factor in the most important determinant for the conflict. Thus, depending, on the above discussion, interdependence is one of the major sources of conflict in Ethio-Telecom and the organization's management is expected to organize and manage the interdependence between division and stations care fully for successful distribution of Telecom service and so as to reduce the degree of conflict arises from interdependence.

Table 3.6: Informal Groups as a Source of Conflict

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	The degree of conflict created when informal groups become resistant to change and disobey rules and regulations				
	a. High	6	33.3	16	23.9
	b. Medium	8	44.5	7	10.4
	c. Low	4	22.2	44	65.7
	Total	18	100	67	100
2	The extent of conflict generated by transmission of unverified and untrue information's				
	a. High	13	72.2	31	46.3
	b. Medium	4	22.2	11	16.4
	c. Low	1	5.6	25	37.3
	Total	18	100	67	100

Information groups provide a number of benefits for the achievement of the formal organization's objective. Although they contribute positively for the formal organization, sometimes, they may also be pre-requisites for the occurrence of conflict between individuals and/or groups. Informal groups affect negatively formal organizational behavior through two major factors: resistance to change and rumor. Informal groups have their own norms and the need to protect their culture, makes them resistant to change. Perpetuation of values and lifestyle causes informal groups to become against the formal group's (organization's) rules and regulations, they tend to be impermeable for organizational changes, and therefore, conflict may arise because of these inconsistencies.

As item 1 of table 3.6 indicates, 44.5% of managers respondents assured that this condition has reflected and it has a medium level impact for the generation of conflict in the organization while majority of employees 65.7% suggested that the degree of conflict caused by this informal groups is low.

This may be because the members of informal groups are not highly protective of their culture and they may rather devote their time to be in line with the organization's rules and regulations and respond to changes that could occur in the organization.

As far as the second item of table 3.6 is concerned, it indicates that more than half of managers and employee 72.2% and 46.3% respectively affirmed that transmission of unverified and untrue information can create highly devastating effect among employees and, therefore, interpersonal conflict can occur among them.

Generally, as illustrated by the table under discussion, even though informal groups desired to fulfill the requirements of management rather than the informal group's, there is high degree of grapevine that dispense truth and rumor with equal vengeance, and there by contributes for the appearance of inter group conflicts.

Table 3.7: Conflict as a Result of Role Conflict

No	Item	Respondents	
		Managements	
		No	%
1	The extent of conflict caused when what is expected of the employee differs from what the employee achieved.		
	a. High	10	55.6
	b. Medium	4	22.2
	c. Low	4	22.2
	Total	18	100
2	The extent of conflict that may arise when individuals are assigned with multiple roles which are not compatible and impossible to perform both at a time.		
	a. High	8	44.4
	b. Medium	7	38.9
	c. Low	3	16.7
	Total	18	100

Sometimes there may be a variation between the employees undertaking and what is assigned to that position they hold. As it shown by item 1 of table 3.7, the existence of this variation generates high degree of conflict. This proposal was accepted by more than half (55.6%) of the managers respondents while 22.2% of them agreed that it has a moderate impact on conflict generation. The rest 22.2% of managers argued that the variation has a minimum impact on the existence of conflict. This item implies that there is variation between expected roles and enacted roles. The role holder may not confirm to the expectation and perform activities typically not associated with their role. Thus this may lead to conflict. The reason may be improper communication media and weaknesses in clarifying what is to be done and the rules and regulations of the organization to the position holders.

Furthermore, item 2 of table 3.7 also shows the degree of conflict caused by multiple roles assigned to an employee. When individuals are assigned with multiple roles, which are not compatible and impossible to perform them at a time the individual will come to conflict with the party whose instructions and commands are not executed.

About 44.4% of managers affirmed that it is the most important conflict generating factor while only 16.7% of them argued that the extent of conflict generated by incompatible multiple role assignment is low. This relatively implies that sometimes employees are assigned with various activities to be done at a time and therefore, they come into conflict with their subordinate as a result of their inability to perform them simultaneously.

Table 3.8: Resource Allocation as a Conflict Generating Factor

No	Item	Respondents	
		Managements	
		No	%
1	The extent of conflict raised as a result of limited resources which are insufficient to supply all the demands.		
	a. High	10	55.6
	b. Medium	6	33.3
	c. Low	2	11.1
	Total	18	100

Organizations always contain different subunits, which have their own dissimilar goals. In the same fashion, Ethio-Telecom also has its own various units that are divided departmentalized based on various variables these divisions need resources to accomplish their divisions need resources to accomplish their task and achieve their specific goals. But resources are limited and are impossible to supply with all the demands. Hence, this condition may initiate the occurrence of conflict among divisions as well as between managements and unsatisfied departments. This proposal was approved by more than half (55.6%) of the managers respondents.

According to their response, high degree of conflict is caused as a result of limited resources that are insufficient to supply all the demands.

Table 3.9: Specialization as a Source of Conflict

No	Item	Respondents	
		Managements	
		No	%
1	The extent of conflict that may arise when line managers do not give sufficient authority to staff members and do not make proper use of staff specialists.		
	a. High	6	33.3
	b. Medium	12	66.7
	c. Low	-	-
	Total	18	100
2	The extent of conflict generated by dependency of line managers on the specialists' technical knowledge and authority.		
	a. High	4	22.2
	b. Medium	4	22.2
	c. Low	10	55.6
	Total	18	100
3	The intensity of conflict generated by the existence of major difference between line managers and specialists with respect to age education and attitude.		
	a. High	3	16.6
	b. Medium	10	55.6
	c. Low	5	27.8
	Total	18	100

In organizational setting, there are line and staff functions. Staff specialists are assigned to provide advisory services for line personal. On the accomplishment of their functions, there are various factors that determine the healthy relationship between these parties. These determinant factors are perceived diminution of line authority, social and physical differences and line dependence on staff knowledge.

Table 3.9: is intended to show the degree of conflict generated from these three factors which are related to specialization. In connection to this, as item 1 of table 3.9 shows most of the managers 66.7% replied that perceived diminution of line authority has a moderate impact on the occurrence of conflict while the rest 33.3% argued that it contributes highly for the occurrence of conflict.

This information indicates that managers in the organization fear that specialists will encroach on their jobs and there by diminish their authority and power. Hence, line managers don't give sufficient authority to staff members and do not make proper use of staff specialists.

As far as dependency of line on staff knowledge is concerned, there is only some degree of conflict resulted from it. More than half of manager respondents 55.6% affirmed that this proposal while other 22.2% and the rest 22.2% rated it as "high" and "medium" respectively. This may be as a result of little gap between knowledge and authority i.e., even if they are dependent on the specialists for technical knowledge necessary to manager their departments, line managers are not resistant for new ideas come from specialists.

Item 3 of the table under discussion also demonstrates the weight of conflict generated as a result of differences in social and physical aspect between line managers and staff specialists. As the item reveals 55.6% of manager respondents responded that difference in these aspects create a medium degree of conflict. And only 16.6% of them said that a high degree of conflict is created as a result of it. The rest 27.8% of respondents persisted to say that this variation has a low impact on the occurrence of conflict.

Generally, it is possible to conclude that the degree of conflict caused by differences in age, education, and attitude is a minimum degree of conflict and this proposal was accepted by 83.3% of manager respondents. This implies that there is no that much age, education and attitude differences between line generalists and staff specialists in Ethio-Telecom.

This table demonstrates that there is no a considerable problem between staff specialists and line generalists even if it is the most common type of inter group conflict in most organizations. But there is some how some problem of delegation of authority from line generalists to specialists that enables them to be free and provide their advisory services properly. And this may lead staff specialists to develop bad feelings on the line generalists.

Table 3.10: Authority as a Source of Conflict

No	Item	Respondents	
		Employees	
		No	%
1	The degree of conflict caused when supervisors are not willing to accept the ideas and suggestions of the ordinary workers.		
	a. High	33	49.3
	b. Medium	13	19.4
	c. Low	21	31.3
	Total	67	100
2	The degree of conflict generated by managers with a high need for power and dominance and consequently, perusing their interest aggressively.		
	a. High	16	23.9
	b. Medium	22	32.8
	c. Low	29	43.3
	Total	67	100
3	The extent of conflict crated when managers are unable to articulate position and their ideas clearly to others.		
	a. High	18	26.9
	b. Medium	25	37.3
	c. Low	24	35.8
	Total	67	100

The concern for personal trays of key employees emanates from the premise that "personal trays of key employees also are important in providing conflict.

In view of this, the characteristics manager exhibit in organizational setting is one of the determinants of the existence of interpersonal conflict.

Managers' traits such as the degree of willingness to accept ideas of other, higher need for power and dominance, and communication skills are some of major features of key employees that enhance the occurrence of conflict.

As shown in table 3.10, therefore, item 1 up to 3 were intended to measure the degree of conflict caused by these factors. Item 1, of the table show that relatively major parts of employees 49.3% insisted on saying, "managers un willingness to accept ideas and suggestions of ordinary workers creates high degree of conflict." The others 31.3% of employee respondents suggested that it is rated as "low" while the rest 19.4% responded that unwillingness to listen to other has moderate impact on conflict. Therefore, it can well be said that employees in a managerial position lack the ability to create conductive environment that motivates employees to participate.

Item 2 of the same table also indicate that supervisor need for power and dominance has a little impact on conflict. Among employee respondents, 43.3% of them persisted to say "the degree of conflict caused by managers with a high need for power and dominance and perusing their interest aggressively is low." On the other hand 23.9% of them argued that it has a great impact on conflict. Here, it is possible to infer that key personnel have no need of dominance and as a result they did not have a tendency of perusing their own or their units interest aggressively.

Among employee respondents, 37.3%, 35.8% and 26.9% of them rated the degree of conflict caused by in ability of managers to articulate their ideas as medium, low and high respectively. Again this indicates that key employees have some problem of expressing their own ideas and articulating position to others, and therefore, some degree of conflict may arise between employees and supervisors as a result of misunderstanding and ambiguity of what is to be done.

This table, therefore, shows that even if managers have no higher need for power and dominance, they are not willing to accept and participate employees and have some problem of communicating and expressing ideas clearly to others, and consequently, these personal traits of managers have got a great impact on the occurrence of conflict in the organization.

In view of this, the respondents forwarded the following other sources of conflict in the organization in addition to the above mentioned conflict generating factors.

These are:

- Improper assignment of employees to jobs.
- Weaknesses to verify rumors.
- Shortage of appropriate facilities to do the job
- Improper involvement of personnel with other's duty responsibility.
- Ambiguity of responsibility and what is to be done.

Table 3.11: Impact of Conflict on Organizational Performance and Productivity

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	To what extent conflict hinders cooperation and coordination of activities.				
	a. Always	7	38.9	42	62.7
	b. Some times	11	61.1	22	32.8
	c. Does not hinder	-	-	3	4.5
	Total	18	100	67	100
2	To what extent conflict generally contributes to productivity of the organization.				
	a. Always	-	-	2	3
	b. Some times	10	55.6	14	20.9
	c. Does not contribute	8	44.4	51	76.1
	Total	18	100	67	100
3	Conflict can help to highlight important problems and facilitates improved performance.				
	a. Always	-	-	9	13.4
	b. Sometimes	15	83.3	27	40.3
	c. Does not help	3	16.7	31	46.3
	Total	18	100	67	100
4	Conflict increases cohesiveness among groups and help to maintain good relationship among people.				
	a. Always	-	-	4	6
	b. Sometimes	11	61.1	13	19.4
	c. Does not increase	7	38.9	50	74.6
	Total	18	100	67	100

Table 3.11 addresses the impact of conflict on organizational performance and productivity. In connection to this, as item 1 table 11 shows, 61.1% of the managers replied that conflict could sometimes hinder cooperation and coordination of activities.

On the contrary, 62.7% of employees responded that conflict could generally always affect the organization's activity cooperation negatively. According to item 2 of the table under discussion, 55.6% of manager respondents accepted that conflict could sometimes contribute to productivity while 76.1% of employees defended and said that conflict didn't raise the productivity and performance of the organization.

Similarly, in item 3 of the same table, the majority of manager respondents 83.3% responded that conflict could sometimes help to highlight important and facilitates improved performance of the organization. On the other hand, 46.3% of employees insisted on saying that it couldn't help to remove weaknesses and facilitates performance.

Further more, 61.1% of managers, as mentioned in item 4 of table 3.11, accepted that conflict sometimes could help to increase cohesiveness among groups and help to maintain good relationships among people while the majority of employee responded denied totally the contribution of conflict far the cohesiveness and strength among groups and/or individuals.

In addition to the issue raised above, as it was answered to the open-ended items of questions, manager respondents listed down some of the destructive consequences of conflict in the organizations. The following points were identified as negative consequences of conflict.

- It created delay of activities to be undertaken
- It causes difficulty to collect consumption fees from the society on timely bases.
- It impedes to provide better service to the society on timely bases.
- It motivates employees to waste their working time on rumor rather than doing the organization work.

As the information contained in table 3.11 reveals, most of managers respondents replied to the variable. Sometimes to items 1 to 4. By sometime it is equal to saying sometimes "yes" and sometimes "no". This illustrates that any of the items can never be always true or always false. It also portray that conflict of the type can be beneficial at one time and harmful at other time. It further implies that managers may encourage it to exist when they consider it advantageous and try to avoid it when they perceive it as negative.

On the other had, as indicated in the table under discussion, the majority of employees did not respond to conflict positively. They replied that conflict always created obstacle that undermines human relations and works. It seems due to this problem that employees often prefer to avoid it.

Generally, too healthy dwell on conflict management in necessary because, when there is no conflict organization remain dormant, innovation and change are less likely to take place and therefore performance can suffer.

At the sometime, when there is highly aggravated clasher, fights and disagreements among people, the whole activities of the organization could be disturbed and that may deteriorate the relationship among people as well as the activities of the organization. Therefore, one can probably conclude that conflict sometimes may raise coordination and cooperation of activities, helps to high light weaknesses and facilitate improved performance. On the other hand, it may adversely affect organizational activities at dysfunctional level. So the organizations management and individuals should keep themselves alert as much a possible neither to be suffered from high level disagreements nor to lose the importance of moderate amount of it. Furthermore, a considerable attention should be given to stimulate too low conflict levels.

Table 3.12: Conflict Resolution Methods

No	Item	Respondents			
		Managements		Employees	
		No	%	No	%
1	The manager play the role of judge or force a resolution on two conflicting parties (forcing)				
	a. Agree	-	-	34	50.7
	b. Moderately agree	8	44.4	30	44.8
	c. Disagree	10	55.6	3	4.5
	Total	18	100	67	100
2	The Manager emphasize on the common interest of the conflicting parties to facilitate movement towards a common goal (smoothing)				
	a. Agree	14	77.8	45	67.2
	b. Moderately agree	-	-	20	29.8
	c. Disagree	4	22.2	2	3
	Total	18	100	67	100
3	Refusal to deal with conflict until more information is available and give the involved parties an opportunity to cool down (Avoidance)				
	A. Agree	-	-	11	16.4
	B. Moderately agree	-	-	4	6
	C. Disagree	18	100	52	77.6
	Total	18	100	67	100
4	Keep a part conflicting groups until they agree.				
	a. Agree	3	16.7	16	23.9
	b. Moderately agree	12	66.7	29	44.2
	c. Disagree	3	16.6	22	32.8
	Total	18	100	67	100
5	Submit the case of opposing parties to an outside third party				
	a. Agree	3	16.7	16	23.9
	b. Moderately agree	4	22.2	22	32.8
	c. Disagree	11	61.1	29	43.3
	Total	18	100	67	100
6	Giving compensation in exchange for ending the conflict.				
	a. Agree	8	44.5	35	52.2
	b. Moderately agree	4	22.2	16	23.9
	c. Disagree	6	33.3	16	23.9
	Total	18	100	67	100
7	The conflicting parties meet together to find the best solutions rather than to achieve a victory over each other.				
	a. Agree	15	83.3	56	83.6
	b. Moderately agree	-	-	11	16.4
	c. Disagree	3	16.7	-	-
	Total	18	100	67	100

The goal of effective management is not to eliminate conflict totally. Rather, it is to creative right intensity of conflict so as to reap it functional benefits (Robbins, 1989: 389).

Too high conflict level is an obstacle for organizational undertaking. Thus, various resolution methods should be conducted to manage too high conflict level so as to attain a moderate amount of it and intern it contributes fro the achievement of organizational objectives. Among various methods to reduce or eliminate aggravated disagreements organization choose based on their strategy they follow.

The first item in the table 3.12, should that more than half (55.6%) of the manager respondents in Ethio-Telecom disagree while the rest 44.4% moderately agree on forcing as a conflict resolution methods. On the other hand, almost all employees respondents agree and moderately agree on the effectiveness of forcing to resolve disagreements.

As shown by item 2 of table 3.12, most managers and employees respondents 77.8% and 67.2% suggested that smoothing (accommodating) could by the best method to reduce or eliminate high level disagreements.

This information indicates that the majority of both managements and employees agreed that resolution would be effective if the manager emphasizes on the common interests of the conflicting parties to facilitate movement toward a common goal.

According to the respondents for item 3 of the table, 100% of the manager respondents and majority of employees 77.6% refused to agree on avoidance. As this information portrayed, both managements and employees accept the conflict or disagreement must not be given time and an immediate action should be taken to resolve it.

Besides, relatively major parts of both managements and employees moderately agree on separation. The other 16.6% of managers and 32.8% of employees replied that keeping conflicting parties a part from each other until they are agree brings no resolution.

As shown by item 5 of table 3.12 they portray that arbitration is the least acceptable method of conflict resolution. This is affirmed by most of the managers and employees respondents 61.1% and 43.3% respectively.

This implies that both managers and employees are interested in resolving conflict that arise in the organization with in the organization itself rather than go beyond the organizational boundary and submit to outside third party to get it resolved.

From the table item 6, 44.5% and 5.2% agree 22.2% and 23.9% moderately agree and 33.3% and 23.9% of managements and employees respondents respectively disagree on bribing as a method of conflict resolution. Hence, according to the majorities response bribing is one on the important conflict resolution methods, that is, giving compensation motivates conflicting parties and end up their disagreement with out any entrant of third party.

Finally, the last items in the table demonstrate that consensus in most important and acceptable methods to avoid high level conflicts. According to the majorities response, the conflicting parties must meet and discuss together to find the best solution rather than to achieve a victory over each other.

This table indicates that majorities of total respondents agreed that smoothing, bribing and consensus are more effective and desirable techniques than avoidance and arbitration. By this condition, it seems no possible to determine exactly what strategy the organization follows.

Because of the information indicates, the respondents select the most likely conflict resolution methods without sticking to only one strategy. But it is possible to see that the organization tries to follow the win-win strategies that both parties involved in conflict can win and no body lasses. In this strategy, each party sincerely tries not only to find solution but also to achieve mutual acceptance of the solution.

Table 3.13: Profile of Functional Conflict in Ethio-Telecom

No	Item	Respondents	
		Managements	
		No	%
1	Have the management ever used conflict or disagreement as an advantage?		
	a. Yes	12	66.6
	b. No	3	16.7
	c. No response	3	16.7
	Total	18	100

Table 3.13 item 1, portray the extent to which management of the organization is benefited from moderate level of disagreement. Accordingly, the majority of administrative respondents 66.6% suggested that the organization's management realized the advantage of functional level of conflict and has reamed the benefit from it.

It view of this for the open-ended item questions raised in the questionnaire, they listed down the following positive consequences the organization drawn from the healthy conflict.

- It helps people in the community to be clear with the organizations rules and regulation.
- It serves to identify and remove employees who use their authority improperly and are barriers for the organization's growth.
- It enhances improved task accomplishment.
- It is changing the organization's culture.
- It promotes profitability since it initiates for extensive discussion.

Similarly, they specified that conflict between divergent views in the organization often resulted in higher quality decision of favored position of a group. Intensive discussion on these divergent ideas leads the parties involved into a commonly favored position and this in turn boosts the fulfillment (execution) of the decision.

Further more, if the organization is devoid of conflict, change that is the basis of growth may not happen. Development and growth can be enhanced through divergent views and disagreement. This is one of the reasons that initiated the organization to engaged in new strategic development and start everything from the scratch.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes and concludes the finding of the research and forward possible recommendations.

4.1. Summary

On the basis of data collected, the study has come up with the following findings:

1. The study reveals that conflict is inevitable in Ethio-Telecom. The majority of respondent assured the existence of conflict in the organization community is some times basis and most of the time conflict arises between management and employees.
2. Regarding the proximity and coherency within the organization community the study show that it is medium and there is a healthy and good state of relationship among employees in the organization on the other hand there is poor relationship between management and employees.
3. The study confirms that the attitude of employees toward conflict seems negative or avoided it all time and the management attitude toward conflict is sometimes positive and some times negative.
4. The study show that management agreed on the existence of conflict and importance of better task accomplishment on a some times basis while a majority of employees totally saying that no need of having conflict at any time.
5. The degree of conflict caused as a result of pooled interdependence is high and this in turn had an impact on the healthy relationship between different departments.
6. According to the finding, the degree of conflict created by delay and sloppy work is high and it has their own impact on the accomplishment of organization activity.

7. The study reveals that the majority of management and employees saying that the degree of conflict caused when un satisfactory performance or malfunctions of the department hinder the over all operation of the organization is high and the interdependence is one of the major sources of conflict in Ethio-Telecom and the organization's management is expected to organize and manage the interdependence between division so as to give quality Telecom service.
8. The study articulate the management assured that a medium level of impact for the generation of conflict in the organization and the majority of employees suggested that the degree of conflict caused by the informal group is low.
9. The investigation confirms that conflict generated by transmission of unverified and untrue information can create highly devastating effect among employees and, therefore, inter personal conflict can occur among them.
10. According to the study the existence of conflict due to variation between expected roles and enacted roles is high.
11. The study indicates, when individuals are assigned with multiple roles which are not compatible and impossible to perform them at a time the individual will come to conflict with their subordinate as a result of their in ability to perform them simultaneously.
12. According to the study high degree of conflict is caused as a result of limited resources that are insufficient to supply all the demands.
13. The study show that there is no a considerable problem between staff specialists and line generalists due to technical knowledge and authority and age, education and attitudes.
14. The finding show that the management have no a higher need for power and dominance, they are not willing to accept and participate employees and have some problem of communicating and expressing ideas clearly to other.

15. Conflict some times may raise coordination and cooperation of activities, help to highlight weaknesses and facilitate improved performance. On the other hand, it may adversely affect organizational activities at dysfunctional level.
16. The study show that the majority of respondents agreed that smoothing, bribing and consensus are more effective and desirable techniques than avoidance and arbitration.

4.2. Conclusions

On the bases of the finding stated above, the following conclusions can be drawn.

1. Conflict is inevitable in Ethio-Telecom as it is the case in other organization. And conflict between management and employees is more particular than other types of conflict. Managers did not create attractive environment for employees they enables them to participate and express their ideas freely and this condition leads employees to develop undesirable behaviors against their supervisors.
2. The attitudes of management respondents were sometimes positive and sometimes negative due to the fact that they are mature enough to see things from different angles. Employees, on the other hand, view conflict negatively which harm or block their activities.
3. Various departments in Ethio-Telecom are interrelated to each other and delay multifunction of one group hampers the activities of other departments and over all performance of the organization.
4. Informal group members in Ethio-Telecom devotes their time to comply with the requirement of management rather than the informal groups, there is high degree of rumor that is dispensed by grapevine and therefore, this makes them one of the major factors for inter group conflict.

5. As the study indicates, there is a problem of job assignment in Ethio-Telecom. Employees are assigned with multiple roles, which are not possible to be undertaken simultaneously. Moreover, managers have a problem of assigning and clarifying what is to be done clearly that enable the employees to understand the job description. Thus, these conditions enhance the conflicting environment.
6. Even though a considerable disagreement does not occur between specialists and line generalists, there is a problem of proper authority delegation that enables and motivates staff specialist to play their role properly. And this may lead staff specialists to develop bad feeling on the line generalist, which is a manifestation of conflict.
7. Conflict sometimes may raise coordination and cooperation of activities, help to highlight weaknesses and facilitate improved performance, on the other hand, it may negatively affect the organizational activities and performance. Hence, management of the organization is supposed to manage conflict effectively so as to attain a moderate (functional) level of it.
8. In order to attain a moderate of it, high level conflicts that could occur in the organization should be resolved and low level disagreements should be encouraged so as to attain a healthy level of conflict. According, the community of the organization suggested that problem solving (consensus) as an effective conflict resolution method rather than applying other techniques.
9. Even if management gets an understanding of the benefit of functional level of conflict, it does not consciously engaged in stimulating low level conflicts to a moderate and functional level so as to contribute positively to the organization's change and creativity. Beside, it seems not that much consideration is given to it. But, fortunately, the organization reamed unexpected constructive consequences from it.

10. According to the study, at times, conflict is important to facilitate the organization's undertaking and help to maintain good human relations as far as it is managed.

4.3. Recommendations

Based on the finding of the study and the conclusions drawn, the researcher has forwarded the following recommendations.

- Ethio-Telecom has the aim and objective to connect Ethiopia to the future and be one of the most competitive in Africa. In order to attain these objectives looking a head in to the future is grater significance in today's globalizing business environment. Thus Ethio-Telecom top managements need to give due attention for conflict management as part of its effort to achieve its vision.
- Since work flow interdependences, role ambiguity, and power and value differences are instrument in creating more of dysfunctional conflicts, the management need to proactively respond to conflict resulting from such factors.
- To keep the moral and performance of employees high, the organization better give much attention (focus) on evaluating the appropriateness and effectiveness of the measured taken; it is the way of taking corrective actions if necessary.
- For the time being the organization has no responsible body. So it is advisable to use accommodating (smoothing) style of resolution because it can be used when a temporary solution is needed in the short run.
- Ethio-Telecom need to prepare open discussions (seminars, work shops etc) and give right and up to date information to employees to minimize interpersonal conflict exist in the organization.

- Conflict is not always negative conflict, like fire can be a useful force when properly handed. So Ethio-Telecom should also focus on stimulating competition and conflict. Sometimes, conflict can have a galvanizing effect on the progress of organization. So, managers must recognize the differences between constructive and destructive conflict situations and get the best out of them.
- In recent years managements of many organizations shifted their views, that is conflict is seen as inevitable in every organization and often necessary to insure high performance. So Ethio-Telecom must take actions to change the traditional views of all the organization management and employees to modern views, this enables Ethio-Telecom to alter the level and forms of conflict in ways the maximize benefits and minimize its dysfunctional consequences.
- Generally speaking, for all problems mentioned and discussed before, the researcher strongly believe that assigning a responsible body who has the experience and capacity to practice conflict management in all directions may be key to solve the widely prevailing conflicts in Ethio-Telecom. Here it should be noted that there is no one best resolution methods; it all depends on situations, type of conflict, and nature of the organization and nature of parties involved init.

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Appendixes

**ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT**

**Questionnaires to be filled by Management of Ethio-
Telecom**

This questionnaire is provided by prospective graduated student of St. Mary's University College so as to collect relevant data for graduation paper. This research mainly focuses or about conflict and resolution method which occurs in Ethio-Telecom for this reason the researcher will ask you that you as an employee will freely and openly give your responses.

General Instruction

1. No need of write name
2. Give short and brief answer for provided place
3. Give the best answer and put this mark in the provided box.

1. General Question

1. Sex

Male

Female

2. Age

Below 20

20-30

31-40

41 and above

3. Level of education

Certificate

Degree

Diploma

Above Degree

4. Year of service?

Below one year

1-10 years

11-20 years

21 and above years

5. Conflict with in the organization community occurs?

Always

Most of the time

Some times

Never

6. Most of the time conflict arises
- Between management and employees
- Among employees
- Among different departments
- With in the management
7. Degree of proximity and coherency with in the organization community.
- High Medium Low
8. Degree of proximity and connection among employees.
- High Medium Low
9. Extent of health relation relationship between management and employees.
- High Medium Low
10. Sine conflict is inherently bad; it must be avoided and eliminated.
- Always Sometimes Should be avoided
11. Since conflict is important for better task accomplishment, it should be exist in organization.
- Always Sometimes No need of having it
12. The degree of conflict caused when performance of one department prevents possible bonuses and rewards for all other branch managers
- High Medium Low
13. The degree of conflict generated when delays are caused or sloppy work is done.
- High Medium Low
14. The extent of conflict caused when poor performance and malfunction of one department hinders the over all operation of the organization.
- High Medium Low

15. The degree of conflict created when information groups become resistant to change and disobey rules and regulations.
 High Medium Low
16. The extent of conflict generated by transmission of unverified and untrue information.
 High Medium Low
17. The extent of conflict caused when what is expected of the employee differs from what the employee achieved.
 High Medium Low
18. The extent of conflict that may arise when individuals are assigned when multiple roles which are not compatible and impossible to perform both at a time.
 High Medium Low
19. The extent of conflict arises as a result of limited resources which are insufficient to supply all the demands.
 High Medium Low
20. The extent of conflict that may arise when line managers do not give sufficient authority to staff members and do not make proper use of staff specialists.
 High Medium Low
21. The extent of conflict generated by dependency of line managers on the specialists' technical knowledge and the resulting gap between knowledge and authority.
 High Medium Low
22. The intensity of conflict generated by the existence of major differences between line managers and specialists with respect to age, education and attitude.
 High Medium Low
23. To what extent conflict hinders cooperation and coordination of activities.
 Always Sometime Does not hinder

24. To what extent conflict generally contributes to productivity of the organization.
- Always Sometime Does not contribute
25. Conflict can help to highlight important problems and facilitates improved performance.
- Always Sometime Does not help
26. Conflict increases cohesiveness among groups and help to maintain good relationship among people.
- Always Sometime Does not increase
27. If you have any other additional ideas on the impact of conflict on the organizational performance and productivity please specify _____
-
28. The manager play the role of judge or force a resolution on two conflicting parties (forcing)
- Agree Moderately agree Disagree
29. The manager emphasize on the common interests of the conflicting parties to facilitate movement toward a common goal.
- Agree Moderately agree Disagree
30. Refusal to deal with conflict until more information is available and give the involved parties an opportunity to cool down (avoidance)
- Agree Moderately agree Disagree
31. Keep apart conflicting parties (separation)
- Agree Moderately agree Disagree
32. Submit the case of opposing parties to their party (arbitration)
- Agree Moderately agree Disagree
33. Giving compensation in exchange for ending the conflict.
- Agree Moderately agree Disagree

34. The conflicting parties meet together to find the best solutions rather than to achieve a victory over each other (consensus).

Agree Moderately agree Disagree

35. Have the management ever used conflict or disagreement as an advantage?

Yes No No response

36. If you have additional ideas, please state?

ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

Questionnaires to be filled by Employees of Ethio-Telecom

This questionnaire is provided by prospective graduated student of St. Mary's University College so as to collect relevant data for graduation paper. This research mainly focuses or about conflict and resolution method which occurs in Ethio-Telecom for this reason the researcher will ask you that you as an employee will freely and openly give your responses.

General Instruction

1. No need of write name
2. Give short and brief answer for provided place
3. Give the best answer and put this mark in the provided box.

For Employees

1. Sex

Male

Female

2. Age

Below 20 20-30 31-40 41 and above

3. Level of education

Certificate

Degree

Diploma

Above Degree

4. Year of service?

Below one year

11-20 years

1-10 years

21 and above years

5. Conflict with in the organization community occurs?

Always

Most of the time

Some times

Never

6. Most of the time conflict arises
- Between management and employees
- Among employees
- Among different departments
- With in the management
7. Degree of proximity and coherency within the organization community.
- High Medium Low
8. Degree of proximity and connection among employees.
- High Medium Low
9. Extent of health relation relationship between management and employees.
- High Medium Low
10. Since conflict is inherently bad; it must be avoided and eliminated.
- Always Sometimes Should be avoided
11. Since conflict is important for better task accomplishment, it should be exist in organization.
- Always Sometimes No need of having it
12. The degree of conflict caused when performance of one department prevents possible bonuses and rewards for all other branch managers
- High Medium Low
13. The degree of conflict generated when delays are caused or sloppy work is done.
- High Medium Low
14. The extent of conflict caused when poor performance and malfunction of one department hinders the over all operation of the organization.
- High Medium Low

15. The degree of conflict created when information groups become resistant to change and disobey rules and regulations.
 High Medium Low
16. The extent of conflict generated by transmission of unverified and untrue information.
 High Medium Low
17. The degree of conflict caused when supervisor are not willing to accept the idea and suggestions of the ordinary workers.
 High Medium Low
18. The degree of conflict generated by manager with a higher need for power and dominance and consequently, perusing their interest aggressively.
 High Medium Low
19. The extent of conflict created when managers are unable to articulate position and their ideas clearly to other.
 High Medium Low
20. If you have any other additional ideas on the impact of conflict on the organizational performance and productivity please specify _____

21. To what extent conflict hinders cooperation and coordination of activities.
 Always Some time Does not hinder
22. To what extent conflict generally contributes to productivity of the organization.
 Always Some time Does not hinder
23. Conflict can help to high light important problems and facilitates improved performance.
 Always Some time Does not help

24. Conflict increases cohesiveness among groups and help to maintain good relationship among people.

Always Sometime Does not increase

25. If you have any other additional ideas on the impact of conflict on the organizational performance and productivity, please state. _____

26. The manager play the role of judge or force a resolution on two conflicting parties (forcing)

Agree Moderately agree Disagree

27. The manager emphasize on the common interests of the conflicting parties to facilitate movement toward a common goal.

Agree Moderately agree Disagree

28. Refusal to deal with conflict until more information is available and give the involved parties an opportunity to cool down (avoidance)

Agree Moderately agree Disagree

29. Keep apart conflicting parties (separation)

Agree Moderately agree Disagree

30. Submit the case of opposing parties to their party (arbitration)

Agree Moderately agree Disagree

31. Giving compensation in exchange for ending the conflict.

Agree Moderately agree Disagree

32. The conflicting parties meet together to find the best solutions rather than to achieve a victory over each other (consensus).

Agree Moderately agree Disagree

33. If you have additional ideas, please state?

DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Habte Zeberga. All sources of materials used to the manuscript have been dully acknowledged.

Name: **ASHENAFI ASEFA**

Signature: _____

Place of Submission: St. Mary's University College

Date of Submission: _____

THE ADVISOR'S DECLARATION

This senior essay has been submitted for examination with my approval as an advisor.

Name: _____

Signature: _____

Date: _____