INDIRA GANDHI NATIONAL UNIVERSITY

Assessment on Conflict Resolution at Intra-Organizational Level: A Case Study on African Union Commission

In partial fulfilment of Master of Arts (Public Administration)

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These questionnaires are designed to collect some data relevant to main causes of conflict and its resolution at African Union Commission. Dear respondents, I would like to assure you that, your responses are used only for this thesis and kept confidential.

I. Personal Information

1. Sex

☐ Male

☐ Female

2. Age

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ Above 55

3. In which category of staff are you belonging?

☐ Professional

☐ General Service

☐ Elected Official

☐ Others (Appointee, consultant, etc.)

4. What is the level of your position?

☐ Supervisory or Leadership

☐ Subordinate

☐ Both (at a time one can be a boss and a subordinate)

5. Duration of your service at AUC

☐ Less than 10 years

☐ 11-20 years

☐ 21-30 years

☐ Above 30 years

6. Educational level

☐ High school

☐ Diploma

☐ Degree

☐ Masters

☐ PHD

II. Detail Information

7. Do you have to deal with conflict in the work place?

☐ Yes, always

☐ Yes, frequently

☐ Yes, occasionally

☐ No, never

8. Is your conflict mostly with your

☐ Supervisor

☐ Work mate

☐ Both

9. If your answer for question No. 8 is Supervisor; what are the types of conflicts you face?

☐ Task conflict (relates to the content and goal of the work)

☐ Process conflict (related to how the work gets done)

☐ Relationship conflict (focus on interpersonal relationship)

☐ All are the causes at different rate

10. If your answer for question No. 8 is Work mate; what are the types of conflicts you face?

☐ Task conflict (relates to the content and goal of the work)

☐ Process conflict (related to how the work gets done)

☐ Relationship conflict (focus on interpersonal relationship)

☐ All are the causes at different rate

11. What negative outcomes of workplace conflict have you witnessed?

	Very high	High	Low	Very low
People left the organization	☐	☐	☐	☐
Sick/absence	☐	☐	☐	☐
Personal insults/attacks	☐	☐	☐	☐
People were fired	☐	☐	☐	☐
Performance and morale decreased;	☐	☐	☐	☐

	Very high	High	Low	Very low
confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving etc.				

12. Rate the main causes of conflict at AUC

	Very high	High	Low	Very low
Personality clash	☐	☐	☐	☐
Skills (Leadership)	☐	☐	☐	☐
Scarce resource	☐	☐	☐	☐
Clash of values(different values)	☐	☐	☐	☐
Work load(vary of job description with actual work done)	☐	☐	☐	☐
Poor performance	☐	☐	☐	☐

	Very high	High	Low	Very low
Poor communication	☐	☐	☐	☐
Poor organizational system	☐	☐	☐	☐
Different interest(personal)	☐	☐	☐	☐
Lack of organizational vision	☐	☐	☐	☐

13. Do you have any other causes of conflict at the AUC?

14. Do you think all conflicts are dysfunctional?

☐ Yes

☐ No

☐ Both

15. Whose ultimate responsibility is to ensure conflict is managed or resolved more effectively?

☐ Everyone

☐ Supervisor/Leadership

☐ Administration and Human Resource Directorate

☐ Senior Officials

16. What training have you received on resolving workplace conflict?

☐ Formal training about conflict resolution

☐ Personal reading from different sources about conflict resolution

☐ From experiences

☐ Nothing at all

17. How important is conflict handling as a management or leadership skill?

☐ Very important

☐ Important

☐ Somewhat important

☐ Not at all

18. How effective is management/leadership/supervisor at dealing with conflict?

☐ Very effective

☐ Effective

☐ Somewhat effective

☐ Not at all

19. Rate the behaviors could managers/supervisors show to address conflict at work place

	Very efficient	Efficient	Not efficient
Be a model of right behaviors	☐	☐	☐
Identify and address underlying tensions before things go wrong	☐	☐	☐

	Very efficient	Efficient	Not efficient
Provide more clarity over what is expected	☐	☐	☐
Try to manage individuals who they think that create conflict more firmly	☐	☐	☐
Improve consultation in a day to day management	☐	☐	☐
Act as mediators when conflict develops	☐	☐	☐

20. What positive outcomes have you experienced from work place conflict?

	Very high	High	Low	Very low
Better understanding of others	☐	☐	☐	☐
Better solution to problems and challenges	☐	☐	☐	☐
Increased motivation	☐	☐	☐	☐
Major innovation of ideas was born	☐	☐	☐	☐

21. What is the conflict resolution strategies did you observed from your supervisor or manager?

☐ Avoiding -I'll think about it tomorrow"- try to avoid conflict and hope it goes away

☐ Competing-"My way or the highway"-Those who see conflict as a competition fight hard to get what they want

☐ Accommodating----"It would be my pleasure"- Individuals who are accommodating in times of conflict find out what the other person wants and do whatever they can to make it happen

☐ Collaborating-"Two heads are better than one"- When approaching conflict their goal is to work with the other person to find a win-win solution

☐ Compromising-"Let's make a deal"- With the goal of finding a middle ground, it involves negotiation and splitting the difference in opinion. Everyone leaves the conflict with a few of their concerns met

☐ Mixed, any of the above

☐ The strategies is not clearly defined or identified to observe in the organization

22. Any other comment in the strategy to resolve conflict in the African Union Commission

DECLARATION

I hereby declare that the thesis entitled assessment on conflict resolution at **Intra-Organizational Level: A Case Study on African Union Commission** submitted by me for the partial fulfillment of the MA in The Public Administration to Indira Gandhi National Open University (IGNOU) New Delhi in my own original work and has not been submitted earlier either to IGNOU or to any other institution for the fulfillment of the requirement for any study.

I also declare that no chapter of the manuscript in whole or in part is copied and incorporated in this report from any earlier work done by me or others.

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CERTIFICATE

Certified that the Dissertation entitled; Assessment on Conflict Resolution at Intra-Organizational Level: A Case Study on African Union Commission submitted by Mr. Tesfaye Gemechu Mideksaishis own work and has been done under my supervision. It is recommended that this Dissertation be placed before the examiner for evaluation.

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Acknowledgements

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Acronyms

AU   African Union

AUC   African Union Commission

CEO   Chief Executive Officer

OAU   Organization for African Unity

AEC   African Economic Community

REC   Regional Economic Commission

HRST   Human Resource, Science and Technology

HR   Human Resource

HRAD   Human Resource and Administration Directorate

IGNOU   Public Administration to Indira Gandhi National Open University

Abstract

In any workplace, there are problems that arise every day. Recognizing and understanding the source of the conflict is the first step in addressing the issue.

Above nine in ten respondent deals with conflictwhile eight out of one hundred said they never have had to handle conflict. Themajor type conflict is process conflict while subordinate in conflict with supervisors whereas relationship conflictsfor workmate conflicts.Performance and morale decreased; confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving as a most negative outcomes of conflict. Indeed, respondent have seen conflict lead to something positive.

The main causes of conflict that almost all but top of the list which plays a significant role in generating conflict at work place are; poor organizational system, lack of skills (leadership), poor communication and different (personal) interest.Nine in ten of the respondents said not all conflict is dysfunctional whereas nearly one in eight said all conflicts are dysfunctional. Nearly two in three said that it is everyone's responsibility to managed effectively whereas 30% saidresponsibility at the door of managers and senior leaders. And only 7% suggest that this sits with Human Resources.

It is one in nine of respondent have received a fair amount of formal training in the area. Unfortunately, a good number of respondent have received no training at all , some are courage enough to look for advice on the internet and from personal reading and about one third depended on experiences of solving work place conflict.

Almost all respondents view conflict management skills as either 'very important' or 'important' for leaders whilethe vast majority of leaders seem to be muddling their way through, 46% somewhat effective and 35% not at all. Only 19% said they are very effective or effective. On the other hand, on average, managers not efficient in showing behaviors to address conflict at work place. This is witnessed that a conflict resolution strategies is dominated by avoiding.

CHAPTER ONE

1.1.   Introduction

In social environments, we interact with different people that affect us in different ways. No matter whether we like it, sometimes we can't get along with everybody. There are occasions when we might clash with styles or personalities that will make it hard to keep a professional relationship. As such, this study deals with the very concept of conflict, conflict management or handling, source conflict, responsibility in managing conflict and also come up with some important recommendation which is useful for the leadership as well as the employee of the organization.

1.2.   Background of the Study

Webster'sdictionary defines conflict as a sharp disagreement or opposition of interests or ideas. Anytime people work together, conflict is a part of 'doing business'. Conflict is a normal and natural part of any workplace. When it occurs, there is a tendency for morale to be lowered, an increase in absenteeism and decrease in productivity. It has been estimated that managers spend at least 25 percent of their time resolving workplace conflicts – causing lowered office performance.

Conflict as behavior intended to obstruct the achievement of some other person's goals. Conflict is based on the incompatibility of goals and arises from opposing behaviors. It can be viewed at the individual, group or organizational level. The conflict may be with an individual when there is an incompatibility between his or her own goal and event; may be between two individual or between two groups of organization (Mullins, 1996:722).

Conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affects, something that the first party cares about (Robbins, 2001:383-384).

There are different schools of thought about conflict and conflict resolution matters. The first school, Traditional view, beliefs that all conflict is harmful and must be avoided. The second school, Human Relations view beliefs that conflict is a natural and inevitable. The third school called Interactionist belief that conflict is not only a positive force in a group but alsoit is absolutely necessary to a group to perform effectively.

Conflict can be functional or constructive that supports the goals of the group and improves its performance, and dysfunctional or destructive that hinders group performance. It is the type of conflict that determines whether the conflict is constructive or destructive. At intra-organizational level, there are three types of conflict: task, process and relationship.

Task conflict refers to the type of conflict which is relates to the content and goal of the work. According to Graves (2010), task conflict arises among members of team and affects the goals and tasks they are striving to achieve. It can be based on differences in vision, intention or qualities expectation. It is essential to focus and channelany task conflict so that these differences become collaborative and lead to improvements in the way and go about accomplishing current and future task. Converting conflict to friendly competition might be one way of taking the best from both sides involved in a conflict (Shruti Kaim, 2010).

Process conflict refers to a kind of conflict which is related to how the work gets done. This form of conflict centers aroundprocesses, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication breakdowns and ultimately conflict. But task and process conflict can be useful if managed correctly. Healthy differences in approaches to process will often lead to improved way of doing job.

Relationship conflict is conflict that focuses on interpersonal relationship. They are directly between people and may be over roles style, resources or even personalities. This conflict can penetrate and damage all aspect of an organization. Relationship conflict can quickly demand all the attention and energy. Most literature demonstrates that the relationship conflicts are almost always dysfunctional. It appears that the friction and interpersonal hostilities inherent relationship conflicts increase personality clashes and decrease mutual understanding; thereby hindering the completion of organizational goal. On the other hand, low level of process conflict and lowto moderate levels of task conflict are functional (Robbins,2009).

Unresolved conflict in work place has been linked to miscommunication resulting from confusion or refusal to cooperate, quality problem, missed deadline or delay, increased stress among employees, reduced creative collaboration and team problem solving, disruption to work flow, decreased customer satisfaction, distrust, spilt camps and gossip (Paul Larson, 2009).

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face. Typically there are two responses to conflict; either runs away (avoidance) or 'battle it out'. In either case, we often feel uncomfortable or dissatisfied with the results because no resolution has been achieved. By learning to constructively resolve conflict, we can turn a potentially destructive situation into an opportunity for creativity and enhanced performance (Human Resource at University of Oklahoma, 2011)

In other words, if properly resolved, conflict can have a positive effect on the workplace. Conflict often causes changes to the status quo, which improves work conditions and encourages organizational change. Healthy conflict relieves stress by allowing pent-up ideas and emotions to surface.

As a manager you need to find and focus on how to make it beneficial and how to minimize the negative aspects. As the CEO, you have to create an organizational culture that encourage and even rewards good conflict management, your goal has to be to increase the benefits achieved from managing and encouraging beneficial conflict, like task and process conflict; while managing, resolving and reducing the negative effects of relationship conflict (Tondor C.V, Havenga W. and Visagie J., 2008).

Increasing uncertainty and complexity in the operating environment of organizations provide fertile ground for the onset of conflict in the workplace viewed as a form of disagreement or argument or an incompatibility in the views, opinions, principles and so forth of two or more individuals.

Given these considerations a strong case can be argued for a heightened probability of conflict in African Union Commission (AUC) on grounds of the influence of, among other, poor communication, different values and interests, personality clashes, lack of skills/leadership, poor organizational system, work load and lack of organizational vision.

In the AUC context, however, may be limited empirical data is available on Administration and Human Resources Management. In few other departments, the awareness and understanding of conflict, their perception of the causes or sources thereof and how conflict is managed unsatisfactorily.

In this regard, Holtzhausen (1994:19) has argued that organizational conflict can be resolved if the causes are identified and solutions are found which can accommodate all the parties involved.

Indeed, attempting to deal with and/or manage conflict successfully without identifying the causes of such conflict is a lost cause. With conflict being a pervasive phenomenon in organizations and as such effective management in dealing with conflict in such a way that it does not recur is clearly needed. To do so, the management of the origin (sources) appears to be a key to the effective resolution of the conflict. This,

in turn, presupposes that managers have a clear understanding of the many sources of conflict in organizational settings(Nelson and Quick, 2001:24).

With regard to the causes of conflict, it is useful to note that the causes (sources) and 'conditions' of conflict can be linked and collectively regarded as prerequisites for conflict (Jordan 1993:25-45). Closer scrutiny of relevant terminology reveals that several authors in fact equate sources of conflict to prerequisites or causes of conflict(Shruti Kaim, 2010)

Therefore, this study stresses on the main cause of conflict and looks in to how to manage conflict in the organization under consideration. It provides definite positive and negative consequence, theory, types and resolution process of conflict at intra-organizational level and suggests remedial steps for the smooth functioning of the organization.

1.3. Background of the organization

The advent of the African Union (AU) can be described as an event of great magnitude in the institutional evolution of the continent. On 9.9.1999, the Heads of State and Government of the Organization of African Unity (OAU) issued a Declaration (the Sirte Declaration) calling for the establishment of an African Union with a view, inter alia, of accelerating the process of integration in the continent to enable it play its rightful role in the global economy while addressing multifaceted social, economic and political problems compounded as they are by certain negative aspects of globalization(AU Constitutive Act)

AU is an international organization consisting of 54 African Member States. Founded in July 2002, the AU was formed as a successor to the amalgamated African Economic Community (AEC) and OAU. Eventually, the AU aims to have a single currency and a single integrated defense force, as well as other institutions of state, including a cabinet for the AU Head of State. The purpose of the organization is to help secure Africa's

democracy, human rights and a sustainable economy, especially by bringing an end to intra-African conflict and creating an effective common market.

The AU is based on the common vision of a united and strong Africa and on the need to build a partnership between governments and all segments of civil society, in particular women, youth and the private sector, in order to strengthen solidarity and cohesion amongst the peoples of Africa. As a continental organization it focuses on the promotion of peace, security and stability on the continent as a prerequisite for the implementation of the development and integration agenda of the Union.

The AU Commission

The Commission is the key organ playing a central role in the day-to-day management of the African Union. Among others, it represents the Union and defends its interests; draft and elaborates common positions of the Union; prepares strategic plans and studies for the consideration of the Executive Council; elaborates, promotes, coordinates and harmonizes the programmes and policies of the Union with those of the RECs; ensures the mainstreaming of gender in all programmes and activities of the Union.

AU is the Secretariat of the African Union, composed of Chairperson, Deputy Chairperson, eight Commissioners, and Staff members working in the headquarter in Addis Ababa, Ethiopia who are responsible for the administration and co-ordination of the AU's activities and meetings. The AU is Africa's premier institution and principal organization for the promotion of accelerated socio-economic integration of the continent, which will lead to greater unity and solidarity between African countries and peoples.

1.4. Statement of the Problem

The impact and consequences of unattended conflict in the workplace on employees and the organization is immense on performance of an organization. Generally, Dijkstra(2006)argues for immediate attention to the resolution of the conflict rather than

a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict. There is little to indicate that organizations actually attempt to establish the underlying causes of institutional conflict. Rather, in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are key element in developing appropriate conflict resolution strategies(Havenga 2004: 88). Mayer (2000, :8), for instance, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the different forces that inform conflict behavior consequently empowers the facilitator or manager with the opportunity to develop a more selectively focused and nuanced approach for dealing with the specific occurrence of conflict(Tondor C.V, Havenga W. and Visagie J., 2008).

Conflicts normally arise in organizations. Conflict cannot be avoided especially between individuals or groups of people who regularly work together. This is because working together allows people to use their skills, bring out their ideas and show their personalities. As each person is made unique, personal differences on these mentioned aspects are likely to collide among workers in the organization. While conflict may be inevitable, this common organizational problem can be resolved.

There are many causes of conflict in any work setting. Some the authors like Griffin R. and Mullins (1996), and Nelson and Quick C. (2002) noted that intra-organizational conflict occurs due to differences in beliefs, basic values or knowledge, personal dislike, differing goals, attitudes or perceptions generated through organizational structure, and competition for power, position or recognition.

Hereby, some of the primary causes of conflict at AUC include:

- Personality clashes: all work environments are made up of differing personalities. Colleagues do not understand and accept each other's approach to work and problem-solving.

- Lack of skills or leadership: some conflict in the workplace is the result of employees or managers not having good skills related to the subject matter and conflict resolution.

- Scarce resources: too often, employees feel they have to compete for available resources in order to do their job. AUC is a resource scarce environment, this causes conflicts – despite awareness of how scarce resources may be.

- Different values: any workplace is made up of individuals who see the world differently. There is a lack of acceptance and understanding of these differences.

- Workload (vary of job description with actual work done): conflict arise in the workplace due to the amount or type of work that the employees are required to perform. This is an increasingly common problem as organization did not study properly and objectively the actual work should have to be done. At some point, employees either will feel underappreciated or overworked, or they will burn out. Both situations create an environment in which the employees may clash with managers and one another.

- Poor performance: one or more individuals within a work unit are not performing or not working up to potential – and this is not addressed, conflict is inevitable.

- Poor communication: different communication styles and behavior can lead to misunderstandings between employees or between employee and manager. There is lack of communication. This may stem from employees simply not speaking up about issues until it is too late.

- Poor organizational system-poor organizational systems may place unnecessary stress on employees, according. For example, employees may become frustrated at the diminished productivity /performance that results from having to go through a lengthy chain of command. Current systems may result in a gap between the perception of employees and management. That is, employees rank their managers lower in conflict resolution than the managers rank themselves.

- Differing interests: individual workers 'fight' for their personal goals, ignoring organizational goals and organizational well-being.

- Lack of organizational vision- conflict in the workplace arises when the vision or goals of an organization are not clear understandable. The issue here is that employees and managers, without clear goals, have no ability to give or receive precise directions, and employees may not be sure what managers expect of them. With everyone interpreting what the goals and needs of the organization are individually, there is no consistency within the organization.

1.5.   Research Questions

The study has tried tries to find answers for the following questions

- What causes conflict between employees, and employees and supervisors at AUC?
- What are the effects/consequences of those conflicts?
- Are all conflicts dysfunctional
- What are the outcomes of conflicts, both negative and positive?
- What are the methods and procedures used to resolve those conflicts?
- Did supervisor and employees have the awareness of conflict and its consequences at AUC and whose responsibility to solve it?
- What are the possible solutions or strategies to solve these conflicts?

1.6.   Significances of the Study

At any given time, an organization can have hundreds of employees. No two of these employees are alike. As a result, conflict in the workplace is inevitable. If not properly addressed, conflict in an organization undermines the objectives. Resolving workplace conflict thus is a priority in most human resources departments.

To resolve conflict, once has to understand its roots. Conflict occurs because people have different needs, philosophies, personalities and goals. It also happens because of the stress employees feel at any given time and because employees have different ideas about positions, relationships and resources. Therefore, recognizing these differences is crucial to reducing and eliminating conflict in the workplace because it gives one a sense of direction in terms of how to approach a given dispute. To be specific:

- To address why resolution matters. When conflict remains unchecked in the workplace, it creates emotional barriers between employees. These barriers stop employees from working effectively together toward the overall goals of the organization. Conflict resolution keeps employees working together so that the organization meet its objectives and stay operational.

- Sometimes people react based on their perception rather than facts and the reality of a situation. Therefore, this study helps to create awareness that there are different approaches or styles ofsolving conflicts.

- This study creates awareness on the part of the employees and supervisors as well as human resources Department, how carefully planned conflict resolution are important to attain organizational goals.

- The study also highlights the drawback of conflict resolution procedure at AUC.

- The study also forwards some suggestions that may bring about effective and efficient methods and procedures in conflict resolution mechanism.

- The result of this study can give awareness to the management about problems associated with causes of conflict and conflict resolution for further measures.
- This study can also help to give information who is interested to conduct further researches.

1.7.   Scope of the Study

Conflict resolution practice is one of the activities of supervisor at any level. Ii is also concern of all employees in the organization. However, this study is delimited to staffs who are only working at the AUC headquarters. The staffs working in Regional Offices of the Commission have not been covered by the study.

1.8.   Objectives of the Study

1.8.1. Main Objective

To assess how the conflict is handled in AUC.

1.8.2. Specific objectives

- To study the various causes of conflicts.
- To study the various positive and negative consequences of conflict.
- To examine the conflict management strategies which are commonly used in the organization,
- To highlight the possible solution/mechanism for conflict management.
- To assess some of the different emotional responses that indicates conflict.
- To explore different conflict styles
- To explore the conflict resolution strategy used by AUC

1.9.   Research Design and Methodology

This study is based upon descriptive research design. The main goal of this type of research is to describe the data and characteristics about what is being studied. The

researcher selected descriptive research because it gives better understanding of the topic. Descriptive research is the exploration of the existing certain phenomena.

1.9.1. Types of Data to be collected

The researcher used both primary and secondary data to reach on conclusions and to be able to give necessary recommendations.

1.9.2. Methods of Data Collection

To make the study complete, primary and secondary data are collected. Primary data are collected through questionnaires that sent to the respondents or sample of employees. Secondary data are collected from different sources like AU Constitutive Act., the Staff Rules and Regulations, Executive Council Decisions and Different reports of Sub-committees, websites, books and similar relevant sources.

1.9.3. Sampling and Sample Size

The total number of employees of the AUC is 1441 of whomabout 1,000employees working at head quarter of AU, is considered as population. In AUC there are about 10 departments: Office of the Chairperson, Office of the Deputy Chairperson, Department of Peace and Security, Political affairs, Social affairs, Rural Economy and Agriculture, Infrastructure and Energy, Trade and Industry, Human Resource, Science and Technology(HRST) and Economic Affairs, Human Resource and Administration Directorate (HRAD), Medical Service, Information and Communication. Since conflict resolution is the concern of all employees, the researcher has decided to use simple random sampling and concentrate only on employees working at the AUC headquarters which is about 1,000 in number, while the remaining 441 employees are working at different regional offices of the Union. From the population of employees currently working at the headquarters of AU, the sample size of 10% (100) was selected in order to minimize the error, and the researcher believes that the selected sample population gives adequate information.

1.9.4. Methods of Data Analysis

After data obtained from primary and secondary sources, the researcher applied descriptive method to summarize the findings and systematically compiled, analyzed, tabulated and interpreted in terms of percentage, to make it manageable for analysis and help to draw conclusions and recommendations.

1.9.5. Organization of the Paper

This study has four chapters. The first chapter deals with the introduction, background of the study, statement of problem, objective of the study, significance, scope, research design and methodology, limitation and organization of the study.

The second chapter deals with review of literature related to causes of conflict and possible solution mechanism. The third chapter presents the analysis and interpretation of data, while the fourth chapter provides summary, conclusions and recommendations. The appendix is appended which including bibliography, questionnaires and others.

1.10.   Limitations of the Study

In general, research requires a sufficient time, money and other resources including the willingness of the concerned people (especially the management) to give necessary information. That is,   due to the nature of the work, AUC staff is travelling for official mission to abroad, they   don't respond on time and with necessary information. In the same vine, this study is limited to the secondary data and questionnaires rather than group discussion and interview which could have resulted in better result.

1.11.   Definition of Terms

- Chairperson: the head of the African Union Commission.

- Commission: the administrative body of the African Union with the responsibility among other things to implement the collective decisions of the Organs of the Union.

- Deputy Chairperson: the next highest ranking officer to the Chairperson of the commission.

- Elected Official: any person elected or appointed by the Assembly or the Executive Council to serve in an Organ of the Union.

- Employee: any persons employed by the Union either on a permanent, regular or temporary basis including daily wage workers but excluding consultants.

- Executive Council: the Council of the Ministers of Foreign Affairs or External Relation of Member states.

- A member state: the Member states of the Union.

- Organs: the Organs of the Union established by the Assembly of the Union.

- Organization: the African Union.

- Regulations: the staff Regulations approved, and as amended from time to time, by the Assembly of the Union, to govern among other things, the status, appointment and basic condition of service of the staff members.

- Rules: the Staff Rules approved and as amended from time to time by the Assembly of the Union to supplement the Regulations.

- Staff Member: any person employed by the Union as permanent, regular, fixed-term or short-term personnel on the basis of a daily wage or monthly salary.

- Union: the African Union established by the Constitutive Act adopted by the Heads of State and Government of the Organization of the African Unity.

2. Review of the Literature

2.1.   Definition and Concept of Conflict

All of us experienced conflict of various types, yet we probably fail to recognize the variety of conflicts that occurs in organizations. Conflict is defined as nay situation in which incompatible goals, attitudes, emotions or behaviors lead to disagreement or opposition between two or more parties (Nelson and Quick, 2002)

Conflict as behavior intended to obstruct the achievement of some other person's goals. Conflict is based on the incompatibility of goals and arises from opposing behaviors. It can be viewed at the individual, group or organizational level. The conflict may be with an individual when there is an incompatibility between his or her own goal and event; may be between two individual or between two groups of organization (Mullins, 1996:722).

Conflict is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affects, something that the first party cares about (Robbins, 2001:383-384)

Conflict is actual or perceived opposition of needs, values and interests. A conflict can be internal (within oneself) to individuals. Conflict as a concept can help explain many aspects of social life such as social disagreement, conflicts of interests, and fights between individuals, groups, or organizations. In political terms, "conflict" can refer to wars, revolutions or other struggles, which may involve the use of force as in the term armed conflict. Without proper social arrangement or resolution, conflicts in social settings can result in stress or tensions among stakeholders. When an interpersonal

conflict does occur, its effect is often broader than two individuals involved, and can affect many associate individuals and relationships, in more or less adverse and sometimes even way.

Handling and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face. Typically there are two responses to conflict: run away (avoidance) or 'battle it out'. In either case, we often feel uncomfortable or dissatisfied with the results because no resolution has been achieved. By learning to constructively resolve conflict, we can turn a potentially destructive situation into anopportunity for creativity and enhanced performance (Human Resource at University of Oklahoma, 2011)

It is all about conflict, a normal and natural part of our workplace and personal lives. Conflict can be helpful in making necessary changes within the home or work environment. However, unresolved conflict can result in feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions. It can result in behaviors such as physical or emotional withdrawal, resignation from jobs, dissolution of personal relations, aggression, and even violence.

Communication is both the cause of and the remedy for conflict. Understanding how to effectively communicate and how to satisfactorily resolve disputes can lead to a happier, more productive life. Communication and conflict resolution skills must be learned. Most often, poor communication and conflict resolution styles must be corrected and replaced with approaches that are more conducive to creating peace in the workplace and at home.

The workplace setting is fertile breeding ground for conflicts because of the dynamics and interdependency of the employee-to-employee, customer-to-employee, and employee-to-outside vendor relationships. Recognizing and addressing the factors that give rise to the potential for conflict can have a positive impact on workplace and the productivity in the workplace.

Most people fear conflict and see it as something to avoid. In fact, conflict is a normal and natural part of our lives, both professionally and personally. Conflict in the right setting, handled in the right way, can be beneficial. It is through conflict that an awareness of the need for some necessary changes can be made - at work and at home.

Conflict arises from a clash of perceptions, goals, or values in an arena where people care about the outcome. The breeding ground for conflict may lie in confusion about, or disagreement with, the common purpose and how to achieve it while also achieving individual goals within an organization. In addition, the competition for limited (internal and external) resources will feed conflict.

Interdependency within an organization feeds the lion of conflict. Open communication is the means by which disagreement can be prevented, managed, or resolved. The lack of open communication drives conflict underground and can create a downward spiral of misunderstanding and hostility. Our ability to accomplish our goals and objectives depends on the cooperation and assistance of others, which increases the opportunity for conflict. No one person can do the job without the input of someone else. When the other person is late, has different priorities, misunderstands directions, or is playing office politics, conflict are created.

Increased interaction is also an ingredient in the conflict mixture. The more often people interact; the more potential there is for conflict. It also requires that people understand other's points of view, needs, and priorities. Teamwork and increasing levels of participation within an organization requires a greater need for conflict resolution skills.

One may ask, "Why not ignore the conflict and hope that it goes away?" This is because unresolved conflict costs. The costs include employee turnover and time wasted complaining about or enlisting the sympathy of others in the "wronged employee's" plight. The costs may also include increased absenteeism, health claims, or stress-related worker's compensation claims. Unresolved conflict can be costly.

The ability to manage conflicting goals and methods within a limited resource environment is critical. Unresolved or unmanaged conflict can quickly escalate and halt an organization's progress as people spend time worrying more about conflict than organizational goals.

Many managers employ the ostrich technique in dealing with conflict. They bury their heads in the sand and try to ignore it. However, this does nothing to improve the situation. When conflict is driven underground, it only grows and will stay underground until it is so intense that an explosion may be the next step.

The expenditure of valuable resources to address and resolve conflict, and to improve communication in the workplace, may seem to be a luxury. It is not. It is, however, an effective measure to preserve the most important resources in the workplace happy and productive employees. An investment in educating employees in effective communication and conflict resolution skills is a gift that keeps on givingpositive impact (Mary Rau-Foster, 2000).

2.2.   Features/Nature of Conflict

Conflict is a natural and necessary part of our lives. Whether at home with our families, at work with colleagues or in negotiations between governments, conflict pervades our relationships. The paradox of conflict is that it is both the force that can tear relationships apart and the force that binds them together. This dual nature of conflict makes it an important concept to study and understand. Conflict is an inevitable and necessary feature of domestic and international relations. The challenge facing organization is not the elimination of conflict, but rather, how to effectively address conflict when it arises.

Conflict can be managed negatively through avoidance at one extreme and the use or threat of force at the other. Alternatively, conflict can be managed positively through

negotiation, joint problem-solving and consensus-building. These options help build and sustain constructive bilateral and multi-lateral relations.

2.2.1. Nature

Conflict could be either substantive or emotional in nature. Substantive conflict involves fundamental differences over goals and how they are accomplished. Disagreement over resource allocation, policies and procedures, task assignments, rewards and the like are substantive in nature. Emotional conflict, on the other hand ,arises from feelings of resentment, fear ,anger, anxiety about one's own position and the like, as may be experienced in superior-subordinate relationships, interpersonal interactions with co-workers, groups, other departments (Sekaran, 2004).

2.2.2. Features

- Conflict occurs when two or more parties pursue mutually exclusive goals, values or events. It is based on the assumption that there are two or more parties whose interests or goals appear to be incompatible.
- Conflict arises out of two perceptions.
- Conflict refers to deliberate behavior.
- Conflict can exist either at the latent or overt level, but generally speaking, conflict is a term that is limited to overact.
- Conflict is different from competition. In conflict one side sees an opportunity to interfere with the other's opportunity to acquire or to perform activities. In competition both side try to win, but neither side actively interferes with the other (Sudan, 2003)

2.3.   Phase of organizational conflict

Individuals in organizations do not move suddenly from peaceful coexistence to conflict-ridden relationships. Rather, as Pondy (1967) has suggested, people move through phases as conflicts develop and subside. Pondy has suggested five phases that characterize organizational conflict.

Organizational conflict can go through several phases before it becomes manifest in communicative interaction. The first phase, latent conflict, involves a situation in which the conditions are ripe for conflict because interdependence and possible incompatibility exist between the parties. The second phase, perceived conflict, occurs when one or more of the parties believe that incompatibilities and interdependence exist. It is possible of course, to have latent conflict without perceived conflict. The third phase of conflict, felt, and the parties begin to formulate strategies about how to deal with the conflict and consider outcomes that would and would not be acceptable. These strategies and goals are incanted communication during the manifest phase. Finally, phase is conflict aftermath, emphasizes that conflicts can have both short-term and long-term consequences. Even after a conflict is "settled," it can change the nature of the individuals, their relationship, and their functioning within the organization (Miller, 2009).

2.4.   Conflict: Traditional and Contemporary Views

As Rollinson (2005) suggested, because it is seen as something harmful and unpleasant conflict is often viewed with distaste, usually because people have very traditional views on the matter (Pinkley 1990). But there is an alternative view point, which holds that conflict is a normal state of affairs and, in controlled amounts, can even be beneficial (Edwards, 1986).

2.4.1. The Unitarist Perspective

This is very much traditional view. It sees harmony and cooperation as the natural state of human affairs, from which it follows that conflict is at best an undesirable interruption to smooth-following normality-it usually has negative or destructive effects and is to be avoided at all costs. In organizations this results in an assumption that everyone is really on the side, united behind one leader and in pursuit of the same goals, but that they sometimes fail to recognize this, either because of faulty communication ,poor leadership , or simply because they have been led astray by willful trouble-makers. While there are cooperative elements in most organizations, this perspective grossly oversimplifies matters and fails to acknowledge that there could be in built differences of interest that make conflict a perfectly normal occurrence. Nevertheless, it is a remarkably resilient view. Drucker (1984), for example, writers about organizations as places everyone works (or should work) towards a common goal.

2.4.2. The Pluralist Perspective

Although this perspective acknowledges that cooperation or harmony can exist in organizations, neither is viewed as a natural state of affairs. Rather, an organization is regarded as a collection of groups which can have some goals in common, but others that are different and potentially opposed. Thus, conflict is seen as perfectly natural, and pluralists advance the idea that specific channels for handling conflict should be set up so that that it can occur relatively ordered way that does not disrupt the whole organization. At a theoretical level this view point is widely accepted as more realistic than the unitarist perspective, but because it tends to sidestep the issue of wider social factors as a source of conflict, it has its critics.

2.4.3. The Radical Perspective

The basic tenet of this view is derived from the Marxist idea that organizational conflict reflects inherent conflicts in society as a whole, that is, between the interest of those who own an enterprise and those who simply work on it. Although it takes a somewhat broader set of social forces into account, it views all organizational conflict as part of the struggle between capital and labor. Indeed, managers are seen as merely the agents of the owners, which assume that all conflict is vertical and fails to recognize that managers can have interests that are different from those of owners, subordinates, employees, or even other managers. As will be seen, not all organizational conflict takes place vertically, and much occurs between people at the same level.

2.4.4. The Interactionist Perspective

Current views on conflict correspond to what is often is called the interactionist perspective, which in many respects is a more refined version of pluralism. Conflict is seen as neither inherently bad nor good; it is just inevitable. It recognizes that too much conflict will hamper an organization`s welfare and absorb a great deal of energy that could be devoted to doing other things. However, it also accepts that where no conflict exists, ideas are never challenged, and this stilts any impetus to change things for the better. Thus, an important difference between this and pluralism is the idea of an optimum level of conflict.

There are two important implications of this idea. First, a great deal of conflict is concerned with challenging the status quo, which can have a positive outcome in dealing with complacency and lack of innovation. This idea has a strong institutive appeal and, from what we know of organizations, is highly plausible. However, the main problem lies in identifying an optimal level of conflict, something that is often conveniently sidestepped by theorists in the area. The second implication is more

practical and indicates that, rather than suppressing conflict, it is more important to learn how to manage it effectively (Rollinson, 2005).

2.5. Sources of Conflict/Causes of conflict in organization

Conflicts are pervasive in organizations. To manage it effectively, managers should understand the many source of conflict. They can be classified in to two broad categories: structural factors, which stem from the nature of the organization and the way in which work is organized and personal factors, which arise from differences among individuals (Nelson and Quick, 2002:424-427).

2.5.1. Structural factors

The cause conflict related to the organizations' structure include Specialization, interdependence, common resources, goal differences, authority relationships, status inconsistencies, and jurisdictional ambiguities.

i. Specialization. When jobs are highly specialized, employees become experts at certain tasks. Highly specialized jobs can lead to conflict, because people have little awareness of the tasks that others perform.

A classic conflict of specialization is one between sales people and engineers. Engineers are technical specialists responsible for product design and quality. Salespeople are marketing experts and liaisons with customers. Salespeople are often accused of making delivery promises to customers that engineers cannot keep because the sales force lacks the technical knowledge necessary to develop realistic delivery deadline.

ii. Interdependence. Work that interdependent requires groups or individuals to depend on one another to accomplish goals depending on other people to get work done are fine when the process works smoothly. However, when there is a problem, it becomes very easy to blame the other party, and conflict escalates.

iii. Common Resources. Any time multiple parties must share resources, there is potential for conflict. This potential is enhanced when the shared resources become scarce. One resource often shared by managers is secretarial support. It is not uncommon for a secretary to support ten or more managers, each of whom believes his or her work is most important. This puts pressure on the secretaries and leads to potential conflicts in prioritizing and scheduling work (Nelson and Quick, 2002:424-427).

As Rollinson (2005) stated in bookOrganizational Behavior,interdepartmental dependence and shared resources can have similar effects to interdependence. When resources are limited or rationed, departments do not always get all that they need, and if they are required to share resources severe conflicts can occur about whether the distribution of resources is fair.

iv. Goal Differences. When work groups have different goals, these goals may be incompatible. For example, in one cable television Company, the salesperson's goal was to sell as many new installations as possible. This created problems for the service department, because its goal was timely installations. With increasing sales, the service department's workload became backed up, and orders were delayed. Often these types of conflicts occur because individuals do not have knowledge of another department's objectives.

v. Authority Relationships. The nature of a traditional boss-employee relationship brings to mind a vision of a hierarchy or of a boss who is superior to the employee. For many employee, this relationship is not a comfortable one, because another individual has the right to tell them what to do some people resent authority more than others, and obviously this creates conflicts. In addition, some bosses are more bureaucratic than others; this compounds the potential for conflict in the relationship. As organization

move toward the team approach and empowerment, there should be less potential for conflict from authority relationship.

Vii. Status Inconsistencies. Some organizations have a strong status difference between management non-management workers. Managers may enjoy privileges- such as flexible schedules, personal telephone calls at work, and longer lunch hours- that are not available to non-management employees. This may result resentment and conflict.

Viii. Jurisdiction Ambiguities. This situation will happen when there are unclear lines of responsibility within an organization. When a problem occurs for which there is no definite source of responsibility, workers tend to "pass the buck" or avoid dealing with the problem conflict emerge over responsibility for the problem (Nelson and Quick, 2002: 424-427).

It is also addressed by Rollinson (2005),ambiguities reduce the clarity about who is responsible for performing a certain activity and increase the likelihood that people will conveniently perceive that it is someone else's job. Ambiguities of this type are often the result of a badly thought-out structure and can lead to post hoc recriminations and conflicts when a job does not get done.

2.5.2. Personal factors

The causes of conflict that arises from individual differences include skills and abilities, personalities, perceptions, values and ethics, emotions, communication barriers and cultural differences (Nelson and Quick, 2002:424-427).

i. Skills and Abilities. The workforce is composed of individuals with varying levels of skills and abilities. Diversity in skills and abilities may be positive for the organization, but it also holds potential for conflict, especially in jobs are interdependent. Experienced, component workers may find it difficult to work alongside new and unskilled recruits. Workers can become resentful when their new boss, fresh from

collage, knows a lot about managing people but is unfamiliar with the technology with which they are working.

ii. Personalities. Individuals do not leave their personalities at the doorstep when they enter the work place. Personality's conflicts are realities in organizations. To expect that you like all of your coworkers may be a naïve expectation, as would be the expectation that they will all like you.

One personality trait that many people find difficult to deal with is abrasiveness. An abrasiveness person is one who ignores the interpersonal aspects of work and the feelings of colleagues. Abrasiveness individuals are often achievement oriented and hardworking, but their perfectionist, critical styles leaves other feeling is unimportant. This style creates stress and strain for those around the abrasive person.

In other words, People have unique personalities, and these can result in them finding it hard to get on together- the so- called' personality clash'. People are usually able to get over these conflicts, but sometimes the incident affects their willingness to see things from the other party's point of view, which not only gives rise to further conflict but also makes the conflict harder to resolve as Rollin son D. stated in the Organizational Behavior.

iii. Perceptions. Differences in perception can also lead to conflict. One area in which perceptions can differ is the perception of what motivates employees. If managers and workers do not have a shared perception of what motivates people, the reward system can create conflicts. Managers usually provide what they think employees want rather than what employees really want (Nelson and Quick, 2002:424-427).

We don't see reality, but infer it from our perceptions, and since people's perceptions vary this sometimes results in genuine differences of opinion about what has been implied or said (Rollinson, 2005).

iv. Values and Ethics. Differences in values and ethics can be sources of disagreement. Older workers, for example, value company loyalty and probably would not take a sick day when they were not really ill. Younger workers valuing mobility; like the concept of "mental health days, "or calling in sick to get away from work. This may not be true for all workers, but it illustrates that differences in values can lead to conflict.

Most people have their own sets values and ethics. The extent to which they apply these ethics in the workplace varies. Some people have strong desires for approval from the others and will work to meet others' ethical standards. Some people are relatively unconcerned with approval from others and strongly apply their own ethical standards. Still others operate seemingly without regard to ethics or values. When conflicts about values or ethics do arise, heated disagreement is common because of the personal nature of the differences.

As Rollinson (2005), Values are the positive and negative feelings that people have about the world, for example, whether something inherently right or wrong, or good or bad. Because they shape whole patterns of behavior and outlook, and give rise to ethical differences about the underling purpose of an organization, they can be potent sources of conflict.

v. Emotions. The moods of others can a source of conflict in the workplace. Problems at home often spill over into the work arena and the related moods can be hard for others (Nelson and Quick, 2002:424-427).

vi. Communication barriers. Communication barriers such as physical separation and language can create distortion in message, and these can lead to conflict. Another Communication barrier is value judgment, in which a listener assigns a worth to a message before it is received (Nelson and Quick, 2002:424-427).

Misunderstandings can all too easily arise in communication. There can be semantic problems, in which people attribute different meanings to the same information and lack of information creates ambiguity, which provides an opportunity for the use of political tactics that can eventually leads to conflict. Too much information leads to information overload and in this situation people tend to take in only that which is important to them. The use of inappropriate channels of communication can also give to raise conflict. Finally it is important to recognize that even perfect communication will not ensure an absence of conflict. Differences in interest are inevitable in organizations and, in some cases, good communication only serves to highlight them (Rollinson, 2005).

vii.Cultural Differences. While cultural differences are assets in organizations, sometimes they can be seen as sources of conflict (Nelson and Quick, 2002: 424-427)

An organizations' culture gives its members a guide to how they should conduct themselves. However different parts of an organization often have their own subcultures and, where these result in an issue being viewed in different ways, subcultures can give rise to conflicts.

Another way in which culture can establish a predisposition towards conflict is in those organizations where the culture emphasis competition. If top managers believe that it is good for sub-units to compete, they often establish structures and processes that encourage such behavior, and matters can get out of hand run into conflict (Rollinson, 2005).

2.6.   Types of Conflict

There are three types of conflict in the level intra organization-task, process and relationship. Task conflict relates to the content and goal of the work. According to Graves, task conflict arises among members of team and affects the goals and tasks they

are striving to achieve. It can be based on differences in vision, intention or qualities expectation. It is essential to focus and channel any task conflict so that these differences become collaborative and lead to improvements in the way and go about accomplishing current and future task. Converting conflict to friendly competition might be one way or taking the best from both sides(Robbins, 2009).

Then there is process conflict, which is related to how the work gets done. This form of conflict centers around, the process, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication breakdowns and ultimately conflict. But task, process conflict can be useful if managed correctly. Healthy differences in approaches to process will often lead to improved way of doing job.

Relationship conflicts focus on interpersonal relationship. They are directly between people and may be over roles style, resources or even personalities. This conflict can penetrate and damage all aspect of an organization. Relationship conflict can quickly demand all the attention and energy.

That is, studies demonstrate the relationship conflicts are almost always dysfunctional. Why? It appears that the friction and interpersonal hostilities inherent relationship conflicts increase personality clashes and decrease mutual understanding, thereby hindering the completion of organizational tasks. On the other hand, low level of process conflict and low-to moderate levels of task conflict is functional (Robbins, 2009).

Organizational conflicts can be interpersonal, intergroup or intra-organizational in nature. So in other ways, Intra-organizational conflict encompasses vertical horizontal, line-staff, and role conflict.

i. Vertical conflict refers to that which occurs between individuals at different hierarchical levels-conflict between the superior and subordinate being an example. Such conflicts could occur because of perceived transgression of psychological contact, inadequate or ineffective communication, selective perceptions, misperceptions, incongruence in goals, values, cognition, affect, behavior, or a variety of other reasons (Sekarak, 2004).

Vertical conflict can be explained by thinking about your supervisor always telling you what to do and trying to micromanage instead of letting you do your job. The conflict exists between the worker and the superior.

ii. Horizontal conflict refers to tensions between employees or groups at the same hierarchical level. It occurs because of interdependence among the parties concerned in the work situation and/or the common pooled resources shared. Incompatibility of goal and time orientations often results in horizontal conflicts. Take for example, the case of the oft cited production department keen on minimizing costs and marketing department intent on increasing customized products. Here is the goal of one is efficiency, and the other, customer satisfaction. In such cases where there is an incompatibility in the goal of two or more units, conflicts are bound to arise. Differences in time orientation are also instrumental in interdepartmental conflicts. For example, the operations of the sales department personnel have a shorter time frame since sales are made by them on the spot. If they expect the research and development department, operating on much longer time frame, to come up with instant solutions, there will be a clash.

In sum, horizontal conflict increases as: functional interdependence increase among individuals or groups (i.e., one has to depend on the other for the completion of its tasks); More units than one depend on common resources that are shared, and low buffers or inventories maintained for the resources shared (Sekaran, 2004)

Horizontal conflict occurs between employees within the same unit. The difference between vertical and horizontal is the level from which the conflict is coming from.

Horizontal is one unit to another unit-both units being on the same level. Conflict can exist for many reasons, including ideas or decisions that are made that the whole unit or units also on the same level do not agree with.

iii. Line-Staff conflict refers to that which arises between members who assist or act in an advisory capacity (staff) and those who have direct responsibility for products, processes, and services of the organization (line). Authority and control issues cause tensions between the two groups. Staff and line managers usually have different goals and personality predispositions and come from different backgrounds and orientations. Staff managers have specialized skills and expertise acquired through training and education and possess greater technical knowledge, which is likely to help the line managers who are the money makers for the organization. Staff employee's serves as advisors to the line people to streamline and help cut costs. Line managers may, however, consider the staff people to be a nuisance, coming in the way of their performance by always telling them how to do their job and thrusting their ideas and methods on them. It is not uncommon for line people to resent the fact that they are being "advised". Staff personnel often get frustrated that their ideas are not considered, and thereby chances to benefit are compromised(Sekaran, 2004).

iv. Role conflict arises because different people in the organization are expected to perform different tasks and pressures build up when the expectations of the members clash in several ways.

This could be because of:

- *Intersender role conflict_* different role sender (bosses) expects the individual to perform different tasks and their expectations and messages conflict with one another.
- *Interroleconflict role-* requirements associated with membership in one group conflict with those arising from membership in another group.

- *Intrasender role conflict*- the same boss expects different incompatible behaviors from one person.

- *Person role conflict-the role requirements of an individual conflict with the* persons' moral and ethical values. It is most likely to be experienced by an individual when asked by the boss to engage in unethical acts like bribing a government official to get the job done for the department (Sekaran, 2004).

2.7. Constructive/Functional and Destructive/Dysfunctional Conflict

Not all conflict is bad. In fact, some type's conflict encourages new solutions to problems and enhances the creativity in the organization. In this case, managers will want to encourage the conflicts. Therefore, managers should stimulate functional conflict and prevent or resolve dysfunctional conflict. This is the key to conflict management, however, the difficult lies in trying to tell the difference between dysfunctional and functional conflicts (Nelson and Quick, 2002).

2.7.1. Conflict stimulation

The current view is that in certain circumstances there can be benefits in stimulating a degree of conflict within an organization. In situations such as this, the matter needs to be handled in a very careful and controlled way so that matter do not go too far and result is something that is highly dysfunctional. A great deal seems to depend on the type of conflict that results, and here it can be useful to distinguish between relational conflict (conflict in inter-personal relations) and task-focused conflict (conflict within a group but how it should complete its task) the research evidence suggests that people find relational conflict highly stressful, and so it is often evokes strong emotional responses that lower productive effort and employee satisfaction.

Conversely, mild task-focused conflict tends to result in a more rigorous examination of the way things are done, which can lead to innovation, productivity and satisfaction.

For this reason, ways that can be used to stimulate conflict will be described in ascending order of the risk of something going wrong. For example, stimulating competition is probably the least risky strategy of all and many organizations may have measures of this type in place. A fairly common one is the use of incentives, such as awards and bonuses for outstanding performance (Rollinson, 2005).

Functional Conflict is a healthy, constructive disagreement between two or more people. Functional Conflict can produce new ideas, learning and growth among individuals. When individuals engage in constructive conflict they develop a better awareness of themselves and others. In addition functional conflict can improve working relationships, because when two parties work through their disagreements, they feel they have accomplished something together. By releasing tensions and solving problems in working together, morale is improved. Functional conflict can lead to innovation and positive change for the organization. Because it tends to encourage creativity among individuals, this positive form conflict can translate into increased productivity. A key for recognizing functional conflict is that it is often cognitive in origin; that is, it arises from someone challenging old policies or thinking of new ways to approach problems.

Dysfunctional Conflict is an unhealthy, destructive disagreement between two or more people. Its danger is that it takes the focus away from the work to be done and places the focus on the conflict itself and the parties involved. Excessive conflicts drain energy that could be used more productively. A key for recognized a dysfunctional conflict that its origin is emotional or behavioral. Disagreements that involve personalized anger and resentment directed at specific individuals rather than specific ideas are dysfunctional. Individuals involved in dysfunctional conflict tend to before thinking, and they often rely on threats, deception, and verbal abuse to communicate. In dysfunctional conflict, loses for both parties may exceed potential gain from the conflict (Nelson and Quick, 2002).

Though conflict is often cast in the role of the villain, it has long been recognized that conflict is not inherently pathological or destructive. Its very pervasiveness indicates that it has many positive outcomes. Most experts today view conflict as a potential useful aspect of organization. It is said that an organization void of constructive conflict is an organization void of excitement, diversity and viability. Conflict prevents stagnation; interest and curiosity. It is the medium through which problems can be aired and solution arrived at. It is the root of personal and social change. Conflict provides an adequate platform wherein people can "blow off steam", that is, it permits immediate and direct expression of arrival claims. Without conflict, organizations would be only apathetic and stagnant.

2.7.2. Some of positive consequence of conflict

i. Major stimulation for change. Conflict spotlights the problems that demand attention, forces clarification of their nature and channels organizational efforts toward finding better solutions. It initiates a search for ways to polish and refine objectives, methods and activities.

ii. Group thinking is avoided. Without strong vocal disagreement, group think could overpower a highly cohesive group, preventing it from making rational decisions based on facts. Conflict also counteracts the lethargy that often overtakes organization.

iii. Conflict fosters creativity and innovation. It prevents stagnation; it stimulates interest and curiosity. In an atmosphere of open confrontation people tend to put forward more imaginative solutions to problems. A climate of challenge compels individuals think through their own ideas before airing them out. Conflict can help individuals to test their capacities to learn and develop. A scholar who exposes his theories and research to the scrutiny of his colleagues may be stimulated to a deeper analysis when he is confronted with-conflicting data and theoretical analysis by a colleague.

iv. Cohesion and satisfaction. Inter-group conflict and competition drives groups closer together. Under conditions of mild inter-group conflict, group membership can be very satisfying to members. In the face of common enemy, group members close ranks and put aside former disagreements.

v. A minimum of conflict is optimal. Conflict is necessary to the organizational life, it necessary for internal stability of organizations. The occasional flare-up of inter-group conflict serve to balance power relationships between departments it also helps individuals in reducing accumulated ill-feelings and tensions between them. A good fight clears the air (Sudan, 2003:306-308).

2.7.3. Negative consequences of conflict

i. Conflict creates stress in people. Conflict exacts its toll on the physical and mental health of the combatants. Intense conflicts generate feelings of anxiety, guilt frustration and hostility. Winners try to injure the feeling of the defeated. Losers feel defeated and demeaned. The distance between people increases. A climate of mistrust and suspicion develops. Discussion replaces cohesion. Losers indulge in non-cooperation and pay scant attention to the needs and interest of the group members.

ii. Diversion of energy. One of the most dreadful consequences of conflict is the diversion of the group's time and effort toward winning the conflict rather than toward achieving organizational goals. Parties focus on their own narrow interests and tend to put their own aims above those the organization. Long terms goals begin to suffer as short term problems become important; too much energy is drained off in trying to put out the 'fires'. In extreme cases, sabotage, secrecy and even illegal activities occur.

iii. Instability and chaos. Under intense conflicts collaborations across individuals, groups and departments decreases or vanishes. Tensions will continue to mount up and each new conflict will split organization subunits further apart leading to communication breakdowns. In the heat of such an internecine warfare, the disputants

squander away energy and resources that could be devoted to better use. The normal work-flow is disrupted; the normal fabric of the group torn apart and the whole system is skewed out of balance (Sudan, 2003, p. 306-308).

2.8.   Managerial Implications: Creating a conflict-positive organization

On the book Organizational Behavior: Foundations, Realities, and Challenges, noted by Nelson and Quick (2002). Dean Tjosvold argues that well- managed conflict adds to an organization's innovation and productivity. He discusses procedures for making conflict positive. As he stressed too many organizations take a win-lose, competitive approach to conflict or avoid conflict altogether. These two approach view conflict as negative. A positive view of conflict, in contrast leads to win- win solutions.

According to Tjosvold there are four interrelated steps are involved in creating a conflict positive organization.

i. Value diversity and confront differences. Differences should be as opportunities for innovation, and diversity should be celebrated. Open and honest confrontations bring out differences and they are essential for positive conflict.

ii. Seek mutual benefit, and unite behind cooperative goals. Conflicts have to be managed together. Though conflict, individuals learn how much they depend on one another. Even when employees share goals, they may differ on how to accomplish the goals. The important point is that they are moving toward the same objectives. Joint rewards should be given to the whole team for cooperative behavior.

iii. Empower employees to feel confident and skillful. People must be made to feel that they control their conflicts and that they can deal with their differences productively. When they do so, they should be recognized.

iv. Take stock to reward and learn from mistakes. Employees should be encouraged to appreciate one another's strengths and weakness and to talk directly about them. They

should celebrate their conflict management successes and work out plans for ways they can improve in the future.

Tjosvold believes that a conflict-positive organization has competitive advantages for the future.

2.9.   Conflict Resolution Styles/Modes

Conflict is defined in Webster's dictionary as "a disagreement or clash between ideas, principles, or people." Managing and resolving workplace conflict is one of the major challenges facing businesses and organizations. Because of our hardwired "fight or flight" response, we often respond to conflict either with avoidance or hard line wins at any cost, tactics. The problem is neither achieves a workable resolution. The good news is that better alternatives exist.

After all, conflict is a normal part of life. Our ability to resolve problems effectively and manage change dramatically impacts our success and work satisfaction. As a result a company or organization's ability to resolve conflict impacts productivity, competitiveness, and its bottom line.

The various measures undoubtedly help in reducing the occurrence of conflict in the organization but they cannot guarantee the complete absence of conflicts. As such, whenever conflicts arise, these have to be resolved by some specific actions, known as conflict resolution actions (Sudan, 2003:318).

Nelson & Quick (2002) and Sekaran (2004) suggested that the modes of conflict resolution or sometimes called approaches to conflict management are competing, collaborating, compromising, avoiding and accommodating.

While all of us are capable of using all five conflict handling modes, we might, by temperament or habit, be predisposed to use one or two of these more readily or oftener than the others (Sekaran, 2004).

Is there "one best" way to resolve conflict? All five modes come in handy in different situations, each with its own advantages and disadvantages. As long as we understand which mode works best in any particular situation, and recognize the strengths and drawbacks of each mode, we can learn more flexible in handling conflicts (Sekaran, 2004)

2.9.1. Competing

In the ways of addressing conflict were identified by Thomas and Kilman (1976) competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Competitions assert one's viewpoint at the potential expense of another. It can be useful when achieving one's objectives outweighs one's concern for the relationship. Competing is useful;

- when quick, decisive action is vital-for example, in an emergency,
- on important issues when unpopular courses of action need implementing-for example, cost cutting, enforcing unpopular rules, discipline
- on issues vital to company welfare when you know you're right, when you need to protect yourself from people who take advantage of noncompetitive behavior,

2.9.2. Collaborating

Collaborating is both assertive and cooperative. When collaborating, an individual attempts to work with the other person to find a solution that fully satisfies the concerns of both. It involves digging into an issue to identify the underlying concerns of the two

individuals and to find an alternative that meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem.

Collaboration is the work together to find a mutually beneficial solution. While the Thomas Kilmann (2008) grid views collaboration as the only win-win solution to conflict, collaboration can also be time-intensive and inappropriate when there is not enough trust, respect or communication among participants for collaboration to occur.

You may be using Collaboratingmode most frequently because of the circumstances you face.

- When you need to find an integrative solution and the concerns of both parties are too important to be compromised,
- When your objective is to learn and you wish to test your assumptions and understand others' views,
- When you want to merge insights from people with different perspectives on a problem,
- When you want to gain commitment by incorporating others' concerns into a consensual decision,
- When you need to work through hard feelings that have been interfering with a relationship

Your frequent use of collaborating may also be part of a collaborating style you have developed to deal with conflict. Styles are rooted in personal beliefs, values, and motives that "push" one's conflict behavior in a consistent direction. Collaborators tend to see conflicts as problems to be solved, wanting quality decisions that truly resolve the issues.

- They believe in the power of consensus and in sharing information and understandings.
- They regard teammates as allies and tend to see people outside the team as potential allies.
- They build on others' ideas and listen well.
- Collaborators value innovation, open-mindedness, learning, and consensus.
- They look for the value in what others say and combine that with their own insights to find win-win solutions.

2.9.3. Compromising

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Compromising (Loss-Loss) brings the problem into the open and has the third person present. The aim of conflict resolution is to reach agreement and most often this will mean compromise.

Compromising Uses;
- when goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes,
- When two opponents with equal power are strongly committed to mutually exclusive goals—as in labor–management bargaining,
- When you want to achieve a temporary settlement of a complex issue,
- When you need to arrive at an expedient solution under time pressure,
- As a backup mode when collaboration or competition fails,

2.9.4. Avoiding

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

Avoiding or postpone conflict by ignoring it, changing the subject, etc. Avoidance can be useful as a temporary measure to buy time or as an expedient means of dealing with very minor, non-recurring conflicts. In more severe cases, conflict avoidance can involve severing a relationship or leaving a group.

Avoiding uses:

- When an issue is unimportant or when other, more important issues are pressing,
- When you perceive no chance of satisfying your concerns-for example, when you have low power, or you are frustrated by something that would be very difficult to change,
- When the potential costs of confronting a conflict outweigh the benefits of its resolution, When you need to let people cool down-to reduce tensions to a productive level and to regain perspective and composure,
- When gathering more information outweighs the advantages of an immediate decision,
- When others can resolve the issue more effectively,
- When the issue seems tangential or symptomatic of another, more basic issue

2.9.5. Accommodating

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns

of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view.

Accommodating surrender one's own needs and wishes to accommodate the other party.

Accommodating uses:

- When you realize that you are wrong-to allow a better solution to be considered, to learn from others, and to show that you are reasonable,

- When the issue is much more important to the other person than it is to you-to satisfy the needs of others and as a goodwill gesture to help maintain a cooperative relationship,

- When you want to build up social credits for later issues that are important to you,

- When you are outmatched and losing and more competition would only damage your cause,

- When preserving harmony and avoiding disruption are especially important,

- When you want to help your employees develop by allowing them to learn from their mistakes.

2.10.   Choosing the Best Conflict Management Styles

When you look at the given choice, probably we want to know, "What are the correct answers?" In the case of conflict-handling behavior, there are no rights or wrong answers. All five modes are useful in some situations: each represents a set of useful social skills. Our conventional wisdom recognizes, for example, that often "Two heads are better than one" (collaborating). But it also says, "Kill your enemies with kindness" (accommodating), "Split the difference" (compromising), "Leave well enough alone" (avoiding), and "Might makes right" (competing). The effectiveness of a given conflict-

handling mode depends on the requirements of the specific situation and the skill with which you use that mode. You are capable of using all five conflict-handling modes; you cannot be characterized as having a single, rigid style of dealing with conflict. However, most people use some modes more readily than others, develop more skills in those modes, and therefore tend to rely on them more heavily. Many have a clear favorite. The conflict behaviors you use are the result of both your personal predispositions and the requirements of the situations in which you find yourself (Thomas K. W. and Kilmann R H., 2008).

CHAPTER THREE

3. **Data Presentation, Analysis and Interpretation**
3.1.Introduction

This chapter deals with the presentation, analysis and interpretation of the data gathered through questionnaires. The first part of this chapter examines the general characteristics of the population whereas the second part is about the analysis and interpretation of the data.

In order to assess the views of the employees/managers toward the causes of conflicts and the conflict resolution strategies of the organization, questionnaires were developed and sent to staff members working in AUC headquarter. Most of the questionnaires sent to the respondents are properly completed and returned.

To get important data for this research, the researcher has distributed about 100 questionnaires. However, only 84 targeted sample employees have returned the questionnaires. Some of the respondents also overlooked or didn't respond to some specific questions.

3.2.**General Characteristic of the Respondents**

In this section, the general biometric data of the respondents are presented. The respondents of all categories were requested to mention their sex, age, educational level (qualification), their employee category and years of service.

1. Sex

As shown in Table-1, 65% of the respondentsare male while the rest,35% are female.

S/N	Category	Number	Percentage
1	Male	54	65%
2	Female	29	35%
Total		83	100%

Table 1; Respondents sex

2. Age

Similarly, the respondents are from different age group. The age distribution of the respondents indicates that 24%, 52%, 19% and 5% of them are categorized in the age group between 26-35 years, 36-45 years, and 46-55 years and above 55 years respectively. This implies that, the majority (76%) of the respondents found in the age of 26-45 years. Unfortunately, none of the respondents fall in the age category of below 25 years.

S/N	Age Category	Number	Percentage
1	18-25	0	0%
2	26-35	20	24%
3	36-45	44	52%
4	46-55	16	19%
5	Above 55	4	5%
	Total	84	100

Table 2; Respondats Age

3. Staff category

As Table3 indicates, 31%, 68% and1% of the respondents are categorized in Professional, General Service, and others employment categories of the commission respectively. In fact, the majority of the employees (99%) are professionals and generalservice staff.

S/N	Staff Category/grouping	Number	Percentage
1	Professional	26	31%
2	General Service	57	68%
3	Elected Official	0	0%
4	Others (Appointee, consultant, etc.)	1	1%
Total		84	100%

Table 3; Respondent category

4. Respondents position in the organization

In Table 4, the majority of the respondent (70%) staffs of the commission are subordinatewhile 17.5% are supervisory or leadership and 12.5% areboth supervisor and subordinate.

S/N	Position	Number	Percentage
1	Supervisory or Leadership	14	17.5%
2	Subordinate	56	70%
3	Both(can be a supervisor and also a subordinate)	10	12.5%
Total		80	100%

Table 4; Respondent position

5. Yearsof service at AUC

According toTable-5, 56%, 32%, 10% and 2% of the respondents have served the organization from less than 10, 11-20, 21-30, and 30 and above years respectively. As stated above, a good number of the respondents served the organization for less than 10 years. This may be due to the fact that restructuring has taken place about 10 years ago and new vacant were created and new employees have joined the organization.

S/N	Category	Years	Percentage
1	Less than 10 years	**46**	56%
2	11-20 years	**26**	32%
3	21-30 years	**8**	10%
4	Above 30 years	**2**	2%
Total		82	100%

Table 5; Years of service

6. Educational level

As indicated below in Table-6, almost 96% of the respondent has a degree and above. This fact shows that all are qualified and conscious enough to understand the working environment and has the capacity to explain what is going in the organization. None of the respondents have educational level below 12 grades, the reason that the minimum educational requirement for lowest posts is high school certificate. As it indicated, almost about 54% of the respondents have first degree in their educational qualification. It implies that the majority of AU commission staffs have good educational qualifications.

S/N	Qualification	Number	Percentage
1	High school	0	0%
2	Diploma	3	4%
3	1st Degree	45	54%
4	Masters	34	40%
5	PhD	2	2%
	Total	**84**	100%

Table 6; Academic qualification

3.3.Data Analysis

The researcher tried to investigate the causes/sources and conflict resolution strategies practice in the AUC from the perspective of subordinates and supervisors. To this end, various questions were posed to sample respondents mainly to grasp the attitude and views of the employees toward the main causes of conflict and its impact, and strategies to solve the conflicts. Therefore, in this section responses from employees are presented, analyzed and summarized in the form of frequency and percentage and also tables are used.

The researcher undertook this research to study the AUC experiences of causes of conflict at work and its strategies to solve the problem. The researcher wanted to identify the most common causes of workplace conflicts, their effects and solving strategies. It was curious about how employees viewed these conflicts and wanted their thoughts on how conflict could be dealt with more effectively. The researcher is wondering how effective people are dealing with conflict and what employees, managers, and senior leaders could do to reduce the number of negative outcomes. Further, the researcher wanted to know how conflict could be better managed, and how positive outcomes could be harvested from something others see as unconstructive or harmful.

As mentioned earlier, conflict is actual or perceived opposition of needs, values and interests. A conflict can be internal (within oneself) to individuals or external (with other individual). Conflict as a concept can help explain many aspects of social life such as social disagreement, conflicts of interests, and fights between individuals, groups, or organizations. In political terms, "conflict" can refer to wars, revolutions or other struggles, which may involve the use of force as in the term armed conflict. Without proper social arrangement or resolution, conflicts in social settings can result in stress or tensions among stakeholders. When an interpersonal conflict does occur, its effect is

often broader than two individuals involved, and can affect many associate individuals and relationships, in more or less adverse and sometimes even way.

For this specific research, the researcher defined conflict as a struggle that results when one individual's concerns are different from another person's. This allowed us to examine the many different causes of conflict and embraces the idea that all conflicting parties can raise valid concerns and have good ideas. This is a significant change from seeing conflict as a collision of incompatible forces. It opens the possibility of managing conflict in a greater variety of ways, rather than simply finding a winner and a loser.

The results of this study are surprising. However, the frequencies vary; almost 92% of respondent are dealing with conflict. While some of conflicts are common like poor organizational system 84%very high and high,lack of skill (leadership) 81%very high and high, poor communication 79% are very high and high,different interest (personal interest) 78%, very high and high,work load 69%very high and high, clash of personality very67%high and high, clash of values 63% very high and highof different causes of conflicts.

As the result of these, Performance and morale decreased; confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving rated high or very high at a level of80%. At second stage personal insults or attacks was rated 53% high or very high of negative outcomes of workplace conflict. However well managed conflict can result better understanding of others and solution to problems and challenges, help drive creativity, and produce major innovations which also explained later in detail.

7. Do you have to deal with conflict in the work place?

Conflict is a reality of working with others. Given the range of activities, and personality types that must come together, it is no surprise that conflict exists. However, what matters is the degree of conflict. In AUC, almost everyone deals with conflict at some time or another. In fact, only eight out of one hundred (8%) respondents

claimed that they never dealt conflict, while 92% said, one way other; they deal with conflict occasionally, frequently or always.

S/N	Frequency	Number	Percentage
1	Yes, always	7	8%
2	Yes, frequently	20	24%
3	Yes, occasionally	50	60%
4	No, never	7	8%
Total		84	100%

Table 7; Who deals with conflict

8. With whom conflict happens?

Conflict could be subordinate with supervisor or vice-versa or between work mates. In any cases, there is a conflict between both parties. As depicted in table-8, conflict that occurred between subordinate and supervisor, between work mate, and with both parties (subordinate with supervisors) is 31%, 23% and 46% respectively.

S/N	Response	Number of respondents	Percentage
1	Supervisor	24	31%
2	Work mate	18	23%
3	Both	36	46%
Total		78	100%

Table 8; Subject of conflict

9. If the conflict is with supervisor; what are the types of conflicts?

The survey shows that, above half (52%) of the type of the conflict is process conflict. Indeed, all of them (task, process and relationship) are the types of conflict at different rate which also have considered as type of conflict of subordinate with supervisor. This raises a number of questions for a future study. Is conflict more problematic in work procedures, rules and regulations? Why relatively the percentages of process conflict higher than task and interpersonal relationship conflict with supervisor? It seems that there is a problem of procedure how to perform assignments or tasks. This is probability because of skills difference between subordinate and supervisors which implies the right person is not in the right position or place.

S/N	Response	No. of Respondents	Percentage
1	Task conflict (relates to the content and goal of the work).	3	5%
2	Process conflict (related to how the work gets done)	33	52%
3	Relationship conflict (focus on interpersonal relationship)	8	13%
4	All are the causes at different rate	19	30%
	Total	63	100%

Table 9; Types of conflict with supervisor

10. If the conflict is with work mate; what are the types of conflicts you face?

S/N	Response	No. of respondents	Parentage
1	Task conflict (relates to the content and goal of the work)	8	13%
2	Process conflict (related to how the work gets done)	15	25%
3	Relationship conflict (focus on interpersonal relationship)	23	38%
4	All are the causes at different rate	14	23%
Total		80	100%

Table 10; Types of Conflict with workmate

As far as jobs or tasks are interdependent; conflict could be also with workmate. Thus, the types of conflicts with workmate are task 13%, process 25%, relationship 38% and 23% all conflicts at different rate respectively. This shows that more of conflicts of between workmate are relationship conflict and process conflict.

Literatures show that the relationship conflicts are almost always dysfunctional. As such, the conflict between AUC staff is dysfunctional. It appears that the friction and interpersonal hostilities inherent in relationship conflicts increase personality clashes and decrease mutual understanding, and thereby hinders the completion of organizational tasks.

On the other hand, however, low level of process conflict and low-to moderate levels of task conflict are functional, (Robbins, 2009). Indeed, still task and process conflict accounts high percentages which demand further investigation and study that the content and the goal of the work and how the works gets done should be considered to be revised to some extent to minimize the occurrence of conflicts.

11. Negative outcomes of workplace conflict

S/N	Negative Outcomes	Response& No. of Respondents								Total
		Very high	%	High	%	Low	%	Very Low	%	
1	People left the Organization	3	4%	14	18%	19	25%	40	35%	76
2	Absence/sickness	3	4%	14	18%	19	25%	40	35%	76
3	Personal insults/ Attacks	9	12%	32	41%	26	33%	11	14%	78
4	People fired	3	4%	4	5%	16	22%	50	68%	73
5	Performance & Morale decreased	32	40%	32	40%	12	15%	4	5%	80

Table 11; Negative Outcomes

As indicated above, in most cases the tendency of leaving the organization as a result of conflict is very low or low (78%). That mean, the individuals use another method of response to conflict. They value other benefit they get more than the negative impact of conflict.While, as shown above (Table 11) absence from work is also not means of responding to work place conflict. But still there is some percentage of the responds claimed that absence is also output of conflict.Short-term problems also result from poorly managed conflict. Respondents have seen conflict lead to sick/absence rated about 22% very high or high which need to investigate and demand some sort of solution, it has also have a negative impact on staff engagement, performance, and working relationships.Response to personal insult/attacks as result of clash is balanced; very high and high, 53% while other feels that this is not the case.On the other hand, performance and morale decreases, confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving also have been the result of conflict in AUC.

These questions are designed to rate the degree or the frequencies of occurring rather than selecting one of the negative outcomes of the workplace conflict. The result of the survey shows that all the negative outcomes of conflict are witnessed. When conflicts are not addressed effectively, individuals as well as organization suffer. This in turn hurts job performance. Almost all what were mentioned are the result of conflict. Most respondents (80%) agreed that conflict results in decreased performance and morale of employee; confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving.

12. Main causes of conflict

S/N	Main Causes of Conflict	Response& No. of Respondents								Total
		Very high	%	High	%	Low	%	Very Low	%	
1	Personality Clash	10	13%	43	54%	16	20%	11	14%	80
2	Lack of Skills(Leadership)	12	15%	52	66%	14	18%	1	1%	79
3	Scarce Resources	2	3%	12	16%	48	63%	14	18%	76
4	Clash of Value	3	4%	47	59%	24	30%	6	8%	80
5	Work Load	11	14%	44	55%	23	29%	2	3%	80
6	Poor Performance	7	9%	27	34%	40	50%	6	8%	80
7	Poor Communication	11	13%	54	66%	12	15%	5	6%	82
8	Poor Organizational System	32	40%	36	44%	11	14%	2	2%	81
9	Different Interest(Personal)	23	29%	39	49%	15	19%	3	4%	80
10	Lack of Organizational Vision	16	20%	16	20%	42	52%	6	8%	80

Table 12; Main causes of Conflict

From the above data presentation, it evident that there is considerable personality clashes a result of conflict at work place. About 66.5% of the respondents confirmed

at least highly that clash result in personal clash among the staff; while only 33.5% said conflict result in personal clash is very low or low.

All the sources of conflict could occur at different rate. These questions are designed in the form of frequencies. However, the causes of conflict are as varied as their results; certain triggers are common. That is why the researcher prefers to use the frequencies of happening rather than giving a choice to respondent.

When asked what they see as the main causes of conflict, employees report that almost all but poor organizational system; personality clash; different interest; leadership/skills, poor communication; personality clash, work load; and clash of values; and lack of organizational vision play considerable roles which are rated very high or high as sources of conflict.

Top of the list which plays a significant role in generating conflict at work place is poor organizational system (84%); lack of skills/leadership (81%); poor communication (79%); different (personal) interest (78%); work load vary (69%); personality clashes (67%), and clash of values (63%) which respondents observed as playing a frequent role in creating conflict.

13. Other causes of conflict at the AUC.

In addition to the above list of conflict, respondent also added some other sources of conflict. The following is directly quoted from what respondents wrote down on the questionnaire.

Superiority complex- no person tends to take work conflicts as personal. However this should not be so because in any organization, work related conflicts can happen and should be solved by dealing with the work related problems rather than taking them personally.

Inferiority complex of some supervisors is also a source of conflict. If certain subordinates are more educated than their supervisors such type of conflict erupts.

Conflict of interest is the most prevailing situation in the commission. Lack of effective communication is also stated as source conflict.

Low work sharing between supervisors and subordinate (left the job to subordinate alone and expecting results from them without enough guidance). As you said the main problem is lack of leadership, again since the organization is a political institution and most people here are represented by their respective counties as a symbol without having the proper skill and devotion to work. For example if for instance, when you are at your work place, full of experience and the management will decide to bring a newly recruited staff to come and be your supervisor arguing that you do not have the required qualifications but at the end of the day it is you who will be carrying out most of the assignments and the so-called newly recruited staff will only be there to be your supervisor, thus earning better pay than you. If you do not adhere to the personal feelings of your supervisor, you will become his/her enemy. Mainly work related conflicts due to lack of proper communication the conference management team should not explain AUC access procedure properly for the participants. So, some participants create conflict with the security officer at the gate. Therefore, the conference management should be create awareness for the participant about access procedure of the AUC compound perception difference, self -centeredness, lack of job description and specification. People's right is not very well respected Mismatch can be one cause of conflict in a Department. A more educated staff can be given a lower position than his supervisor, while the subordinate has better capacity or ability. This is a common thing in the Commission; arrogance unnecessary unhealthy competition.

14. Are all conflicts dysfunctional?

S/N	Response	No. Respondents	Parentage
1	Yes	8	10%
2	No	54	67%
3	Both	19	23%
Total		81	100%

Table 13; Conflict dysfunctional

Fortunately, nine in ten (90 %) of the respondent said not all conflict are dysfunctional whereas only one in ten (10%) said all conflicts are dysfunctional which shows awareness of the employee towards the view of conflict is high. Hence, most of the respondents feel that, if managed properly conflicts are not always dysfunctional.

15. Responsibility to effectively manage/solve conflict

S/N	Response	No. Respondents	Percentage
1	Everyone	53	63%
2	Supervisor/Leadership	22	26%
3	Administration and Human Resource Directorate	6	7%
4	Senior Officials	3	4%
Total		84	100%

Table 14; Responsibility

It is safe to say that everyone in an organization experiences conflict, not just management or human resources only. More than six out of ten (63%) respondents say

that everyone has a role to play in conflict management. About one fourth (26%) believe that supervisors/leaders are the one responsible to handle conflict. The remaining believes that Administration and Human Resources Directorate, and senior officials are responsible for ensuring that conflict is dealt with appropriately (7 and 4 percent respectively).

What is most interesting is that, respondents do not see managing conflict as their ultimate responsibility of HR professionals; only four percent believes that they are the final arbiters of workplace conflict.

16. Staff training on resolving workplace conflict

S/N	Response	No. Respondents	Percentage
1	Formal training about conflict resolution	9	11%
2	Personal reading from different sources about conflict resolution	10	12%
3	From experiences	23	28%
4	Nothing at all	40	49%
	Total	**82**	**100%**

Table 15; Training on conflict resolution

While those respondents do not see Administration and Human Resources Directorate as ultimately responsible for dealing with conflict, only 11% of respondent have received a fair amount of formal training in the area. Even though a good number of respondent have received no training at all (49%) and some are courage enough to browse internet and personal reading (12%). About one third (28%) depended on experiences of solving work place conflict.

There is obviously a significant discrepancy in organizations when it comes to managing conflict. HR professionals should be the most highly trained employees, but dealing with conflict is not seen by respondents as one of HR professional's key responsibilities and they are probably right. Generally by the time HR departments are involved in a workplace conflict, things are out of hand. What is desirable for all employees, particularly leaders, is managing conflict before it escalates. Yet the majority of employees do not receive any formal training in this regard.

17. Conflict handling as a management or leadership skill?

S/N	Response	No. of respondents	Percentage
1	Very important	64	77%
2	Important	18	22%
3	Somewhat important	1	1%
4	Not at all	0	0%
Total		83	100%

Table 16; Conflict handling as management skill

The researcher asked the respondent to rate how important they believe conflict management skill is as a leadership skill. Almost all respondents (99%) confirmed that conflict management skills as either 'very important' or 'important' leadership skill. Such high endorsement rate indicates that conflict management is seen as a key part of good leadership. While everyone has some responsibility for dealing with conflict, those in leadership must have good conflict management skills if they are to be effective.

18. Effectiveness of management/leadership/supervisor at dealing with conflict

S/N	Response	No. respondents	Percentage
1	Very effective	**12**	15%
2	Effective	**3**	4%
3	Somewhat effective	**38**	46%
4	Not at all	**29**	35%
		82	100%

Table 17; Leadership effectiveness

It appears that many leaders in AUC are falling short in this matter. Only 19% of the respondents said that they are very effective or effective. Instead the vast majorityof leaders seem to be muddling their way through somewhat effective (46%) and 35% not at all. In short, 81% of the respondents believe that leaders are not capable enough to handle conflict as required. Hence, clearly there is opportunity for managers to improve how they lead people through conflict. If leaders are expected to do more in dealing with conflict, it is useful to know what tasks and activities they should be engaged in.

19. Behaviors managers/supervisors in addressing conflict at work place

S/N	Behaviors Managers/ SupervisorsIn addressing Conflict atWorkplace	Response& No. of Respondents						Total
		Very Efficient	%	Efficient	%	Not Efficient	%	
1	Be a model of right behaviors	27	32%	11	13%	46	55%	84
2	Identifying & addressing underlining tensions	23	27%	13	15%	48	57%	84
3	Provide more clarity & addressing underling tensions	20	24%	23	27%	41	49%	84
4	Manage individuals conflict create more firmly	16	19%	24	29%	43	52%	83
5	Improve consultation	19	23%	23	27%	42	50%	83
6	Act as mediators	17	20%	29	35%	38	45%	84

Table 18; Behaviors managers/supervisors

The respondents are asked to rate the behaviors could managers/supervisors show to address conflict at work place. They provided a long list like being a right model behaviors, identify and address underlining tensions before things go wrong, provide more clarity over what is expected, try to manage individuals who they think that create conflict more, improve consultation in a day to day management, and act as mediators when conflict develops. Accordingly, Table 18 shows the rate of behaviors managers show to address conflict at the work place. That is, respondent rated on average above 50% managers not efficient in showing the indicated behaviors which also support that there is gap between managers and subordinates which not favor the side of good leadership of handling conflict.

What is interesting is that many things are highly endorsed, suggesting that most managers need to do a lot of things differently to be more effective. Respondents touch on the need for be a model of right behaviors, provide more clarity over what is

expected, and improve consultation in a day to day management to deal with difficult individuals and situations before they get out of hand. These findings reinforce the hypothesis of a gap between leaders' current conflict, handling skills and what is necessary for them to be successful.

Obviously, handling conflict is a very important leadership skill, and taken with other results, these findings suggest that leadership is important in resolving conflict (98%), but also plays a role in causing it.

20. Positive outcomes from work place conflict?

S/N	Positive Outcomes	Response& No. of Respondents								Total
		Very High	%	High	%	Low	%	Very Low	%	
1	Better understanding of others	16	19%	24	29%	36	43%	7	8%	83
2	Better solutions to problems	10	12%	24	29%	41	49%	8	10%	83
3	Increased Motivation	12	15%	13	16%	45	55%	12	15%	82
4	Innovations and ideas	8	10%	17	21%	42	51%	15	18%	80

Table 19; Positive outcomes from work place conflict

This study identified many of the problems that result from conflict, and the difficulty that leaders have in managing it effectively. However, the researcher is not convinced that workplace conflict is always damaging, and that it should be avoided or solved as quickly as possible.

The respondents are asked if they can imagine of any benefits from workplace conflict. Indeed, respondent have seen conflict lead to something positive. About 48%, 41%, 31%, 31% rated very high and high that conflict result in better understanding of others, better solutions to problems and challenges, increased motivation, and major innovation of ideas was born respectively. The fact that, about 90% of the respondent said that all conflict is not dysfunctional, and there is a

tendency that conflict will bring some positive outcomes. In the context of this study the respondent experienced low or very low results from leaders of positive outcomes of work place conflict.

When people see conflict, as purely negative, the desire is to avoid it and resolve it as quickly as possible. However, when the conflict is a result of differing ideas, it might not be in the work group's best interest to immediately remove the tension. Instead, taking time to work through the differences can lead to better solutions and improved outcomes. This requires that people do not see conflict as something to be avoided at all costs, but something that can bring creative energy. The challenge is finding ways to best handle conflict.

21. Conflict resolution strategies from your supervisor or manager

S/N	Respondents	No. Respondents	Percentage
1	Avoiding -I'll think about it tomorrow"	26	32%
2	Competing-"My way or the highway"	14	17%
3	Accommodating-"It would be my pleasure"	2	2%
4	Collaborating-"Two heads are better than one"	4	5%
5	Compromising-"Let's make a deal"	4	5%
6	Mixed, any of the above	11	14%
7	The strategies is not clearly defined or identified to observe in the organization	20	25%
Total		**81**	**100%**

Table 20; Conflict resolution strategy

For leaders and employees, there are benefits that can be realized from conflicts that are dealt with effectively. What is important is finding ways to deal with conflict that lead to positive outcomes while minimizing the negative effects on people.

This also supported by the survey that, 32 % of the respondents are convinced themselves that managers use avoiding strategy while considerable number of respondents (25%) believe that there is no clearly defined strategy for conflict resolution. Still 17% of respondent observe that managers are using competing approach which always running for win. The remaining observed that managers use either accommodation or compromising or collaboration strategy.

22. Other strategy used in AUC to resolve conflict.

As a concluding remark, the AUC employee involved in this survey are asked to state some other conflict resolution strategy used by managers. As such, the following points are directly quoted from their written response. "I have never observed any mechanism of resolving conflicts in AUC, rather the supervisor's rush to take the case up without trying to solve at their levels. The supervisor should call for meetings within his department frequently so as to determine the improvements and shortfalls encountered by the staff placed under his/her supervision while carrying out their duties. Bring harmony in the manner at which the work should be carried out. The supervisor should observe equal treatment when dealing with the staff placed under his/her supervision. The supervisor should avoid segregation at the work place. The supervisor should use a flexible language when dealing with the staff placed under his/her supervision. Rules must be respected and avoid nepotism and seeing all staff in equal ground employees must be task oriented not boss oriented. In my opinion, whenever a conflict happens, the commission should teach to all staff to do not take it personal, rather to view it in constructive way.

HRAD is the prime department for conflict handing but the way I see it, whenever there is a situation no action is taken to resolve the conflict. Most memos are just filed and kept quiet. I think this is the wrong approach. They need to establish a specific office to deal with such issues. During service delivering any conflict occurred with clients most of our supervisors not found resolution for the conflict. So, for the future the supervisors or management of the division should participate on finding resolution of a conflict none. People are given equal chance of delivering their case and, the leadership/supervisor is professional and objective .Being impartial is important. What I noticed is that people tend to listen to one side of the story when dealing with conflicts (taking sides as they might be friends, countrymen, etc...) Conflict Resolution Training should be given to most of the supervisors. Enforce practicability of the already organized grievance handling procedure and authorize the Staff Association of the Commission to be involved in conflict resolution task and come up with recommendations to be submitted to the Top Management of the Commission. Not taking sides is one big strategy. Conflicts should be resolved after hearing both sides and without considering the status of each party. Some supervisors regard their subordinates as their personal employees, and they should understand that is not the case and should give the necessary respect to them in order for all the staff to contribute their level best in the daily activities of the Commission.

Supervisors should never side with any subordinate when conflict arises. -They should treat their staff as teams and not on individual basis -If they see a problem they should discuss it openly with the respective individual instead of going around the bush. In order to resolve conflict in the AUC need to have internal meeting from time to time and identify the cause of main problem and be a model with the right behavior and skill with better understanding plus motive your colleagues to come with new ideas and initiatives. There are two kind of conflict, positive and negative conflict at the work place. The positive one is good for team spirit and team work. On the contrary the

negative conflict decrease motivation, commitment and creativity, mostly we are looking the negative one in the work place. The management should be very proactive and pragmatic with conflict solving. When only one person's needs are satisfied in a conflict, it is not resolved and will continue. Focus on the issue, not the position about the issue.As many of the comment indicated about the conflict resolution strategy, it is well explained that the importance of impartiality, get training to develop the skill of conflict handling, mutual respect ion between leaders and subordinates, and et. The respondents also mentioned that the supervisors should a good model and encourage team spirit and also management should be proactive and pragmatic with conflict resolution strategy.

CHAPTER FOUR

4. Summary, Conclusion and Recommendation

4.1   Summary

As explained through the document, throughout the centuries, conflict has been observed as every day phenomenon in working spheres of human activities. In modern times conflict when managed properly and carefully can become the most important tool in the development of organization. This study examines conflict management strategies in organizations, with an aim to determine the reasons underlining it, its sources and its handling styles.

The study, based on the literature review of published works, reveals that although all conflict management styles are used within organization; the most frequent used conflict handling style among is avoiding and competing for the African Union Commission context. It is also observed that some of the respondent said, there is no clear strategies to handle conflict. The works concludes that nobody can be characterized as a showing a single inflexible style of dealing with conflict; that one's choice of a conflict management style is a function of the specific situations and one's basic orientation of behavioral disposition towards conflict.

It is therefore recommends that administrators must take it as a task to accept conflict evaluation as a part of their role and develop creative abilities that are necessary to deal with it. Hence managers should ascertain the presence of conflict, its basic sources, the level of intensity and the way of furthering the objective of conflict resolution.

More than nine out of ten (92%) of the respondent deal with conflict about three out of four (70%) of respondents dealing with conflicts are subordinates; and the type of conflict is process conflict at the rate of 52%, whereas task, relationship and conflict at different rate is 5%,13% and 30% respectively. It is also noted on the survey that the major type of conflict work mate with each other is relationship conflict at the rate of

38%. On the other hand task, process and all conflict at different rate13%, 25% and 23% respectively.

It is no difficult to understand how much time managers spent to manage conflict at work place. That is, the survey findings shows that above nine in ten (92%) of respondent are dealing with conflict. This shows conflict is the integral part of managers or supervisors which as a consequences great impact on performance. In other ways, institutionally when conflict is not managed efficiently, it could be big challenges for the organization. That is, the survey indicated that respondents said 84% scored very high or high of performance and morale decreased; confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving etc. as negative outcomes of the work place conflict.in addition, personal insults/attacks, sickness/absence are the results of negative outcomes of the work place. However, is fewer rates some are left the organization and fired.

So far the study shows that respondent nine in ten (90%) said not all conflict is dysfunctional. Actually, not all conflict is bad. In fact, some type's conflict encourages new solutions to problems and enhances the creativity in the organization. Therefore, managers should stimulate functional conflict and prevent or resolve dysfunctional conflict. Functional Conflict can produce new ideas, learning and growth among individuals. When individuals engage in constructive conflict they develop a better awareness of themselves and others. This is the key to conflict management, however, the difficult lies in trying to tell the difference between dysfunctional and functional conflicts.

Organizational structure, much like a human skeletal structure, determines what shape an organization will take. We don't spend much time thinking about our skeletal structure until something breaks, and so it goes with organizations.

How an organization is structured basically means how the reporting relationships and work teams are organized. It reveals a great deal about the culture, function and

leadership of a company. As indicated on Table-12, poor organizational system is on the top for the cause of conflict with very high or high percentage of 80%.

Leaders who do not give sufficient direction will surely cause conflict in the workplace. A leader who is not decisive will leave his or her team without focus. In fact, a leader who does not understand the jobs of those who work for him or her is destined to create problems among employees and throughout the organization. So that the study confirms that Leadership, or the lack of it, is the second most commonly mentioned cause of conflict. Nearly less than five out of six (81%) of respondents indicate that poor leadership from the top of the organization plays a significant role in generating conflict at work (Table-12).

Poor communication between managers and employees, as well as between employees, can be damaging. A clear understanding of what decisions need to be made, who is responsible for making those decisions, and an understanding of everyone's role in a situation will help mitigate this very common area of conflict. In teams, poor communication may lead to uncertainty and stress among team members. It is evidence that poor communication is the third most commonly mentioned cause of conflict. Nearly less than eight out of ten (79%) of respondents indicate that poor communication plays a significant role in generating conflict at workplace (Table-12)

A conflict of interest arises in the workplace when an employee has competing interests that either are, or potentially can be, at odds with each other. A conflict of interest causes an employee to experience a struggle between diverging interests, points of view, or allegiances. Individuals may fight for their personal goals and lose sight of organizational goals. Each individual needs to know how his or her personal goals and efforts fit within the organizational goals and efforts. It is evidence that conflict of interest is the fourth most commonly mentioned cause of conflict. It is less than eight

out of ten (78%) of respondents indicate that conflict of interest plays a significant role in generating conflict at workplace (Table-12).

Another consideration managers must consider is workload. If change creates increased workload, the change becomes undesirable, no matter how good it is. On the other hand, work load come to in effect due to outdated structure which leads to lack of clear job description and job specification. There are many factors that must first be examined and dealt with in the workplace in order to make that workplace an environment that is supportive of change. It is nearly seven in ten (69%) of respondents indicate that conflict as vary job description with actual work done (work load) plays a significant role in generating conflict at workplace (Table-12).

At some point in our professional lives, most of us will have to deal with people we just don't like or can't seem to get along with. Despite our best efforts, we sometimes just can't seem to make it work. In most cases when personality conflicts happen in the workplace, the entire team is disrupted as well. Different personalities, if handled correctly, can strengthen a team by contributing different ideas and solutions personality of clashes accounts 67% very high or high rate for the causes of conflict (Table-12).

Nations, societies and sub-groups within a society can experience disagreements due to differing self-interest or due to differing value systems. When values clash, various problems arise, including misunderstanding, mistrust, negative stereotyping, strained communication and non-negotiability, and so on. It is also evidence that clash of values accounts 63%for the causes of conflicts.

At the end for the causes of conflict, in the last but not the least, poor performance, lack of vision and scarce resources are 43%, 40%and 19% respectively score very high or high rate for the causes of conflicts. So it should not ignore to consider as an input for conflict and it should be strategies to alleviate these problem.

Yet workplace conflict can also have benefits. The respondents have seen conflict lead to better understanding of others 48%very high or high, better solutions to problems and challenges (41%) very high or high, major innovations (31%) very high or high, increased motivation (31%). Clearly, however, the rate is low, conflict is not always harmful, but can add to the success of an organization. The degree of rate may be low because of the low efficiency of the managers in the area of conflict resolution. This shows that the challenge is managing conflict in a way that leads to positive conclusions. Given the number and frequency of negative outcomes of conflict, and the impact of the positive ones, it is not surprisingly that 99% rate conflict handling as a management either a very important or important leadership skill (Table-16).

However, there is a serious gap between the importance of conflict management skills and the effectiveness of current leaders. Nearly less than two in five (35%) of those respondent indicated that current management and leadership is not at all effective at dealing with conflict, and more than three in seven (46%) respondent said that they are only somewhat effective. This finding shows that there is a lot of room for improvement in the management/leadership ranks when it comes to dealing with conflict as in total eight in ten (81%) respondent stated the ineffectiveness of the leadership (Table-17).

Those surveyed said that AUC managers can do more to deal with conflict effectively. The results of study include the behaviors managers or supervisor could show to address conflict at work place. Nearly one in two (55%) managers or supervisors be a model of the right behaviors not efficient, identify and address underlining tensions before things go wrong 57 % not efficient, Provide more clarity over what is expected 49% not efficient, Try to manage individuals who they think that create conflict more 52% not efficient, Improve consultation in a day to day management 50% not efficient, and Act as mediators when conflict develops 45% not efficient. These responses seem to be self-evident, suggesting that when it comes to dealing with conflict, some managers are avoiding an important part of their job (Table-18).

It is believed that training upgrades the capacity of leaders and employee's awareness in conflict handling process so as a result it has to leadto a reduction in the rate causes of conflicts. It will not be news to most employees that, for best results, organizations need to lead change from the top team. It's a familiar story, too, to hear that people only behave differently if they are given the skills to do so and shown the possibility of different, more positive outcomes. However, it is interesting that it is only one in eight (12%) respondents have received formal training of conflict resolution at work place whereas one in two (50%) nothing at all received training. It is two in five(41%) are familiar informally with conflict resolution at work place; that is 12% and 29% respondents have personal reading from different sources and from experiences respectively. All these contribute to ineffective conflict resolution (Table-15).

As respondent indicated 32% are using avoidance for conflict resolution strategy, and hope conflict goes it away which is more dominant and bad in the AUC. Many people try to avoid conflict and hope it goes away. When used in this way, avoiding conflict will rarely lead to a satisfying conclusion. However, avoiding conflict can be useful when dealing with issues of little importance, when tensions need to be reduced, or when it is necessary to buy time.

Individuals who are accommodating in times of conflict find out what the other person wants and do whatever they can to make it happen. This behavior is characterized by a high level of cooperativeness and a low level of assertiveness. This method is useful for showing reasonableness, developing performance, creating good will, and dealing with issues of low importance. Unfortunately, accommodating observed by only 3% of the respondent.

Those who see conflict as a competition fight hard to get what they want is the opposite of accommodating, competing individuals are highly assertive and uncooperative. It is one in six (17%) respondent experienced such strategy. This approach works best for taking quick action, making unpopular decisions, and discussing issues of critical

importance when you know for certain that your position is correct. Over use of competition can damage long-term relationships.

Collaborating is the method commonly used by people but not in the context of AUC who are both cooperative and assertive. When approaching conflict their goal is to work with the other person to find a win-win solution. This method is very useful when integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships however, is only 1% observed as a method of conflict resolution strategy.

Compromising is often identified by people as the best way to deal with conflict. With the goal of finding a middle ground, it involves negotiation and splitting the difference in opinion. Everyone leaves the conflict with a few of their concerns met. Probably the most overused way of dealing with conflict, compromising is useful when dealing with issues of moderate importance, developing temporary solutions, or when you are under time constraints. However, by focusing on compromise, the conflicting parties leave with an equitable, but not satisfactory, resolution. Over time both parties often end up unhappy but unfortunately is only 5% observed as a method.

On other hand, 26 % the conflict resolution strategies is not clearly defined or identified to observe in the organization which is the second witnessed on the survey in the conflict resolution strategies. It is only 17% of respondent experienced from leaders that conflict resolution strategies are mixed of them at different rate depending on the situation.

4.2   Conclusion

Conflict is unavoidable

Conflict always has, and always will be a reality of the workplace. Whenever people work together the difference of opinions and ideas will result in conflict. Seeking to eliminate conflict is therefore impossible. Organizations' goal should be to manage conflict, not eliminate it.

In other ways, Conflicts normally arise in organizations. It is said that conflict cannot be avoided especially between individuals or groups of people who regularly work together. This is because working together allows people to use their skills, bring out their ideas and show their personalities. As each person is made unique, personal differences on these mentioned aspects are likely to collide among workers in the organization. While conflict may be inevitable, this common organizational problem can be resolved.

Conflict can have both negative and positive consequences

This study shows that conflict can result in negative outcomes. Negative outcomes like loss of staff; performance decline and morale; confusion or refusal to cooperate; reduced creativity, collaboration and team problem solving; personal insults or attacks; and absenteeism come with real costs to an organization.

However, if handled properly, disagreements between people at work may lead to better solutions, new ideas, and increased performance. Like King Solomon wrote: "As iron sharpens iron, so one person sharpens another."

Conflicts can have positive or negative impacts to the work environment. Constructive conflict can create a safe and productive work environment by resolving conflicts fairly and peacefully. "Conflict is not the same as discomfort. The conflict isn't the problem; it is when conflict is poorly managed that is the problem.''

Managing conflict is an important leadership skill

The results of this study indicate that effectively dealing with conflict is a key skill for leaders. Given the significance of the negative and positive effects of conflict, leaders must develop the skills to manage potentially difficult conversations in a constructive way. Respondents indicate that the current leaders in AUC are not as effective as they could be. Due to a number of causes, in the organization something must be done so as to resolve this issue. Considering that both employees and leaders are vital to the commission, dissatisfying either or both is not an acceptable outcome. For this reason, the sources of conflict in the organization and the possible means of resolving conflict should be in place.

A successful manager knows how to respond and adjust their response style to meet the challenges of dealing with the conflict at hand. However, deciding which method to employ requires an understanding of the conflict in order to choose the best possible solution.

As a manager one must find common ground between the supervisor and the employee, and then the manager can begin to establish a rapport that can be built upon. Managers should spend more time addressing underlying tensions at work and having informal one-to-one conversations with the people they manage, as well as providing greater clarity over what is expected of employees, if they are to manage conflict more effectively.

Dealing with conflict is everyone's responsibility

While there is a significant gap between leaders' current and desired conflict management skills, it is unfair to place dealing with conflict solely at their feet. Respondents overwhelming indicate that everyone has responsibility to deal with conflict effectively.

Since workplace conflict varies tremendously, it only makes sense that how we deal with conflict should change depending on the situation. The best type of conflict management is that which is most productive for a given situation. The problem is that most people approach all conflicts the same way as only one in six (17%) respondents experienced sound approach to solve conflicts. That is, mixing all the given strategies (Table-20).

In conclusion, conflict management is the key to help supervisors handle conflicts that occur in the workplace. Managers can resolve conflicts in a positive way to help organizations or a negative way which hurts employee relations. Managers can also attempt to decrease the number of conflicts that occur in the workplace by taking a few preventative measures. They can install zero tolerance policies on harassment and create an open door policy. Organizations can create social events to bring management and employees together to get to know each other in a non-threatening environment and increase teamwork. By decreasing the number of conflicts in the work place, it does create a much more open and positive attitude and improves the employees morale.

4.3   Recommendations

Conflict is a natural process in any business environment. Meaningful conflict can be a useful tool for problem-solving, generating new ideas, and for increasing productivity. Leaders and managers should encourage workers to participate in meaningful conflict on a regular basis to solve problems.

It is the fact that how your organization is designed determines how it performs. And the heart of organizational design is its structure. The structure of an organization will determine the modes in which it operates and performs. To improve organizational performance, oneneeds to change the organizational design or restructure. It is also important to avoid placing the wrong style of manager within the new structural role simply because that's the past precedent.

However, conflict in any organization is inevitable, on the contrary to restructuring the organization, what is important is the way that conflict is viewed and the way conflict is handled. In this way, every organization needs some conflict in order to think "outside the box." Conflict is seen as a way to improve in every way. Therefore, to resolve conflict by restructuring is not a guarantee. But also, other factors also have to be considered to solve conflict in proper and mutual way.

Conflict resolution is about communication. It is better to determine the problem or issue. That is, what might appear as a problem may really be the symptom and if we want to treat the symptom the problem mayreoccur. So treat the problem not the symptom.

When rules and policies change at work and don't communicate that change clearly to employee, confusion and conflict can occur. In addition, if onefail to apply workplace policies consistently with members of employee, the disparity in treatment can also become a source of dissension. Therefore, one has to make sure that he/she has communicate exactly what will be done differently and, more importantly, why the policy is changing.

Creating the kind of environment (through modeling) where people can sit down and talk to one another about difficulties as well as talk to a manager and really feel heard is essential for the vital workplace. That is, creating the environment for openness and mutual support is a key.

As it is discussed in earlier sections, managing conflicts effectively is not to ignore it; but to deal with when it happens. In some environments, the approach may be more passive while in others the approach must be more active. In environments with numbers of conflicts, it is important to provide training beforehand. Some sort of diversity training about conflicts in the workplace, specific to supervisors might be

helpful. Managers must be much more proactive than reactive in this kind of environment.

Conflicts management opportunities should be provided for employees as well as organizational change that creates a better environment for all. There are any number of clear steps that management can take to decrease conflicts and make employees more open to change including giving opportunities for employees to share in decision making that affects their job, being sure that the workload is appropriate, being open with employees about the future of their jobs and their roles and responsibilities.

Leader have to set an example by following the organization's policies and procedures, being consistent in how they deal with the team and not showing favoritism. As well as spelling out what behavior is not tolerated managers should also demonstrate what positive behaviors employees should aspire to, both in terms of how they interact with each other and other people in the organization, as well as customers, clients and the public.

We all need access to certain resources; whether these are office supplies, help from colleagues or even a meeting room to do our jobs well. When more than one person or group needs access to a particular resource, conflict can occur. An open discussion about the problem can help each party see the other's perspective and become more empathic   about their needs.

Everyone works differently, according to his or her individual needs and personality. However, when working styles clash, conflict can often occur. To prevent and manage this type of conflict, consider people's working styles and natural group roles.

Of course, although all efforts should be made to resolve workplace conflict informally at an early stage, there will be many instances where formal disciplinary

action should be taken. Managers must not shy away from using the disciplinary process where an individual's misconduct or performance demands it. Managers should ensure that all employees understand the formal disciplinary and grievance procedures that are in place, while emphasizing those efforts will be made to resolve matters informally wherever possible when disagreements arise.

To summary the recommendations;

- AUC as an institution or at management level would better seek to reduce negative conflict.
- When conflict arises, management better adopt the best conflict management strategy.
- Avoiding and competing strategy should be discouraged even though are favored by some of managers.
- Compromising and collaboration are better encouraged as room for dialogue with aggrieved parties,
- However, the various conflict management strategies better adopted based on the level of acceptance of the strategy.
- It is highly desirable to have open and timely communication between the leaders and the led,
- Training is a requirement for managers and employees in the field of conflict resolution.

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