

# **ST.MARY'S UNIVERSITY COLLEGE**

**Business Faculty**

**Department of Management**

## **Conflict Management Practice and Problems: The Case of Lideta Sub City's Governmental Primary Schools**

**By**

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**Addis Ababa**

ST. MARRY 'S UNIVERSITY COLLEGE  
FUCULTY OF BUSINESS  
DEARTMENT OF MANAGEMENT

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

The ideas to be focused in this research are conflict management practices and the possible associated problems. According to Cook and Hunsaker (2001:374). Conflict is a disagreement between two or more parties for example individuals, groups, departments, organizations, countries who perceive that they have incompatible concerns. Conflicts exist whenever an action by one party is perceived as prevention or interfering with the goals, needs, or actions of another party. Some organizational conflict involves disagreement on issues such as allocation of resources, organizational procedures and policies, nature of assignments and distribution of benefits and rewards etc. As it is stated by Ivancich, (1987:307). Conflict at its worst can lead to unnecessary stress, blockage in communication, lack of cooperation, increase sense of distrust and reduce organizational effectiveness. But it may not be necessary to eliminate all conflicts as they are not always harmful. In fact conflict can contribute in a positive way to organizational creativity and productivity. Serious conflicts can be destructive, hinder activities, affect the healthy exchange of ideas and information. Conflict highly affects the effectiveness of the organization if it is not resolved properly. In view of this, Kumar (2001:438) states that a continuing conflict between superiors and subordinates may adversely affect the performance of both parts but on the other hand conflict could be helpful and constructive if it is managed properly. Therefore, this study attempts to assess conflict management practices between employees and management. It focuses on the causes of conflict, how they can be resolved and how labor and management can work in a cooperative spirit for effective work.

### **1.2 Background of the Organization**

Lideta sub city, which is one of the ten sub cities, is found in the southern part of Addis Ababa. In this sub city, there are 7 governmental schools and 15 public schools with 495 government school teachers and 120 public teachers. In government schools, there are 8723 students and 9787 students in public schools which total 18,505. The teaching learning process in the public schools is not carried out by only public teachers. More than 60% of those Government school teachers are assigned in the public schools to teach various subjects. The targeted study areas are “Edeget besera”, “Medtehaber” and “Teskikebe.” Edeget-besera was established in



1948 E.C. There are 77 teachers and 2330 students. The second study area which is Metebaber was founded in 1998 E.C. and now it is with 58 teachers and 2233 students. The third study area, Tesfakokob was established in 1934 E.C. Currently it is with 78 teachers and 3300 students.

### **1.3 Statement of the Problem**

From the behavioral point of view, conflict is natural and inevitable process in organizational activities. Conflict, particularly in teaching learning process, where the role of teachers is crucial for the transfer of knowledge should be managed properly before it leads to undesired directions. Whenever, there is conflict workers tend to miss more work, lose commitment, aggravate turnover etc.

The study tried to assess and find out the extent of the causes of conflict that has happened in Lideta sub city's schools where more and frequent turn over of employees and numerous disciplinary measures were taken from the year 1999-2001 E.C. For example, as observed from the given document's the study areas or schools, due to the unwisely handling of conflict management practices Edegetbesera school from the year 1999 E.C, to 2001 E.C the frequent occurrence of disciplinary measures taken were four, five and seven , respectively. Employee turn over, was also indicated two, five and seven in those years respectively. When the researcher observed and examined the second study area, which is Metebaber the disciplinary measures taken from the year 1999 E.C. to 2001 E.C were four, two and five , respectively and within the mentioned periods, employee turnover was reported as one, two, and four, respectively. The third study area, Tesfakokeb, documented records reveals disciplinary measures taken from the year 1999 E.C. to 2001 E.C. as three, five and seven in this respective years. Moreover, the employee turnover was observed as three, four and five in each respective periods of time. Because of the above mentioned problems, the researcher is trying to study and asses the means of the causes of conflicts and for ward possible solutions as a feed back to the organization.

### **1.4 Research Question**

1. What are the main causes of conflict?
2. What are employees attitude towards conflict management practices in those schools?
3. How conflict affects the effectiveness of the organization?
4. What mechanism did the organization use to resolve conflicts?

## **1.5 Objective of the study**

The general objective of this research will be to assess conflict management practice and problems in Lideta Sub City Primary Schools.

Specific objectives of this study are:

1. To identify the causes of conflicts
2. To find out ways and mechanisms used to resolve conflicts.
3. To assess the effects of failure to manage conflict prospective
4. To assess the conflict management practices in these schools.

## **1.6 Significance of the Study**

The importance of the study is to identify the major problems that schools in Lideta sub city face and able to use the forwarded possible solutions as feed back so as the teaching learning process is carried out smoothly which in turn helps the employees and management to enhance and achieve for the organizational objectives. It may also help teachers' associations on ways how to handle and arbitrate disputes. Readers can enhance their understanding on the issue considered in this study. Other researchers may use it as footstep to conduct comprehensive study.

## **1.7 Scope of the Study**

The study focuses on one of the ten sub city's called Lideta. Even though, conflict is inevitable and occurs in every place where there is interaction, the student researcher has delimited the study area to Lideta Sub City and the study content to conflict management only. This is simply because, the problems that the researcher knew and faced were frequently observable in the schools found in Lideta Sub City. There are 7 governmental primary schools and 15 public schools. Of all these schools, the study delimited to governmental schools. This is because 60% of the public school teachers are assigned from the governmental sectors. Therefore, three schools are taken as a target population.

**1.8 Definition of Terms** Conflict is disagreement or grievance between two different parts, groups or individuals. Conflict is an integral part of human life. Cooperation refers to healthy and good relationship which creates condensive environment for common goal.

## **1.9 Research Design and Methodology**

### **1.9.1 Research Design**

This study is an attempt to assess conflict management in Lideta Sub City schools in a descriptive survey method, which helps to analyze, interpret and summarize the findings of the study, because it is an appropriate way to analyze quantitative data, that is percentage is used to get the total picture of the data, collected from the sample respondents, which would serve as a base for making comparative analysis.

### **1.9.2 Target Population**

The researcher has conducted this research in three schools from employees/ teachers and management body. The total number of target population is 213.

### **1.9.3 Sampling Method and Sampling Size**

Among the seven governmental schools due to more and widely observable problems three were considered as a representative sample in the research study. The researcher has used stratified random sampling. This is because, there are different subdivisions in the populations so, in order to consider and select from each stratum at random, stratified random sampling is used therefore, from the three different schools, Edegetbesera – 77 teachers. Metebaber – 58 teachers and Tesfakokebe – 78 teachers the researcher considered and formed 23, 17, and 24 respondents respectively from each strata and this made the total sample size in the research to be 64, which is 30% of the target population 213.

### **1.9.4 Types of Data to be used**

The major source of information for this research is primary source data that is employees, principals and deputy principals, because at the top except the principals there no other officials who administer the primary schools information were only gathered from them and this have led to correct and justifiable conclusion. Secondary source data consists of school documents, reports, books, magazines and this helped the researcher to check data and code its analysis.

### **1.9.5 Method of Data Collection**

To collect data from primary source the researcher used the following methods. Questionnaire – one of the data collection methods that consist both open and closed ended type was used together information form employees. This is because, questionnaires are an inexpensive way together data from potentially large number of respondents and also protect the privacy of the

participants. Interview was applied to collect information from principals, this also gave the needed information verbally in a face to face situation.

### **Document Observation**

For further and reliable information observation and recording /referring documents, were used. This served in collecting data's which in turn help to get reliable information.

### **1.9.6 Method of Data Analysis**

The method data analysis used in this research is descriptive analysis. In order to arrive at conclusion primary data was collected through questionnaire analysis, interview and documents. The data was coded, edited, organized and the data was presented in the form of table, graphs etc. accompanied by necessary qualitative interpretation based on the analysis of data the summery, conclusion and recommendation was given.

### **1.10 Organization of the Study**

This research paper contains four chapters. The first chapter presents the introduction part and it consists of background of the study of the organization, statement of the problem, objective of the study, significance of the study, scope of the study, definition terms, research design methodology and organization of the study. The second chapter presents the review literature of the study. The third chapter presents the data presentation, analysis and interpretation. The fourth chapter presents the summary, conclusion and recommendation.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1 Conflict

Conflict is disagreement or grievance between two different parties it highly affects the effectiveness of the organization. Since conflict is an integral part of our life, it is not possible to avoid it totally. Wherever there is interaction, there will be also conflict. Because organization consists of many diversified workforces, there would be conflict for different reasons at different times. As it is stated above, workforce diversity is the common features of many different business organizations. This workforce diversity can be due to religion, gender, ethnics, culture, values personality and the likes. So, conflict may arise among these diversified groups due to common objectives in order to achieve their goals effectively. They must understand and support the end point of the objective of the organization (William Bengham, 1994:204)

##### 2.1.1 Views of Conflicts

Conflict is inevitable in any organization where individuals and groups interact to produce complex outputs. Although conflict can often be destructive, at other times it may stimulate creativity, encourage flexibility and even be satisfying because it provides an interesting environment to work in. ( cook and Hunsalker 2001: 384 )

##### **Constructive Views of Conflict**

Whether conflict works beneficially or not to the organization, it depends on two factors. One is the intensity of the conflict and the second one is how well the conflict is managed. Conflict of moderate intensity of very high intensity conflict can be bed. Too much conflict over rows the organization and its people, it districts and interface with other more task relevant activities. Too little conflicts prevent organization and people from achieving a creative performance edge. It affairs little challenge or stimulation for change.

**Destructive Conflict** is a dysfunctional and works to the disadvantage of the people and the organization. This occurs for example, when two employees are unable to work together because of inter personal hostilities (destructive emotional conflict) or when the members of a committee can't agree on group goals (a destructive substantive conflict) can reduce the effectiveness of

individuals, groups and organization, lower job satisfaction unnecessary or over powering stress and decreased concern for common goal. Constructive conflict by contrast is functional. It results in benefits instead of disadvantages for the people and organization involved. The potential benefits of Constructive Conflicts include increased creativity and innovation, greater effort, increased cohesion and reduced tension (Schermerhorn , 1996:240)

**Negative Consequence** If it is not resolved, may lead to unnecessary blockage of communication, stress, lack of cooperation, lose of friendship and reduced organizational effectiveness.

According to modern management theory, some positive consequences of conflict are:- Analytical thinking, increasing of cohesion, the promotion of competition, organizational development and the reduction of tension.

**It helps in Analytical Thinking** – Conflict may induced challenge to views, opinions, rules, policies, goals, plans etc. Which would require critical analysis in order to justify these as they are or make changes as required.

**Increased Cohesion** –Conflict between different organizations develops loyalty and cohesion with in the organizations and also create greater sense of group identify. In order to compute against outsiders, it helps to committee and dedicate to organizational goals.

**Organizational Development** – It serves as a foundation for the organizational development. Conflict with the statuesque to change, creative and innovative.

People are always looking for grounds to challenge the statuesque. This challenges lead to search for alternatives to existing pattern which again directs to organizational challenge and development.

**To Reduce Tension** – Conflict when expressed, can clear the air and reduce tension. Some disagreement if unexpressed can lead to imaginative distortion of truth, sense of frustration, tension, high mental – exaggeration and biased opinions resulting in fear and distrust. However, when it is expressed, it may show the causes of conflicts to be minor, resulting in cooperation and compromise.

### **2.1.2 Types of Conflict**

The relationship between employee and manager has never been very smooth. Managers have to make hard decisions that often do not let them win popularity contests. Labor is interested in fair

and competent management, human dignity and reasonable share in the wealth its work generates. Over time rules, promotions, layoffs, transfers, job assignments and so far are generally source of labor management conflicts (Mcgraw-Hill, 2002:362) It is very essential that managers understand the types of conflict to manage and know its basic causes:-

1. **Inter Group Conflict** – is a type of conflict which occurs between two or more different groups. This type of conflict can occur in variety ways some of the basic reasons or cause for this conflict are value difference, difference on goals, plants and opinions.
2. **Intra Group Conflict** – It is a type of conflict within the same groups. This may occur due to communication failure and completion for limited resources.
3. **Interpersonal Conflict** – This conflict involves conflict between individuals and is probably the most common and most recognized conflict.
4. **Inter Organizational Conflict** – This conflict occurs between organizations, which are dependent upon each other.
5. **Conflict within Individuals** – This conflict is usually value related. Where the role playing expected on individual doesn't confirm with the values and believes held by the individual. (Fremont , 1987:345)

### **2.1.3 Sources of Conflicts**

Generally, organizational research findings confirm the following six categories of conflicts.

- A. **Goal Incompatibility** – a common cause of conflict is goal incompatibility. As the name implies, goal incompatibility occurs when people or work units have goals that interfere with each other. Financial rewards for goal accomplishment further entrench the perceived conflict because employees more motivated to pursue their own goal.
- B. **Differentiation** – differentiation occurs when people hold divergent beliefs and attitudes due to their unique background, experience of training.
- C. **Task Interdependence** – conflict tends to increase with the level of task interdependence. It exists when team members share common inputs to their individual tasks, need to interact in the process of execution their work or receive their out come (such as rewards) that are partly determined by the performance of others. The higher the level of the task interdependence, the greater the risk of conflict will be.
- D. **Scarce Resource** – Scarce resource generates conflict it motivates people to compete with others, who also need those resources to achieve their objectives.

E. **Ambiguity** – Ambiguity breeds conflict, because the uncertainty increases the risk that one party intends to interface with other party's goals. Ambiguity also encourages political tactics and in some cases, employees enter a free for all battle to win decisions in their flavor. When rules exist on the other hand, everyone knows what to expect from each other and have agreed to abide by those rules.

F. **Communication Problems** – Conflict often occurs due to lack of opportunity, ability or motivation to communicate effectively. Let's look at each of these cases. First which two parties lack the opportunity to communicate, they tend to use stereo type to explain post behaviors and anticipate future actions.

Second some people lack the necessary skills to communicate in a diplomatic way no confrontational manner, when one party communicates its disagreement in an arrogant way opponent are more likely to heighten their perception of the conflict. Arrogant behavior also sends a message that one side intends to be competitive rather than cooperative. This may lead to the other party to reciprocate with a similar conflict management style. (Vonglinow , 2000:408)

#### **2.1.4 Stages of Conflicts**

Conflict can be more readily understood if it is considered as dynamic process. Process here indicates a series of events. Each conflict is made up of a sequence of inter locking conflict episodes.

The stages of conflicts namely latent conflict, perceived conflict, felt conflict, manifest to conflict and conflict aftermath.

- i. **Latent Conflict** – Each episode of conflict being with a “Latent Conflict” important source of organizational conflict such as competition for scarce resources, divergence of sub unite goals, completion for position in the organization, role conflicts are present, but the conflict has not yet emerged. Latent conflict provides the necessary antecedent conditions for conflict in organizations, here participants only anticipate conflict.
- ii. **Perceived Conflict** – Here the basic sources of conflict like divergent goals, competition for scarce resources, do not exist. Conflict results induce to the parties misunderstanding of each others true position. Such a conflict can be resolved by improving communication between the parties.



- iii. **Felt Conflict** – ‘A’ and ‘B’ working in a departmental store are in serious disagreement over the interpretations of the policy customer is a king and arguing for hours together. If this episode does not make a sense or anxious and has no effect on “AS” relationship with “B” then it can be concluded that conflict is not felt by the parties. Even though people perceive that there is a base for conflict, conflict will not arise unless the difference becomes personalized or internalized/felt.
- iv. **Manifest Conflict** – This stage for open confrontation. It takes the form of conflict full behavior. Including open aggressions, sabotages, withdrawal, letter perfect obedience to rules etc. all or which reduce organizations effectiveness.
- v. **Conflict Aftermath** – The aftermath of conflict may be either positive or negative for the organization depending on how the conflict is resolved. If the conflict is genuinely, resolved. It can lead top a more enduring and cooperative relationship between organization participants, if the conflict is merely suppressed but not resolved, the latent conditions of conflict may be aggravated and explode in more violent and serious forms. This legacy of conflict is called “conflict after math” ( Kumar and Mital, 2001:440)

### 2.1.5 Conflict Resolution Styles

Conflict can be resolved in different ways but the following are some of the commonly used.

- (1) **Goal Structure** Goals should be clearly defined and the role and contribution of each unit towards the organizational goals must be clearly identified. All units and the individuals in thee units must be aware of the importance of their role and such importance must be fully recognized.
- (2) **Reward System** The compensation system should be such that it does not create individuals competition and conflict with in the unit. It should be appropriate and proportionate to interdependence among units wherever necessary.
- (3) **Trust and Communication** The greater the trust among members of the unit, the more honest and open the communication among them would be individuals and units should be encouraged to communicate openly with each other so that they can all understand each other. Understand each other’s problems and help each other when necessary.
- (4) **Smoothing** means covering up the conflict by appealing for the need for unity rather than addressing the issue of conflict itself. An individual with internal conflict may try to “count his blessings” and forget about the conflict. If two parties have a conflict within the

organization, the supervisor may try to calm things down by being understanding and supportive to both parties and appealing them for cooperation. The supervisor does not ignore or withdraw from the conflict or does he try to address and solve the conflict but expresses hope that “everything will work out to the best of all.”

- (5) **Compromising** a compromise in the conflict is reached by balancing the demands of the conflicting parties’ bargaining in a give and take position to reach a solution. Each party gives up something and also gains something. The technique of conflict resolution is very common in negotiations between the labor unions and management. It has become customary for the union to ask for more than what they are willing to give in the initial stages. Then through the process of negotiation and bargaining, mostly in the presence of an arbitrator, they reach a solution by compromising. This type of compromise is known as integrative bargaining in which both sides win in a way.

Compromising is a useful technique, particularly when two parties have relatively equal power, thus no party can force its view point on the other and the only solution is to compromise. It is also useful when there are time constraints.

- (6) **Avoidance** Conflict can also be reduced by avoiding it altogether.. This involves efforts on the part of the conflicting parties either to withdraw, or disguise the inconsistency. By withdrawal, one party enables the other to “win” by being an exclusive occupant of the goals through mutual withdrawal and establishing other non-overlapping goals. When withdrawal is not feasible, attempts may be made to disguise the inconsistency of goals by withholding information related to them. Sometimes, subordinates withhold or suppress certain unpleasant information to avoid conflict with their superiors. This technique merely facilitates the avoidance of conflict rather than their resolution.

- (7) **Problem Solving** this technique involves “Confronting the conflict” in order to seek the best solution to the problem. This approach objectively assumes that in all organizations, no matter how well they are managed, there will be differences of opinions which must be resolved through discussions and respect for differing viewpoints. In general this technique is very useful in resolving conflicts arising out of semantic misunderstandings. It is not so effective in resolving non – communication types of Conflicts such as those that are based on differing value systems, where it may have each intensity differences and disagreements in the long

run; however, it is better to solve conflicts and take such preventive measures that would reduce the likelihood of such conflicts surfacing again.

Conflicts such as those that are based differing value systems, were it may each intensity differences and disagreements in the long run, however, it is better to solve conflicts and take such preventive measures that would reduce the likelihood of such conflicts surfacing again.

8. **Forcing:** - the simplest conceivable resolution is the elimination of the other party to force opponents to flee and give up the fight or say them this is technique of domination where the dominator has the power and authority to enforce his own views over the opposing party. This technique is potentially effective in situation, such as a president of a company firing a manger because he is considered as a trouble – maker and conflict creator. This technique always ends up in one party being a loser and the other party being a clear Winner (Ivancivch, 1998:550)

### **Conflict Management Strategies**

It is a truism that parties, be the individuals, groups, organizations or countries, they cooperate with each other are usually more productive than those that do not. But there are many areas of potential conflict. Since dysfunctional conflict can have destructive consequences, it is important to detect reduce and act to prevent its recurrence. On the other hand, even dysfunctional conflict is useful in that it signals needed changes. Also, functional conflict that serves to improve the quality of decision making and stimulate creative break throughs should be judiciously managed to achieve the most beneficial results for the organization. Consequently, the critical issue is not how to eliminate conflict but how to manage it productively to obtain positive change and avoid negative consequences.

Attempts to manage intergroup conflict take the form of win – lose (competing and accommodating), lose – lose (avoiding), win – win (collaborating) or compromise (bargaining) outcomes. Win lose outcomes are brought about by all or noting competitive strategies that encourage one group to win at the expense of the other. Since organizations consist of on going relationships, zero sum strategies create destructive political environment. Avoiding strategies don't solve problems, they leave the problems to fester and erupt later. At best, they allow some temporary productivity until the groups can address the conflict more effectively compromise strategies allow both groups to gain a little, but neither to obtain all that its member's desire. Since win–win strategies allow both groups to obtain their goals through creative integration of their concerns, the best practice is to try a win–win strategy first.

If it doesn't work, a compromise strategy can provide some benefits to both groups. Organizations with intergroup coordination strategies can often manage conflict productivity without becoming destructive. (Cook and Hunsaker, 2001:396)

## **Coordination strategies for Avoiding Intergroup Conflict**

### **Rules and Procedures**

One of the simplest and least costly ways of avoiding intergroup conflict is to spell out in advance the required activities and behaviors in the form of rules and procedures. Written standards tell interacting parties what to do in specific situations to ensure adequate performance and avoid having to work things through each time.

### **Hierarchy**

When rules and procedures are not sufficient for coping with inter group problems. Conflict can be passed up the hierarchy to a common superior for resolution. If conflict arises between copy writers and graphic designers in an advertising department, for example, the advertising production manager may intervene as mediator. But if the sales force perceives conflict with entire advertising operation, the vice president in charge of marketing may have to resolve the issue planning.

In more complex situations, coordinating inter group activities requires more than rules, procedures, or hierarchies. Planning can be essential to task accomplishments when it is necessary to determine in advance the goals, roles and responsibilities of all groups that need to co-operate a classic example of the need for planning is in building construction.

All workers must know in advance what they are supposed to do and when. Activities are controlled by a master plan that coordinates the efforts of the interacting groups.

### **Liaison Roles**

When the number of interaction between several groups becomes more frequent or complex, organizations often establish coordinating personnel to handle these on going interaction requirements. A liaison expedites lateral communication much more effectively than could a cumbersome formal information system alone. Because liaisons are well acquainted with the nature of the work all parties perform, they can cut through the bureaucracy to provide quicker, more effective communication. An example would be an MBA with an undergraduate degree in engineering who acts as a liaison between the engineering and production departments.

## **Taskforces**

When several groups interact over time in a complex situation, another way of facilitating cooperation is to establish a temporary task force made up of one or more individuals from each of the interacting units. This group investigates problems, suggests solutions, and facilitate communication among all groups involved. When the problem or task has been completed, the task group disbands and members return to their respective groups and resume their normal activities. A task force of a new product for a major customer, for example, might consist of individuals from production and marketing along with the customer's representative.

## **Teams**

When several groups must interact in a complex situation over a long period of time, more permanent teams can be formed to manage inter group activities. Team members maintain their original roles in their functional department in addition to their new ones as coordinating team members. Task teams are established at universities to function as standing committees that periodically make decisions about such things as granting tenure to faculty members or allocating annual budgets.

## **Integrating Departments**

When the complexity of information flows between several interacting groups is beyond the capacity of plans, temporary taskforces, or permanent teams, an entire integrating department can be established. These are permanent departments with full time individuals whose only responsibility is the effective coordination of inter group activities. This is a very expensive method, it is usually used only if an organization's business requires a lot of on going cooperation between groups with conflicting goals. (Cook and Hunsalker, 2001:398)

## CHAPTER - THREE

### 3. DATA ANALYSIS AND INTERPRETATION

This study included respondents from three different organizational employees. To come up with the required results, the researcher has used the questionnaire as a data collection instrument. 64 copies of questionnaires were distributed and all the respondents have fully completed and returned the questionnaires distributed to them. In addition to the questionnaires the researcher has also prepared structured interview which was conducted with the school principals and deputy principals. The respondents were asked to indicate their personal information and it is forwarded in the following sub sections.

#### 3.1 Respondents Background

**Table – 1 Demographic Characteristic**

Item	Characteristics	No of population	
		Frequency	Percentage
1. Sex	Male	38	59.4
	Female	26	40.6
	Total	64	100
2. Age Group	18 – 23 years	9	14.1
	24 – 28 years	25	39.0
	29 – 33 years	10	15.6
	34 – 38 years	7	10.9
	39 – 43 years	4	6.3
	≥ 44 years	9	14.1
	Total	64	100
		<b>Responses</b>	
		<b>Frequency</b>	<b>Percentage</b>
3. Educational level	Certificate	13	20.3
	College Diploma	45	70.3
	First Degree	6	9.4
	Post Graduate	-	-
	Others	-	-
	Total	64	100
4. Year of service	1 – 5 years	37	57.8
	6 – 10 years	11	17.2
	11 -15 years	6	9.4
	16 – 20 years	10	15.6
	Total	64	100
5. Service year in present school	1 – 2 years	30	46.9
	3 – 4 years	16	25.0
	5 – 6 years	6	9.4
	7 – 8 years	6	9.4
	9 – 10 years	5	7.8
	≥ 11 years	1	1.5
	Total	64	100

As shown in the above table-1 item - one from the total respondents majority of them that is 38 (59.4%) are males and the rest 26 (40.6%) of them are females. From this we understand that the number of males respondents are greater than the number of female respondents.

Item – two regarding respondents age 25 (39%) which indicates the majority respondents are found within the age of 24 – 28 years. 10 (15.6%) of them points out that they are found from the age range of 29 – 33 years. 9 (14.1%) of the total respondents are found from the age between 18 to 23 years. Again 9 (14.1%) are also found from the age above 44 years. 7( 10.9%) of the total respondents are found from the age 34 – 38 years where us 4 (6.3%) of the total respondents shows that their age is within 39 – 43 years.

From the above table item – two which deals with respondents age group, majority of them that is about 35 (54.7%) are found from the age range of 24 – 28 years and 29 – 33 years and this may indicate that employees are with energetic capacity to do more work of their organizational activities. As it is reflected in the above table of item–three which shows respondents educational level 45 (70.3%) of the total respondents have their college diploma 13 (20.3%) of them have certificate where us 6 (9.4%) of the total respondents have their first degree. From this we understand that majority of the respondents are with the standard level of capacity, that enables them to carry out their teaching learning activities.

Item – four which indicates respondents year of service 37 (57.8%) of the respondents have 1 – 5 years of service. 11 (17.2%) of them also have 6 – 10 years of service. 10 (15.6%) of the respondents shows their years of service is 16 – 20 years where us 6 (9.4%) of them points out their service is between 11 – 15 years. Therefore from this data we can deduce that majority of the respondents have not stayed on the job for a longer period of time. As show from the above table, item five which shows the service years of respondents in the present school 30 (46.9%) of them reflects that their year service in the present school is 1 – 2 years. 16 (25%) of them also indicates their year service is 3 – 4 years. 6 (9.4%) of the respondents are with a service year from 5 – 6 years. Another 6 (9.4%) of them are also with 7 – 8 years of service 5 (7.8%) of the respondents have 9 – 10 years of service in the present school. Only 1 (1.5%) of the respondents is greater than 11 years of service in the present school. From the above reflected data we can assume that majority of the respondents are fresh members to the schools which they need to join and develop their experience in the induction program.

### 3.2 Analysis of the finding of the study

#### 3.2.1 Situation and the Root causes of conflicts

The concept of conflict being an outcome of behaviors is an integral part of human life. Regardless the extent, when there is interaction, there is also conflict, which is a disagreement between groups or individuals trying to gain the dominance of its view or objective over the other. Long ago, there has been conflict between those who lead the work and those that carry out the work or the task. Conflict can arise in any form for different reasons. In relation to this employees were asked and their responses are displayed below.

**Table – 2 Respondents Rating on the Frequency of Occurrence and Root Causes of Conflict**

No	Item	Responses	
		Frequency	Percentage
1	To what extent conflict occurs between employees and management?		
	A. Always	11	17.2
	B. Some times	45	70.3
	C. Not at all	8	12.5
	Total	64	100
2	If your answer is always or some times to question No. 1 what do you think the main reason is?		
	A. Budget allotment	-	-
	B. Ambiguity	22	34.4
	C. Maladministration	19	29.7
	D. Initiation of workers	3	4.7
	E. An even distribution of teaching load	20	31.2
	F. Other	-	-
	Total	64	100



As shown in table-2 item-one 45 (70.3%) of the respondents have replied that conflict sometimes exist and 11 (17.2%) of them also have answered that conflict exists always where us 8 (12.5%) of the respondents reflected that conflict doesn't exist in their organization. However, since conflict is an integral part of human beings it exists every where and majority of the respondents have confirmed its occurrence. Conflict can be used as a means of hearing mechanism of unexpressed tensions and problems areas and therefore, the reasons for the occurrence of conflict 22 (34.4%) of the respondents reflected ambiguity as the main case for the occurrence. 20 (31.2%) of them also reflected an even distribution of teaching load as a means for the occurrence of conflict. 19 (29.7%) of the respondents have indicated maladministration as an issue for the cause of conflict and 3 (4.7%) of the total respondents have pointed out poor initiation of workers as a case for the occurrence of conflict in the organization. From the above data we may say that majority of the respondents have shown ambiguity and maladministration as a primary problems for the occurrence of conflicts in the organization.

### **3.2.2 Types of Conflict**

It is very important that managers should understand the nature and types of conflict and be able to know their basic means of the causes. The major types of conflicts that arise in organization are intergroup conflict, interpersonal, intra group and conflict that occurs between employees and management. In relation to this and reasons given as the causes of conflict, respondents were asked and their responses are shown below.

**Table – 3 Respondents Rating on Types of Conflict and Reasons given to their occurrence**

No	Item	Responses	
		Frequency	Percentage
1	What are the major kinds of conflict that arise in your organization?		
	A. Inter group conflict	2	3.1
	B. Inter personal conflict	8	12.5
	C. Inter group conflict	5	7.8
	D. Conflict between employees and management	49	76.6
	E. Others	-	-
	Total	64	100
2	What will be the possible reason for the response that you gave to question No. 3?		
	A. Unfair of departmental distribution of resource	1	1.3
	B. In equitable distribution of workers benefit	5	6.3
	C. Disagreement over the claim of workers right	12	15.2
	D. Un equal way of employees treatment	19	24.1
	E. Management ineffectiveness	14	17.7
	F. Unfairly decision given by chief persons due to unprofessional behavior	28	35.4
	G. Others	-	-
Total	❖ 79	100	

❖ Indicates the respondents answer is more than one alternative from the above table – 3 Item – 3 which deals with the types of conflict, majority of the respondents that is 49 (76.6%) replied that conflict between employees and management exists. 8 (12.5%) of them also indicated that inter personal type of conflict exists in the organization. 5 (7.8%) of the respondents pointed out inter group conflict exists. 2 (3.1%) of them showed that inter group conflict exists in the organization, from this we can understand that the major type of conflict that usually occurs in the organization is the conflict that exists between employees and management which is probably the most common and recognized one.

Inter a personal type of conflict which involves disagreement between individuals is the next issue that needs attention to be solved.

As shown in the above table – 3 Item – 4 majority of the respondents that is 28 (35.4%) of them have pointed out that unfairly decision given by chief persons as the means of the cause of conflict. 19 (24.1%) of the respondents indicated the unequal way of employees treatment as a reason for the occurrence of conflicts. 14 (17.7%) of them also showed management ineffectiveness as a source for the occurrence of conflict in the organization. 12 (15.2%) of the respondents replied the disagreement over the claim of workers right as one of the origin for the cause of conflict in the organization. 5 (6.3%) of respondents showed that inequitable distribution of workers benefit as the means of the cause of conflict 1 (1.3%) of them also indicated that unfair of departmental distribution resource as a reason for the occurrence of conflict in the organization.

From the above displayed data majority of the respondents have indicated that unfairly decisions given by the unprofessional leaders, unequal way of employees treatment and management ineffectiveness are some of the leading possible reasons for the gap created between employees and management. Therefore, the mentioned points are some of the sources for the cause of conflicts which need possible alternative solutions.

### **3.2.3 Consequence of Conflicts**

Since conflict has positive and negative impacts, the management must survey and examine the situation of the organization. In order to decide and resolve the management has to use positive consequences of conflict such as analytical thinking, creativity and innovation. These mechanisms help more in resolving conflicts. If conflict is not managed properly it can lead to unnecessary blockage of communication, stress, organizational ineffectiveness and employee turn over. etc. in relation to this employees were asked and their feelings are shown in the table below:

**Table – 4 Respondents Rating on the Impacts of Conflict**

No	Item	Responses	
		Frequency	Percentage
1	Do you think conflict has positive and negative impacts in your organization?		
	A. Yes	38	59.4
	B. No	26	40.6
	Total	64	100
2	If your answer is yes to question no. 5, its positive impacts are		
	A. It enhances effective work	13	26.5
	B. Develop trust between labour and management	3	6.1
	C. Facilitate decision making process	1	2.0
	D. Collect the attention of workers to organizational objectives	13	26.5
	E. Increase cooperation	1	2.0
	F. Teaches individuals from not doing errors	16	32.1
	G. Creates computational spirit	2	4.1
		-	-
	Total	❖ 49	100
3	The negative impacts are		
	A. Unnecessary stress and lose of commitment	8	12.5
	B. Increase of sense of distrust	5	7.8
	C. Blockage in communication	18	28.1
	D. Reduce organizational effectiveness	13	20.3
	E. Employee turn over	20	31.3
	F. Others	-	-
	Total	64	100

- ❖ Indicates the respondents answer is more than one alternative from the above table Item–5 it is possible to investigate that more than half of the respondents 38(59.4%) of them believed that conflict has both positive and negative effects on organizational performance. The rest 26(40.6%) of them reflected that conflict has only negative impacts.

This indicates that some members of the organization have not the knowledge of the positive impacts of conflict in their organization. From the point of view, conflict can be advantages or disadvantages to the organizational activities. The point to underline here is, the way how we address, how we see and analyze things have to be considered. Resolution of conflict needs patience, indurance, irreversible way of approach and therefore some thing has to be done with the awareness of employees based on the concept of conflict.

When we come to the next Item – 6.1 which deals with the positive impact choices, majority of the respondents that is, 16(32.7%) of them believed that if conflict is handled properly and addressed effectively it can teach individual from their mistakes. 13(26.5%) of the respondents pointed out that it can collect the interest and attention of workers to the organizational objectives. Another 13(26.5%) of them also believed that it enhances effective work. 3(6.1%) of the respondents replied that it can develop trust between the labor and management 2(4.1%) of them reflected their opinion that it can create computational spirit. 1(2%) of the respondents replied that it facilitate decision making process and another 1(2%) of the total respondents have indicated that it can increase cooperation within the organization.

As shown in table–4 Item–6.2 majority of the respondents 20(31.3%) of them showed that the negative impact of conflict is employee turn over. 18(28.1%) of them indicated blockage in communication as a negative impact of conflict. 13(20.3%) of the respondents also replied that conflict can reduce organizational effectiveness. 8(12.5%) of them reflected that it develops unnecessary of stress and lose of commitment. 5(7.8%) of the respondents also indicated that negative conflict can increase sense of distrust in the organization. From the above data we can observe and examine employees attitude on the concept of conflict is not familiarized with the modern view of conflict management.

**Table – 5 Respondents Rating on Problems of Working Cooperatively**

No	Item	Responses	
		Frequency	Percentage
1	Among the following which do you think the reason for employees of the organization is a problem to work cooperatively?		
	A. Low level of working initiation	12	14
	B. Low level of supervisors role	19	23.2
	C. Low level of working consciousness	2	2.4
	D. The presence of unclear rules and regulation	10	12.2
	E. Managements poor effort	39	47.6
	F. Others	-	-
	Total	❖ 82	100

❖ Indicate the respondents answer is more than one alternative.

As it is indicated in table-5 Item-7 majority of the respondents that is, 39(47.6%) of them replied management's poor effort as a reason for employees not to work in harmony. 19(23.2%) of them also reflected low level of supervisor's role as a problem for the staff coordination failure. 12(14%) of the respondents have pointed out that the low level of initiations as a reason for the unsuccessful working atmosphere in the organization. 10(12.2%) of them also have replied the presence of unclear rules and regulations as an obstacle to work cooperatively. 2(2.4%) of the respondents indicated that the low level of workers consciousness as a problem to work together cooperatively. Therefore, from the above revealed data we can deduce that more works have to be done at the management level.

**Table – 6 Respondents Rating on Effects of Conflict**

No	Item	Responses	
		Frequency	Percentage
1	Which of the following do you is the effect of conflict in your organization?		
	A. Students poor achievements	30	34.9
	B. Employees dissatisfaction	10	11.6
	C. Undesirable condition of teaching learning process	6	6.9
	D. Employees turnover	18	20.9
	E. Wastage of resource	22	25.7
	F. Others	-	-
	Total	❖ 86	100

❖ Indicates respondents answer is more than one alternatives, As shown in table-6 item-8 majority 30(34.9 %) of the respondantes have indicated students poor achievement as the major effect of conflict. 22(25.7%) of them also reflected that it wastes resources. 18(20.9%) of the respondents pointed out that it leads to employee turnover. 10(11.6%) of them also indicated that it creates employee dissatisfaction and 6(6.9%) of respondents replied that undesirable conditions of teaching learning process develops. Therefore, from the given data we can observe and examine that the students are the direct victims of the raised conflicts.

**Table – 7 Respondents Rating on Amendments of Conflict Management Practice**

No	Item	Responses	
		Frequency	Percentage
1	In which part do you think the current conflict management practices in your school need amendments?		
	A. In the system itself	9	10.7
	B. In the officials behavior	15	17.9
	C. In the officials skill and behavior	14	16.7
	D. In the facilities of training and development	7	8.4
	E. In the nature and coordinating work activities	39	46.3
	F. Others	-	-
	Total	❖ 84	100

❖ Indicates the respondents answer is more than one alternative

As shown in table–7 Item–9 most of the respondents, 39(46.3%) of them have indicated that the nature and coordination of work activities of the organization have to be changed 15(17.9%) of the respondents have also shown their interest on officials behavioral change. 14(16.7%) of them indicated their feeling on the change of officials skill and performance. 9(10.7%) of respondents reflected their need the development change of the system itself, and 7(8.4%) of them also showed their interest on the amendment of facilities of training and development. Here the responses given by respondents have to be considered in order to reverse employees’ negative feeling. The management body has to work hard so as to establish condensive atmosphere in the organization.



**Table – 8 Respondents Rating on Degree of Participation in Finding Solutions**

No	Item	Responses	
		Frequency	Percentage
1	What is the degree of employee role given in the participation of finding possible solutions with the management?		
	A. V. good	4	6.3
	B. Good	4	6.3
	C. Fair	10	15.6
	D. Poor	32	50.0
	E. V. poor	14	21.8
	Total	64	100

As it is indicated in the above table-8 Item-10 majority of the respondents that is 32(50%) and 14(21.8%) of them indicated that the extent of participation of employee in finding possible solutions with the management is poor and V.poor respectively. 10(15.6%) of them also pointed out their involvement in decision making process as satisfactory (fair). 4(6.3%) of the respondents have replied as good and another 4(6.3%) of them also have shown their participation in the decision making as V.good. From this revealed data we can forward that majority of the respondents as they have reflected are not given chances to participate themselves in findings solution to created problems. Therefore, the management have to take attention and care of the working environment.

**Table – 9 Respondents Rating on Possible Reason for the avoidance of employee – participation**

No	Item	Responses	
		Frequency	Percentage
1	If your answer to question No. 9 is poor or very poor. What do you think is the reason?		
	A. Low level of worker’s consciousness	1	1.3
	B. Low level of workers participation	9	12.0
	C. Autocratic approach in the system	34	45.4
	D. Low level of worker’s initiations experience	7	9.3
	E. Application of poor methods of employee management	24	32.0
	F. Others	-	-
	Total	❖ 75	100

❖ Indicates the respondents answer is more than one alternative

As shown in table–9 Item–11 which deals with the possible reason for the non involment in the decision making process 34(45.4%) of the respondents have reflected the existence of the autocratic approach in the system as an obstacle to participate. 24(32%) of them also indicated, the application of poor methods of employee management as a reason for the avoidance of employee participation. 9(12%) of the respondents should the low level of workers participation as a cause for not involving in the decision making process with the management. 7(9.3%) of them also indicated low level of workers initiations as a reason and 1(1.3%) of the respondents reflected the low level of workers consciousness as a reason for the refrain of employee participation in decision making process in their organization. Here when we conclude, majority of the respondents have traced that the management body only expects to be obeyed and pays no attention to the feelings and opinions of others and there for, great care have to be given to the usage and application of methods of the school.

**Table – 10 Respondents Rating on Mechanism of Conflict Resolution**

No	Item	Responses	
		Frequency	Percentage
1	Of the following proposals which do you think would help more to resolve conflicts?		
	A. The strong desire of workers to cooperate	11	16.2
	B. Focus given only to organizational performance	-	-
	C. The growth of understanding spirit among employees and management	30	44.1
	D. The participation of workers in decision making	21	30.9
	E. The development of positive spirit of workers	6	8.8
	F. Others	-	-
	Total	❖ 68	100
2	What mechanism does the management use to resolve conflict in the organization?		
	A. Avoidance	15	23.4
	B. Compromise	15	23.4
	C. Problem solving	3	4.8
	D. Bargaining	31	48.4
	E. Others	-	-
	Total	64	100

As it is indicated in the above table-10 Item-12 which discusses on preferable proposals on the issue of conflict resolution 30(44.1%) of the respondents have shown the growth of understanding spirit between employees and management as priority which would help to resolve conflicts. 21(30.9%) of them also replied the participation of workers in decision making

process as more helpful to resolve conflicts. 11(16.2%) of the respondents have pointed out that strong desire of workers to cooperate is more supportive to settle conflict. 6(8.8%) of them also indicated the development of positive spirit of workers can contribute to resolve conflicts in the organization. From the revealed data majority of the respondents have expressed their opinions that is the growth rate of understanding spirit between employees and management, the chance given to participate in decision making and the development of strong desire of workers cooperation are some of the forwarded proposals which the employees assumed to help in conflict resolution.

As shown in table-10 Item-12 which deals with conflict mechanism 31(48.4%) of the respondent have replied bargaining type of strategy is used in the organization to resolve conflicts. 15(23.4%) of them also indicated compromise as a tool used to settle problems. 15(23.4%) of the respondents have also pointed out that Avoidance as a mechanism used to settle problems and 3(4.7%) of the total respondents have only shown problem solving as a strategy used to resolve conflicts. From the displayed data we have come to understand that the management attempted to settle problems by using zero sum strategies like win-lose out comes, that encourage one group to win at the expense of the other . Avoiding strategy is also applied that don't solve problems, simply leave the problem to fester and erupt. Therefore, consideration should be given on how conflict management's strategies are applied.

**Table – 11 Respondents Rating on the Arrangement of Panel – Discussion**

No	Item	Responses	
		Frequency	Percentage
1	Does the management arrange panel-discussion in order to minimize conflicts and restore good school governance?		
	A. Yes	21	32.8
	B. No	43	67.2
	Total	64	100

From the above table–11 Item–14 concerning the arrangement of panel-discussion majority of the respondents that is 43(67.2%) of them have shown that panel-discussion between the employees and management was not carried out. 21(32.8%) of the respondents have indicated that they have put (applied) it into practice. Therefore, according to the majority response, discussions should be arranged in order to minimize the occurrence of conflicts in the organization.

**Table – 12 Respondents Rating on their forwarded Alternative Solutions to Problems Raised**

No	Item	Responses	
		Frequency	Percentage
1	Would you suggest us some of the possible solutions for conflict that emerge in your organization?		
	A. Avoidance of unequal way of employee treatment	16	21.3
	B. Positivism and transparency	12	16.0
	C. Reduction of overload work	10	13.4
	D. Avoidance of decision deliance process	10	13.3
	E. Employees request of participation in decision making process	12	16.0
	F. Avoidance of unprofessional assignment	15	20.0
	Total	❖ 75	100

❖ Indicates Respondents answer is more than one alternative.

As it shown in table–12 Item–15 respondents have viewed their suggestion on possible solutions to problems raised in their organization. According to this 16(21.3%) of them have indicated the avoidance of unequal way of employee treatment. 15(20%) of the respondents have suggested to the avoidance of unprofessional assignments of officials 12(16%) of them also have pointed out

that positivism and transparency of people have to exist in the organization. Another 12(16%) of them also requested employees participation in decision making process. 10(13.4%) of the respondents have replied the reduction of over load work and another 10(13.4%) of them indicated the avoidance of decision deliance process.

From the above revealed data, we have come to understand respondents interest on ways of change like appointment to a position, systems of employee treatment and the proper usage of conflict management strategy and therefore, we suggest concerned body have take things in to account ahead.

## **CHAPTER - FOUR**

### **4. SUMMARY, CONCLUSION AND RECOMMENDATION**

The study have tried to assess and find out the extent of the causes of conflict that has happened in Lideta sub city governmental primary schools where more and frequent turn over of employees and numerous disciplinary measures were taken from the year 1999-2001 E.C. In this chapter three important subsections are treated the first that deals with the summery of data offered and analyzed in chapter three on a study of conflict management practice and its problems: The case of Lideta, governmental primary schools is forwarded in the following manner.

#### **4.1 Summary**

According to the respondents displayed data here males are greater by 19% than the number of females. Majority that is 70% of the respondents their educational background is above Diploma and 80% them also are below the age of 38 years. Concerning their service in the present school 70% of the respondents have 1 – 4 years of service. From this data reflection we can understand that majority of the respondents are young, energetic with a standard-level of capacity to teach but with few years of service stay in the present school.

1. More than 57(89%) of questionnaire respondents and 4(67%) interview question respondents have reflected the existence of conflict in the schools but 7(11%) of questionnaire respondents and 2(33%) of interview question respondents have denied the existence of conflict in their organization.
2. The findings have shown the means of the causes of conflict especially conflicts that frequently and widely occur. As questionnaire respondents indicated the superior-Subordinate conflict and the interpersonal type of conflict are the major types of conflict that occur in the organization. Ambiguity, mal-administration, unequal way of employee treatment, management ineffectiveness, Being autocrat and low initiations of workers are some of the points raised for the means of the causes of conflict.
3. According to the respondent's reflection, conflict resolution practices in those schools are indicated as non-participatory processes. Disputes were only solved within the management circle and this have created employees grievance.

4. As respondents pointed out win-lose strategy (48.4%) and avoidance strategy (23.4%) of the respondents have shown that the management have applied in order to solve the raised problems. As it is stated by Cook and Hunsaker, (2001:397) since organization consist ongoing relationships, zero sum strategies create destructive political environment, they leave the problems to fester and erupt later. Therefore, employees attitude towards the organizational conflict resolution is unsatisfactory.
5. On the other hand interview question respondents have indicated that the low level of initiation of workers as a reason for the occurrence of conflict in the organization.
6. As findings have shown from the respondents view 78% of them have indicated students poor achievement, wastage of resources (50%) and turn over of employees as the effects of conflict in the organization.
7. Regarding respondents knowledge on the concept of conflict (40.6%) of the respondents have reflected their position that conflict has only negative impacts and therefore, from this we understand that something has to be done with the awareness of the employees and the management bodies.



## 4.2 Conclusion

1. As we have observed from the finding 89% of the questionnaire respondents and 67% interview question respondents have indicated the existence of conflict especially, 49(76.6%) of the respondents have shown the occurrence of conflict between employees and management. In addition to this 8(12.5%) of them also indicated that conflict between employees and management occurs. Therefore, from this we can infer that superior-subordinate conflict and interpersonal type of conflicts exist in the organization.
2. Most of the respondents have reflected their dissatisfaction with the points raised that are assumed to be accomplished by the management body. The question of ambiguity, unequal way of employee treatment, the unfairly decision given by chiefs, poor initiations of workers and over all being autocrat are some of the points traced as a reason for the causes of conflict therefore, these points have to be treated wisely and effectively.
3. 46(71.8%) of the respondentants have indicated the non-involvement of employees in the decision making process. This develops employees suspicion, therefore inorder to create employee belongings, the management have to arrange systems in which employees can join in decision making process.
4. (67.2%) of the respondents have reflected that there is no arrangements for employee regular meeting, which they can discus and express their feelings. Therefore, from this we understand that discussing are not carried out to minimize conflicts in the organization.
5. 40.6% of respondents, their knowledge on the concept of conflict show that it has only negative impacts. From this we understand that employees awareness and knowledge towards conflict is not as it is expected.
6. 77.4% of the respondents have indicated poor application of systems and being autocrat in the organization as reasons for the cause of management in effectiveness. Therefore, from this we can deduce that there is a problem on appointment to position.
7. 71.8% of the respondents have shown the improper usage of conflict management strategies and this has created gaps on ways of conflict resolution. Therefore,the management has to apply the appropriate strategies.

### **4.3 Recommendation**

These suggested opinions are based on the given conclusion since, they are lessons learned from the previous conflict management practices.

1. Any attempt to minimize the occurrence of conflict could be effective and efficient only when it is accompanied by much greater attempt of reducing ignorance in the organization. Since, it is the major cause for the occurrence of conflict. Therefore, training for employees and management bodies based on the concept of conflict should be arranged in the respective schools.
2. The management's role on the awareness concept of conflict was poor and this had led to undesired conditions in the organization. Therefore, the management have to consider and resume recalling the required activities and behaviors in the form of rules and procedures to the employees of the organizations.
3. We have seen that the existence of the blockage of communication have created obstacles in the organizational effectiveness. Therefore, we suggest that flow of clear and timely information should be practiced. There should be a free flow of ideas and information between the employees and the management. Regular discussion program in which the concerned bodies can exchange and share views should be arranged.
4. Inorde to solve the revealed problems the management has used win lose and avoidance strategy but these strategies have not brought effective results rather, aggravated the problems. Therefore, the management is suppose to change and implement win-win strategy (problem solving) which will accommodate to the interest of both groups which are found in the organizations.
5. As we have observed from the findings, the management has focused only on task oriented processes and on the unequal way of handling employees. These have resulted on the organizational ineffectiveness. Therefore, it is suggested that great concern should be given to the proper ways of employee-management.
6. Poor effort, coordination failure of management and overall being autocrat are some of the reasons for the cause of conflict which had their impacts on the performance of the organization. Therefore, from this we can infer that the right man is not at the right place and it is recommended appointment to position should base on knowledge and professional conduct.

7. The low initiation of workers experience had its negative impact on the effectiveness of the organization. Therefore, in order to reverse this and increase awareness training based on the objective of the organization should be arranged.
8. We know that conflict is an inevitable process and therefore, we have to accept conflict resolution as an important role of management putting in practice effectively.

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APPENDIX A

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

**QUESTIONNAIRE TO BE FILLED BY PRIMARY SCHOOL TEACHERS**

The questionnaire is prepared by the researcher for the fulfillment of the B.A degree. The study focuses on conflict management practices and its problems in Lideta governmental primary schools to forward possible solutions. So, your careful response to the questions will be of great value to the researchers' Endeavour to identify, measure, monitor and recommend solutions to the problems.

No need of writing the respondents name

Please Put “ ✓ ” mark in the box which you think the correct response or write your answer on the space provided.

I would like to assure you that every response in this questionnaire is confidential.

**Section One**

Personal information of the respondent

1. Name of the school

A. Tesfa Kokebe

B. Metebabab

B. Edgit Besera

2. Sex A. Female

B. Male

3. Age A. 18–23 years

C. 29–33 years

E. 39–43 years

B. 24–28 years

D. 34–38 years

F. above 44 years

4. Educational level A. Certificate

C. First Degree

D. Post Graduate

B. Diploma  E. Others \_\_\_\_\_

5. Years of service

A. 1–5 years

C. 11–15 years

B. 6–10 years

D. 16–20 years

6. Number of service years in the present school

- A. 1–2 years       B. 3–4 years   
B. 5–6 years       D. 7–8 years   
E. 9–10 years       F. ≥ 11 years

**Section Two**

If it is required, you can give more than one response

1. To what extent conflicts occur between employee and management?

- A. Always       B. Sometimes       C. Not at all

2. If your answer is always or sometimes yes for question No. 1, what do you think the main reason is?

- A. Budget allotment       C. Mal administration   
B. Ambiguity       D. Low initiation of workers   
E. An even distribution of teaching load       F. Others \_\_\_\_\_

3. What are the major kinds of conflict that arise in your organization?

- A. Inter group /department conflict   
B. Interpersonal conflict   
C. Inter group /department   
D. Conflict between employees and the management   
E. Others \_\_\_\_\_

4. What will be the possible reason for the response that you give to question No. 3?

- A. Unfair of departmental distribution of resources   
B. Un equitable distribution of workers' benefit   
C. Disagreement over the claim of workers' right   
D. Unequal way of employees' treatment   
E. Management ineffectiveness   
F. Unfairly decision given by chief persons due to un professional behavior   
G. Others \_\_\_\_\_

5. Do you think conflict has positive and negative impacts in your organization?

- A. Yes       B. No

6. If your answer is yes for question No. 5 what are

6.1 The positive impacts

- A. It enhances effective work
- B. Develop trust between labor and management
- C. Facilitate decision making process
- D. Collects the attention of workers to organizational objective
- E. Increase cooperation
- F. Teachers individuals from done, effects
- G. Creates computational spirit
- H. Others \_\_\_\_\_

6.2 The negative impacts

- A. Unnecessary stress and lose of commitment
- B. Increase sense of distrust
- C. Blockage in communication
- D. Reduce organizational effectiveness
- E. Employee turnover
- F. Others \_\_\_\_\_

7. Among the following which do you think the reason for employees of the organization is a problem to work cooperatively?

- A. Low level of working initiations
- B. Low level of supervisors' role
- C. Low level of workers' consciousness
- D. The presence of unclear rules and regulation
- E. Management's poor effort
- F. Others, specify \_\_\_\_\_

8. Which of the following do you think is the effect of conflict in your organization?

- A. student's poor achievements
- B. Employees dissatisfaction
- C. Undesirable condition of teaching - learning process
- D. Employees turnover
- E. Others \_\_\_\_\_

9. In which part do think the current conflict management practices in your school need amendments.

- A. In the system it self  E. In the coordination work activities   
B. In the official's behavior  F. Others \_\_\_\_\_  
C. In the official's skill and performance   
D. In the facilities of training and development

10. What is the degree of employee role given in the participation of finding possible solutions with the management?

- A. Very Good  C. Fair   
B. Good  D. Poor  E. Very Poor

11. If your answer to question No. 9 is poor or very poor what do you think is the reason?

- A. Low level of workers consciousness   
B. Low level of workers participation in decision making   
C. Autocratic approach in the system   
D. Low level of worker's initiation experience   
E. Application of poor methods of employee management   
F. If others \_\_\_\_\_

12. Of the following proposal which do you think would help more to resolve conflicts?

- A. The strong desire of workers to cooperate   
B. The focus given only to organizational performance   
C. The growth understanding sprit among employees and management   
D. The participation of workers in decision making   
E. The development of positive sprit of workers   
F. Others \_\_\_\_\_

13. What mechanism does the management use to resolve conflicts in the organization?

- A. Avoidance  C. Problem solving   
B. Compromise  D. Bargaining

14. Does the management arrange panel-discussion in order to minimize conflicts and restore good school governance? A. Yes  B. N



15. Would you suggest us some of the possible solutions for conflict that emerge in your organization?

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## APPENDIX B

These interview questions are designed to be carried on by school principals and supervisors the purpose of this interview is to gather data about conflict management practices and its problems to forward possible solutions

1. How do you express the relationship between employees and management?
2. Have you ever faced a kind of conflict with the employees on your way of managing your organization activity if your answer is yes, what is the reason?
3. Can you say that workers of your organization are more cooperative in the participation of solving conflicts aroused in the organization?
4. If your answer to this is 'No' what do you think the reason is?
5. Can you dare to say that conflicts have negative impacts in your organizational performance? If you say yes, can you forward some examples?
6. As a manger, either a time that you gave a suggestion to workers so that they can lead their organization activities accordingly if so, what was the workers response?
7. Have you ever given a chance to workers participation in the settlement of organizational conflicts? If it is yes, what was the outcome?
8. Does the management have a regular meeting with the workers?
9. Either any penalty or imposed for a breach of the school rules given to workers? If you say yes would you please show me some of evidences?

**የቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ**  
**የቢዝነስ ፋካሊቲ ማኔጅሜንት ትምህርት ክፍል**  
**ለመምህራን የተዘጋጀ መጠይቅ**

ይህ መጠይቅ የተዘጋጀው የመጀመሪያ ዲግሪ የመመረቂያ ጽሑፍ ለማዘጋጀት መረጃ ለማሰባሰብ ሲሆን ጥናቱ የሚያተኩረው በልደታ ክፍለ ከተማ መንግሥታዊ የሆኑ የመጀመሪያ ደረጃ ት/ቤቶች በሠራተኛውና በአስተዳደሩ መካከል ስላለው ያለመግባባት ችግር አፈታት ልምድ እና ተዛማጅ ችግሮች በመዳሰስ የመፍትሔ ሃሳቦች ለመጠቀም ነው። ስለዚህ የእርስዎ መልስ ለጥናቱ መሳካት ከፍተኛ ድርሻ ስላለው መጠይቁን በጥንቃቄ እንዲሞሉልኝ እጠይቃለሁ። ለሚደረግልኝ ትብብር በቅድሚያ አመሰግናለሁ።

1. በመጠይቁ ላይ ስምዎ መጻፍ አያስፈልግም
2. ላቀረቡት ጥያቄዎች ትክክለኛ መልስ ነው የሚሉትን በምርጫዎቹ ጎን በሚገኘው ሳጥን (✓) ምልክት ያስቀምጡ

**ክፍል አንድ:**

**መጠይቁን የሚሞሉ ሰዎች ግላዊ መረጃ**

1. የት/ቤቱ ስም

- ሀ. ተስፋ ኮከብ       ለ. መተባበር       ሐ. እድገት በሥራ

2. ያታ

- ሀ. ወንድ       ለ. ሴት

3. ዕድሜ?

- ሀ. 18-23 ዓመት       ሐ. 29-33 ዓመት       ሠ. ከ39-43 ዓመት   
 ለ. 24-28 ዓመት       መ. ከ34-38 ዓመት       ረ. ከ44 ዓመት በላይ

4. የትምህርት ደረጃ?

- ሀ. ሰርተፊኬት       ሐ. የመጀመሪያ ዲግሪ       ሠ. ሌላ ካለ -----  
 ለ. ዲፕሎማ       መ. 2ኛ ዲግሪ/ ማስተር

5. የአገልግሎት ዘመን

- ሀ. ከ 1-5 ዓመት       ሐ. ከ11-15 ዓመት   
 ለ. ከ6-10 ዓመት       መ. ከ16-20 ዓመት

6. አሁን ባሉበት ት/ቤት የአገልግሎት ዘመን?

- ሀ. ከ1-2 ዓመት       ሐ. 5-6 ዓመት       ሠ. ከ9-10 ዓመት   
 ለ. ከ3-4 ዓመት       መ. ከ7-8 ዓመት       ረ. ከ11 ዓመት በላይ

**ክፍል ሁለት**

አስፈላጊ ሆኖ ካገኙት ካንድ መልስ በላይ መስጠት ይቻላል።

1. በሠራተኛውና በአስተዳደሩ መካከል ለምን ያህል ጊዜ ያለመግባባት ችግሮች ተፈጥረው ያውቃሉ?

ሀ. ሁልጊዜ       ለ. አንዳንዴ       ሐ. ምንም

2. ለጥያቄ ቁጥር አንድ መልስዎ ሁልጊዜ ወይም አንዳንዴ ከሆነ መሠረታዊ ምክንያት ምን ሊሆን ይችላል ይላሉ?

ሀ. የበጀት አመዳደብ ችግር       መ. የሠራተኛው ተነሳሽነት አናሳ መሆን

ለ. የመግባባት ችግር       ሠ. በአግባቡ የክፍለ ጊዜ ወይም ፒሬድ

ስርጭት ያለማደል

ሐ. የአመራር ጉድለት ችግር       ረ. ሌላ ካለ -----

3. በድርጅትዎ ውስጥ የሚፈጠሩ አበይት ያለመግባባት ችግር የትኞቹ ናቸው?

ሀ. በተለያዩ የሥራ ቡድኖች የሚፈጠረው ያለመግባባት

ለ. በሠራተኛው መካከል የሚፈጠር ያለመግባባት

ሐ. በተመሳሳይ የሥራ ቡድን መካከል የሚፈጠር ያለመግባባት

መ. በሠራተኛውና በአስተዳደሩ መካከል የሚፈጠር ያለመግባባት

ሠ. ሌሎች ካሉ -----

4. ለጥያቄ ቁጥር 3 የሰጡትን መልስ መከሰት መሠረታዊ ምክንያት ይሆናል ብለው የሚገምቱት?

ሀ. አግባብ ያልሆነ የዲፓርትመንት ሪሶርስ ክፍፍል

ለ. አግባብ ያልሆነ የሠራተኛ ጥቅማጥቅም ክፍፍል

ሐ. በሠራተኛው መብት ጥያቄ ያለመግባባት

መ. በእኩልነት ያልተመሠረተ የሠራተኛ አያያዝ

ሠ. የማኔጅመንት አቅም ያለመኖር

ረ. በአመራር ላይ ያሉ ግለሰቦች የግል ባሕሪይ

አድሏዊው ውሳኔዎች

ሰ. ሌላ ካለ -----

5. በድርጅትዎ ውስጥ ያለመግባባት ችግር መኖር አዎንታዊ ገጽታዎች አለው ብለው ያምናሉ?

ሀ. አዎን       ለ. የለውም

6. ለጥያቄ ቁጥር 5 መልስዎ አዎን ከሆነ

6.1 አዎንታዊ ጎኑ የትኛው ነው ይላሉ?

ሀ. ሥራን በአግባቡ እንዲቀላጠፍ ማድረግ

ለ. በሠራተኛውና በማኔጅመንት መካከል አመኔታ እንዲኖር ማድረግ

- ሐ. የውሳኔ አሰጣጥን በማቀላጠፍ
- መ. በድርጅቱ ዓላማ ሠራተኛው ትኩረት እንዲኖረው ማድረግ
- ሠ. ትብብርን መጨመሩ
- ረ. አንዱ ሌላውን ከስህተቱ እንዲታረም ማድረግ
- ሰ. የውድድር መንፈስ መፍጠር
- ሸ. ሌላ ካለ -----

6.2 በጥያቄ ቁጥር 5 መልስዎ የለውም ከሆነ አሉታዊ ጎኑ የትኛው ነው ይላሉ?

- ሀ. የቁርጠኝነት መንፈስ ማቀዛቀድና ጫና መፍጠሩ
- ለ. ያለመተማመን መንፈስ ማሳደግ
- ሐ. ያለመግባባት ሁኔታን መፍጠሩ
- መ. የድርጅቱን ሥራን ማቀዛቀድ
- ሠ. የሠራተኛው ሥራ መልቀቅ መንገድ መፍጠሩ
- ረ. ሌላ ካለ -----

7. የድርጅቱ ሠራተኞች በመተሳሰብና በመደጋገፍ ለመሥራት የማያስችላቸው ምክንያቶች ምን ሊሆኑ ይችላሉ ይላሉ?

- ሀ. የሥራ ተነሳሽነት መጓደል       መ. ግልፅ የሆነ ህጎችና መመሪያዎች ያለመኖር
- ለ. የሱፐርቫይዘር ሚና ዝቅተኛ መሆን       ሠ. የማኔጅመንት የማስተባበር ጥረት አናሳ

መሆን

- ሐ. የሠራተኛ ግንዛቤ ያለማደግ       ረ. ሌላ -----

8. በድርጅቱ ውስጥ የተፈጠረው ያለመግባባት ችግር ያስከተለው ሁኔታ

- ሀ. የተማሪዎች ውጤት ዝቅ ማለት       መ. የሠራተኛው ሥራ መልቀቅ
- ለ. የሠራተኛው ብሶት መፈጠር       ሠ. የሪሶርስ መጠን መባከን
- ሐ. የመማር ማስተማር ሂደት መታወክ       ረ. ሌላ ካለ -----

9. በአሁኑ ወቅት በድርጅትዎ ውስጥ የሚፈጠሩ ያለመግባባት ችግሮን ለመፍታት በሚደረጉ ጥረቶች በይበልጥ በየትኛው ዘርፍ መሻሻል አለበት ይላሉ?

- ሀ. በተዘረጋው የድርጅቱ መዋቅር       መ. በሥልጠና አሰጣጥ ዙሪያ
- ለ. በመሪዎች ባህሪያና አመለካከት       ሠ. አስተባብሮ በማንቀሳቀስ ዙሪያ
- ሐ. በመሪዎች አቀራረብ ችሎታ       ረ. ሌላ -----

10. በድርጅቱ ውስጥ የተፈጠረውን ያለመግባባት ችግር ለመፍታት ሠራተኛው ምን ያህል ዕድል አግኝቷል?

- ሀ. በጣም ከፍተኛ       ሐ. መካከለኛ       ሠ. በጣም ዝቅተኛ
- ለ. ከፍተኛ       መ. ዝቅተኛ

11. ለጥያቄ ቁጥር 9 መልስዎ ዝቅተኛ ወይም በጣም ዝቅተኛ ነው ካሉ መሠረታዊ ምክንያቱ ምን ይላሉ?

ሀ. የሠራተኛው ግንዛቤ ዝቅተኛ መሆን

ለ. ሠራተኛ በውሳኔ አሰጣጥ ዙሪያ አናሳ መሆን

ሐ. የአስተዳደር የኔነት ስሜት ብቻ መንፀባረቅ

መ. ዝቅተኛ የሥራ ተነሳሽነት መኖር

ሠ. ዝቅተኛ የአስተዳደር ሥርዓትና ስልት መጠቀም

ረ. ሌላ ካለ -----

12. ከሚከተሉት በይበልጥ የተፈጠሩ ችግሮችን በይበልጥ ለመፍታት የሚያስችል

ሀ. የሥራተኛው አብሮ የመሥራት ባህል ማዳበር

ለ. ሥራውን ብቻ ነጥሎ አድምቆ መሥራት

ሐ. የሠራተኛው እና የማኔጅመንቱ የመግባባት መንፈስ በማሳደግ

መ. በውሳኔ አሰጣጥ ዙሪያ ሠራተኛውን የማሳተፍ

ሠ. የሠራተኛው ቀና አመለካከት የማጎልበት ሥራ

ረ. ሌላ ካለ -----

13. አስተዳደሩ ያለመግባባት ችግሮችን ለመፍታት የሚጠቀመው መንገድ

ሀ. ችግሩን ሙሉ በሙሉ በማስወገድ

ሐ. ችግሩን በመፍታት

ለ. በመቻቻል

መ. በመደራደር

ሠ. ሌላ ካለ -----

14. ያለመግባባትን ችግር ለመቀነስና መልካም የሥራ ባህልን ለመፍጠር አስተዳደሩ ከሠራተኞች ጋር ይወያያል ይላሉ?

ሀ. አዎን

ለ. የለም

15. በመሥሪያ ቤትዎ ያለመግባባት ችግሮች አማራጭ መፍትሔ የሚሏቸውን ቢገልፁልን?

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## Declaration

I, the under signed, declare that this senior research is my original work, prepared under the guidance of Ato Yimer Adem. All sources of materials used for the manuscript have been duly acknowledged.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Place of submission \_\_\_\_\_

Date of submission \_\_\_\_\_

## Submission approval sheet

This senior research paper has been submitted to the department of management in partial fulfillment for the requirement of BA degree in management with my approval as an advisor.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date of submission \_\_\_\_\_